THE IMPACT OF ARTIFICIAL INTELLIGENCE ON HEALTH AND WELLBEING

A REPORT FROM THE NATIONAL FORUM FOR HEALTH AND WELLBEING AT WORK

MANCHESTER 1824
The University of Manchester
Alliance Manchester Business School

The National Forum for Health and Wellbeing at Work

What is the National Forum for Health and Wellbeing at Work?

In 2016 a group of Chief Medical Officers and HR directors of leading global companies and major public sector institutions created the Forum with a central mission to improve workplace health and wellbeing. Today, dozens of major global organisations are members of the Forum representing a vast range of business sectors including retail, banking, oil and gas, healthcare, IT, construction and media.

The Forum's vision is to reinforce the evidence and belief that good health is good for business, and good business is good for health. It aims to inspire people and organisations to challenge their thinking about the opportunities that healthy high-performing people bring to work, while also creating shared values that both business and employees can realise.

The Forum aims to bring the most innovative evidence-based thinking to organisations, and integrate the 'psychosocial determinants' of health that create a healthy work culture. These include productivity, leadership, decision-making, behavioural safety, performance indicators, diversity and inclusion, financial wellbeing and the impact of digitisation.

In recent years the Forum has produced a number of position papers, run high profile networking events, and contributed to government policy papers and consultation exercises.

Find out more at
www.alliancembs.manchester.ac.uk/research/health-wellbeing-forum/

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FOREWORD

We are only just beginning to truly understand the impact that AI will have on our working lives. But so far almost all of the debate has been around the huge technological changes that AI could bring to the workplace, while there has been comparatively little discussion about its potential impact on our health and wellbeing.

In response, last year the National Forum for Health and Wellbeing at Work formed a steering group represented by business, government and academia to explore the extent of this impact. Specifically, we then constructed a qualitative survey which was sent out to the wider business community so that we could gauge current thinking among employees about how AI was (or wasn't) already changing their working lives.

Among the key questions we wanted to answer were how AI was affecting employees at work, what effect it was having on business outcomes and personal performance, and to what extent it was already being integrated into the workplace. How was AI affecting our levels of engagement? Was it making us more productive? Was it enhancing job quality?

We also wanted to explore the potential downsides of AI. For instance, what impact was it having on our levels of independence and autonomy at work? How was it affecting our stress levels? And, put simply, was it making us happier or not at work, was it making us more anxious?

We feel this is an extremely timely report, which offers insights for businesses, organisations and policymakers alike. Of course the surveys, which were completed in late 2024, offer only a moment in time in terms of how we feel about AI. Given the speed at which the use of AI is accelerating, if we were to repeat the study today we may receive somewhat different replies to our questions, especially over levels of AI use.

But the report is no less valuable for that. Instead, it provides a fascinating snapshot of how we feel about AI use and the potential impacts it could have in the future.

PROFESSOR SIR CARY COOPER
Co-chair of the National Forum for Health and Wellbeing at Work and 50th Anniversary Professor of Organisational Pyschology & Health, Alliance Manchester Business School

We would like to thank the following members of the National Forum for Health and Wellbeing at Work that helped put together this report:

- **Karl Simons OBE,** FYLD (Chair)
- **Dr. Lina Siegl,** The University of Manchester
- **Jim Pendrill,** The University of Manchester
- **Karla Wellington**
- **Dr. Sally Hemming,** Ernst & Young
- **Jason Barnard,** Government People Group
- **David Smith,** FYLD

We would also like to thank Ricky O'Sullivan, Lawrence Summers and Ger Perdisat for their help in putting together our case studies.

INTRODUCTION

Last year I had the pleasure of being tasked by the National Forum for Health and Wellbeing at Work to lead an independent review into the impact of Artificial Intelligence (AI) on workplace health and wellbeing. Working alongside a group of talented professionals from the world of academia, business and government, the following report details the approach taken by the group to answer the overarching question, as well as discussing the outcomes derived, and lessons learnt which can be shared with business, government and society.

Over many decades I have watched workers struggle to adopt digital solutions pushed onto them due to the lack of product market fit between the human, their job and how a digital solution could aid them whilst at work. However, in recent years this has changed completely through the introduction of AI into the digital solutions offered. Having witnessed first-hand the power of AI in use by hundreds of organisations and tens of thousands of workers, the barriers to AI adoption continue to be dissolved.

In my own industry I have seen how the auto-population of reports through natural language processing, object identification, and mapping through imagery analysis and predictive reasoning, are enabling what is said, what is seen, and what is known, to be shared with workers. It has proved that the practical applications of AI in business can be beneficial while also leading to safer, more productive and higher quality work being undertaken.

There are however still challenges that continue to arise at both a practical and perceived level. These include issues such as: employee trust and workers being wary of AI monitoring their data; concerns over data privacy and confidentiality breaches; and ethical considerations with the need for AI systems to be transparent and avoid any biases or discrimination in the analysis and recommendations provided to employees.

Organisations and particularly HR professionals must now look at how their business strategies are going to equip employees with a proper understanding of AI solutions. For instance, business leaders need to introduce digital literacy programmes that ensure employees are equipped with the right levels of knowledge on AI, aiding the removal of barriers to AI adoption, and thus removing and preventing the increase of any negative mental stressors within the workplace towards AI.

The UK remains a global leader in digital innovation and we must continue to prioritise the adoption of AI solutions within the workplace. The future integration of AI in workplace health and wellbeing is, in my view, going to play a pivotal role in creating healthier, happier and more productive work environments. With the speed of continuous advancements in technology only set to increase, improvements in risk intelligence will see real-time visibility, remote monitoring and speedier analysis enable organisations to employ a far greater holistic approach towards the prevention of harm through supporting and improving employee wellbeing at work.

I hope you enjoy reading the report.

KARL SIMONS OBE
Co-Founder & Chief Futurist,
FYLD AI

The four key recommendations for organisations:

ETHICAL AI USE

- Develop an AI Policy
- Establish oversight and reporting mechanisms
- Provide comprehensive training

TRANSPARENT CULTURE

- Ensure open and regular commmunication
- Clarify job impact
- Provide clear and relevant AI guidance for employees
- Establish feedback channels and regular meetings

EMPLOYEE ENGAGEMENT

- Engage employees in AI integration
- Recognise and reward engagement
- Empower employees to identify AI opportunities

INTEGRATION WITH HEALTH AND WELLBEING

- Identify how AI tools can enhance employee wellbeing
- Align AI with wellbeing programmes
- Educate employees on technology use

Read further about the key recommendations on page 42

ACADEMIC LITERATURE

Academic research on the integration of AI into the workplace highlights its positive and negative effects on employee health and wellbeing, indicating that its influence is varied and context dependent.

One of the core discussions in the literature is the increasing role of AI in reshaping job design. As the literature review undertaken by Pereira et al. (2023) notes, AI systems can increase efficiency by performing complex, data-driven tasks, enabling employees to focus on more strategic and creative responsibilities.

Some studies show that this reshaping of roles can reduce cognitive load and boost job satisfaction, especially in sectors where AI assists decision-making. Bankins et al. (2023) state that AI's augmentation of human work can foster a sense of autonomy and competence, leading to more positive experiences at work. Given this, the Lane et al. (2023) summary of OECD surveys states that both workers and employer responses were overwhelmingly positive about the impact of AI on performance and working conditions.

Conversely, AI systems used to assign tasks and monitor performance can lead to a heightened sense of surveillance and a loss of autonomy. Workers in such environments often report feeling more controlled and less empowered, contributing to mental fatigue and job dissatisfaction (Bankins et al. 2023, Stamate et al. 2021). Guintella et al.(2023) see similar results but emphasise that we are still in the early phase of these changes so it may be too early to draw definitive conclusions.

Mental health and wellbeing

Employees' perceptions of AI as a threat or benefit affects their mental health and wellbeing. Pereira et al. (2023) highlighted studies that indicated that workers who perceive AI as a threat to their job security often experience higher levels of stress and reduced job satisfaction. This is consistent with findings from Nazareno and Schiff (2021), who reveal that employees in highly automated industries report diminished health outcomes and job satisfaction due to the fear of job displacement and increased surveillance.

Additionally, the literature highlights job insecurity as a major driver of stress and anxiety among workers facing the integration of AI. Nazareno and Schiff show that the psychological toll of job insecurity is particularly pronounced in industries where AI threatens to replace routine and manual labour roles. They point out that educating and training workers may not be sufficient to mitigate its negative effects.

Given the complex effects of AI on employee wellbeing, the literature does offer strategies for organisations to mitigate its negative impacts. Bankins et al. suggest that fostering a supportive workplace culture, where employees feel empowered to collaborate with AI, can support employees to better cope with the changes it brings.

