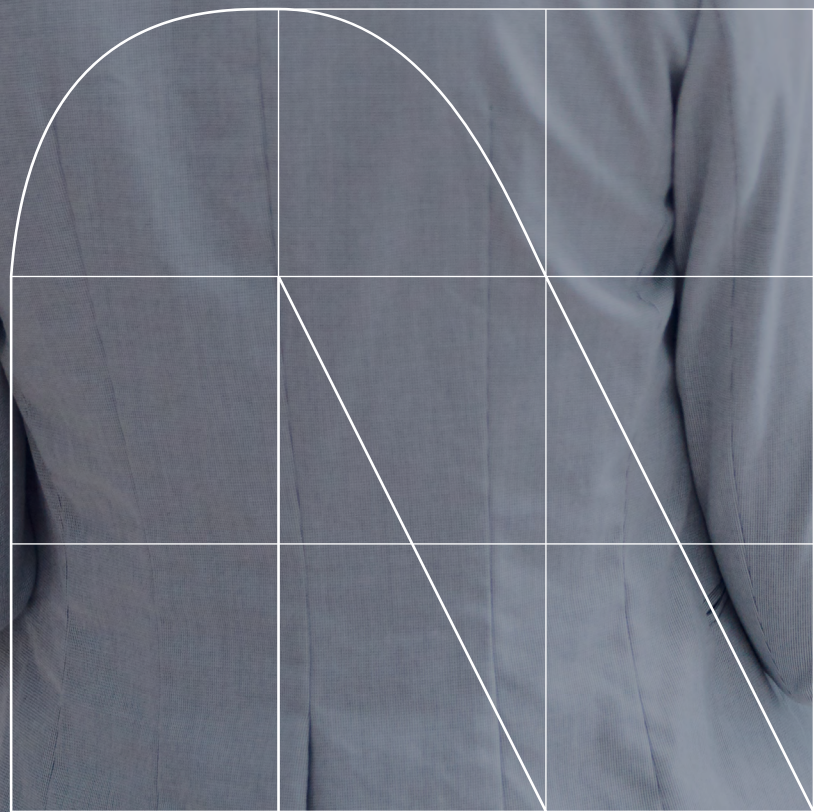


Artificial Intelligence within the workspace

Embracing tomorrow: the inevitable
integration of AI into the modern workspace



Contents

01 Executive summary

02 Introduction

03 How AI affects work

AI impact on productivity and new frontiers

Job displacement, creation, and transformation

AI as a strategic tool for the modern workforce

Embracing the synergy between human and Artificial Intelligence

04 Applying AI to help businesses

Applying AI: a deep dive into business processes

Analyzing healthcare

AI's impact on customer support in the modern workplace

05 How companies can embrace change

Navigating the AI era

Integration of AI and the ethical risks associated with it

06 AI governance

Navigating the future: implementing ethical AI governance

Change management and talent empowerment

The importance of AI governance

07 Conclusions

08 Bibliography

Executive summary

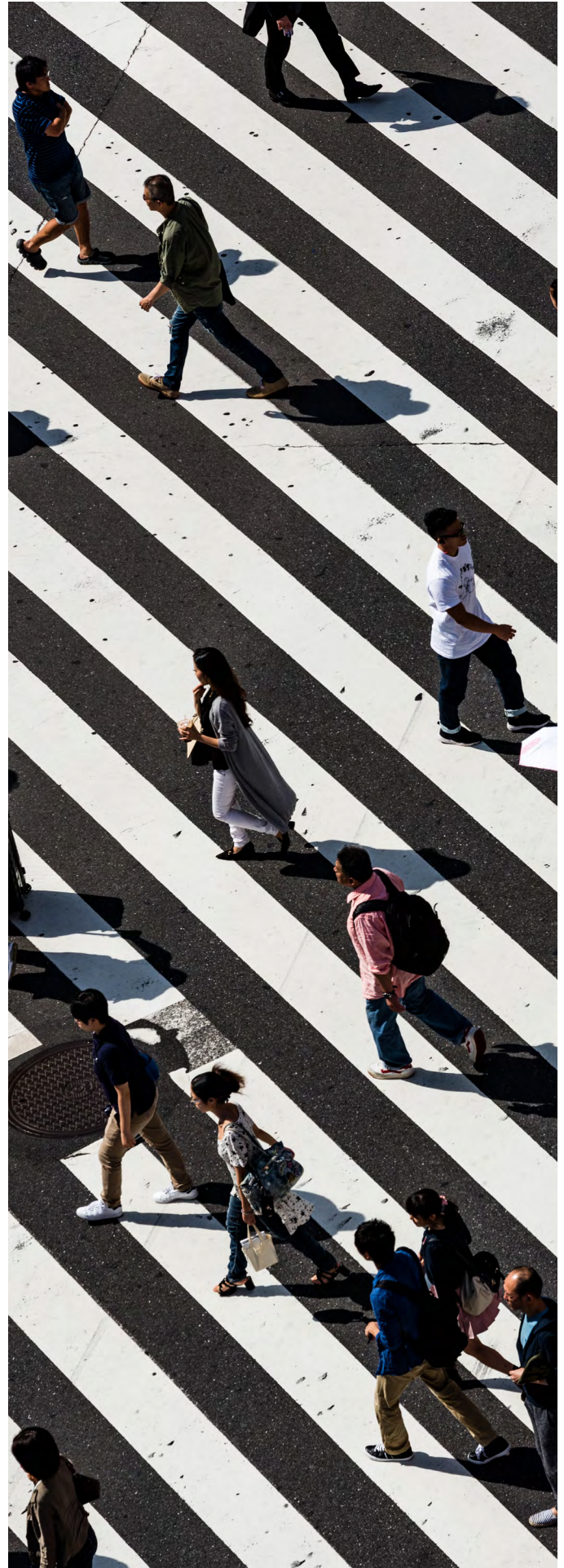
The rapid evolution of Artificial Intelligence is reshaping job markets **and challenging professionals to adapt swiftly**. In this comprehensive analysis, we **explore the multifaceted impact of AI on the workforce**, detailing its transformative effects and exploring different action lines to embrace this change responsibly.

AI's integration promises a revolution in workplace dynamics. The positive side effects include **heightened efficiency, increased productivity, and the emergence of novel products** through personalization. Then, it's important to understand the immediate downsides, such as **short-term job loss**, attributing it to the necessary time for markets to adapt. These give way to further favourable long-term effects, for which we will envision an intelligence surplus that unlocks unforeseen opportunities.

Through an analysis of the different areas in which AI affects workplaces, we will present a **dual-pronged approach for companies seeking to capitalize on the AI wave**. First, by leveraging opportunities through strategic integration, a culture of experimentation, and comprehensive training programs. Second, by emphasising **the importance of responsible AI adoption, and** addressing its ethical risks. We advocate for the responsible and ethical adoption of AI's potential, aiming for a balanced partnership between human intelligence and technological progress.

Grounded **in real-world applications**, we highlight real-world examples from the different sectors. Additionally, we showcase how customer support is also affected by AI, and how companies can address it.

