



Employee Experience 2040





THE WORLD OF WORK:

Think Different

ABOUT ME

Estela Vázquez Pérez | Global People Strategies

Global People Strategist building the operational models of employee and customer journeys. I design experiences.

I create innovative brand-building experiences in moments that matter at work and at home through rigorous attention to detail in workflows, workforce and workplaces; **while creating a sense of belonging and delight through human presence.**

20 years in multinational assignments combining North American – USA, Canada, Mexico - market knowledge with deep understanding of people and multi-cultural challenges.

I scale human impact using emerging technologies like AI to amplify possibilities and human impact.



EMPLOYEE EXPERIENCE 2040



Looking back to look forward. What can we learn from past industrial shifts about the future of EX?



What past patterns repeat regardless of era?



What's next for workplaces & workforces?



How macro trends (AI, demographics, consumerization) will reshape EX?



What future-ready EX models could look like.



What leaders can do today to prepare for tomorrow's workforce expectations.

LET'S AMPLIFY THIS CONVERSATION

Selected slides will be posted on my LinkedIn profile with a question or a statement, as we speak.

You can **like it, comment, re-post** to bring these insights to your network.



BRAND INNOVATION AND OPERATIONAL RIGOUR



Accelerate the world's transition to sustainable energy while **Inspiring loyalty and a sense of belonging.**

Innovation, quality, and commitment to enhancing user experience **while serving the public good.**

Inspire moments of optimism and uplift, refreshing people in mind, body, and spirit while creating value and making a positive difference.

Remove friction from everyday life by **saving customers time and money** while delivering Effortless Convenience, Boundless Selection, Trusted Purchase, Confidence, Everyday Value, Connected Ecosystem



Build a World of Amazing Abundance



Join us. Be you.



Refresh the World. Make a Difference.



Impact the future, today



CASE STUDY: MATTEL





CASE STUDY: MATTEL

Making an Impact at Mattel

We create innovative products and experiences that inspire fans, entertain audiences, and develop children through play.

Working Here

Inspire fans, entertain audiences, and develop children through play.

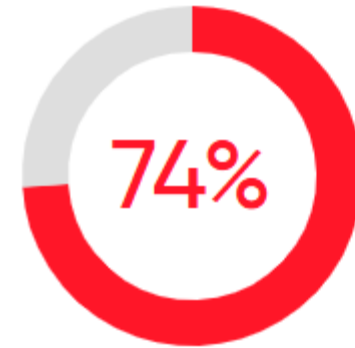
Barbie

You can be anything



- | | | |
|--------------------------------|---------------------------------------|---------------------------------------|
| 1959
Fashion Model | 1985
Veterinarian | 1998
WNBA Player |
| 1960
Fashion Editor | 1986
Astronaut (in pink) | 1999
Airline Pilot |
| 1961
Singer | 1991
Naval Petty Officer | Business Executive |
| Nurse | 1992
Presidential Candidate | Women's World Cup Soccer Player |
| Ballerina | Business Executive | 2000
Olympic Swimmer |
| Stewardess | Marine Corp Sergeant | 2002
Art Teacher |
| 1963
Career Girl | 1993
Army Medic | 2003
Producer |
| 1965
Student Teacher | 1995
Firefighter | 2004
Presidential Candidate |
| Astronaut | 1996
Olympic Gymnast | 2010
Race Car Driver |
| 1973
Surgeon | 1997
Dentist | |
| 1975
Olympic Skier | | |

CASE STUDY: MATTEL



Employees say this is a great place to work



87%

When you join the company, you are made to feel welcome.

86%

I feel good about the ways we contribute to the community.

85%

People here are given a lot of responsibility.

84%

I am able to take time off from work when I think it's necessary.

84%

When I look at what we accomplish, I feel a sense of pride.



DESIGNING A NEW EMPLOYEE VALUE PROPOSITION

A brand-driven, human-centred experience at work.

What?

From retrievable to abundant **generative content**.



So What?

Intersection of **people, privacy trust, decision-making,** data, and high-performance computing.



Now what?

Intentionally design how humans work with agentic AI + quantum



Then what?

Super Intelligent workplace, **trust-based leadership, and customer-grade employee experiences,**





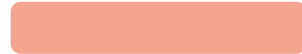
WHAT IS THE BUSINESS PROBLEM?

100% people working at peak performance

Current headcount dream



Attrition



Forecasted growth



Time to Productivity



Productivity

We always chose to amplify human capability.

