



Benifex

Intelligence by Design

Why AI Needs Better Places to Work

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**Psychologist | Author | Global HR Leader
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HR Author

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Author of the
year '24

**People
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Profiled in
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Forbes

HR's Most Influential
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Executive Fellow,
King's College
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100** | INFLUENTIAL
PEOPLE
In Association with Awards Intelligence

**WINNER
2026**



Outstanding Individual
Achievement in Global
HR '25



Lifetime
Achievement
Award '25



Outstanding
Contribution to
the Industry '24



HR Influencer of
the Year '24 & '25



HR Professional of
the Year '24



**AI is reshaping skills,
work and value.**

We must rebuild around it.

AI is Reshaping Every Strategy, Fast

AI remains a top investment priority for Boards and CEOs

69%

of CEOs say they will allocate 10 – 20% of budget to AI in 2027

94%

of companies will double AI spending in 2026

72%

of organisations are “focused on productivity gains and profit” from AI

BCG 2026, KPMG 2025

AI: A Direct Driver of CEO Reputation, Productivity and Growth



Energise

CEOs Love AI Because Wall Street Rewards AI Strategy – *Aggressively*



~100%

Nearly all companies will continue investing in AI because of long term value expectations linked to investor sentiment

92%

92% of investors want increased capital allocation for AI

8%

UPS stock jumped 8% the day the CEO announced **“the most significant strategic shift”** in company history, driven by AI

To win support, our workplace strategies must reinforce AI priorities – because investors are pushing CEOs hard in that direction.