The implementation of AI requires ethical governance to navigate potential risks effectively. We propose AI governance as the guardrail for ethical implementation, **ensuring that the integration of AI** into the workforce is organized and ethically sound.



Introduction

The transformative arrival of AI in the workspace has revolutionized how we work. We must embrace its power to stay competitive in a constantly changing business environment.



Artificial Intelligence (AI) refers to computer systems that demonstrate behaviors or capabilities associated with humans. It encompasses the creation of computer systems that can undertake tasks typically reliant on human intelligence, such as recognizing and interpreting speech, making informed decisions, solving complex problems, and translating languages. **The applications of AI are multifarious and span diverse domains** such as healthcare, finance, education, and transportation.

Over the past few years, AI has made remarkable strides in tasks related to non-routine cognitive functions, such as information organization, memorisation, perceptual speed, and deductive reasoning. Much like the internet at the start of the millennium, this technological revolution has a transformative impact on the workforce that ripples through every tier of the workforce, reshaping job roles, creating new opportunities, and challenging existing structures in ways that demand thoughtful adaptation and strategic planning.

While some jobs may be displaced, new roles centred around AI management, development, and oversight will emerge, demanding a holistic approach to workforce planning and continuous learning to navigate the evolving employment landscape. This differs from the effects of earlier automation technologies, which typically targeted the automation of routine tasks carried out mainly by lower-skilled workers.

An increased exposure to AI can be advantageous to employees, provided they possess the necessary skills to use these technologies. Recent research conducted by the OECD has revealed that from 2012 to 2019, heightened exposure to AI correlated with increased employment in occupations characterized by extensive computer usage [1]. This indicates that individuals with robust digital skills are better equipped to adapt to and incorporate AI into their work, allowing them to fully realize the benefits offered by these technological advancements.

As AI continues to forge ahead, ethical considerations and responsible development assume paramount importance. Discussions surrounding transparency, accountability, and the potential impact on employment and society are indispensable as AI technologies progressively permeate our daily lives.