Nuanced picture

In summary, the literature on AI's impact on employee health and wellbeing presents a nuanced picture. While AI has the potential to enhance productivity and job satisfaction by automating repetitive tasks and improving decision-making, it also raises concerns about job displacement, loss of autonomy, and increased surveillance.

If change is poorly handled by organisations, it risks disempowering employees, heightening feelings of job insecurity, and increasing stress leading to poorer employee wellbeing. However, properly managed, the introduction of AI can lead to more productive, engaging and fulfilling work environments.

We explore these ideas in greater depth in the recommendations section of this report (see page 42).

See page 48 for full references

METHODOLOGY

An online survey was distributed via professional social media platforms (LinkedIn, X) and HR magazines to reach a general working population that was likely to interact with modern, digital technologies (including AI) at work. The survey was approved by the University of Manchester ethics committee and was entirely anonymous.

The survey included demographic questions of age, gender, country, organisation size, industry, job role and seniority (see page 50). The survey items were adapted from validated measures, tapping into psychosocial risk factors associated with employee wellbeing (e.g., job demands, control, support, person-job fit, technostress) to allow participants to reflect on how AI may impact these elements of their work.

All answers were measured on a five-point scale from one (strongly disagree) to five (strongly agree) except those for AI use (Chapter One) which followed either a 'yes', 'no', or 'don't know' format or a frequency scale ranging from one (never) to five (always).

The survey also included open text questions where participants had the opportunity to provide additional detail regarding their work-related AI use, and anticipated impacts on wellbeing. The specific questions were:

> *"To give us a bit more context, could you describe what type of AI you are using and what you are typically using it for at work?"*

> *"In general, are there any areas in which AI integration could impact employee health and wellbeing, positively or negatively, that you think we have missed?"*

Who completed the survey?

The total sample consisted of 186 respondents, consisting of 103 men (55.4 %) and 77 women, and followed a normal age distribution. Most respondents were based in the UK and worked for large corporations. The sample was split across many sectors but predominantly comprised knowledge-based employees who were relatively established in their careers, and half were managers (either first level/middle/or senior execs).

Case studies

Separate to the survey, as part of compiling the report we also interviewed a number of businesses to gain the employer perspective and learn how AI was already affecting their day-to-day operations. These interviews are reflected in a number of case studies throughout the report. These businesses did not take part in the survey.

The results

The results of this survey are presented through pie charts and frequency statistics to highlight the extent to which respondents agreed or disagreed with the questions concerning the potential impact of AI on factors relevant to workplace wellbeing and productivity. It should be noted that due to the limited sample size, no statistical significance testing was carried out.

The results of the two open text questions - how AI could both positively and negatively impact health and wellbeing - have been analysed and coded to highlight common themes (see pages 36 to 39).

CASE STUDY: MORRISON WATER SERVICES

Lawrence Summers, Executive Director

Biography

Morrison Water Services is part of the water division of M Group Services, an essential infrastructure services provider in the UK. Lawrence has worked in the construction Industry for 35 years with 23 years' experience in the water sector. He is also board sponsor for Equality, Diversity and Inclusion at the company, as well as a Mental Health First Aider and a Wellbeing Champion.

To what extent is your organisation using AI tools and what impact are they having on business outcomes and performance?

We are rolling out the use of AI widely across our field activities, specifically using a FYLD AI tool to automate our risk assessment processes, whether that's when fixing water leaks or installing meters for instance. We are already finding the tool particularly good for dealing with high volume work as we typically have hundreds of two-person crews out on jobs at any one time carrying out risk assessments on site.

There are two main benefits. Firstly, and most importantly, it further improves our safety which was the initial trigger for starting to use the tool. And secondly, it improves our operational performance as we are producing better and more efficient assessments.
We also use AI for tendering and business development. Again, it makes the whole process far more efficient. We can find out information in seconds that used to take hours to find. We can get virtually instant high-quality answers from AI tools rather than spending hours reading loads of documents.

Do you expect to be using more AI tools in the future? If so, how?

Absolutely, we are bound to be using AI tools more. In particular, they are already having a significant impact on further encouraging and improving our safety culture. If people see the investment we are making and the day to day benefits that AI tools bring, it then helps take our employees on this journey with us. They are saying 'yes, this organisation is spending money on my safety and also helping me be much more productive'.

Using an AI tool makes the team on the ground think much more deeply about risks and ensures the assessment goes well beyond a tick box exercise. It also helps them think about solutions, and they like the fact that it makes the whole process more efficient.

Have you asked, or are you planning to ask employees, how they feel about using AI?

Yes, we have asked employees how they feel about using AI in the field and have received very positive feedback. In the future we definitely plan to continue doing this more extensively, while at the same time we will continue to increase our training around AI and digitalisation. We want people to be thinking every day 'how could I automate that process?'. A lot of the potential of AI will come from the bottom up in organisations.

To what extent has AI changed employees' day to day working lives?

We are still really at the beginning of this process and there is a long way to go. But early indications are that people are really positive about it, they understand the benefits. I think there is also, perhaps inevitably, something of a generational divide here. As I've mentioned most of our work is done by two person teams and when we first started rolling out the AI tool it was invariably the younger person who was carrying out the initial risk assessment using AI. Our more mature employees were generally a little more unsure but they are getting more used to the AI tool now, and this is something we will need to continue to monitor and manage.

Is it possible to say at this stage what impact AI adoption is having on employees' health and wellbeing? Would you say it has been broadly beneficial so far?

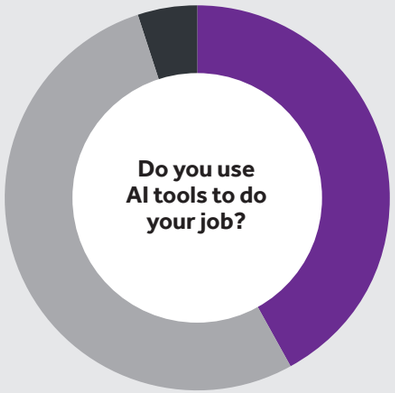
It is hard to be specific at the moment, but I would definitely say that anecdotally the adoption of AI in our business has been very positive. In today's business world employees want to work for progressive, innovative companies that are at the forefront of adopting new technologies, but which also help them do their job in a healthier and more productive environment.

CHAPTER ONE: AI USE

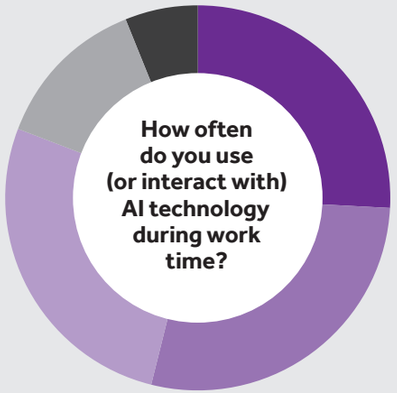
As part of our survey we asked respondents what type of AI tools they were typically using at work (if they were using AI tools at all) and what specific tasks they were using the tools for.

As perhaps might have been expected, ChatGPT and Microsoft Copilot were among the most popular tools, while tasks performed were typically around writing reports and documents, checking grammar, pulling research together, building presentations, and developing policies.

However, our survey results did show that a slight majority were not yet actually using AI tools in their job at all, and of those who were, only 13% reported using AI frequently during work time and 27% only used it occasionally.



- Yes – **42%**
- No – **53%**
- Don't know – **5%**



- Never – **26%**
- Rarely – **28%**
- Occasionally – **27%**
- Frequently – **13%**
- Very often – **6%**

> ***"How am I using AI? Everything from a thinking /brainstorming friend to a research evidence investigator when I'm pulling topical papers together, to an editor who provides robust feedback based on my audience, to support with thinking about the story and messaging of presentations, to building communications plans, drafting products, developing policies and business analysis."***

Focusing only on those respondents who reported AI use at work, most employees (87%) reported that this is not a formal work requirement. It is also early days in terms of firm adoption and training. For instance, only one in five companies were at present providing funded training.

That said, when asked if they could skilfully use AI applications or products in daily work, 48% agreed. So perhaps there is a sense in which employees are running ahead of their employers somewhat.

In a similar vein, when asked whether they found it hard to learn to use a new AI application, 44% disagreed and only 17% agreed. Meanwhile a majority (56%) found that they were already using AI applications in such a way that helped improve their work efficiency.

