

# The future of work in 2026: 8 HR trends reshaping the global workforce



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# Introduction

Over the last few years, organizations have been navigating a perfect storm of pressures.

They've faced everything from the **acceleration of AI adoption** and **widening skills gaps** (with a rapidly shortening skills half-life) to rising burnout, climate-driven disruptions, **shifting regulations**, and a workforce whose expectations continue to evolve.

What once felt like isolated HR challenges have become system-level realities, affecting how companies operate, plan, and compete.

## HR's role is entering a new era

As we look toward 2026, one theme is clear: We've reached a turning point, and HR's role is changing with it.

In a more static and predictable world, HR was often underestimated. Many of its responsibilities were shaped by past

lessons and structured systems. The expectation of stability—not disruption—was the norm.

**But the world of work hasn't been stable for a long time.** Today, an endless stream of unexpected challenges lands first at HR's door. When a crisis emerges and no one has a playbook, people turn to HR.

What's often overlooked is how much chaos HR already helps organizations avoid. As technology takes on predictable, repeatable tasks, HR's value becomes even clearer: The function is shifting from gatekeeper of static systems to guide of ongoing evolution. Modern HR teams are becoming pathfinders, carving new paths through the wilderness of change as disruption accelerates, helping people stay steady, and enabling businesses to adapt.

This shift calls for a new mindset. The HR leaders who will thrive in 2026 are those energized by ambiguity, creativity, and complexity, rather than those who thrive on predictability and repetition.

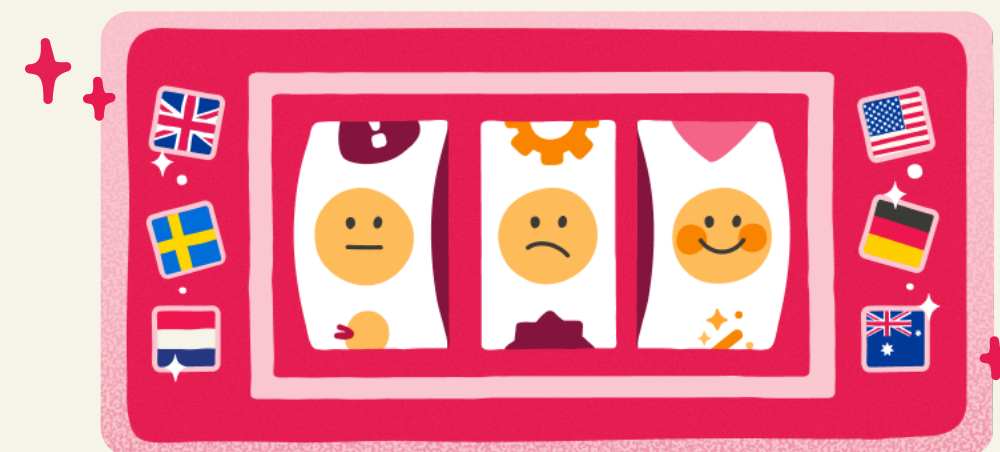
# Experimentation is evolving into operations

Recent years have been defined by experimentation.

Organizations **tested hybrid models**, adopted new technologies, explored AI's potential, and rethought **how, where, and when people work**.

That's all about to change.

**2026 will mark the moment these experiments become operations.** The trends shaping the global workforce aren't theoretical anymore. They're here, they're moving quickly, and they're already influencing how HR **designs work**, develops its people, **builds trust**, and guides business performance.



But formalizing these experiments doesn't mean creating a new static order. The next few years won't reward rigid models. They'll reward approaches designed to flex, shift, and evolve as new waves of disruption emerge, whether from geopolitical change, new technologies, or shifting labor markets.

## HR's next chapter depends on creativity and adaptability

The eight predictions in this guide outline the shifts HR leaders can prepare for—and the areas where HR will need to be especially creative.

They bring the underlying pressures into focus, highlight the opportunities emerging from all of this rapid change, and set out practical steps organizations can take so you can remain resilient, competitive, and centered on your people.



**Prediction 1:**

# Burnout will become a boardroom hazard

**Burnout** is traditionally talked about as an individual **wellbeing** issue, stemming from a failure of personal strengths.

But really, it's about so much more. As stress keeps rising and expectations shift, the strain on people is showing up in how they work. Leaders are recognizing that the environments and cultures they craft can increase or reduce burnout risks for even the most resilient people.

## What's shifting?

In regions like the United States and Asia-Pacific, **engagement has dropped**, and that slide is already influencing the small choices people make across their day. Manager burnout is also nudging productivity and overall performance in ways leaders can't ignore.

At the same time, psychosocial hazards have become so prevalent that regulators are stepping in.

**ISO 45003** has become the first global standard for managing psychological health and safety at work and is now a benchmark for organizational duty of care. In Victoria, Australia, **psychological health protections** were formally added to the **OHS Act**, making it clear that mental health is a workplace safety issue, not just a wellness benefit.

Taken together, **burnout is shifting from a “nice-to-manage” wellbeing metric to a board-level business and compliance risk.**



## Why it's business-critical

Disengagement cost the world economy **\$438 billion in 2024**. It's a stark reminder of how quickly burnout can affect business outcomes.

But the opportunity is just as significant.

Organizations that **invest in psychological safety** often see steadier teams, more sustainable leadership, and stronger overall performance. Low engagement and poor psychological health don't just show up in wellbeing dashboards. They translate into higher turnover, absenteeism, and operational drag that leadership teams can't afford to disregard.