Overall, these results indicate that the integration of AI may exacerbate labour market inequalities between those proficient in AI usage and those lacking such skills. Therefore, a pivotal policy challenge lies in ensuring that workers acquire the necessary competencies to effectively engage with emerging technologies. Thus, companies must not only recognise this imperative but also take proactive steps to address it.

How AI affects work

AI impact on productivity and new frontiers

The introduction of AI into the workplace has brought about a transformative shift through its integration into various industries, bringing new job opportunities.

Its impact on work processes has been substantial, primarily due to its ability to enhance productivity and efficiency through the automation of repetitive and mundane tasks. **By harnessing Machine Learning (ML) and advanced algorithms, AI systems can now handle routine operations that were once time-consuming and highly susceptible to human error.** This innovation not only reduces the risk of mistakes but, more importantly, liberates human workers from monotonous tasks to redirect their efforts towards more creative and strategic endeavours.

This fundamental shift in the role of AI in the workspace not only streamlines operations but also empowers employees to focus on higher-value and more innovative tasks.

By allowing for flexibility on more meaningful and value-added work, employees are more likely to experience job satisfaction [2].

Consequently, this drives overall productivity and fosters a more dynamic and adaptive work environment.

A prime example of AI's impact on productivity is within the customer service industry. By using AI to provide real-time information and intelligent suggestions, workers can significantly increase their proficiency in their roles using customer relationship management (CRM) software [3]. **By embracing a blend of human, automated, and augmented customer service functions, organisations then gained a competitive advantage over less innovative rivals.** The COVID-19 pandemic has accelerated the transition towards prioritizing primarily digital services, to which organisations have answered in the form of chatbots and automated voice prompts that still require human involvement in case the question at hand is too complex.

In summary, AI can bring a positive impact to our professional landscape, exemplified by heightened efficiency, increased productivity, and the opening of doors for innovative solutions that were previously deemed unattainable.

“ 49% of companies expect that adopting AI will create jobs and contribute to the overall growth of their business, compared to 23% who expect that AI will displace them.





Job displacement, creation, and transformation

Whilst AI has undoubtedly revolutionized the modern workspace, offering enhanced efficiency and data analysis, it is not without its drawbacks. These disadvantages, which include potential job displacement, data privacy concerns, and the persistence of biases and errors, underscore the need for careful consideration and management of AI's impact in the workplace. The immediate aftermath brings about short-term disruptions, prominently manifesting as job losses, in both white-collar jobs and non-white-collar jobs alike. Thus, while AI presents significant benefits, a thoughtful and cautious approach is essential to mitigate its disadvantages and ensure a more balanced and equitable future of work.

In particular, **the potential for job displacement looms large** and will affect all sectors, the first ones will be those that are in sectors heavily reliant on repetitive or automatable tasks. The World Economic Forum predicts 85 million jobs globally will be replaced by AI by 2025 [4]. As AI advances, there is an increased risk of rendering certain jobs obsolete, which could result in job insecurity or unemployment. According to the United Nations (UN), 5.5% of the total employment in richer countries is exposed by the streamlining caused by Generative AI, in comparison to 0.4% for developing nations [5].

Who is most vulnerable? Industries such as "administrative support" (46%) and "legal" (44%) face the highest susceptibility, while manual labour and hands-on occupations are expected to be less exposed. While the precise timeline remains uncertain, these changes could materialise within a decade, leading to decreased demand for low-skilled labour across regions and a heightened demand for high-skilled labour. [1]

On the other hand, many non-routine tasks can be also overturned by AI. Because AI learns to perform tasks through training on examples, instead of following explicit rules, many managerial and creative roles are greatly impacted by these new tools. [6]

AI as a strategic tool for the modern workforce

Shifting the narrative on AI is crucial for progress. Rather than fearing AI as a threat, companies and society should embrace it as a valuable tool. As seen in the history of other emerging technologies, the evolution of AI has resulted in the creation of new specialized professions and the creation of new jobs that we can't imagine at this moment.

And so, the cycle repeats itself; from the agricultural revolution to the industrial revolution, from the industrial revolution to the services economy and now to the information and digital revolution.

Alongside the demand for technical experts in ML and data science, there is a growing need for professionals in fields such as ethics, philosophy, psychology, and sociology. These experts play a crucial role in understanding the societal

impact of AI and ensuring its responsible and ethical development. By recognizing that AI is a tool rather than a threat, we can harness its potential while valuing the contributions of diverse disciplines, including humanities and social sciences, in shaping its trajectory.