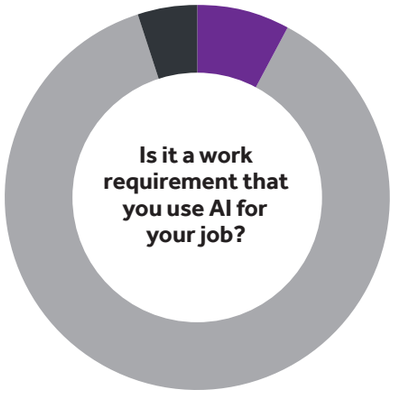
> *"I sometimes use AI tools to help me write documents, just for better phrasing. Although I think it loses some of the more compassionate tone I try and create."*

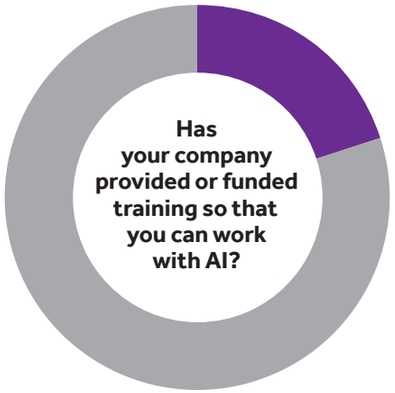
> *"I use AI tools for spelling and grammar checking, predictive content management for marketing, and workflow automation tools."*

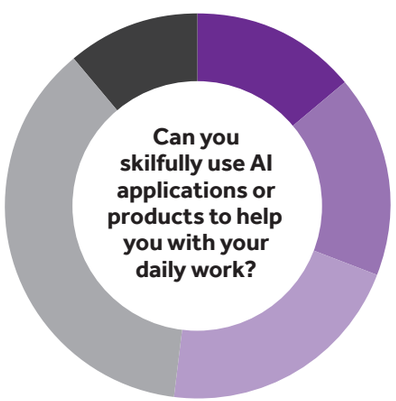
> *"I use Copilot to generate query responses, answer high level questions and summarise documents and emails. In addition, art generators are really useful too as you can design images which match your communication style."*

> *"Writing reports, checking spelling, and using AI detection tools to evaluate students' work and check if they had used AI."*

The following questions were only asked to participants who indicated that they used AI (so the 26% who said they 'never' used AI did not answer these questions):







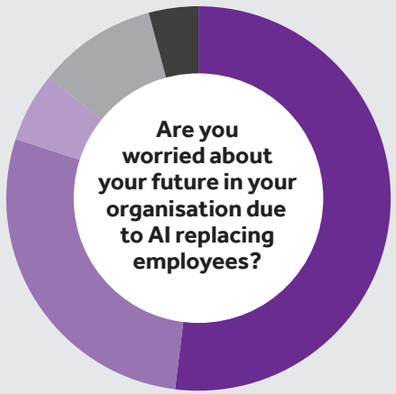
> *"I use Copilot to create skeleton templates of documents to save time, but also to answer questions where my memory has failed me. For example, looking for a model I saw years ago and describing it to AI enabled me to find the correct source online."*

CHAPTER TWO: AI AND JOB INSECURITY

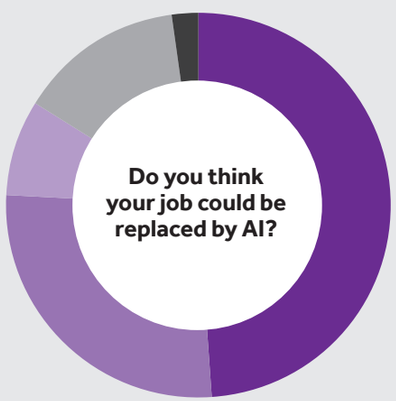
Our next section looked at areas around AI and perceptions of job insecurity, and we found respondents remained overwhelming positive and did not feel particularly threatened by AI in terms of their job security.

For instance, a clear majority (76%) disagreed that AI would replace their job, while more than half (52%) strongly disagreed when asked if they were worried about their future in their organisation due to AI replacing employees.

The results were similar when asked if they were worried about their future in their industry as a whole. That said, it is important to note that there was still a significant minority who did feel worried about their future and about their standing in their industry.



- Strongly disagree – **52%**
- Somewhat disagree – **28%**
- Neither agree nor disagree – **6%**
- Somewhat agree – **10%**
- Strongly agree – **4%**



- Strongly disagree – **49%**
- Somewhat disagree – **27%**
- Neither agree nor disagree – **8%**
- Somewhat agree – **14%**
- Strongly agree – **2%**

- Strongly disagree – **49%**
- Somewhat disagree – **23%**
- Neither agree nor disagree – **9%**
- Somewhat agree – **16%**
- Strongly agree – **3%**

CASE STUDY: SOUTHERN WATER

Ricky O'Sullivan, Head of Health, Safety and Wellbeing

Biography

Ricky has worked in the water industry for 20 years starting as an electrical and mechanical maintenance apprentice and working in various operational roles before moving into Health, Safety & Wellbeing. He is currently working on Southern Water's transformation plan to improve health and safety culture and also developing a new approach and strategy to Health, Safety and Wellbeing.

To what extent is your organisation using AI tools and what impact are they having on business outcomes and performance?

We are using AI as a point of work risk assessment tool, replacing what used to be a very paper-based, tick box exercise. Initially we rolled out the tool in our wastewater area, but we are now also using it in our water area too. When our employees arrive at a particular job on a fixed site or in the field they load the tool and immediately start talking to the app and filming what they are doing, what they see around them, and go through any potential hazards.

Take the example of repairing an asset during a heavy storm. If the weather is bad we can get the system to warn people that it is coming and the tool can inform decision-making as appropriate, flagging any issues. For example, not to complete any lifting activities due to an amber wind weather warning being in place and coming into the region shortly. The tool helps deliver clear communication, more transparency, and an improved safety performance.

Do you expect to be using more AI tools in the future? If so, how?

As a business we are pushing out lots of different initiatives at the moment but AI is a huge contributor to much of the work we are doing and we would definitely expect to use more AI tools in the future. That said, we need to manage our use of AI. What we don't want is an employee having to deal with multiple different apps at the same time, we need to keep it simple and not overload our workforce. At the same time it is very important that any new systems we bring in integrate and work with our existing systems.

Have you asked, or are you planning to ask employees, how they feel about using AI?

Because we are still in a rollout phase with the tool we have not rolled out a full survey. However now we are moving into the embedding stage of the system we are designing more formal surveys, and we do seek local feedback through various engagement forums.

Anecdotally, something that has come back is that some staff are not entirely comfortable that the app is filming and recording what they are doing, and there is a sense in which they feel they are being watched. So our job here is very much to stress that this is not about catching out staff but helping them and the wider team work in as safe an environment as possible. We are embedding a no blame culture so that staff are encouraged to report things if they don't think something's right. We know that not everyone will agree that AI is the best thing since sliced bread, so it is all about education and training and proving through factual results that we are working safer through its use.

To what extent has AI changed employees' day to day working lives?

On a purely practical level it has definitely reduced admin for employees and they can really see the benefits and the improvements it can make. It aids communication too. Staff can say to managers 'open up my risk assessment and see the video and photos of the issues I am facing'. It makes conversations quicker and slicker, while the AI tool is great for evidence gathering and data capture too.

Is it possible to say at this stage what impact AI adoption is having on employees' health and wellbeing? Would you say it has been broadly beneficial so far?

Once we have completed our initial surveys into how employees feel about AI adoption we will have a much better idea. For our older workers, some of whom might not even have a smartphone, AI adoption somewhat inevitably brings more challenges. That is for us to manage effectively as we push people to use the technology. We have a lot of long-serving staff who have been with the business for up to 30 years or more, and we have to ensure we take them with us and support them through this transition.

CHAPTER THREE: AI AND WORK DEMANDS

Work-related stress is a reaction that individuals experience when they face excessive pressure or other work demands that outweigh their ability to cope with them (Health and Safety Executive; Leka et al. 2003).

Psychosocial risks are those factors in the work environment that are associated with increased job stress, strain and subsequent adverse health outcomes, such as anxiety and depression. These risk factors typically arise from poor work design, organisation and management as well as poor social context at work.

One of the main risk factors are high job demands, which are those physical, psychological, social and organisational aspects of a job that require sustained effort and therefore come with certain physiological and psychological costs (Demerouti et al., 2001). Psychological requirements include working under time pressure, excessive workload, task interruptions, intense concentration, and dealing with conflicting demands.

When considering the effect of these demands on stress and health, is important not to consider them in isolation but to understand the resources available to cope with such demands. For example, excessive workload is not the same as conditions where one faces challenging tasks in a supportive work environment where individuals are given the autonomy, training and encouragement to address these (EU-OSHA, 2014).

Well known job strain models, such as the job-demand-control (Karasek, 1979) and later, the job-demand-control-support model (Johnson & Hall, 1988; Karasek & Theorell, 1990), describe how psychosocial risk factors like high job demands lead to job strain when resources such as control (i.e. a combination of decision authority and autonomy to manage work time) and social support at work are lacking.