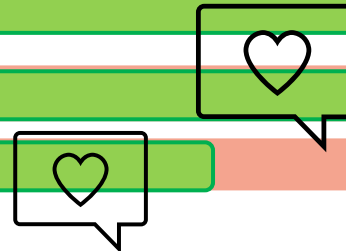
- New hire
- New manager
- Team
- New role



Employee Engagement Score

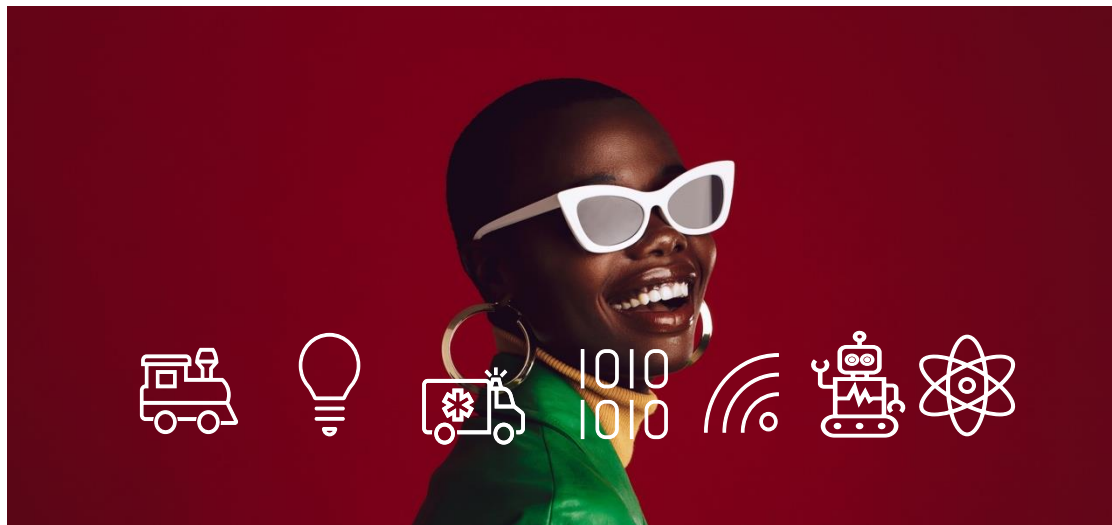


Employer Brand Index



LESSONS FROM INDUSTRIAL SHIFTS

- From steam power to electrification to the internet, to AI to quantum, **we always chose to amplify human capability.**
- AI and Quantum computing are the **technologies of today** shaping the future of work and life.
- Technology arrived first, often **overhyped and misunderstood.**



Every time, the workplace results in a **more intelligent space, progressing towards customer-grade employee experiences, and always in need of strong leadership.** Employees care about:

- training, mobility, and safety
- journeys, roles, and decision rights
- fairness and safety
- personalization, agency, and ethical technology



It is never human error!