High engagement becomes even more important during periods of change. When people navigate fading norms, shifting expectations, and the pressure to learn new ways of working, psychological strain can slow progress.

**Burnout**, in particular, makes it harder for teams to stay curious, learn quickly, and adapt confidently—especially as technologies like AI reshape how work gets done.

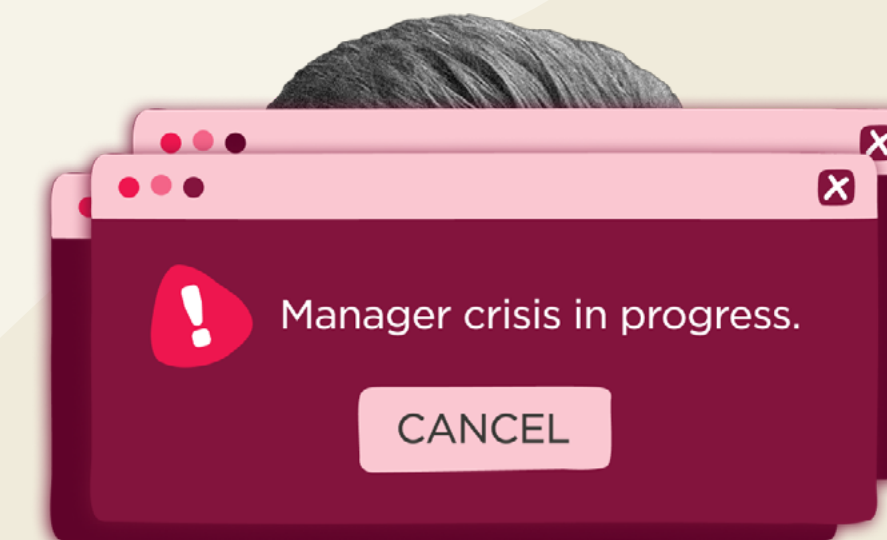
**Ignoring psychosocial risk will manifest as costs in productivity loss, increased attrition, and reputational damage.** Treating psychological health as a core part of business continuity positions organizations to protect their people and long-term performance.





# What leaders can do to meet this shift

- **Emphasize workflow prioritization and redesign over Herculean effort.** Reimagine workflows in sustainable ways that help people succeed. The best managers and leaders create conditions for steady performance and help teams thrive without relying on short bursts of overextension.
- **Assess psychological risk.** Integrate psychological risk reviews into your standard HR and safety processes so psychosocial hazards are treated with the same seriousness as physical ones.
- **Equip managers to lead sustainably.** **Provide managers** with the training, capacity, and support they need to recognize early signs of burnout and maintain healthy team dynamics.
- **Strengthen workload safeguards.** Build stronger guardrails around workload, autonomy, and recovery time to help people maintain steady, sustainable performance.
- **Align on shared duty of care.** Unite HR, Legal, and Operations on consistent expectations for psychological safety and accountability, creating a unified approach across the organization.
- **Make psychological health a leadership KPI.** Measure leaders on the conditions they create, not just the outcomes they deliver.



**Prediction 2:**

# Time will out-value money

As work intensifies and AI raises expectations, time has become the resource people value most.

Teams need space to think, recover, learn, and try new ideas. Without it, sustained performance is hard to hold, and burnout becomes an even greater risk to the business.

## What's shifting?

The pandemic permanently reshaped expectations here.

In recent research, **nearly half of professionals** worldwide said they valued having more autonomy over their time. Another 52 percent view flexible hours or locations as core job requirements. Another quarter said flexibility would be their top priority if they were to change jobs.

That shift is pushing organizations to treat time not as an operational constraint, but as a **strategic resource**.

In 2026, we expect leading companies to **experiment more confidently with four-day week** pilots, shorter workdays, protected deep-work windows, and structured pause periods.

This is all with the aim of helping people stay fresh, focused, and engaged while reducing the downstream costs organizations pay in benefits, turnover, and interventions that treat the symptoms of chronic burnout.





## Why it's business-critical

Flexibility has become one of the important factors people weigh when choosing a role.

When people have more control over their time, they recharge more fully, think more clearly, and deliver higher-quality work. They also adapt more quickly and stay engaged for longer.

Many professionals agree, with **more than 85 percent** saying that taking time to recover has a direct, positive impact on their productivity. When organizations give teams more say over how they manage their time, the effects show up quickly: Retention steadies, burnout drops, and the organization's reputation improves.

It's easy to frame this shift as a conversation about work-life balance, but balance doesn't fully reflect what people need. A more helpful lens is minimizing work-life conflict and structuring work in ways that reduce the friction between professional and personal demands.

The value of a four-day work-week, for example, isn't only fewer hours. It's the ability to focus deeply for four days, knowing there is a dedicated weekday to manage critical life admin when stores and government offices are open. For businesses, better-managed time helps people be fully present at work and at home.

Overlook that shift and the impact is hard to miss. Talent leaves faster, performance becomes inconsistent, and the organization develops a reputation for unsustainable expectations.

The encouraging part? It doesn't take sweeping changes to reset the pace. Small, thoughtful adjustments can restore momentum fast.