Such environments would be classified as high strain jobs which have a high risk of adverse physical and mental health impact. In contrast work environments where job demands are high but are control and support, could be classed as active jobs and are more likely to be associated with positive outcomes such as greater satisfaction because workers are given the chance to enhance their skills, competency and self-efficacy (Karasek, 1979; Karasek & Theorell, 1990).

The introduction of AI alters worker's job design, the demands faced and available resources. As such, human-AI collaboration may have a positive implication by supporting autonomy or managing job complexity but could also bring on new demands that could counteract such benefits, such as information overload (Bankins et al., 2023) and increased work pace (Lane et al., 2023).

The negative health impact of poorly managed workplace technology through increases in technostress has gained much attention in recent years (Siegl, 2023; Tarafdar et al., 2019). For example, techno-overload describes situations where workers need to work faster and longer due to their use of certain technology. Techno-uncertainty describes a stressor where continuous technological changes and upgrades unsettle users and create uncertainty so that they must constantly learn and educate themselves about new technologies. And techno-insecurity describes situations where users feel threatened about losing their jobs, either because of automation from technology or to other people who have a better understanding of technologies (Ragu-Nathan et al., 2008, pp. 427).

These technological stressors may be relevant in the context of AI and have been negatively associated with employee wellbeing (Califf et al., 2020; Nastjuk et al., 2023; Srivastava et al., 2015) and productivity (Tarafdar et al., 2011, 2014; Zhao et al., 2020). To better understand how working with AI may impact psychosocial risks, we took a closer look at job demands, control and support.

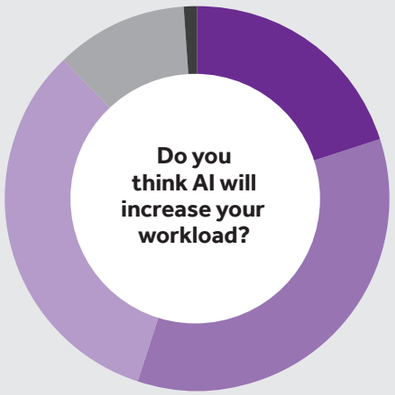
Survey results

Although a majority disagreed that AI would increase their workload, a striking response was that many felt AI would definitely increase the pace at which they have to complete tasks. Exactly half our our participants somewhat agreed or strongly agreed that AI would increase the pace. Looking ahead, any increase in pace could potentially be associated with more stress for employees in the future.

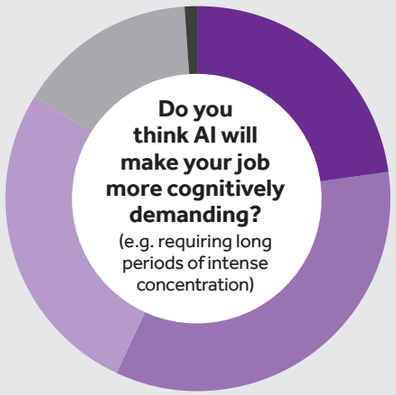
Asked whether AI would make their jobs more cognitively demanding, interestingly many respondents didn't think it would, perhaps suggesting that although we might work faster in the future we are not necessarily going to have to concentrate more. Meanwhile, a clear majority didn't think that working with AI would require them to work longer hours, while a majority also felt that AI would help them manage their workload.

Strikingly a lot of people were worried (54%) about keeping up with the constant technological changes brought on by AI, with only 31% not worried. Any subsequent impact of technostress is important in the wider context of personal wellbeing, and it is important that technostress doesn't overpower the positives of AI.

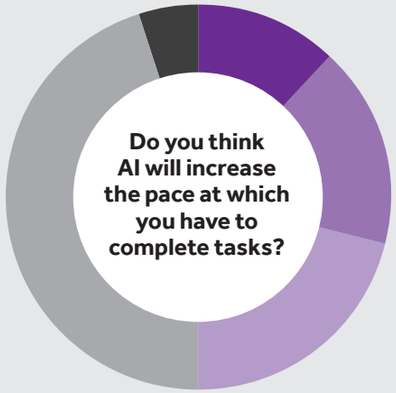
See page 48 for full references



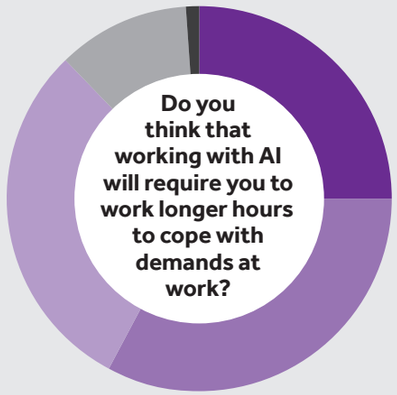
- Strongly disagree – **20%**
- Somewhat disagree – **35%**
- Neither agree nor disagree – **33%**
- Somewhat agree – **11%**
- Strongly agree – **1%**



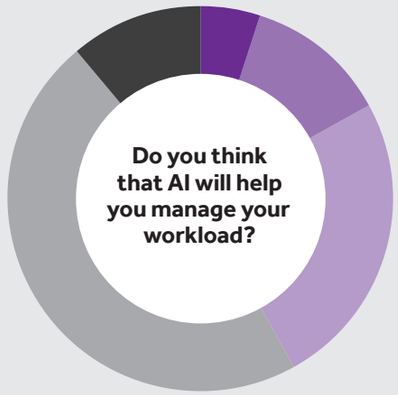
- Strongly disagree – **23%**
- Somewhat disagree – **34%**
- Neither agree nor disagree – **27%**
- Somewhat agree – **15%**
- Strongly agree – **1%**



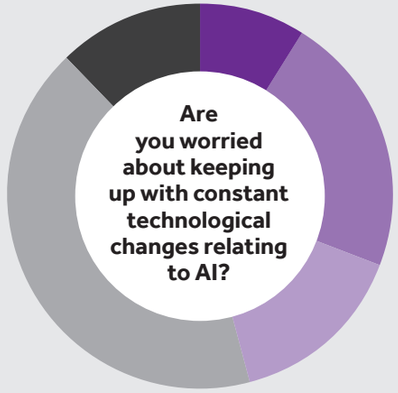
- Strongly disagree – **12%**
- Somewhat disagree – **17%**
- Neither agree nor disagree – **21%**
- Somewhat agree – **45%**
- Strongly agree – **5%**



- Strongly disagree – **25%**
- Somewhat disagree – **33%**
- Neither agree nor disagree – **30%**
- Somewhat agree – **11%**
- Strongly agree – **1%**