PATTERNS THAT REPEAT ACROSS ERAS

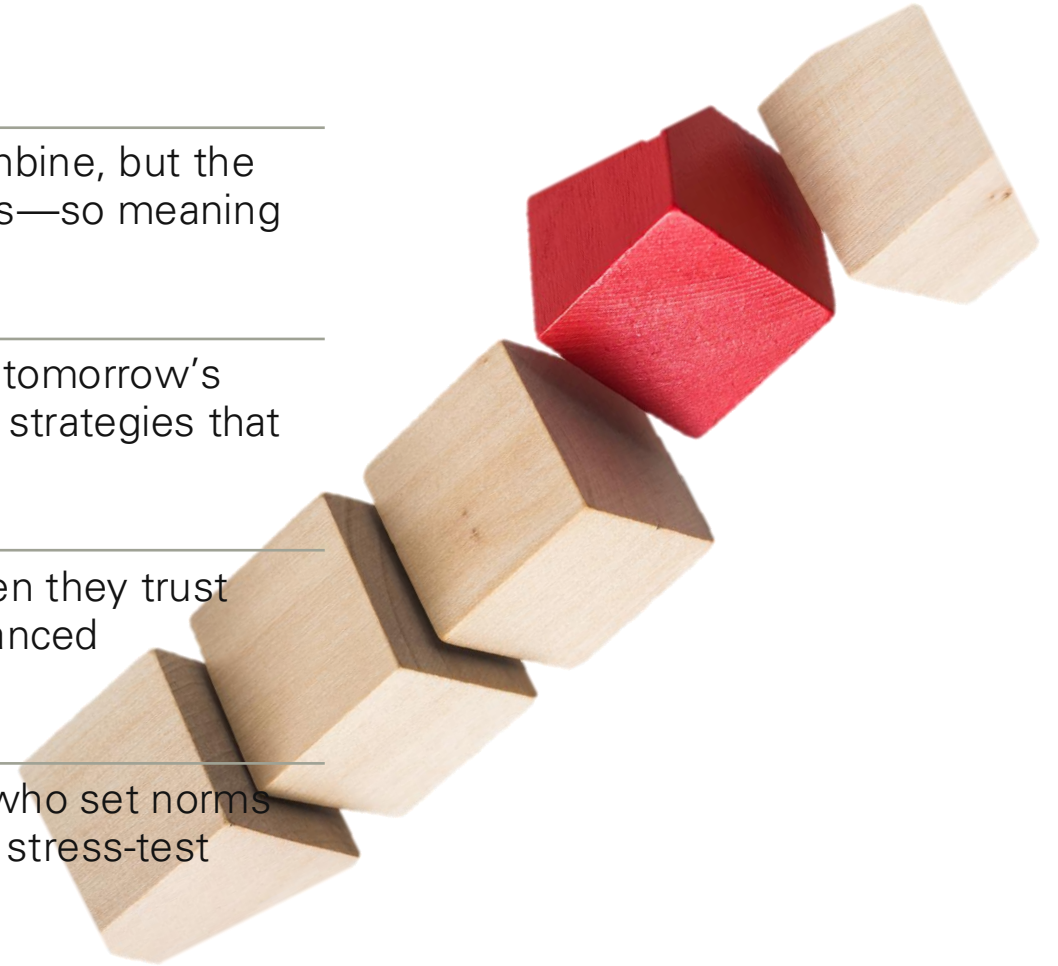
Productivity, adaptability, trust, and resilience.

Automation changes tasks, not purpose : Roles evolve and recombine, but the underlying aim of serving customers, patients, or citizens endures—so meaning and identity still matter for EX leaders.

Scarce skills always cluster: Yesterday's industrial cities become tomorrow's digital hubs; internal mobility and continuous learning outperform strategies that depend on external hiring alone.

Trust is the currency of adoption: People embrace new tools when they trust leadership intent, data use, and fairness; without trust, even advanced technology underperforms.

Regulation lags innovation: Ethical responsibility falls on leaders who set norms for AI decisions, surveillance, and privacy—use these patterns to stress-test future EX choices.



PATTERNS THAT REPEAT ACROSS ERAS

Employee Experience is shaped by three factors

Workflows: Tasks, projects, and responsibilities. This includes technology, tools and resources for productivity.

Workplace: Physical and virtual work environments. Culture, values, mission, and reputation.

Workforce: Colleagues, leaders, and clients, fostering inclusion. Supporting each other's health and belonging.



We shape our buildings; thereafter they shape us
- Winston Churchill.



PATTERNS THAT REPEAT ACROSS ERAS

Human Journey to tech adoption

Awareness → Skill Building → Workforce Strategy → Tech Integration
→ Evaluation → Improvement → Future Monitoring