## What leaders can do to meet this shift

- **Prioritize ruthlessly.** Remove tasks that persist simply because no one has had the space to re-evaluate them. When teams focus on the work that truly delivers value, people gain back meaningful time and a clearer sense of purpose in the work they do.
- **Pilot flexible work models.** Test work structures that create space for learning, reflection, and rest—within clear performance expectations.
- **Explore alternative scheduling.** Run controlled pilots of four-day weeks, compressed hours, or seasonally adaptive schedules where appropriate and legally feasible, supported by transparent productivity frameworks.
- **Protect deep-work time.** Carve out time on the calendar for uninterrupted, focused work. This can help teams maintain focus and creativity, deliver higher-quality outputs, and reduce cognitive overload.
- **Embed time allocation into planning.** Treat time as an input, not an afterthought. Build learning time, collaboration, and recharge periods directly into workforce plans so people have the space they need to perform at their best.

**Prediction 3:**

# Digitized work will power AI advantage

AI is accelerating, but the organizations gaining the most from it aren't simply the ones snapping up new tools (or avoiding them altogether).

The real advantage goes to companies redesigning work so that more of it occurs in digital, structured, and traceable environments, where activity can be captured, analyzed, and used to strengthen AI systems over time.

As more work becomes digitized, questions about transparency and oversight naturally arise. Organizations will need to find a balance between their desire for richer data and their responsibility to protect people's privacy and avoid the perception of surveillance.

## What's shifting?

By 2026, digitization will become the minimum needed for meaningful AI impact.

Teams that have already moved workflows, collaboration, and performance processes into digital-first systems will see those benefits start to compound. They can automate faster, deploy skills more intelligently, and create remote-friendly, efficient operations.

High-performing companies are already using AI to optimize isolated tasks, with **88 percent reporting regular AI use** in at least one business function. But, they're also reworking entire workflows, end-to-end, and moving from manual decisions to dynamic, **data-powered processes**.



## Why it's business-critical

Organizations that haven't digitized their workflows yet will feel more friction as they try to scale AI. Without clean, structured, consistent data, AI output becomes slower, less reliable, and harder to operationalize.

Not only will organizations need to clean and structure their existing data, but many will also look for ways to increase the amount of everyday work they log passively, thereby strengthening their AI systems without adding to their people's administrative burden.

According to **McKinsey's 2025 State of AI report**, 80 percent of companies today set efficiency as a core objective of their AI initiatives. But the organizations that see the biggest returns will be those that go beyond efficiency alone.

High performers are using AI to drive growth, innovation, and end-to-end workflow transformation—not just optimization of isolated tasks.

In the same report, McKinsey found that half of companies

seeing the strongest results from AI are redesigning workflows entirely, not just adding tools on top. That's what enables them to transition from manual decision-making to dynamic, data-driven processes.

**The gap between digitized and non-digitized organizations will widen quickly.**

Those that delay will face rising complexity, slower adoption curves, and a competitive disadvantage that will become increasingly difficult to overcome.

On the other hand, those that move early on digitization will see the payoff quickly with clearer insights, sharper planning, faster automation, better skills deployment, and a measurable boost in agility.

Organizations that move quickly will also want to bring people along with clarity and care. As data-rich workflows expand, leaders will want to ensure these efforts are understood as enablers of better work, not as employee monitoring.

Trust grows when people know how and why their data is used.

## What leaders can do to meet this shift

- **Redesign workflows.** Identify the manual, high-friction steps that slow work down, then rebuild those processes so they run digitally right from the start. A clean process creates cleaner data, and cleaner data powers better AI output.
- **Standardize data.** Align data fields across HR, Finance, IT, and planning systems. This helps improve accuracy, consistency, and how easily information moves between teams.
- **Build an AI-ready operating model.** Integrate analytics, automation, and human judgment into your operating model as core components of how work gets done. This is where the efficiency and innovation gains compound.
- **Prepare people for change.** Digitization only sticks when people trust the shift. Equip teams with context, training, and clear expectations so they understand how workflows are changing and why the changes matter.





#### Prediction 4:

# Knowledge will be outweighed by confident judgment

AI has made knowledge easier to access, which means **factual recall is no longer a key differentiator**.

What sets people apart now is their ability to interpret, question, and apply judgment. **Learning programs** are shifting accordingly.

## What's shifting?

As AI takes over repetitive tasks, the value of human capability lies increasingly in the quality of thinking, not the volume of knowledge.

Instead of long, content-heavy courses, organizations are starting to prioritize experiences that build usable cognitive skills: critical thinking, decision-making, problem-solving, and the ability to navigate ambiguity.

Thanks to AI, insights and guidance can now be delivered in real time and in context, through small, relevant prompts that feel more like individualized coaching than generic lecture content. This creates new opportunities for scalable, personalized learning experiences that build judgment in the flow of work.

Technical skills are also evolving faster than ever. But, the **World Economic Forum** reports that **analytical thinking remains the most in-demand core skill globally**, highlighting that cognitive and meta-skills such as analysis, creativity, and judgment stay relevant as AI continues to reshape roles.

It's essential to remember that AI is only as effective as the people building the prompts to guide it. Analytical thinking is the foundational skill that enables people to define goals, shape the right requests, and evaluate whether the output is accurate and truly serves its intended purpose.



# Why it's business-critical

Teams already have the data they need, but building a human skill set is paramount to building the cognitive confidence people need to act quickly and with conviction.