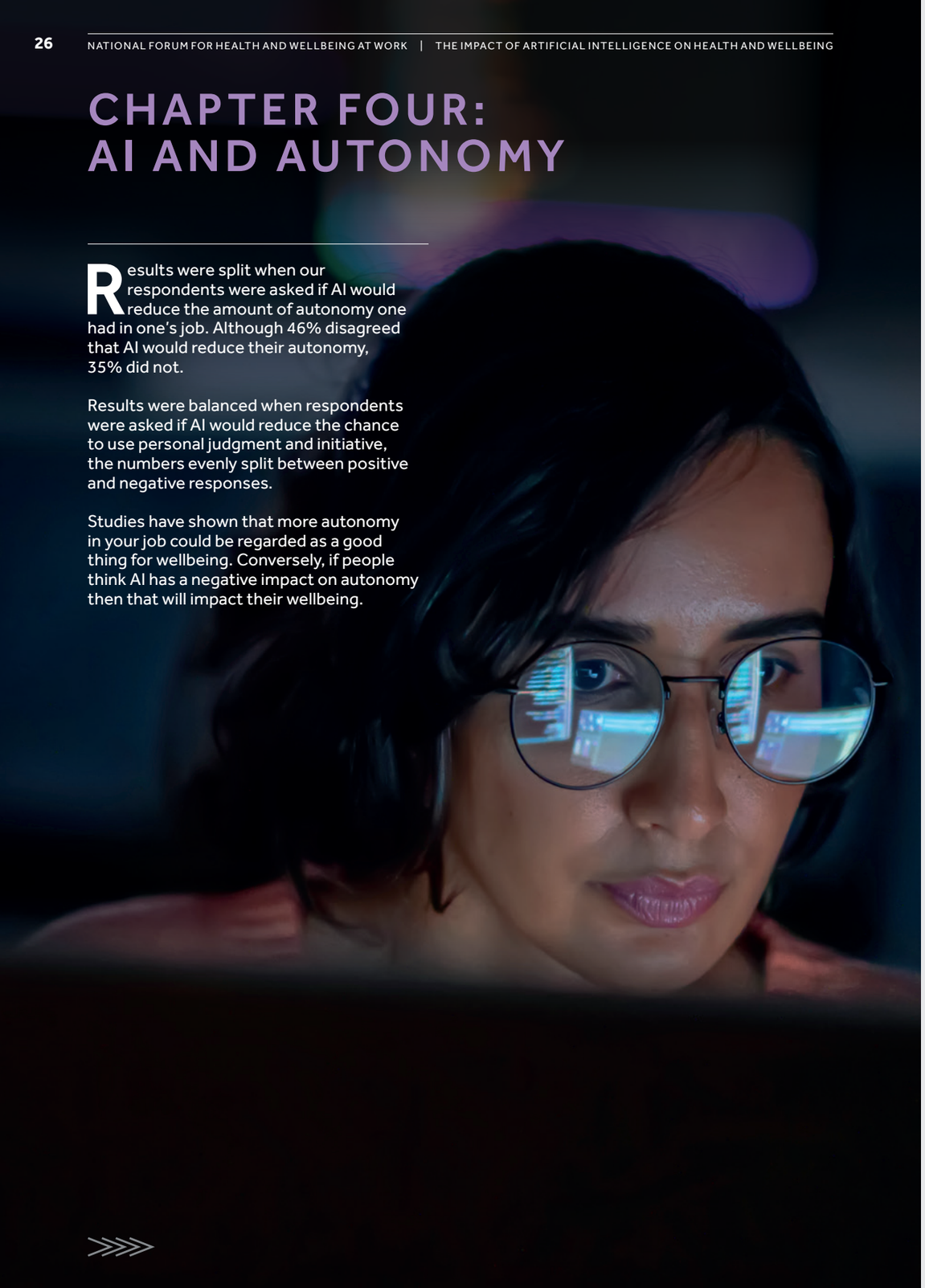


- Strongly disagree – **5%**
- Somewhat disagree – **12%**
- Neither agree nor disagree – **25%**
- Somewhat agree – **47%**
- Strongly agree – **11%**



- Strongly disagree – **9%**
- Somewhat disagree – **22%**
- Neither agree nor disagree – **15%**
- Somewhat agree – **42%**
- Strongly agree – **12%**

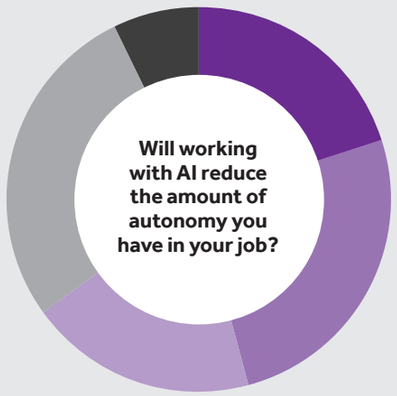
CHAPTER FOUR: AI AND AUTONOMY



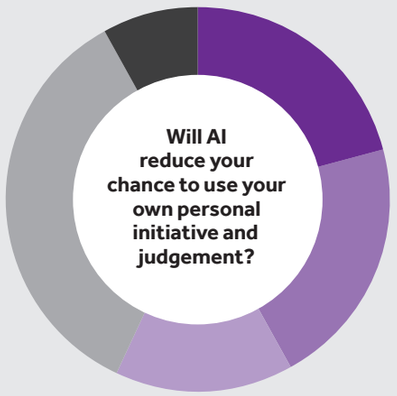
Results were split when our respondents were asked if AI would reduce the amount of autonomy one had in one's job. Although 46% disagreed that AI would reduce their autonomy, 35% did not.

Results were balanced when respondents were asked if AI would reduce the chance to use personal judgment and initiative, the numbers evenly split between positive and negative responses.

Studies have shown that more autonomy in your job could be regarded as a good thing for wellbeing. Conversely, if people think AI has a negative impact on autonomy then that will impact their wellbeing.



- Strongly disagree – **20%**
- Somewhat disagree – **26%**
- Neither agree nor disagree – **19%**
- Somewhat agree – **28%**
- Strongly agree – **7%**



- Strongly disagree – **21%**
- Somewhat disagree – **21%**
- Neither agree nor disagree – **15%**
- Somewhat agree – **35%**
- Strongly agree – **8%**

- Strongly disagree – **3%**
- Somewhat disagree – **12%**
- Neither agree nor disagree – **21%**
- Somewhat agree – **53%**
- Strongly agree – **11%**

CASE STUDY: LUA HEALTH

Ger Perdisat, CEO

Biography

Lua Health is an AI company revolutionising mental health in the workplace. Ger previously spent 15 years with Microsoft, most recently as COO of its Enterprise business in Europe. He is also on the board of DAA plc, and the Finance, Remuneration and Asset Management Committee of University College, Dublin.

To what extent is your organisation using AI tools and what impact are they having on business outcomes and performance?

As a workplace mental health company we discreetly and accurately identify workplace wellness conditions using AI-driven solutions, so we naturally use AI a lot internally. In fact, we use AI for pretty much everything, whether that's content generation, SEO optimisation or knowledge management.

Increasingly we are using AI to engage customers with dynamic content that enables them to both discover and educate themselves. AI can also can give us feedback incredibly quickly on specific questions and tasks, and that frees us up to focus on real value-added work within the business and give us valuable thinking time. What we are also finding is that the more we embed AI into our day to day work, the less we find ourselves constantly switching between tasks which as a business makes us far more productive and efficient.

Do you expect to be using more AI tools in the future? If so, how?

There are three broad areas in which AI tools have become the main bulwarks of our workplace. Firstly, we are big users of generative AI and large language models. Secondly, we use AI tools for content generation. And thirdly, we use it for knowledge management, taking structured information and making it understandable.

As an organisation we expect to use AI more and more in the future. In the context of health and wellbeing there is broad acknowledgement that technological change has accelerated the change of flux in business with information coming at us faster and faster, so being a cause of mental health issues. In fact, recent studies have shown that mental health is now the number one work limiting condition for people aged under 45. Anything that can be done to alleviate that cognitive burden must be grasped.

Have you asked, or are you planning to ask employees, how they feel about using AI?

Absolutely. The systems we use to help our customers applies equally to ourselves as a business. So yes, we are already asking our small team constantly how they feel about using AI, how they feel about engaging with digital tools on a regular basis.

To what extent has AI changed employees' day to day working lives?

It is already having a considerable impact. In a small organisation such as ours you need to continuously work on the most impactful things. So, for instance, when we have a team meeting we will always record that meeting with a transcription so that we keep track of actions and discussions.

To get the most out of AI, employees will in future move from using technology in a 'command based' way to more of a 'conversation based' approach. To get the best out of AI you have to have an iterative conversation with the tools. When I get AI to write something for me, I then have a deep conversation with the tool.

Is it possible to say at this stage what impact AI adoption is having on employees' health and wellbeing? Would you say it has been broadly beneficial so far?

I would say definitely yes. As I mentioned before, AI tools allow us to focus more and concentrate more on the most important parts of our work, offloading less value-added tasks which improves our productivity. At the same time, in terms of wellness, the AI tools we use are constantly supporting us.

Personally, I think one of the conditions for success of AI in the future is going to be around 'proximity', namely AI being part of our everyday lives. And in the context of mental health that means helping people before they may even realise they need help. Studies have shown that, for whatever reason, many people prefer to talk about mental health with such tools rather than speaking direct to their line manager.

CHAPTER FIVE: AI SUPPORT IN THE WORKPLACE

Workplace social support is a vital resource that benefits both employees and organisations, fostering stronger relationships, positive emotions, enhanced performance, and mitigating the negative impact of stressful demands (Jolly et al., 2020). Receiving care and assistance from line managers when faced with challenging demands and having positive social interactions at work are important determinants of work-related wellbeing (House, 1983; Eisenberger et al., 2002).

Here we sought to explore how individuals believed the introduction and increased interaction with AI technologies may impact these elements of workplace social support.

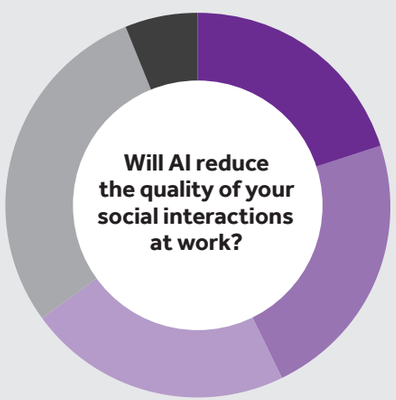
The results show that employees don't have complete confidence in managers to help them on this journey. When asked if their manager could support them with AI related challenges, only 28% agreed, 36% disagreed, and more than a third were unsure at this stage. These findings are not surprising, considering that most participants use AI voluntarily and not because their firm demands it, and only few firms offered AI-related training.

Meanwhile our survey found that 43% do not believe that social interactions would be negatively impacted by AI technology, over a third of participants thought the opposite with 35% agreeing that AI technologies would negatively impact their social interactions at work.