For CEOs, AI is Also About Survival

82%

82% of CEOs say they are leading their AI transformation

75%

of CEOs say they are their company's key AI decision maker

~100%

Almost all CEOs say AI has to show a positive ROI

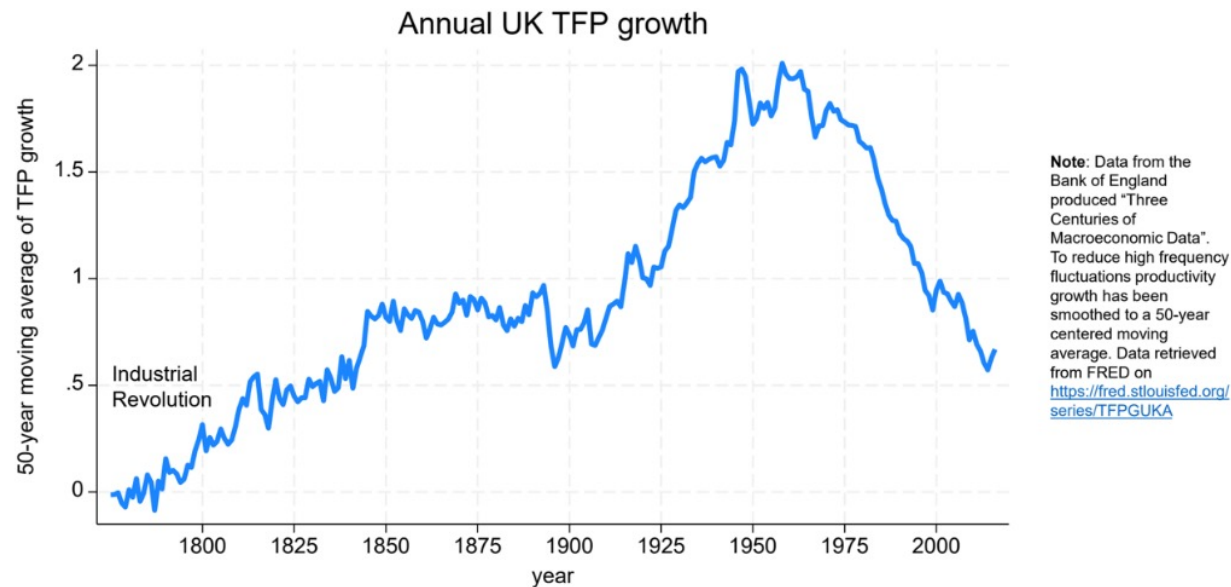
50%

Half of CEOs believe their job now depends on getting AI right

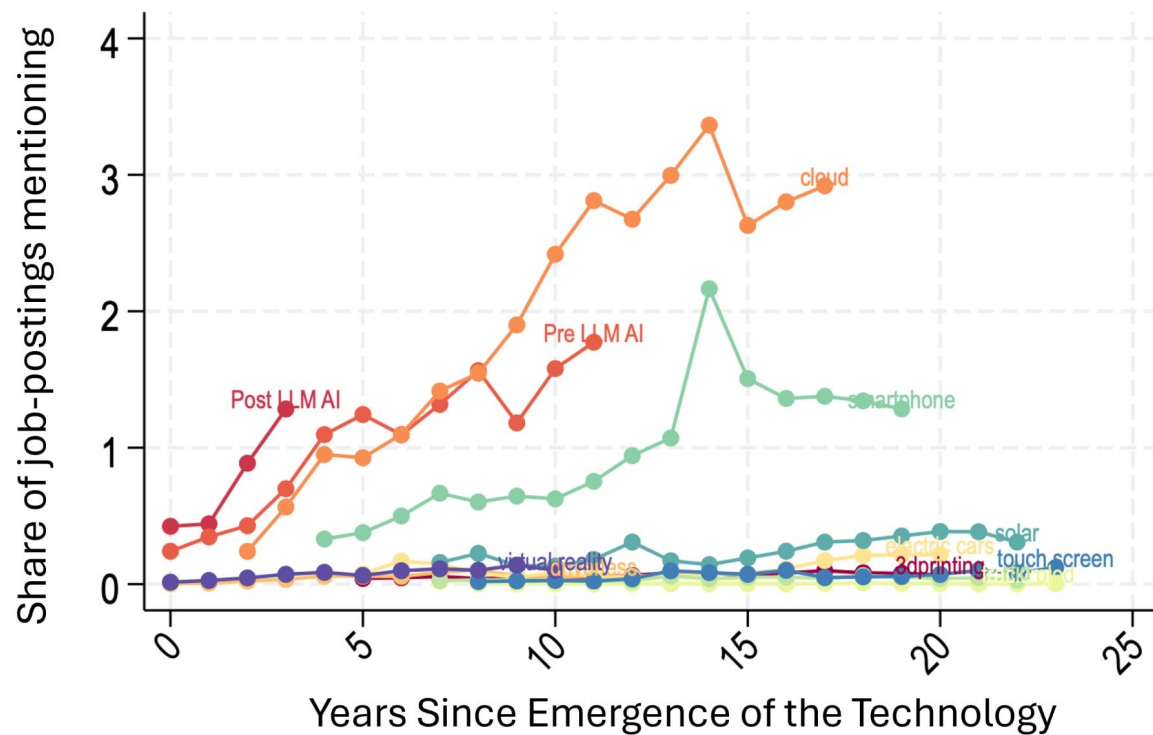
WEF 2026, BCG 2026

There is a 50% chance AI will reverse a 75-year trend

The decline in productivity since the 1950s came after almost 200 years of rising productivity growth – so trend changes are rare



AI is diffusing faster than other technologies



Source: Job postings data based on "The diffusion of new technologies" by Aakash Kalyani, Nick Bloom, Marcela Carvalho, Tarek Hasan, Josh Lerner and Ahmed Tahoun Quarterly Journal of Economics, 2025

AI's Productivity Gains are Starting to Show

15%

A large study of over 5,000 customer support employees found that AI increased their productivity by 15%

75%

75% of organisations report positive returns employees who use AI at work

40%

Productivity gains of up to 40% are possible when adoption is "effective"

Global evidence from the last 12 months reveals an average productivity gain, across all industries of 25%.