It appears that the overall effect of AI in the workplace will complement jobs, not destroy them. A recent study conducted by the International Labour Organisation (ILO) concludes that the greatest impact will likely be in high and upper-middle-income countries, due to their larger distribution of administrative professionals. As opposed to fully automating jobs, some tasks within a role will be automated, thus giving workers with strong digital skills a competitive edge over the market. [7]

While acknowledging the short-term disruptions brought about by AI in the workplace, it's essential to recognize these initial adjustments and job market realignments are inherent to the assimilation of transformative technologies. As the professional landscape evolves, the intrinsic benefits of AI, such as heightened efficiency, innovation, and productivity, will contribute to a more resilient and adaptive workforce. This is why, over time, the initial setbacks will likely be surpassed by a net positive effect, demonstrating the enduring capacity of AI to shape a future where its advantages are harnessed, and the workforce attains a new equilibrium characterized by enhanced capabilities and opportunities.



Embracing the synergy between human and AI

Despite short-term disruptions, the trajectory of AI in the workplace points toward a balanced and positive long-term impact.

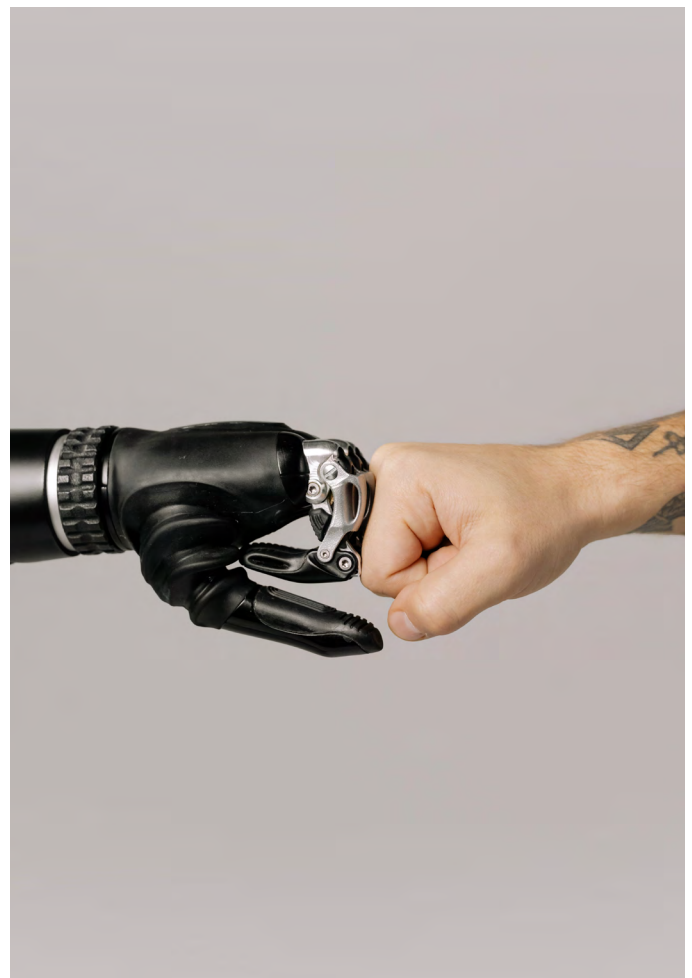
It can be difficult to understand how an increased supply of AI tools that can automate tasks can give way to a larger demand for workers. The reasoning behind it goes as follows: when we have more capable AI and intelligent systems, there is a greater opportunity to apply them to a wider range of tasks and problems. This, in turn, creates a demand for more tasks that can be automated or assisted by intelligent systems. As AI becomes more capable, businesses and industries may discover new tasks and processes that can benefit from automation or intelligent assistance. With this demand for an increase in AI power, the need for intelligence in various industries and sectors will lead to a greater demand for workers with expertise in AI-related fields. In short, an increased supply of intelligence of any kind, in this case artificial, will create more demand for tasks that require intelligence.

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It's estimated that by 2025, 85 million jobs may be displaced by a shift in the division of labour between humans and machines.

Instead of viewing AI as a zero-sum competition with the bots, we might be on the cusp of intelligence superabundance [8]. This idea of intelligence superabundance portrays AI as interdependent with human intelligence. Rather than competing, AI contributes to the overall increase in the availability of intelligence, which can be harnessed as a valuable resource for growing supply. Instead of pitting AI against human intelligence, we can think about artificial intelligence as an increase in the supply of intelligence, for which the human workforce makes a part of.