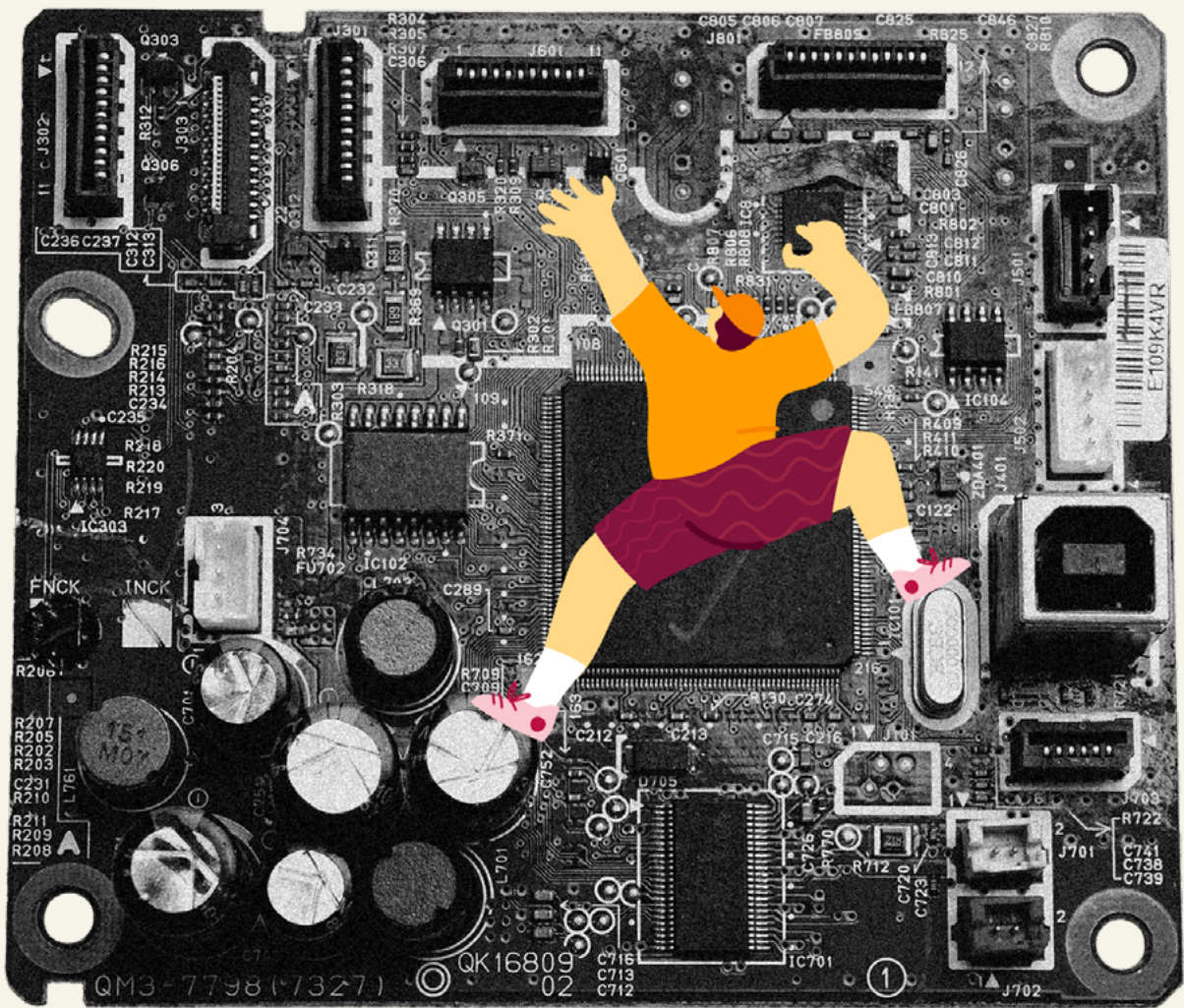
As AI becomes more common, teams will need **more than basic tool proficiency**. They'll need people who can evaluate AI output, challenge it, spot gaps, and make judgment calls when nuance matters.

When organizations skip this human oversight, the risks escalate quickly. AI-generated reports can appear polished yet contain significant errors that go unnoticed without strong human judgment guiding the process.

In an AI environment where hallucinations and errors can be presented as confidently as facts, sound judgment becomes essential. It's the safeguard that keeps decisions accurate, ethical, and aligned with business goals.

Analytical thinking remains **the skill employers look for first**—and for good reason. It's at the core of how people interpret information, ask better questions, and navigate complexity when the path forward isn't obvious.

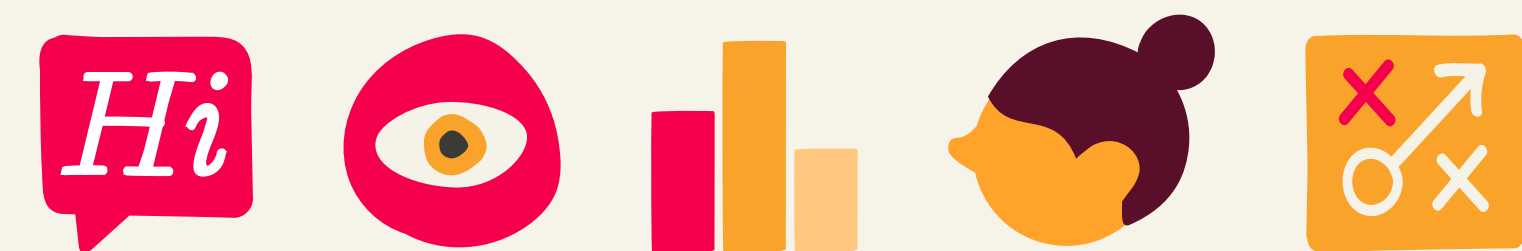
When companies genuinely invest in cognitive learning, they give their teams the tools to succeed in an AI-driven, skills-first landscape. It's what helps people stay adaptable, decisive, and ready for whatever comes next.