Note: 72% of CEOs who increase productivity also increase revenue

Stamford University 2025, National Bureau of Economic Research 2025, EY 2025, Wharton School 2025



**AI-n't
Happening Yet**

But We Have a Problem – The AI Engagement Gap is Impossible to Ignore



40%

40% of employees say they rarely use AI at work

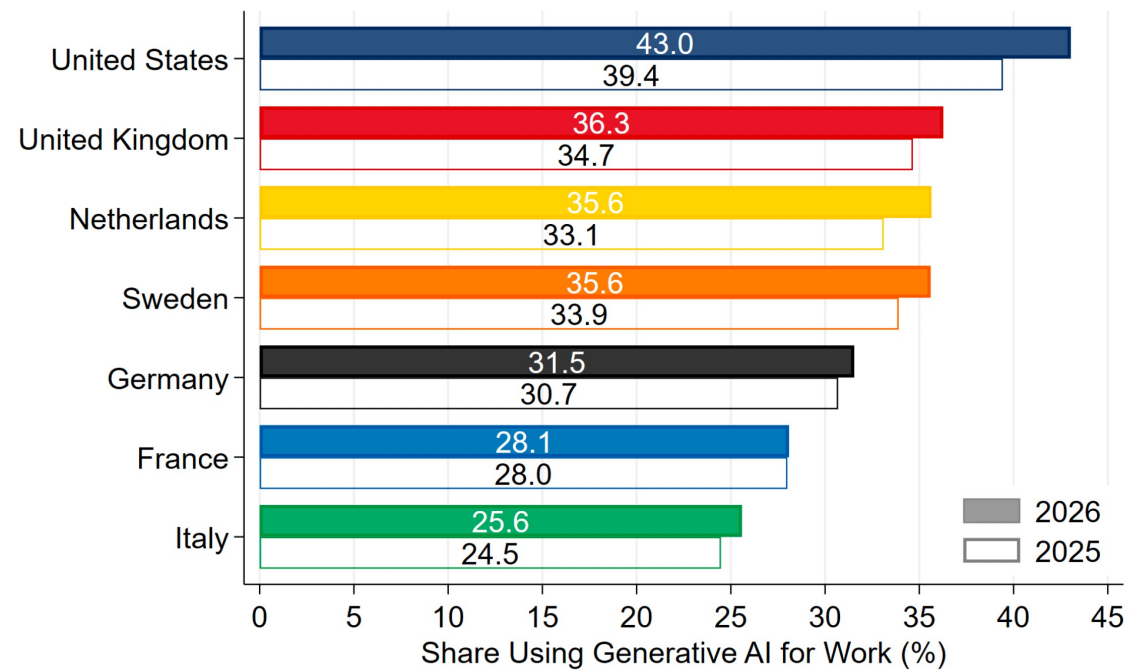
28%

Only 28% of global workers have used AI at work

7/10

7 in 10 U.S. employees never use AI at work. Only 1 in 10 U.S. employees use it at least weekly

Share of Workers using Generative AI in 2025 and 2026



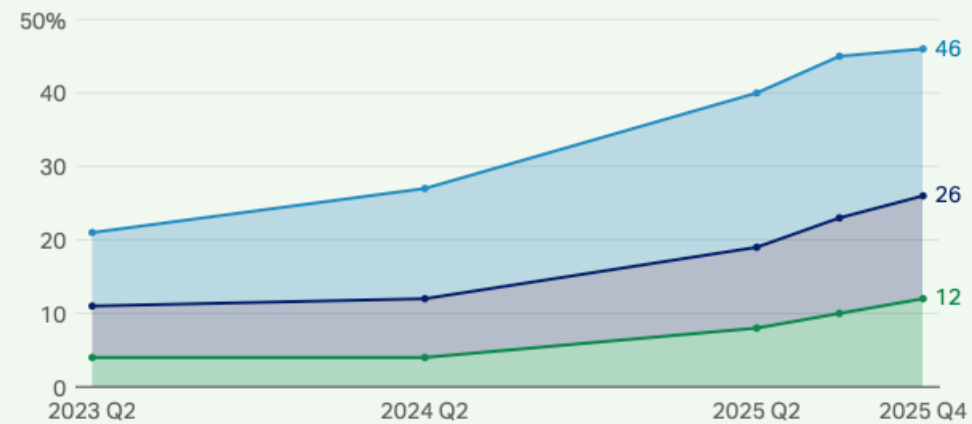
How Much Are U.S. Workers Using AI?