Applying the concept of interconnection between artificial and human intelligence to the consequences of AI adoption, the prevalence of AI technologies will create new demands and opportunities within the workforce. For example, skills and training demand for individuals with AI-related skills (data scientists, ML engineers, AI ethic experts, data privacy), will increase to develop, implement, and maintain AI systems. These workers are needed to design and train AI models, ensure data quality, and interpret AI-generated insights to real-world problems. Additionally, as AI technology evolves, there will be a need for workers who can adapt and integrate AI into different business processes and industries.





Applying AI to help businesses

Applying AI: a deep dive into business processes

From streamlining routine tasks to unlocking unprecedented insights through advanced analytics, AI is reshaping the way businesses operate. AI has already made significant strides in multiple sectors, from health care to customer service, revolutionizing the way data is collected and processed.

AI plays a pivotal role in enhancing product development in the medical sector by facilitating data-driven decision-making, improving patient care, and streamlining processes. It can help healthcare professionals and organizations create innovative products that meet the highest quality and safety standards while ultimately improving patient outcomes and the overall healthcare experience.

One such case is the study conducted by NTT DATA for Almirall, in which an NLP-based solution was developed to extract information from Real-world evidence (RWE) medical papers in different formats to efficiently review scientific papers. This solution, which can find papers with specific characteristics and then generate an Excel file with the closest matches, is presented in an app that allows individual researchers to search directly from the proposed knowledge base. This search engine enables users to access data swiftly and reliably, eliminating the human errors associated with reviewing medical papers.

This tool assists professionals with data-driven insights, reducing reliance on subjective judgment and guesswork. This is an example of AI used for personalized medicine, which can automate quality control and aid drug discovery by reducing development time. It could also aid in clinical trial optimization or risk management.

Examining the intricacies of high-quality healthcare data handling underscores the pivotal role of AI as a valuable asset in the workplace. The challenges and complexities involved in constructing AI models for predictive analytics highlight its indispensability, showcasing how AI not only addresses specific industry needs but also serves as a catalyst for innovation and efficiency across various work domains.

Analyzing healthcare

Optimization of the healthcare process can be achieved through digital transformation of the data collection and preparation process.

Despite the intensive use of information technologies in hospitals, data collection systems in Intensive Care Units (ICUs) have hardly changed in recent years, often using non-integrated systems. This dispersion of supports, the lack of interoperability with applications (such as Electronic Health Records), and the use of paper in some clinical and care management processes represent a significant loss of information and time for professionals and, consequently, a detriment to patients.

This is the case of an ehCOS Smart ICU solution in three intensive care units at the Virgen del Rocío University Hospital, in which 147 critical patients and 95 healthcare professionals have benefited from technology that has managed to reduce the time dedicated to data management by 10%, a crucial aspect in intensive care units.

NTT DATA developed a data optimization tool that has managed the data of 156 different devices such as monitors, ventilators and infusion pumps. This tool was then integrated into a single and intuitive interface that increased the accuracy of patient data capture. By using predictive models for some of the most common critical episodes in ICUs, patient monitoring data has been used to optimize predictive algorithms, and thus enhance system accuracy. Once the use of predictive models is validated, a mobile alert system will be developed, allowing healthcare staff to precisely know when their patients are at risk.

Implementing technologies in the healthcare sector is particularly difficult. This is primarily due to the complexity of tasks, the stress of the environment, and any issues that may arise during the initial weeks of technology implementation.

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Being able to extract the information from papers automatically reduces the cost of the task while giving the researchers a tool that can help them work more efficiently.



AI's impact on customer support in the modern workplace

AI in the workplace emerges as a transformative force in the customer support sector, offering unprecedented value. Through intelligent automation, personalized interactions, and swift issue resolution, AI not only enhances operational efficiency but also elevates the overall customer experience to new heights.

Having companies adopt a strategic approach to avoid automating human jobs shows promise. We can take customer service as a prime example of how, by breaking jobs into underlying tasks and applying AI to those it can be beneficial in, the net effect on jobs will create new human work tasks with higher value [9].

It's also important to acknowledge that AI can be implemented into jobs in varying degrees. For example, activities such as arranging customer-facing environments or directing operations benefit from being untouched by AI. Tasks such as responding to customer inquiries or promoting products can be reinvented around collaboration between generative AI and human intelligence; whilst repetitive structured tasks like price determination and payment collection can be fully automated.



Companies can't afford to wait. This implementation goes beyond data mining and product placement, demonstrating the potential to generate highly specific ideas with a depth of knowledge that would typically require decades to develop. AI's power to understand the nuances and intents of a business offers an unprecedented opportunity that must be taken, to ensure innovation and optimisation.



