PEOPLE'S PAVILION

Upskilling:

Our Next Great Challenge

MAN vs MACHINE

ASPIRE ANNUAL CONFERENCE

WHY ARE WE TALKIN|G ABOUT UPSKILLING?

HEINEKEN BUSINESS SERVICES POLAND

39%

of workers' current skills are expected to be transformed by 2030

63%

of employers identify skills gaps as the biggest barrier to business transformation

Value of UPSKILLING

HEINEKEN BUSINESS SERVICES POLAND

914

ROLES FILLED YTD 2026

440

EXTERNAL

new people joining HBSP

474

INTERNAL

career moves within HBSP

480

BACKFILLS

434

NEW ROLES

40%

of companies reported a positive return on reskilling investment

The 7 Layers of Enterprise Transformation

What is AI actually changing about work and capability?

7. Impact

The value of work is shifting from activity and output toward outcomes and contribution

6. Intelligence

Decision-making from human-only expertise toward human judgement augmented by AI

5. Infrastructure

Learning is shifting from courses / systems toward pathways that connect learning with real work

4. Controls

Shifting from controlling technology toward creating trust around human–machine collaboration

3. Data

From reporting past toward revealing how work and capabilities are changing

2. Processes

From fixed processes toward dynamic combinations of human and machine capabilities

1. People

From being deployed for existing capabilities toward continuously developing new ones

#49

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#49floors

People, Systems, and AI
in the Age of Enterprise Transformation

From Questions to Action

Four shifts for developing capability in an AI-enabled workplace

200% faster — Skills required for the most AI-exposed jobs are changing more than twice as fast as those for the least exposed roles.** → Map the work *

250% more likely — New tasks added to AI-exposed roles rely on empathy, judgement and creativity.** → Build capability *

700% more likely — Junior roles demand traditionally senior skills with 35% growth in seniorised entry-level roles.** → Create mobility *

43% of leaders — of executives haven't told employees how AI will affect their jobs.*** → Make upskilling continuous *

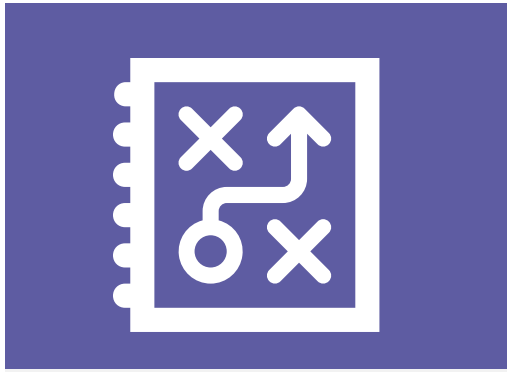
People don't need certainty about the future.They need a **path** into it.

Sources:
#49floors: People, Systems and AI in the Age of Enterprise Transformation
** PwC's 2026 AI Jobs Barometer
*** Stanton Chase, AI in the C-Suite: Insights from 214 Global Executives

WE SEE DIFFERENT PARTS OF THE SAME TRANSITION

BUSINESS

Sees how work is changing



THE GAP

We connect the information too late

LABOUR OFFICE

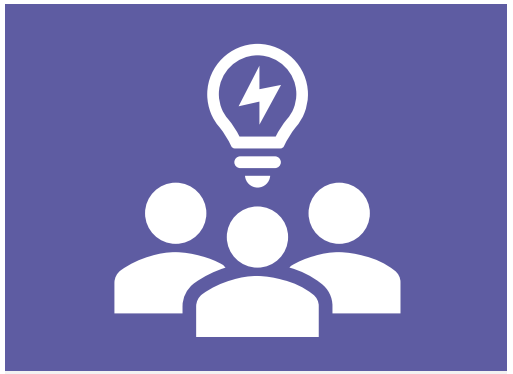
Sees people moving through the labour market

When we see change too late, the skills gap becomes harder to bridge.

LET'S SEE THE CHANGE EARLIER

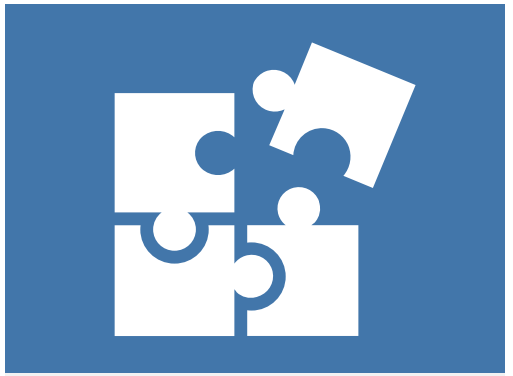
JOBS

Share opportunities



SKILLS

Share signals of changing demand



FACTS

Build a shared picture of Kraków's labour market

TRANSITION

The earlier we see the change, the earlier we can build the transition.