Daily AI users (% of employees using AI daily in their role)

Frequent AI users (% using AI daily or a few times a week)

Total AI users (% using AI daily, a few times a week, a few times a month, or a few times a year)

► [Click to see the full question wording.](#)



Not all response options shown

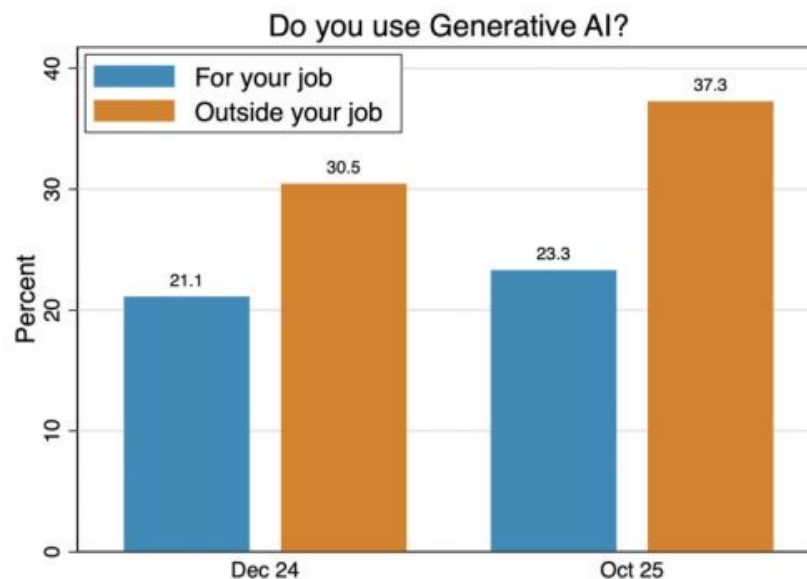
[Get the data](#) • [Download image](#)

GALLUP®



**The technology
isn't the
problem...**

SWAA Respondents Report Increasing Use of Generative AI Tools Outside Work (30% Last December vs. 37% In October '25)



Responses to the Questions:

- Had you heard about Generative AI before this survey?
- Do you use Generative AI for your job?
- Do you use Generative AI [outside your job]?

Notes: The sample includes all respondents aged 20 to 64 who answered the December 2024 or October 2025 SWAA waves, including individuals who did not earn at least \$10,000 the prior year. We record a respondent as not using generative AI if they report not having heard of it prior to the survey. We reweight the raw survey responses to match the 2010-2019 Current Population Survey by age, sex, education, and earnings cells.

N = 9,776 (for your job)

N = 12,269 (outside your job)

AI Isn't The Problem – The Workplace is

People use AI more in their personal lives than they do in their work lives.

This gap tells us that something important – there is something about the workplace that is preventing full engagement.

The gap between personal and professional AI use signals problems employers haven't yet addressed – culture.



Real AI Transformation Starts With Culture, Not Code

Organisations will not capture AI's promised productivity until they fix cultural foundations.



When AI is implemented on strong cultural foundations, employers unlock 40% more productivity gains – 15% more than average.



Employees with higher wellbeing report greater AI usage.



“Talent and cultural transformation” are the hardest and most critical components of AI.

Of the 35 conditions needed for successful AI adoption, half are company culture factors. Collectively identified as a “super category” by the research.

EY 2025, WEF 2025, American Psychological Association 2023



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7 Principles for Designing AI- Optimized Workplaces



1. AI Performance is contingent on Human Environments



2. The Physical Office Materially Changes Behaviours



3. Community is Linked to Productivity and Innovation



4. Physical Workplaces Influence Outcomes vs Remote or Digital Only Contexts



5. AI Will Change Work Behaviours, Requiring Redesigned Environments



6. AI is Human Collaboration, but Built Environments Affect Cognitive Performance



7. Are our Workplaces Designed to Optimise AI?

Productivity is the foundation of organisational success, shaping profitability and overall business performance.

While AI is starting to act as a catalyst for productivity growth, that potential is only realised when it is supported by a broader system of change in how the workplace is designed.

- *Gethin Nadin, Chief Advisory Officer, Benifex*

MillerKnoll





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