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AI governance is the cornerstone that allows organizations to integrate technologies into their processes in a systematic and orderly manner, obtaining all the benefits while maintaining control.

How companies can embrace change

Navigating the AI era: how can companies embrace change?

To take advantage of the opportunity presented by AI, companies must be supported by a culture of experimentation and training.

Leveraging the potential of AI necessitates a strategic approach rooted in a culture of experimentation and ongoing training. Companies can derive substantial benefits by integrating AI into their organizational workflow, empowering employees to harness and apply this technology effectively. The incorporation of AI into a workspace is not merely a technological transition; it must go hand in hand with a fundamental cultural shift within an organization to fully harness the benefits of AI. The importance of this cultural shift lies in fostering an environment that embraces innovation, adaptability and a proactive approach to change.

It requires a collective understanding that AI is not a replacement for human intelligence, but a powerful tool to enhance their capabilities and effectiveness. The critical question is how fast this instrument is integrated into a business. This swift adaptability hinges on processing a fundamental awareness of one's current capabilities and skills that can be transferred to the creation of new jobs and reskilling initiatives.

Integration of AI and the ethical risks associated with it

By responsibly navigating the implementation process, with a keen awareness of the ethical considerations associated with AI, we not only unlock its potential but also ensure a workplace environment that embraces innovation and growth. Rather than dwelling on stoppers, this perspective encourages a focus on the vast opportunities AI presents, fostering a symbiotic relationship between human intelligence and technological advancements.

To support a technical governance that bets on innovation and a culture of experimentation, organizations must remain agile in their approach to AI. To achieve agility, it is necessary to have a technological infrastructure that allows for the inclusion of new technologies and professionals who are up to date with the latest trends. This means that agile work methodologies and an organization that avoids bottlenecks in decision-making are indispensable.

Organisations must take the lead in promoting accountability, from top leadership and cascading down to all levels of the workforce. Change management involves clear communication of the AI integration strategy, providing adequate training and resources, and actively involving employees in the process. A shared vision with clear expectations and accountability can provide a framework that measures progress and success within an organisation. It also guarantees a higher level of quality control, fomenting personal responsibility and the encouragement of continuous improvement.

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It's estimated that by 2025, 85 million jobs may be displaced by a shift in the division of labour between humans and machines.



AI governance

Navigating the future: implementing ethical AI governance

These tools will undoubtedly change the anatomy of work, but technology adoption at such a scale does not happen overnight. The implementation of ethical risk aversions necessitates the establishment of robust AI governance frameworks. To seamlessly integrate AI into the workforce, the entire process must be meticulously organized and executed with ethical considerations at its core.

Embarking on the journey:

Transforming the way business functions are performed – striving for enhanced operational efficiency, better decision-making, and liberating employees from repetitive tasks – stands as a central objective for companies harnessing AI. According to OECD research, individuals who effectively leverage AI gain better positions in the market [10]. Nevertheless, few anticipate this journey to be straightforward.

Contrary to common belief, there is no requirement for a large-scale, abrupt approach to the implementation of AI in the workspace. Focusing on specific use cases, such as customer onboarding or early engagement, can be preferable to a complete overhaul of the entire customer experience. By selecting an area where tangible progress with AI can be achieved, its utilization will gradually expand.



Ethical governance serves as the crucial guardrail for this implementation, ensuring that the integration of AI technologies aligns with ethical standards and values, fostering a responsible and sustainable incorporation into the professional domain.

Change management and talent empowerment

The significance of adaptation cannot be overstated.