## What leaders can do to meet this shift

- **Spend more time discussing the “what” and the “why,” and less on the “how.”** Make analytical thinking a cornerstone of your culture and reinforce the connection between context and purpose. Clarity leads to better decisions and keeps AI from scaling confusion into work that looks polished but misses the mark.
- **Invest in cognitive learning.** Shift learning budgets toward building cognitive capabilities: critical thinking, judgment, problem-solving, and decision-making.
- **Use problem-based learning.** Incorporate real-world scenarios, cross-functional challenges, and reflection exercises that can strengthen people’s judgment and adaptability.

- **Embed critical thinking skills into everything.** Weave analytical thinking, data literacy, and decision-making into the entire employee lifecycle, from onboarding to leadership development and day-to-day training—not just a standalone course.
- **Build a culture of curiosity.** Encourage people to question assumptions, challenge AI output, and explore new ideas so continuous learning becomes part of how work gets done.





**Prediction 5:**

# Skills will become the building blocks of modern work

**Job titles are losing relevance.**

In their place, skills are becoming the foundation of workforce planning, hiring, mobility, and performance.

## What's shifting?

AI's growing role in work execution is accelerating workforce change. Skills have been talked about for years, but meaningful change has been slow. Two shifts are making now the moment when skills take center stage.

First, job titles were created to help scale hiring by bundling skills into repeatable packages. They made it easy to hire, manage, and replicate. But those bundles have never reflected

the full depth of what people can do. Managing the full diversity of skills people bring to the workplace was ungainly and inefficient.

AI changes that. It can analyze and catalog thousands of individual skills with ease, making skills, not titles, the more useful unit of work.

Second, organizational inertia has always slowed skills transitions. Job titles, even when imperfect, felt “good enough.” But, AI is reshaping roles rapidly, breaking down traditional skill bundles and exposing where job titles no longer accurately reflect the work people actually do. This shift creates the perfect moment for organizations to move toward a skills-first approach.



**LinkedIn's 2025 Work Change Report** predicts that **70 percent** of the skills required for most jobs today will change by 2030, reshaping the building blocks of workforce planning.

At the same time, organizations adopting skills-based models are already seeing measurable gains, **outperforming in mobility, retention, and agility**, according to Deloitte. Skills-based companies are **107 percent** more likely to place people effectively and **98 percent** more likely to keep their top performers, thanks to clearer growth paths and better talent alignment.

## Why it's business-critical

Skills-based organizations are simply more agile.

They can redeploy talent quickly, shift teams without restructuring, and adapt to market changes without the drag of rigid role definitions.

**This agility directly benefits the business:**

- Faster **internal mobility**
- Lower hiring and ramp-up costs
- Better alignment between people's strengths and business needs
- Clearer development pathways that improve engagement and retention

By contrast, organizations that cling to static job titles will struggle with misalignment, inefficiency, and rising turnover, especially as people look for companies that invest in their long-term growth.

As AI reshapes jobs, skills will become the **atomic unit of work**: the smallest, most flexible building block organizations can use to design roles, career paths, and workforce strategies.

## What leaders can do to meet this shift

- **Map the skills you already have.** Use AI-supported tools, talent reviews, and self-assessments to establish a comprehensive baseline of skills across the organization.
- **Design roles around capabilities and goals, not titles.** Cluster related skill sets into flexible role designs that make it easier to shift responsibilities as work evolves.
- **Strengthen internal mobility programs.** Create clearer pathways for people to move across teams, taking their skills with them instead of starting from scratch with every role.
- **Align people practices to skills.** Update compensation, performance, and learning frameworks to reward skills development and real impact, rather than just tenure or titles.





## Prediction 6:

# Pay transparency will strengthen trust and competitiveness

Transparency expectations are rising fast worldwide.

Across the European Union, the United Kingdom, and Australia, new regulations are pushing organizations to rethink how they handle pay—what they disclose, how they report gaps, and how they explain compensation decisions.

## What's shifting?

The **EU Pay Transparency Directive** requires employers to **report on gender pay gaps**, with all member states required to transpose it into national law by **June 2026**.

Meanwhile, in Australia, **pay secrecy clauses** are already prohibited, giving employees a protected right to discuss salary openly.

AI is amplifying this shift. Even where laws aren't yet in place, people can generate increasingly accurate estimates of market pay in seconds. That means candidates and team members now come to conversations with more information (and more confidence) than ever before. They have more leverage to push for clearer and more transparent compensation practices.

The result is that transparency is no longer just a legal requirement. Active resistance to such policies only makes organizations appear as if they have something to hide. It's fast becoming a **competitive differentiator** in a tightening labor market.

