

Why your CEO's AI strategy can't deliver without HR

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How mobility organizations can close the gap between AI investments and business value

Nearly nine out of 10 employees use artificial intelligence (AI) at work. **One-third of senior leaders anticipate spending US\$10 million or more on AI in the next year alone.** Yet only 28% of organizations are seeing transformational results, according to the EY 2025 Work Reimagined Survey of 15,000 employees and 1,500 employers worldwide.

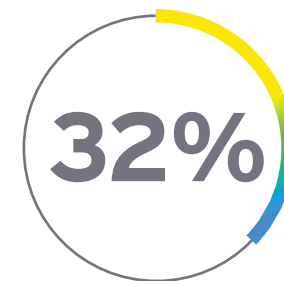


The mobility industry and AI: A disruptive period just got more disruptive

This striking gap between AI investment and business value is especially difficult for the mobility industry, which is navigating an incredibly demanding period. The energy transition is accelerating unevenly. European and United States original equipment manufacturers (OEMs) are feeling massive competitive pressure from China. Multinationals are having to rework brands and markets built for a different era. And workforces spread across dozens of countries and cultures must leave longstanding ways of working behind.

Thirty-two percent of employees in the aerospace, defense and mobility sector use AI daily.

Even so, the message from the top is clear. CEOs across the industry have made AI a strategic imperative. The pressure is on to forgo isolated pilots and invest in AI to reshape operations at a scale that justifies the investment. The directive is clear, but how to deliver it isn't. HR has a leading role in executing AI strategy. No other function oversees workforce capability, organizational culture, technology adoption and talent retention all at once.

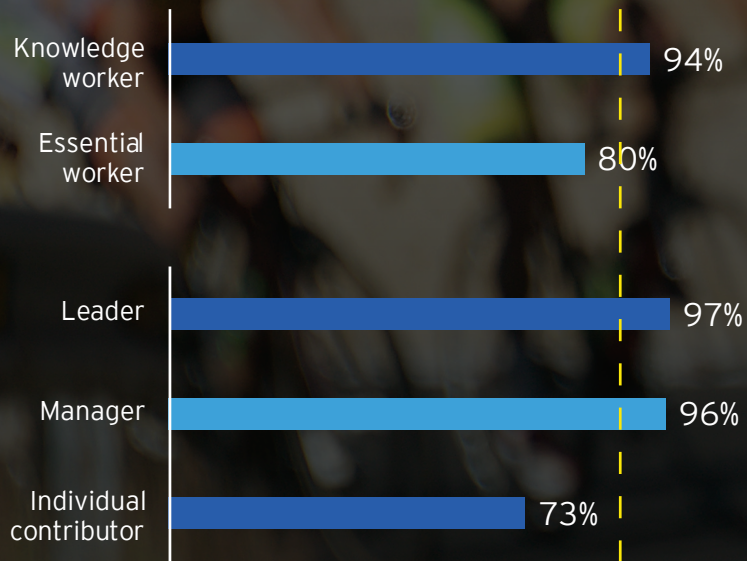


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This article explores the survey results and how HR can help organizations realize the full value of AI. The key is to build strong talent and technology foundations without ever sacrificing one for the other.

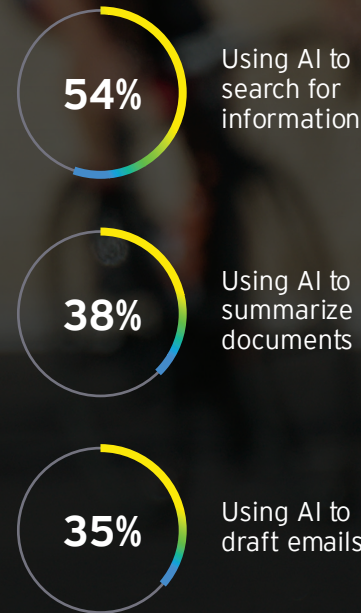
What the survey results show: AI adoption is widespread but shallow