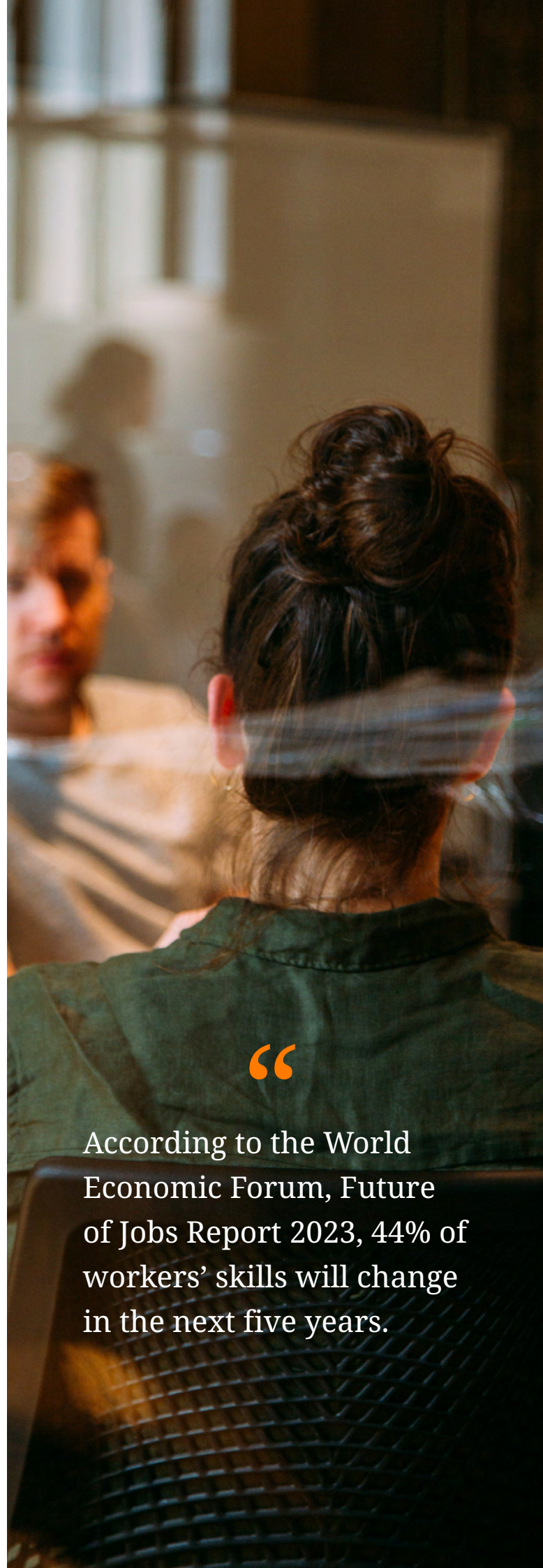
A fundamental understanding of our inherent talents and the ability to apply them in various contexts will be crucial for swift adaptability. Our society requires a workforce strategy that seamlessly incorporates AI while preserving jobs through role adjustments. This can be achieved through a blend of initiatives, including the creation of new employment opportunities, reskilling programs, and fostering collaboration between AI and humans. Such measures would pave the way for a dynamic workforce, where humans and AI join forces to optimize productivity and spur innovation.

Thus, companies must not merely acknowledge the importance of empowering their employees with the requisite competencies but must proactively engage in comprehensive training and upskilling initiatives.

Investing in training offers the means to bridge skills gaps and foster a future where AI seamlessly integrates into the workplace, an approach that enhances productivity whilst providing a competitive edge.

Additionally, it reduces costs, promotes adaptability, and encourages ethical AI use. Employee satisfaction and retention are improved, and potential risks are mitigated through responsible AI training. **These programs can focus on areas like data literacy, critical thinking and problem-solving, thus enabling employees to thrive in an AI-driven environment and ensure job security whilst fostering innovation.**

Regular assessment of the impact of training initiatives is also crucial. An ongoing evaluation of workers' skills ensures that training remains relevant and effective in addressing the evolving needs of employees and the business. It also allows for adjustments to be made in so far as optimizing the training program.



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According to the World Economic Forum, Future of Jobs Report 2023, 44% of workers' skills will change in the next five years.

The importance of AI governance

To achieve their AI goals, companies require a well-rounded pool of talent that can translate business requirements into solution specifications and the deployment of AI systems.

Nonetheless, most pioneers are struggling to find agile teams that have the prowess and creativity to apply the test-and-learn mentality that AI thrives upon.

This is where clear and aligned goals become essential for an institution. **The necessity for a concise AI governance structure, whether it consists of a single engine or multiple components overseeing various aspects, becomes paramount.**



An AI strategy then becomes integral to leveraging advanced technologies in any workplace. By innovating inside a clear and controlled government, establishing robust principles to govern the utilization of existing AI platforms can guarantee the safe and efficient use of tools. By combining operational sector expertise and state-of-the-art AI applications, organizations can fully comprehend the value generation and proper use of these innovative technologies.

Understanding the ethics surrounding AI is crucial to ensure responsible and fair implementation.

Organizations must consider potential biases and risks associated with AI systems, as well as their impact on privacy and data security. By implementing transparent and explainable AI models that can be regularly monitored, these concerns can be mitigated.

Ultimately, addressing the AI skills shortage and developing a well-defined AI strategy are crucial steps for organizations to harness the power of AI effectively. By prioritizing clear goals, ethical considerations, and ongoing learning, companies can navigate the evolving AI landscape and unlock its full potential for innovation and growth.