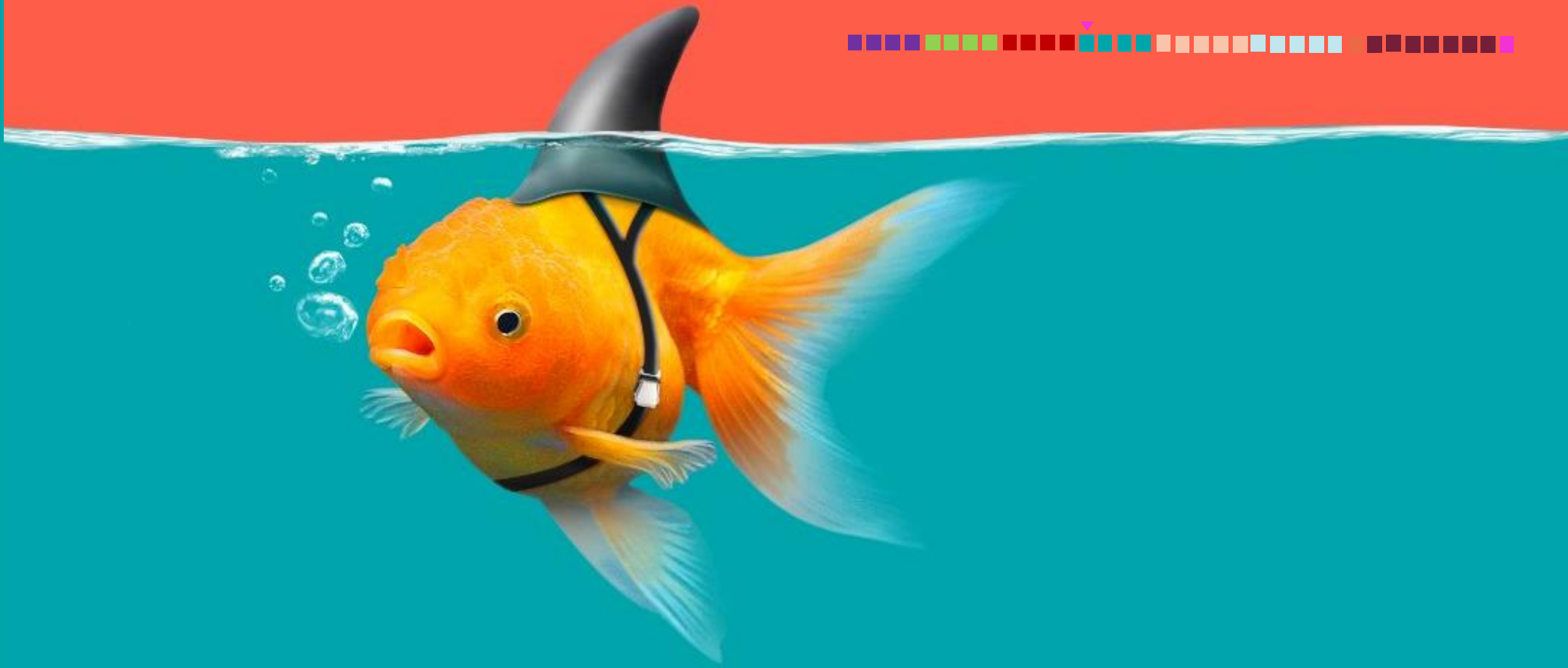




PATTERNS THAT REPEAT ACROSS ERAS

DISCERNMENT

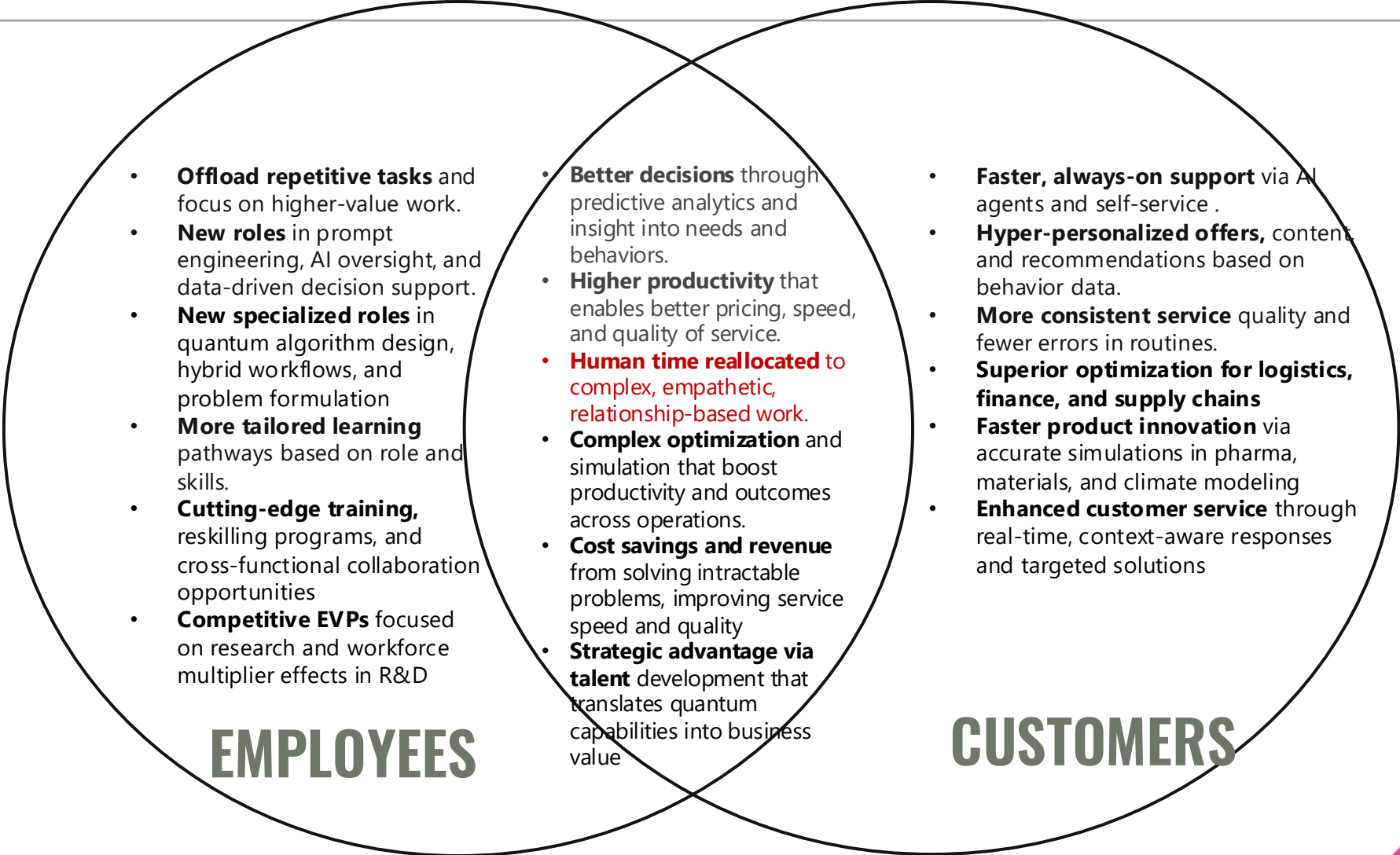




THE CONFIDENCE PARADOX

At its core, it describes a counter-intuitive relationship between confidence and competence during the adoption of new technologies

AI + QUANTUM VALUE PROPOSITION





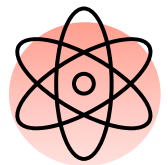
EX AS A STRATEGIC SYSTEM



From program to operating system. By 2040, Employee Experience will shape how value is created—governed like Finance and scaled like Digital.



An inflection point for leaders. Talent scarcity, hybrid work, AI acceleration, and trust expectations collide—placing EX at the nexus of **people, data, and decisions.**