88% employees now use AI at work,

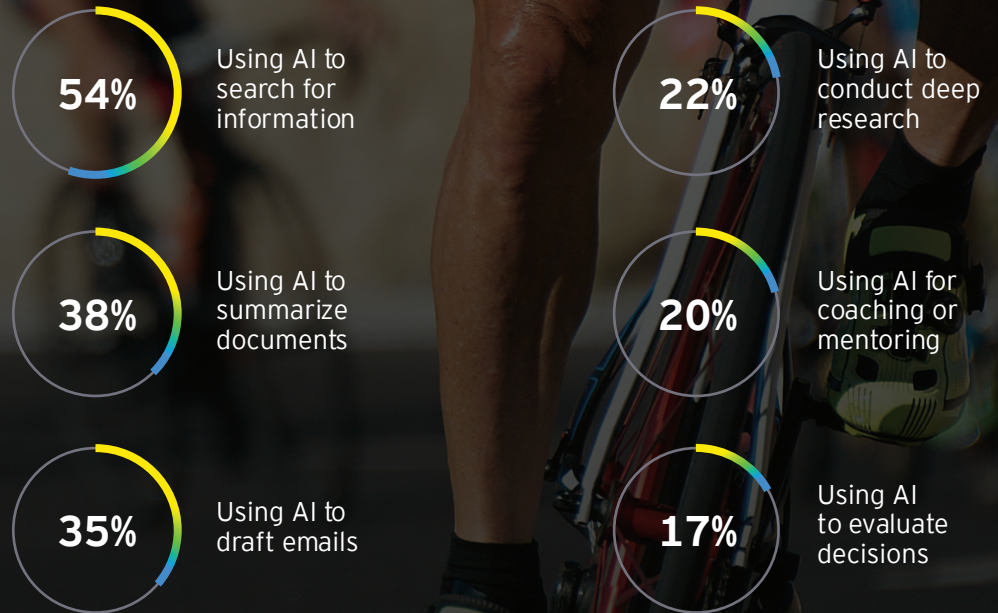


8 hours median reported time saving each week by using AI solutions at work.

Employees are mainly using AI for basic tasks at work:



VS. Employees who are using AI for higher complexity uses:



5% are "advanced*" AI users who blend multiple tools to unlock 14 hours per week.

* Use a mix of proprietary tools, agents and assistants

Our research identifies three interconnected drivers of what separates organizations that get real value from AI and those that don't. The AI Advantage is built on mindset, skill set and toolset.

■ **Mindset is the new multiplier.**

Having formal goals or incentives to adopt AI, combined with active involvement in organizational AI programs, connects strongly with time saved and positive outcomes. When employees understand why AI matters to their specific role and see adoption as part of their performance expectations, they engage more deeply.

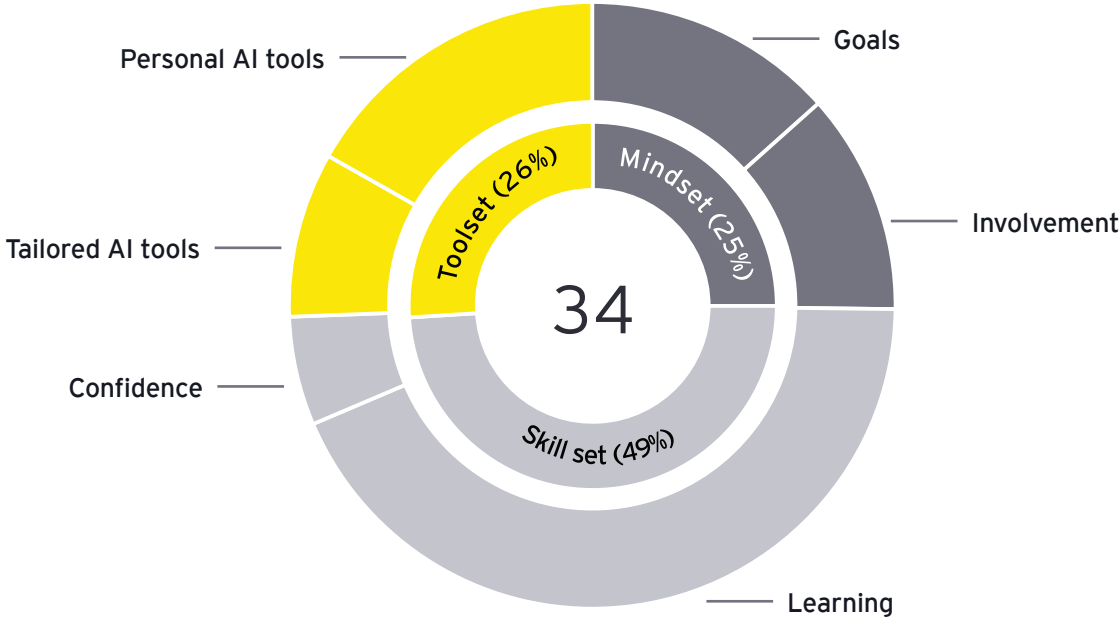
■ **Skill set unlocks productivity.**

Training accounts for nearly half of the AI Advantage score. Employees with 81 or more hours of AI training per year save 14 hours per week. Yet only 12% received this level of training in the past 12 months. The implication is that investment in AI tools is happening without investing in the human capability to use them.