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Over 85% of organizations surveyed identify increased adoption of new and frontier technologies and broadening digital access as the trends most likely to drive organisational transformation.

Conclusions

Recognizing the inevitability of AI

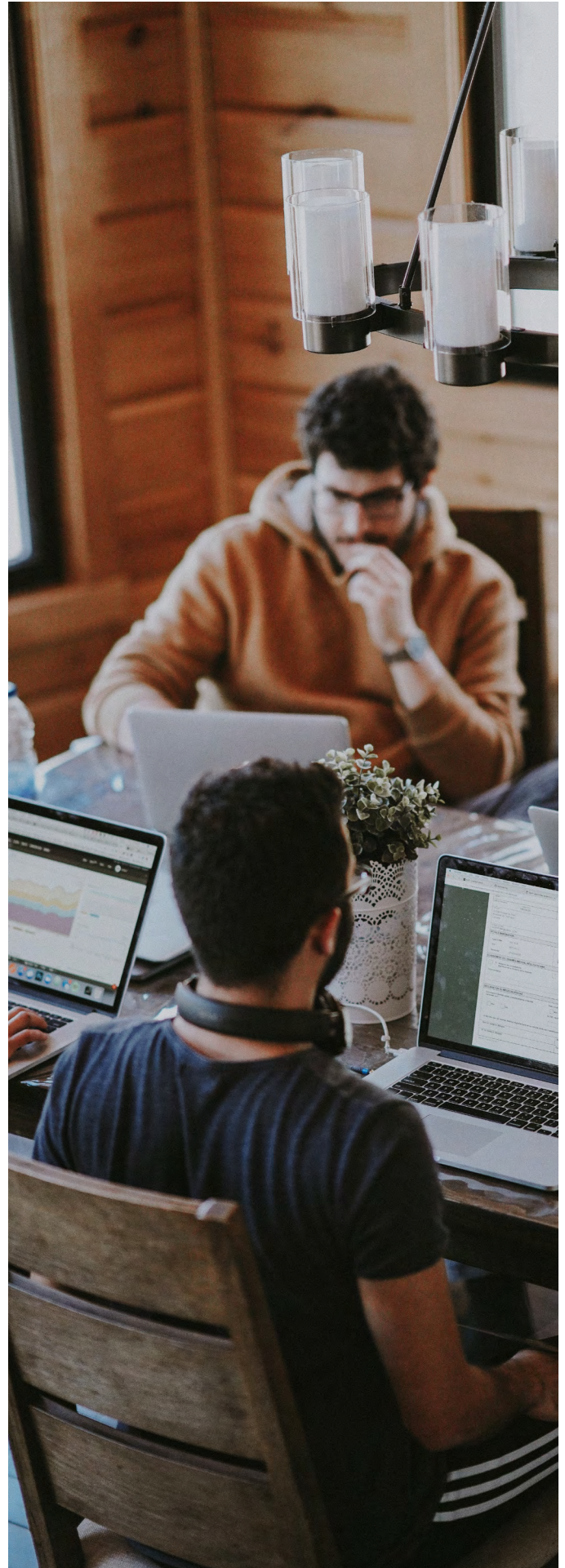
In conclusion, the integration of AI technology into the workplace is inevitable, and companies should embrace this transformation. Embracing AI in the workspace is crucial for long-term success and maintaining the competitive edge that this evolving digital landscape demands. By recognizing the importance of adapting and proactively engaging with initiatives that empower employees with the required skills, organisations can ensure that their workforce is well-prepared to thrive in an AI-driven economy.

Mitigating the risks with a responsible use of AI

By prioritizing employee development, companies not only elevate satisfaction and retention rates but also help alleviate potential risks linked to the ethical deployment of AI. In essence, embracing training as a key tool not only secures a future where AI contributes harmoniously to the work environment but also lays the foundation for a more equitable, innovative, and ethically sound business landscape. As businesses continue to evolve in the era of emerging technologies, investing in the development of human capital proves to be the linchpin for sustainable success and progress.

Training as the first step to success

The imperative for businesses to navigate the evolving landscape of emerging technologies underscores the critical need for a skilled and adaptable workforce. Due to the shortage of AI-savvy talent and the need for extensive business knowledge to take full advantage of AI, training and upskilling the workforce is one of the first steps organizations should take.



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“ Accepting the future means recognizing that on the road to progress, Artificial Intelligence is not about replacing human labour, but a collaborative figure combining innovation and expanding human potential in the workplace.

David Pereira, Head of Data & Intelligence Europe

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