Other research has shown that AI devices and robots have already established a presence in common day to day activities of consumers in private as well as work domains (Huang et al., 2018). However, it is unclear how exactly the acceleration of AI integration will alter the social landscape of workplaces. Although the use of AI technologies to reduce loneliness is explored (Lovelys et al., 2019; Pani et al., 2024), studies show that human-AI interactions tend to be shorter (Hill et al., 2015) and less extraverted and open (Mou & Xu, 2017).

The extent to which AI technologies can express empathy is much debated (Kerasidu, 2020; Meng & Dai, 2021; Pelau et al., 2021) and while its assistive functions offer clear benefits, it is no substitute for genuine human connection.

See page 48 for full references



CHAPTER SIX: AI AND HEALTH

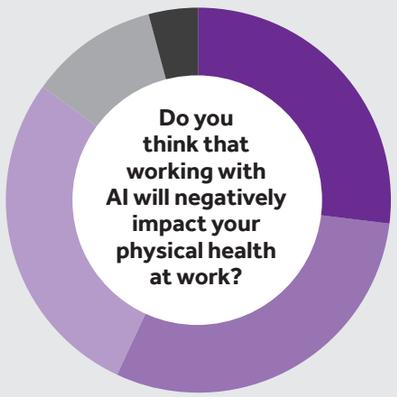
At the core of this report we aim to shine a light on how AI might impact employee wellbeing. It is important to understand how workplace changes, such as the introduction of AI, might impact the workforce, both positively and negatively.

While previously explored indirectly through changes in job characteristics, in this section we asked participants this directly to explore their perception of how working with AI might impact their health and wellbeing in the workplace. Here we considered aspects of both physical and psychological health, including aspects of stress and job satisfaction.

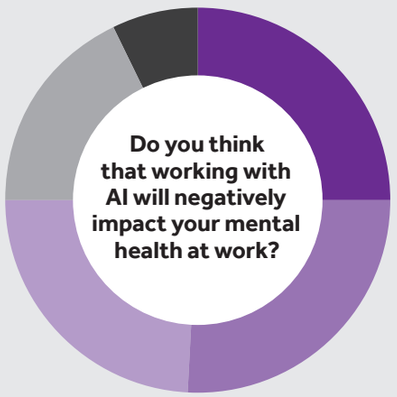
When asked about the actual impact of AI on both their mental and physical health, the answer to both questions was very similar. Namely a majority didn't feel that working with AI would negatively impact them. When asked about physical health some 57% disagreed that there was a negative impact, while in terms of mental health 51% disagreed.

However, we shouldn't discount that 15% agreed that there was a negative impact on their physical health, and a quarter of respondents agreed that there was a negative impact on their mental health.

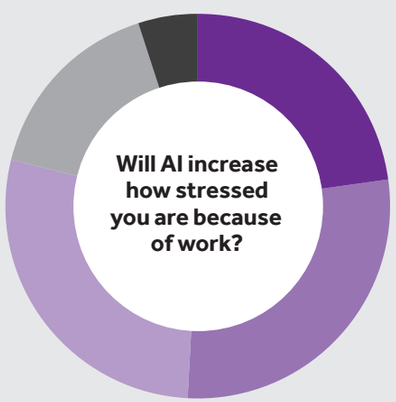
The results were similar in terms of how stressed people felt by AI. A narrow majority disagreed that AI was making them stressed, but 21% agreed that AI would increase their stress. Some 30% also felt that AI would decrease their levels of job satisfaction. What is clear is that, for all its benefits, our survey shows that people clearly think that the changes brought on by AI could impact how happy they feel at work.



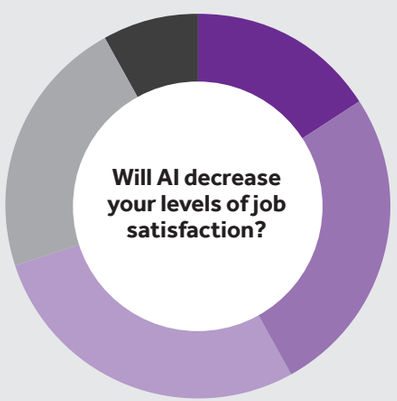
- Strongly disagree – **27%**
- Somewhat disagree – **30%**
- Neither agree nor disagree – **28%**
- Somewhat agree – **11%**
- Strongly agree – **4%**



- Strongly disagree – **25%**
- Somewhat disagree – **26%**
- Neither agree nor disagree – **24%**
- Somewhat agree – **18%**
- Strongly agree – **7%**



- Strongly disagree – **23%**
- Somewhat disagree – **28%**
- Neither agree nor disagree – **28%**
- Somewhat agree – **16%**
- Strongly agree – **5%**

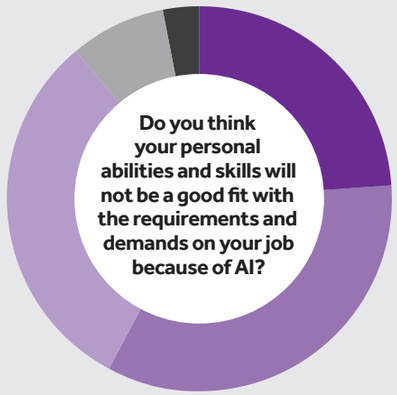


- Strongly disagree – **16%**
- Somewhat disagree – **26%**
- Neither agree nor disagree – **28%**
- Somewhat agree – **22%**
- Strongly agree – **8%**

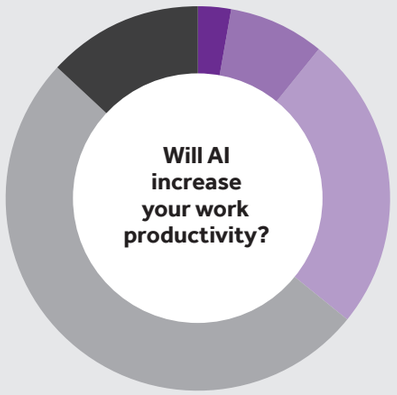
CHAPTER SEVEN: AI AND PERFORMANCE AT WORK

In terms of the impact of AI on levels of engagement our results were mixed, with 40% not believing that it would impact. Considering that more than 40% of participants also believed that AI use could reduce their ability to use their own judgement and initiative at work, a reduction in engagement may seem a plausible outcome for some.

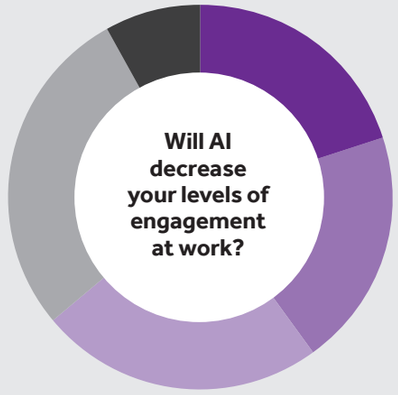
However, there was a clear positive impact on productivity with 51% somewhat agreeing, and 13% strongly agreeing, that AI would increase their productivity. A very high number (64%) also agreed that AI would make them work more efficiently, while 54% agreed that AI would increase their overall performance. Only 14% disagreed that AI would increase their overall work performance, and only 13% disagreed that it would make them work more efficiently.



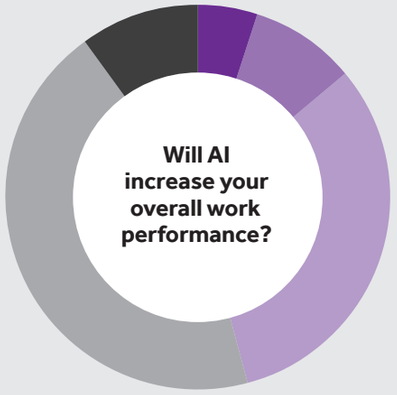
- Strongly disagree – **24%**
- Somewhat disagree – **34%**
- Neither agree nor disagree – **31%**
- Somewhat agree – **8%**
- Strongly agree – **3%**



- Strongly disagree – **3%**
- Somewhat disagree – **8%**
- Neither agree nor disagree – **25%**
- Somewhat agree – **51%**
- Strongly agree – **13%**



- Strongly disagree – **20%**
- Somewhat disagree – **20%**
- Neither agree nor disagree – **24%**
- Somewhat agree – **28%**
- Strongly agree – **8%**



- Strongly disagree – **5%**
- Somewhat disagree – **9%**
- Neither agree nor disagree – **32%**
- Somewhat agree – **44%**
- Strongly agree – **10%**

HOW COULD AI POSITIVELY IMPACT EMPLOYEE HEALTH AND WELLBEING ?

As part of our survey, we asked respondents to elaborate on how they thought AI could impact employee health and wellbeing both positively and negatively. In terms of positive impact, we received 90 responses which largely focused on three themes:

The role AI has in reducing workload and stress
Many respondents highlighted the benefits of a reduction in repetitive tasks, administrative burden and bureaucracy and the potential for redesigning job roles in a positive way which, ultimately, could improve workload management and stress.