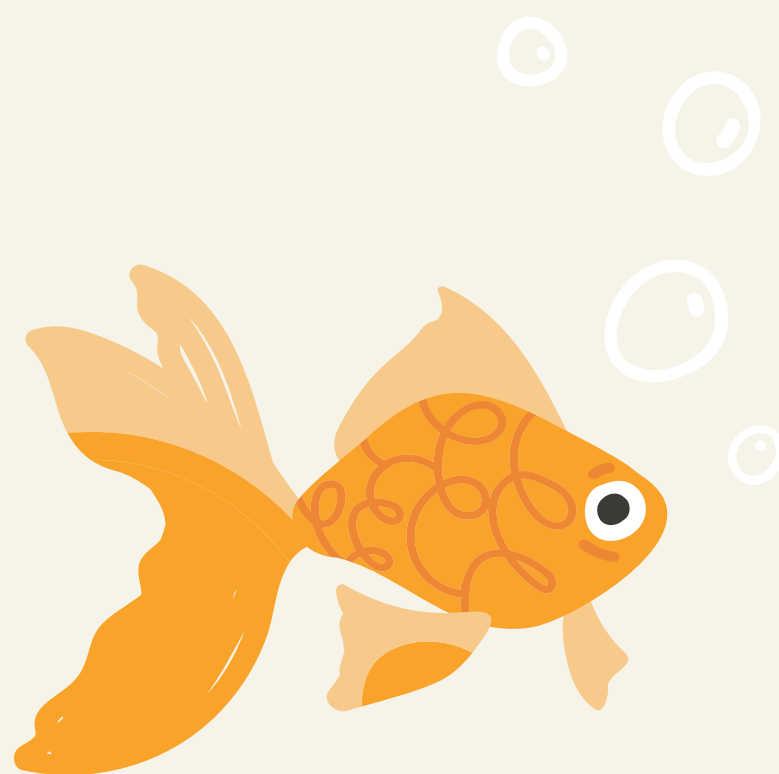


## Why it's business-critical

**Pay transparency** builds trust, and trust is a powerful talent magnet. It also helps attract top talent faster, **with 86 percent of leaders** believing that greater transparency builds greater trust, which in turn boosts retention, engagement, and performance.

Beyond trust, transparency also helps correct structural inequities. It surfaces gaps, accelerates remediation, and reinforces a culture where people feel valued and treated fairly.

Organizations that move early will stand out in competitive labor markets. They benefit from clearer expectations, stronger employer brand perception, and more consistent **compensation** practices.



## What leaders can do to meet this shift

- **Prepare for regulatory requirements.** Audit pay practices, review data quality, and ensure reporting processes are ready ahead of the EU Pay Transparency Directive and similar regional laws.
- **Publish clear and consistent salary bands.** Share ranges openly so people understand how compensation is structured and how you make decisions around it.
- **Track and report equity metrics.** Monitor gaps over time, publish findings internally or externally where appropriate, and integrate equity measures into your governance and ESG reporting.
- **Equip managers to communicate pay clearly.** Train managers to hold transparent, confident, and consistent pay conversations so people get answers they can trust, and managers feel more confident as stewards of financial resources.

## Prediction 7:

# Climate and environmental factors will reshape workforce planning

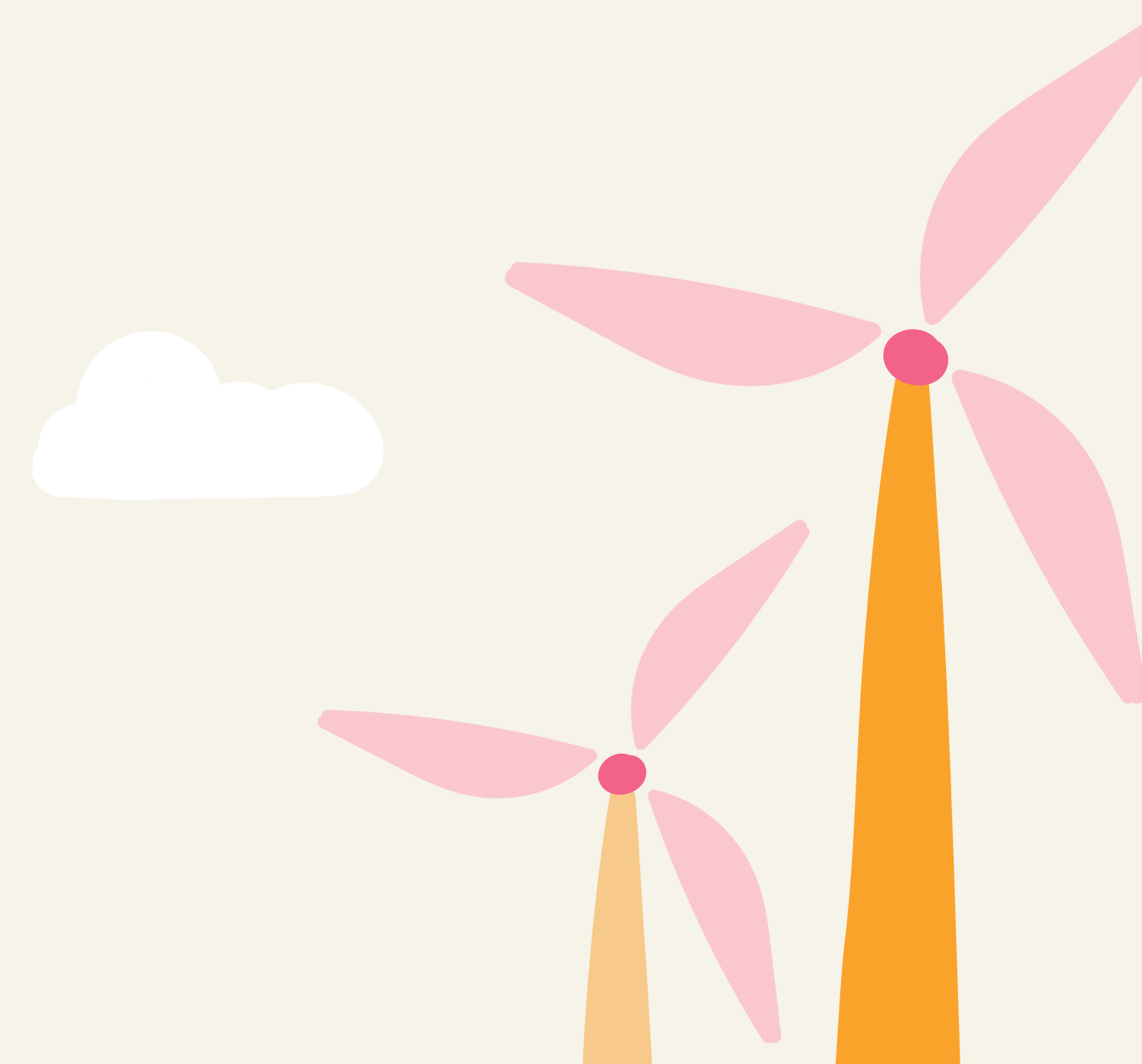
Climate-driven factors are becoming more frequent considerations for workforce planning.