The 2040 advantage. Winners will intentionally design **human-machine collaboration**—driving productivity, adaptability, trust, and resilience.





HUMAN-CENTERED EMPLOYEE EXPERIENCE

Meet EX 2040, exhibiting special skills, new human capabilities augmented and faster decision-making.

This kind of experience is promising to give us freedom from the mundane tasks, access to customized health care, speed of service, and abundance

We need training to develop these experiences and improve human lives. It will enable our achievement of purpose.

WORKFLOWS

Core Shift from designing work for efficiency and consistency, to designing work for human performance, uniqueness and adaptability

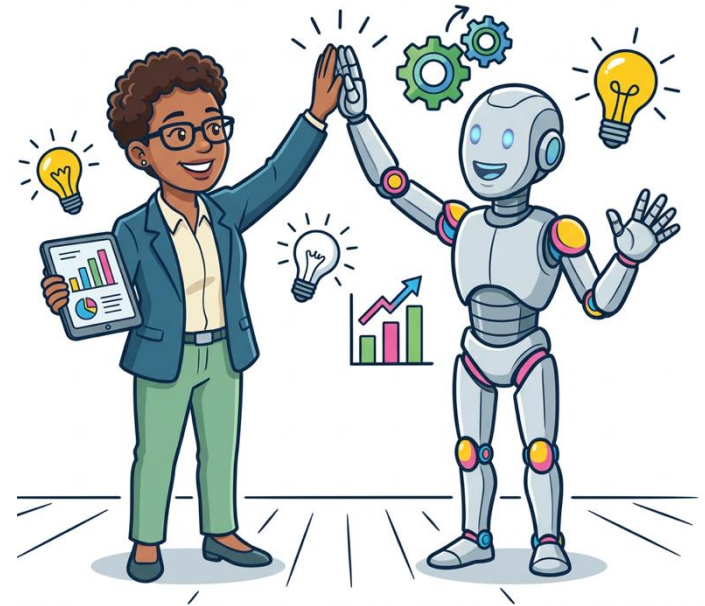
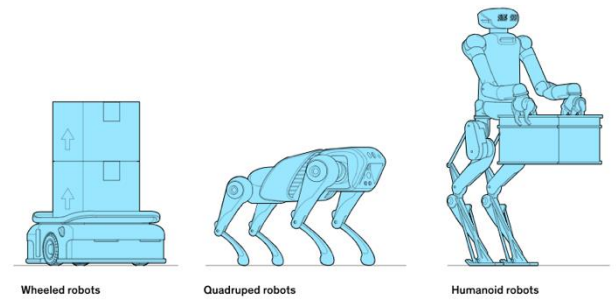
Personalization Model:

Dimension	BEFORE: Standardized Experience	AFTER: Personalized Experience
Design Logic	Same work for all	Best work for each
Underlying Assumption	Consistency drives performance	Human difference drives performance
Role Design	Fixed job descriptions	Evolving role portfolios
Task Allocation	One role = one set of tasks	Tasks aligned to strengths, interests, development
Time & Presence	9–5 or narrowly flexible	Aligned to energy, focus, and life rhythms
Collaboration	Synchronous, meeting-heavy	Asynchronous by default, intentional sync
Performance Measure	Hours, visibility, activity	Outcomes, impact, learning velocity
Learning & Growth	Standard training programs	Continuous, skills-based, embedded learning
Career Path	Linear, upward, title-based	Multi-directional, impact-based
Well-Being	Generic programs, reactive support	Proactive, role- and context-specific design
Fairness Model	Equality (same experience)	Equity (right experience)
Leadership Style	Control, predictability, oversight	Coaching, trust, guardrails
Technology Role	Automate and standardize	Sense, adapt, personalize



WORKFLOWS

Automation and self-improving automation systems change tasks, not purpose.





WORKFORCE

Generations at work

Generation	Birth Years	Age in 2040	Workforce Presence in 2040
Gen X	1965–1979	61–75	Declining but still present (late-career)
Millennials	1980–1994	46–60	Strong presence, senior leadership
Gen Z	1995–2009	31–45	Large, mid-career core of workforce
Gen Alpha	2010–2024	16–30	Large early-career population
Gen Beta	2025–2039	1–15	Small share, early teens entering part-time roles



By 2040, the dominant working generations will be Millennials, Gen Z, and Gen Alpha. Gen X gradually aging out and the earliest Gen Betas beginning to participate.

Challenge: How might we embrace technology benefits without sacrificing mental health in the process?

WORKFORCE

Core skills for generation Alpha to be the most tech-immersed, AI-fluent, and adaptability-driven generation in history.

AI fluency + immersive digital skills

Prompt well, validate outputs, and make context-based judgment calls. Work confidently across VR/AR/hybrid spaces with digital etiquette and spatial awareness.

Creativity, problem-framing, and STEM foundations

Differentiate by defining the right problems and generating original ideas. Pair creativity with coding, data literacy, robotics, and systems thinking.

Ethics, trust, and human collaboration

Recognize bias, protect privacy, and practice cybersecurity. Build trust through emotional intelligence, communication, teamwork, adaptability, and continuous learning.



Competency	Skills
AI Fluency & Human-AI Collaboration	<ul style="list-style-type: none"> • Prompt engineering • AI-augmented problem solving • Supervising automated workflows • Understanding AI limitations and ethics
Digital, XR, and Immersive Technology	<ul style="list-style-type: none"> • Navigating virtual workplaces • Designing in AR/VR environments • Blending physical and digital collaboration
Creative Thinking & Innovation	<ul style="list-style-type: none"> • Creative problem solving • Design thinking • Digital content creation • Innovation in AI-heavy fields
STEM Depth + Tech Mobility	<ul style="list-style-type: none"> • Advanced STEM competence • Robotics engineering foundations • Data science and computational thinking
Ethics, Cybersecurity, and Privacy Skills	<ul style="list-style-type: none"> • Ethical reasoning for AI • Cyber hygiene and threat awareness • Data protection frameworks
Emotional Intelligence & Human Skills	<ul style="list-style-type: none"> • Communication • Collaboration • Adaptability • Managing digital overload
Entrepreneurial & Independent Work Skills	<ul style="list-style-type: none"> • Opportunity spotting • Digital micro-business creation • Financial literacy • Self-directed learning
Sustainability & Climate Skills	<ul style="list-style-type: none"> • Environmental literacy • Circular economy thinking • Green tech proficiency
Adaptability	<ul style="list-style-type: none"> • Fast learning • Comfort with ambiguity • Multi-disciplinary thinking

WORKPLACE

Workplaces become networks, layering emerging technologies like AI to amplify possibilities and human impact.

Skills replace jobs as the unit

Work assembles dynamically via talent marketplaces; EX must make transitions visible and rewarding while sustaining belonging through purpose, norms, and trust.

Offices become employee experience hubs

Physical space shifts from default location to “moments that matter”: onboarding, trust-building, complex problem-solving, and storytelling.

From org charts to platforms

By 2040, boundaries blur as employees, partners, communities, contractors, and AI agents collaborate through shared work platforms.