The way in which AI might improve mental health support in the workplace
A number of respondents believed that AI technology could enable employers to provide better mental health support for workers through improved data capture and the spotting of early warning signs.

How AI might improve healthcare
Some respondents went far beyond the area of their own workplace, talking much more deeply about the potential impacts on personal health treatments and patient care.

Anticipated improvements in healthcare:

> *I see so much potential with AI improving healthcare but I don't see much energy being channeled into that, instead I see a lot of AI in everyday devices and ChatGPT applications. I don't need AI to write an email, I need it to scan x-rays for anomalies and support patient healthcare. There is so much potential for good, I would love to see better focus on these opportunities.*

> *Use of AI in healthcare diagnostics and in taking over mundane and repetitive tasks.*

> *More in-depth information on mental health will be easier to obtain.*

> *The productivity and patient care gains for the NHS are massive.*

Management of workplace mental health:

> *It could help identify employees who are in need of assistance (wellbeing related or otherwise) and aid line managers in providing it correctly.*

> *Harnessing wearable tech/data solutions to implement person-centred workplace health approaches (when combined with the right engagement/education strategy) is a potential game-changer.*

> *Potential for large scale understanding of warnings/indicators of possible mental ill health stressors or factors that could be used as early identifiers, with an opportunity to put support in place pre-crisis stage.*

> *Some people may be able to utilise AI chat functions to discuss their issues in a regulated, non-judgmental environment, without having to confide in a colleague or manager.*

Workload and stress:

> *Takes away stress when preparing documents and helps people with learning disabilities. Has a very positive impact on my working life as I struggle with spelling and comprehension.*

> *Supports with mundane activities which generally drain a lot of energy. AI helps you to focus on the things that really matter. Overall I am very certain that AI will have a positive impact on my job role and the job roles of many others.*

> *Anything that can be automated or supported by AI should free up time, and lack of time is the biggest factor in my wellbeing.*

> *Simplifying routine and repetitive tasks. First drafts of reports/committee papers. Deep analysis of information. Some tasks that previously might have taken me days to complete now take a matter of hours.*

> *Allowing people to do the same amount of work but more effectively and therefore creating more 'space' and 'energy' to do positive and enjoyable aspects of work, or to simply work at a more sustainable pace.*

> *The replacement of boring, repetitive tasks, and the opportunity for employees to redesign their own roles in a positive way to maximise the elements requiring human interaction and creativity.*

HOW COULD AI NEGATIVELY IMPACT EMPLOYEE HEALTH AND WELLBEING?

When asked to reflect on additional potential negative implications of work-related AI on employee health and wellbeing, we received 98 responses which were categorised into three themes:

Fear of technological change
Many respondents highlighted their fears around technological change and the negative impacts AI could have on stress and health and wellbeing.

Social isolation
A number of respondents worried that increased work-related AI use could reduce social interactions. Highlighting that AI interactions cannot replace human emotion, there is concern that it could lead to heightened feelings of detachment and loneliness at work, particularly in remote environments.

Ethical concerns and trust in AI
Several respondents shared concerns about the biases and ethical dilemmas associated with AI and how workplaces would address these. Respondents questioned the quality of the output produced by AI technology without the input of human oversight and feared that it could erode trust between colleagues working collaboratively.

Social isolation:

> *Takes me away from my social interactions at work.*

> *AI is not real and cannot replace human intuition around feelings. I believe it will lead to people feeling even more detached.*

> *Potentially more remote working leading to unchecked loneliness.*

Ethics/trust:

> *People could start losing trust with colleagues if they aren't sure if content or comments are made by AI or humans.*

> *Organisations will rush to use AI without taking into consideration ethics and inherent bias.*

> *Large swathes of replaced employees at many levels, and an overreliance on what the computer says with little to no checks or oversight.*

Fear of technological change:

> *Changing to a paradigm that includes AI applications will take time and energy. And that change might have a negative impact on health and wellbeing, even before the benefits can be felt.*

> *I think it will reduce self-confidence and engagement with others to learn about a certain task or challenge, but it depends on what kind of AI tools we are using.*

> *AI, automation and the constant drive to improve corporate performance is at odds with the human condition and living a happy life.*

> *Organisations imposing AI without involving employees in the redesign of their own roles will create huge fear and worry, with the resultant impact on wellbeing and mental health.*

> *AI could cause more work which increases stress and pressure, therefore affecting health and wellbeing.*

> *Integration of AI will cause many individuals to feel like their work is meaningless or replaceable, as well as limit the amount of creative or human input present in a workplace.*

> *If unstable and unregulated, AI is more than likely to cause unnecessary stress on employees and management. Additionally, I believe more pressure will be placed on younger/more technologically savvy members of staff to deal with AI related issues, which will massively inflate workloads.*

SUMMARY

The integration of AI into the workplace presents both challenges and opportunities. Rapid technological changes are significantly shifting the world of work and research suggests AI is already impacting the way people perform their jobs across industries, irrespective of organisational size (Hayton et al. 2023).

Our report has examined the integration of AI into the workplace, emphasising its implications for employee health, wellbeing and business outcomes, and offers important and timely insights for organisations, businesses and policymakers alike.

Research reveals that most industries are still in the early stages of AI adoption, resulting in different levels of AI exposure for employees. This differential exposure is linked to the tasks (i.e. cognitive or manual) and industries they work in (i.e. data-intensive, construction or skilled crafts) (Hayton et al. 2023).

Positive and negative effects

Our findings suggest that whilst people are broadly optimistic about AI integration, they have some concerns about the potential challenges. Indeed, we were able to identify both positive and negative effects of AI on employee health and wellbeing.

For instance, on the positive side our findings suggest that AI helps increase efficiency and productivity, and can improve job quality by automating and reducing mundane and repetitive tasks. This could help lessen demands on employees and aid decision-making and, in turn, enhance people's job satisfaction, sense of achievement, contribution and overall wellbeing.

The positive case study examples of Morrison Water Services and Southern Water in this report also suggest that AI can improve workplace safety and culture, corroborating the growing evidence for AI tools improving health and safety for dangerous roles by reducing risks and preventing risks, thus improving working conditions and protecting employee health and wellbeing (Park & Kang, 2024).

Despite these opportunities, our research identified some potential challenges to AI integration. These included AI leading to greater job insecurity and unwelcome surveillance. Other findings suggest that AI could negatively affect workplace culture, collaboration and trust due to misuse, and potentially contribute to employees being socially isolated by lessening social interaction.

Coupled with the finding that AI could increase stress levels for some, potentially influencing how happy people feel at work, this highlights an important implication for employee mental health. The finding that a lot of people were concerned about keeping up with technological changes, which feasibly could increase workloads, reinforces the importance of employers taking a balanced approach to AI integration and ensuring adequate support, especially from line managers.

Accelerating change

This report highlights the implications of AI integration for workplace health and wellbeing as perceived by employees. Undeniably, people's day to day experience of the workplace will shift in time with AI technological advancements. This fast-paced technological wave will reshape how individuals and organisations communicate, work and interact, either for better or worse.

In line with existing academic research on the influence of technology use on employee health and wellbeing, the findings highlight its double-edged nature. While the use of AI technology has the potential to provide workers with positive challenge and motivation, resulting in mastery and autonomy, it also has the potential to facilitate technostress creators such as insecurity, uncertainty and complexity (Ragu-Nathan et al. 2008, Tarafdar et al. 2019).

Thus, the challenge for organisations lays in balancing this tightrope between creating opportunity for accomplishment, goal attainment and overall positive outcomes, and the risks of creating obstacles, failure and negative stress for employees (Lazarus & Folkman 1984, Tarafdar et al. 2024, Webster et al. 2010).

RECOMMENDATIONS

Work and wellbeing are inextricably linked, especially in the context of integrating new technologies like AI into the workplace.

In this research, four key themes emerged as important in terms of optimising the relationship between AI technology use and wellbeing at work: ethical AI use; a transparent culture; employee engagement; and integration with health and wellbeing approaches.

These key themes along with our corresponding recommendations can help organisations prioritise wellbeing in the context of AI integration. These are offered as a starting point for organisations to use and are not intended to be exhaustive.

ETHICAL AI USE

Our findings highlight concerns about the ethical challenges AI may bring, the potential impact on employee trust and how workplaces would address these. Research finds that surveillance, data confidentiality, and fairness are concerns with AI integration (Soulami et al. 2024), meaning that ethical AI behaviour is paramount. Underpinning this is a critical onus on AI designers to ensure AI systems are designed with ethics, inclusion, and wellbeing in mind so that organisations can better embed responsible AI. To foster trust and alleviate these concerns organisations need to:

- **Develop and implement an AI policy**
  Create and communicate a comprehensive AI policy that includes ethical guidelines, acceptable uses, compliance requirements, and standards for tools. This should include a regular audit of AI systems to prevent and mitigate biases that could unfairly impact employees (Mökander & Floridi, 2023).