Everything from extreme heat and wildfire smoke to severe weather has been hitting hard, even in parts of the world where this previously wasn't a concern.

For example, **WMO reported** that 2024 was the hottest year on record, with daytime temperatures of 40°C (104°F) and, at times, even above 50°C (122°F) becoming more and more common. Cities well-adapted to cold winters must now also contend with heatwaves that can melt airport runways, buckle railways, and spark trackside fires that disrupt business travel and daily commutes.

The business world is taking note.

Regions like the Nordics, Australia, and parts of DACH/Benelux are now starting to **view natural disasters as ongoing operational factors**, not one-off events.



## What's shifting?

The new climate reality is prompting practical changes in how work is scheduled, how safety measures are developed and implemented, and how remote or hybrid teams organize themselves day to day.

## Why it's business-critical

Climate, heat, and non-traditional hazards are moving from environmental concerns to **business risks**.

Organizations are beginning to update safety protocols, workforce plans, and scheduling models to account for rising heat, deteriorating air quality, and weather-related disruptions. Climate factors will also influence real estate investments, particularly in regions where older temperature-regulating designs are no longer sufficient for either workplaces or the homes where employees live.

Climate and environmental factors affect health, safety, productivity, and availability. In fact, the **WHO reports** that productivity drops by 2-3 percent for every degree above 20°C (68°F), a compounding effect that becomes impossible to ignore—especially when you're reaching temperatures of 40-50°C.

When companies build climate resilience into their workforce planning, they're better equipped to stay steady when conditions shift. They protect their people more effectively, reduce operational surprises, and maintain continuity even when environmental pressures intensify.



# What leaders can do to meet this shift

- **Update hazard assessments.** Expand standard health and safety reviews to include extreme heat, poor air quality, and other environmental risks now affecting day-to-day operations.
- **Build remote-first contingencies.** Create clear protocols that allow teams to shift to remote or hybrid work during climate-related events without losing productivity or momentum.
- **Align policies with climate realities.** Coordinate HR, Facilities, and Operations to update scheduling practices, rest-break requirements, protective equipment guidelines, and on-site expectations during environmental events.
- **Use regional climate insights to guide planning.** Track local climate data and seasonal trends to inform staffing strategies, facility decisions, and operational readiness throughout the year.



## Prediction 8:

# People-centered AI will become essential for lasting trust

AI is taking on a bigger role in the business world. And with that, teams are starting to expect more clarity around how these systems work, tighter governance, and a more open hand in shared decision-making.

But trust still remains a central challenge.

Just **46 percent of people** globally are willing to trust AI systems. And another **70 percent** say regulation is necessary. But exposure on its own won't build trust. People often become more cautious as they begin to see AI not as something magical, but as powerful **technology that still has limitations**.

So trust isn't a side issue. It's something that needs direct attention and shared involvement.

Regions with strong union representation, like the **Nordics** and

**Benelux**, along with countries that have robust labor protections, are already pushing toward AI systems designed in partnership with working professionals.

## What's shifting?

As AI becomes more embedded in how organizations operate, people are demanding transparency, co-governance, and clearer boundaries around how algorithms are trained and used. In regions with strong employee rights frameworks, **AI deployment is shifting toward shared decision-making** and toward systems that prioritize explainability, fairness, and worker involvement.

Underlying all of this is a clear expectation: Teams want to understand how AI reaches decisions, what data informs those outcomes, and which safeguards ensure accuracy and fairness.



## Why it's business-critical

AI adoption moves far more smoothly when trust is already in place.

This is where trust becomes a strategic differentiator.

Organizations that bring people in early and keep the conversation open usually build a sturdier base of trust, and it shows up in faster adoption and a better overall feel from the workforce.

### People want straight answers, too.

They want to know how a system arrives at a decision, what data has been used, and what safeguards are in place to ensure the process stays fair.

When organizations frame AI as a shared effort and involve their people in shaping it, they tend to attract and retain talent and keep it for longer.

It's no coincidence that companies prioritizing **employee engagement** during transformation adopt new technologies **34 percent more often**.

## What leaders can do to meet this shift

- **Co-create AI governance.** Bring HR, Legal, employee representatives, and frontline teams together to co-create governance frameworks for how you evaluate and deploy AI.
- **Make algorithms transparent.** Share how algorithms work, what data sources they draw from, and how your organization uses their outputs.
- **Build AI collaboration skills.** Help managers and teams build the skills to work confidently alongside AI, including evaluating outputs, spotting errors, and providing the human judgment AI can't.
- **Prioritize ethical AI.** Prioritize ethical, responsible AI practices that align with your organization's values and regional regulatory expectations.