■ **Toolset provides the right tools**

for the right role. Employees whose AI tools are tailored to their specific role demonstrate significantly higher adoption value. But organizations are not moving fast enough. Between 23% and 58% of employees are bringing their own AI tools to work. They feel pressure to perform: 64% report a workload increase in the past 12 months.

AI Advantage measures AI adoption success from 0 to 100 using employees' **time saved using AI at work.**



Five tensions that derail progress

The **AI Advantage** is only the starting point. The **Talent Advantage** is the destination. Organizations that combine both take an integrated approach to workforce and technology that turns AI adoption into lasting business value. Only 28% of organizations have done this. The other 72% are struggling with five tensions that derail progress.



1. The learning-retention dilemma

The training that builds AI capability also builds market value. Employees with fewer than four hours of AI learning have 21% quit intent. Those with 81 or more hours have 45%. Employers face a genuine dilemma: Underinvest and never build capability or invest heavily and fuel retention challenges.

2. The missing time gains

Employees report an average of eight hours saved per week through AI. But many organizations struggle to translate efficiency gains into business transformation. The risk is that saved time simply gets absorbed into higher workloads, producing burnout rather than value.

3. The anxiety-innovation gap

Thirty-eight percent of employees fear job loss due to AI. The same proportion worry about overreliance eroding human skills and expertise. This anxiety coexists with organizational pressure to experiment and move faster, creating defensive behavior that protects current roles rather than transforming them.

4. The shadow AI challenge

Enterprise tools lag behind consumer AI experiences, and employees won't wait for approval when they can solve problems immediately. Enterprise tools lag behind consumer AI experiences, and employees won't wait for approval when they can solve problems immediately. Forbidding employees from bringing personal AI tools to work kills innovation. But ignoring it creates security, governance and compliance nightmares.

5. The reality of reorganization fatigue

About 80% of Talent Advantage employers have significantly reorganized due to AI, and 74% recognize this still needs to evolve. While changing to capture AI value is a given, constant restructuring exhausts the workforce. AI transforms work every quarter, but reorganizations traditionally take 12 to 18 months.

Only HR can manage the tensions

HR is the only function that can address all of these tensions simultaneously, creating the talent foundation that puts people in the best position to adopt AI successfully.

The CEO has the vision of what AI will do. But it's HR that manages what employees will do as a result. Supporting them means coordinating training and retention programs calibrated to what AI-skilled employees actually value. It's about building internal growth pathways so employees don't look outside for new opportunities. And it means directly addressing the very real workforce anxiety.

Accomplishing all of this is hard in a complex multinational mobility organization. Tensions happen at scale and with a lot of nuance. The more that AI is a strategic scale play, the more critical HR's coordinating role becomes.

When it comes to the gap between AI investments and business value, the survey is clear on what's at stake. Organizations with the Talent Advantage don't simply outperform on productivity. They outperform on culture, decision-making quality and employee wellbeing, all of which HR owns and must manage effectively to build a strong human foundation for the AI era.

Ask yourself

Does your HR function have the mandate to manage the human side of AI adoption?

Do your employees understand how AI applies to their specific role?

Are you providing targeted training and tracking AI workforce anxiety?

Putting people at the center of the AI strategy

Ernst & Young LLP can help you connect AI ambition and enterprise impact by bringing together workforce strategy, HR transformation and responsible technology adoption. Working with HR, business and IT leaders, professionals from EY member firms can help you:

- Define the roles and capabilities for the next phase of mobility.
- Design targeted learning journeys that translate into measurable productivity gains.
- Embed adoption into ways of working while strengthening governance.

Contact us to build the Talent Advantage that sustains performance over time by putting people at the center of your AI strategy.



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