  Involve employees in the policy design process to ensure inclusivity. Participative intervention designs, that include those who will be affected by the implemented changes, can enhance person-intervention fit which is linked to greater readiness for change, more positive attitudes and participation (Kompier et al., 1998; Nielsen & Randall, 2012; Nielsen et al., 2010; Randall & Nielsen 2012).

- **Establish oversight and reporting mechanisms**
  Form a representative oversight committee to monitor AI usage and adherence to ethical standards. Clearly communicate the routes for reporting any issues or concerns related to AI practices.

- **Provide comprehensive training**
  Implement thorough AI and digital awareness training for all employees, covering the fundamentals of AI, ethical considerations, capabilities, and limitations.

  Consider an annual learning programme that incorporates various learning formats. For example, design online or mobile learning modules, short bite sized micro-learning sessions, job shadowing in AI-related tasks, or embed a longer-term AI curriculum that allows for cumulative learning. This approach will help reinforce understanding and awareness of AI, ethics and safeguards.

TRANSPARENT CULTURE

Openness and honesty during the integration of AI is critical for employee engagement, building trust and successful adoption. To help achieve transparency:

- **Ensure open and regular communication**
  Maintain consistent and open communication between line management and employees regarding AI integration. Provide clear explanations about the AI technologies, their purpose, risk versus benefit, timescale, and the reasons for their introduction.

- **Clarify job impact**
  Given concerns around job insecurity, it is essential to offer clear information on how AI will enhance roles rather than replace them. Line managers should be prepared to communicate effectively with employees about the business opportunities AI presents and the importance of upskilling and reskilling. Additionally, they should be open and honest about potential job changes or roles that may be removed, which will help reduce uncertainty in discussions about AI (AON, 2024).

- **Provide clear and relevant AI guidance for employees**
  Offer easily accessible information about AI technologies without overwhelming employees with excessive details. Focus on key points that are relevant to their job ensuring they understand both the opportunities and challenges presented by AI. It is essential to provide appropriate support to help employees build trust in AI-driven processes and integrate the technology effectively into their work, ensuring a focus on protecting and preparing workers.

- **Establish feedback channels and regular meetings**
  Create feedback channels for employees and managers to share their expectations and experiences regarding AI integration. Schedule regular team meetings to discuss the integration process, address concerns, share updates, and celebrate successes, fostering a culture of transparency and collaboration.

EMPLOYEE ENGAGEMENT

The involvement and enthusiasm of employees is critical to the successful integration of AI into work and enhanced by adopting a transparent approach. To support employee engagement with AI:

- **Engage employees in AI integration**
  Actively involve employees early in the AI integration and training process by utilising existing forums or creating new ones. Encourage varied views and experiences. Clearly communicate the integration process and address concerns to foster ownership and collaboration.

- **Recognise and reward engagement**
  Acknowledge and celebrate employees who embrace AI technologies effectively by highlighting their successes in internal communications. This recognition can inspire others to adopt AI tools and contribute to a culture of innovation.

- **Empower employees to identify AI opportunities**
  Encourage employees to identify tasks that AI can assist with, automate, or transform, empowering employees to take an active role in the integration process. Highlight the long-term value of problem solving skills that employees have built through years of experience and how this fits alongside AI tools. This participatory approach provides valuable insights into effective AI implementation in workflows.

INTEGRATION WITH HEALTH AND WELLBEING

Despite optimism around AI, not everyone is convinced it is good for their health and wellbeing at work. Prioritising wellbeing and safety in the context of AI integration not only addresses potential challenges but might also unlock opportunities for enhanced employee satisfaction and productivity. This proactive approach can help address the potential challenges associated with AI and leverages its benefits, ensuring that the evolving landscape of AI technology contributes positively to employee experience. As a recent report from the Wellbeing at Work Summit Australia (Power, 2025) put it:

> "The key is to integrate AI into ethical, inclusive, and human centred well-being strategies, ensuring that innovation supports, rather than erodes, the human experience at work."

- **Identify how AI tools can enhance employee wellbeing**
  When considering the introduction of AI into a job role, an assessment of potential impacts on job design changes that could impact worker health and wellbeing should be conducted. Ensure that integrated AI tools enhance employee health and wellbeing by reducing workload and promoting work-life balance.

  Integrate AI tools that complement human skills, by reducing repetitive and mundane tasks so that employees can focus on strategic and creative work. To make the most of AI whilst ensuring employee wellbeing, organisations should focus on developing employees' emotional intelligence and self-awareness, enabling them to understand and apply its recommendations effectively (World Economic Forum, 2025).

- **Align AI with wellbeing programmes**
  Integrate AI initiatives with existing health and wellbeing programmes to ensure access to mental health resources and coping strategies. This demonstrates a commitment to employee wellbeing, creating a cohesive support system that builds trust and acceptance.

- **Educate employees on technology use**
  Provide training and resources to help employees understand the benefits and potential risks of technology, including technostress. Equip them with strategies to manage technology use, set boundaries, and maintain a healthy work-life balance.

Future research

- **Use of AI in employee mental health support**
  AI wellbeing tools are already emerging in the market, offering employees early intervention and personalised support. For organisations, these AI tools can make data-driven insights more accessible by analysing workforce wellbeing trends, guiding appropriate interventions and measuring their impact. The primary objective of these AI tools should be to enhance human connection rather than replace it.

- **Improving workplace accessibility**
  While this report does not address the topic, there is evidence suggesting that AI can enhance workplace accessibility for diverse groups, particularly workers with disabilities. Future research would be valuable in exploring how AI technology can improve accessibility and help those with long-term health conditions and disabilities stay at, or return to work.

- **AI and sedentary working**
  Sedentary working has been identified as a major public health issue and musculoskeletal health problems are a leading cause of sickness absence and work disability in the UK (Brione et al., 2024). Research into AI's influence on sedentary working could help employers identify ways to promote employees' physical and musculoskeletal health and wellbeing across ages groups. These research insights could also help occupational health, vocational rehabilitation, and help broader primary care services better support employees' physical health and wellbeing.

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APPENDIX

Table 1. Descriptive statistics of the study sample (N=186)

Country	N	(%)
UK	168	(90%)
Europe	9	(5 %)
North America	2	(1%)
Africa	2	(1%)
Asia	3	(2%)
Oceania	2	(1%)
Organisation size	**N**	**(%)**
10,000 and over (corporation)	86	(46%)
1,000 – 9,999 (large)	61	(32%
250-999 (medium-large)	11	(6%)
50-249 (medium)	11	(6%)
10-49 (small)	8	(4%)
2-9 (micro)	9	(5%)
Sector	**N**	**(%)**
Manufacturing	10	(5%)
Electricity, Gas, Steam and Air Conditioning Supply	1	(.5%)
Water Supply; Sewerage, Waste Management and Remediation Services	2	(1%)
Construction	1	(.5%)
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	1	(.5%)
Transportation and Storage	1	(.5%)
Accommodation and Food Services	1	(.5%)
Information and Communication	11	(6%)
Financial and Insurance Services	4	(2%)
Professional, Scientific and Technical Services	27	(14%)
Administrative and Support Services	6	(3%)
Public Administration and Defence; Compulsory Social Security	33	(18%)
Education	15	(8%)
Human Health and Social Work	35	(19%)
Other Services	37	(20%)
Services of Households as Employers; Undifferentiated Goods- and Services-Producing Activities of Households for Own Use	1	(.5%)
Role	**N**	**(%)**
Manager[1]	60	(32%)
Professionals[2]	99	(53%)
Clerical Support Workers	13	(7%)
Services and Sales	9	(5%)
Prefer not to say	7	(4%)
Seniority	**N**	**(%)**
Executive or Senior Management	38	(20%)
Middle or Frist Line Manager/People Manager/Supervisor	51	(27%)
Entry, Mid or Senior level without people management responsibility	90	(48%)
Self-employed	7	(4%)
Age	**N**	**(%)**
18-24	7	(4%)
25-34	36	(19%)
35-44	46	(25%)
45-54	65	(35%)
55-64	31	(16.5%)
65+	1	(.5%)
Gender	**N**	**(%)**
Male	77	(41.4%)
Female	103	(55.4%)
Prefer not to say	6	(3.2%)

[1] including Managing Directors, Chief Executives, Administrative and Commercial Managers, Production, Manufacturing, Construction, Distribution, ICT services and other specialized services Managers, Line Managers + Supervisors)
[2] including Science and Engineering Professionals, Technicians, Mining, Business and Administration, Health and Safety, and ICT professionals)

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