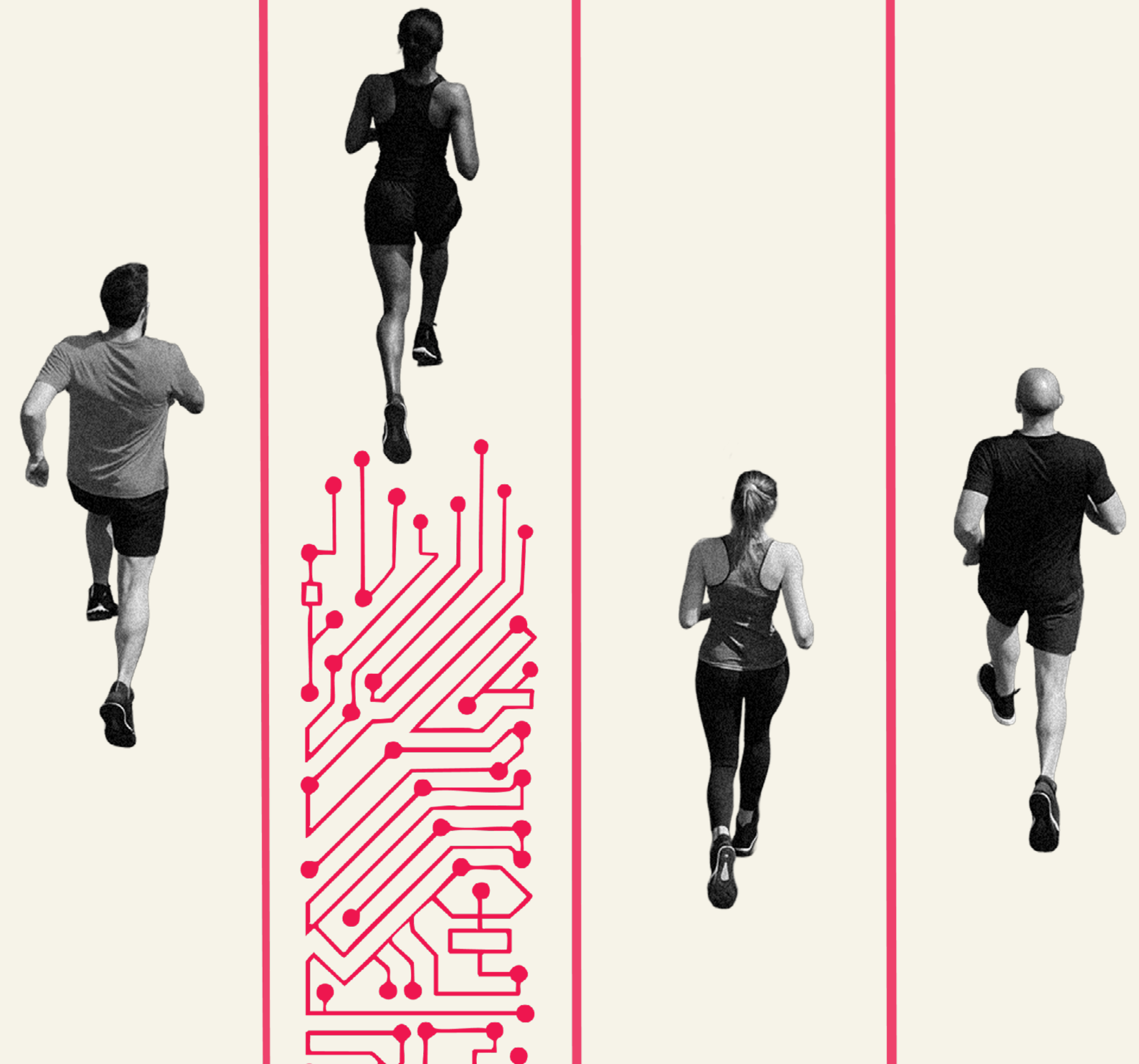
# 2026 brings a new era of work, built with intention

These trends all land on a similar point for 2026.

Work moves forward when it's designed with clarity and genuine empathy—and when leaders stay curious about how people actually operate day to day.

Business leaders across functions carry a lot of the weight here. They're the people turning non-stop shifts in the landscape into actions people can actually follow, keeping teams steady enough to do their best work.

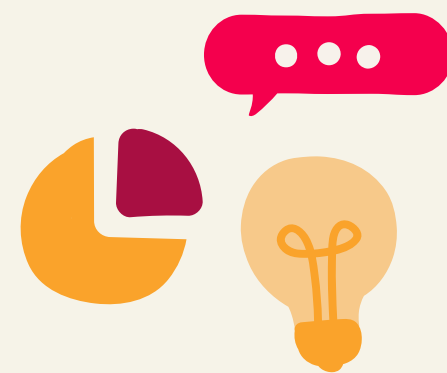
If there's a single throughline, it's this: **The future won't hinge on how quickly things keep changing. It'll hinge on how deliberately and people-first we choose to respond.**



# Meet Bob

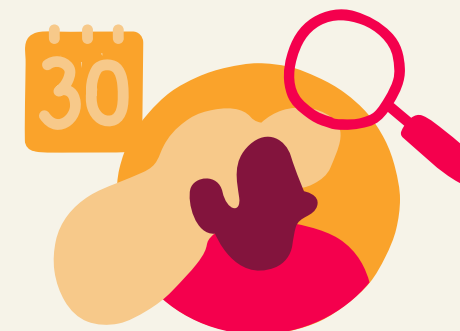
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