MANAGING

OPTIONALITY

Optionality is defined as something that has **more than one good solution** for a complex challenge. Optionality is critical anytime there is a **high degree of uncertainty** combined with a high degree of risk.



OPTIONALITY

Physical, mental, and emotional optionality



We must learn to adapt



OPTIONALITY

Adding skillset optionality



OPTIONALITY

Connection amongst technology integration and optionality, while finding connected human to human experiences.



Your superpower

LEADERSHIP

High-Impact Leadership Built on **Trust**,
Autonomy, and **Collaboration**



Coach, don't control.

Transparency as strategy

Trust enables autonomy

Collaboration + learning



MACRO TRENDS SHAPING EX BY 2040

EX leaders are product designers and culture architects

The future of talent acquisition

Winning the talent war in the age of AI—and what competitiveness means when algorithms, agents, and humans work side by side.

Leading through layoffs

Why profitable companies are cutting jobs—and whether companies will lean further into AI to create leaner workforces.

Culture under pressure

Managing internal and external crises in an era when employees may demand radical transparency.

The future of the entry-level career

Rethinking early-career development and access in the age of AI.

The human + AI partnership

How CHROs and tech leaders are codesigning org charts for a world where AI agents hold roles, loosen hierarchies, and accelerate productivity.

Aging, immigration, and the new workforce mix

How global migration patterns, shifting retirement realities, and talent shortages are reshaping hiring strategies.

Demographics: Five generations at work

Longer careers, more breaks, and global mobility demand flexible benefits, learning pathways, and work design.

Consumerization: Product-grade expectations

Employees expect personalization and clear value exchange; EX leaders must design end-to-end journeys with ethical guardrails.

AI-generated resumes are flooding the market

61% of Canadian HR leaders say reviewing AI-generated applications has slowed the hiring process, according to a new survey by Robert Half.

AI: From tools to workflows

Copilots become embedded, then semi-autonomous; EX hinges on data governance, transparency, and explainability.



A FUTURE-READY EX MODEL FOR 2040

Designing the Experience

Integrated architecture (not a toolset)

A personal employee operating system unifies work, learning, wellbeing, and admin. A real-time skills cloud maps proficiency, potential, and adjacent opportunities to power dynamic pathways.

Matching demand to capability—safely

A work marketplace routes projects and missions to the right talent across roles and contract types. A trust layer governs data rights, consent, privacy, and model transparency.

Measuring EX as a performance system

Value metrics tie flow, friction, and sentiment to outcomes for performance and customers. By 2040, seamless integration becomes a competitive advantage; fragmented experiences feel archaic.

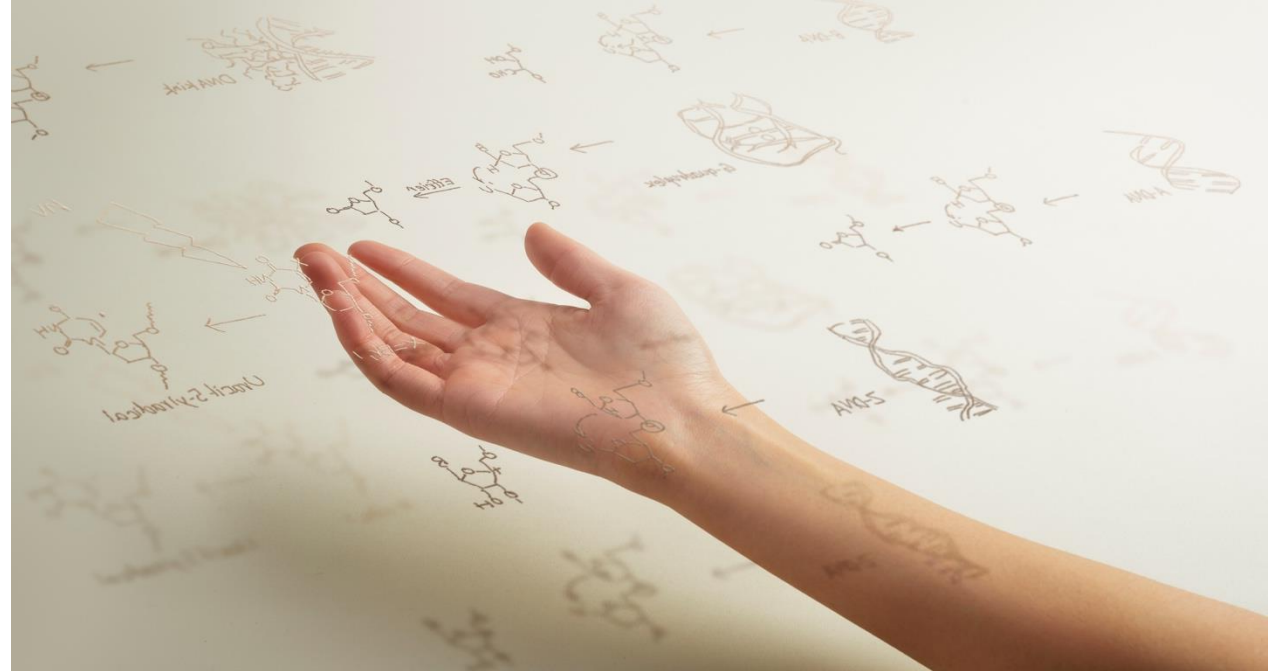
DESIGN PRINCIPLES FOR 2040 EX



Human-first, AI-Quantum amplified: Use AI to reduce cognitive load and increase agency—support judgment rather than replacing it.

Privacy + portability by default: Minimize data, make consent meaningful, explain decisions, and use open standards to prevent lock-in.

Design for edges; measure moments: Treat accessibility and life-stage needs as primary inputs, and use real-time friction insight for continuous improvement.





WHAT LEADERS CAN DO TODAY

Recognize the shift: AI + Quantum computing are moving from theory to practical business impact fast. Across research, five themes stand out:

Quantum will profoundly reshape industries and workflows, especially via simulation and optimization.

Cybersecurity disruption will force rapid adoption of quantum-safe cryptography.

Skills gaps are the biggest barrier, with acute shortages in technical, hybrid, and business-governance roles.

Human work shifts upward, emphasizing strategic, creative, and interdisciplinary capabilities.

Organizations that invest early in readiness, training, and partnerships will capture disproportionate value.

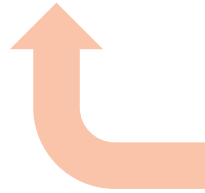




WHAT LEADERS CAN DO TODAY

Adapt to the business model framework

Proprietary data, **learning differentiator model**, discover new ways forward, increase proximity to customers



No longer aggregating, counting, parsing
But augmenting, creating patterns, insights, and learning loops for the model for compounding knowledge creation



WHAT LEADERS CAN DO TODAY

Polish your skillset

Futures thinking

Systems thinking

Meta-cognitive awareness



MANAGE THE EXPERIENCE THROUGHOUT THE LIFECYCLE

Moments that matter

Build the system:	Invest in skills velocity and internal mobility so talent flows quickly to opportunity Establish governance, clarify principles, and pilot new models.
Turn Experience Design into Action:	Design all Moments in the Lifecycle Track how many people are currently experiencing a moment Turn on workflows and communications
Handle personal events with care	Parental leave support Milestones celebrations and promotions Bereavement and other challenging events
Timely nudges	Timely nudges to have growth conversations and stay interviews Inform people about role level changes and growth opportunities Scale Buddy and Mentor Programs
Delight employees every day	Design and automate all your Moments that Matter, which are touchpoints people encounter that have an outsized impact on the employee's experience.



TAKE ADVANTAGE OF EX IN CANADA

METRICS THAT MATTER IN 2040

Operational EX metrics

Time-to-productive replaces time-to-hire; internal mobility and skill velocity show how fast talent is redeployed.

Friction + behavior signals

Experience flow scores reveal where systems slow work; manager quality and team trust are measured via observable behaviors.

Linked to outcomes (accountability + trust)

EX metrics connect to customer, patient, or partner results—driving action and proving feedback leads to change.

CANADIAN CONTEXT & EX OPPORTUNITY

Global talent advantage

Immigration and global mobility expand access to diverse skills and perspectives—if day-to-day EX feels welcoming, fair, and empowering.

Bilingual & culturally inclusive by design

Inclusion is more than compliance: bilingual, culturally aware experiences become a competitive advantage for attraction and retention.

Responsible transitions at scale

Public–private reskilling, strong social trust, and clear regulation enable ethical AI and data practices—turning macro strengths into everyday EX.



TAKEAWAY: YOUR SUPERPOWERS

DISCERNMENT

Discernment is the ability to judge well and wisely —to carefully think through information, situations, or choices and understand what is true, important, or appropriate.

OPTIONALITY

Optionality is defined as something that has more than one good solution for a complex challenge.
Optionality is critical anytime there is a high degree of uncertainty combined with a high degree of risk.

LEADERSHIP

High-Impact Leadership Built on Trust, Autonomy, and Collaboration

Thank you!