

Cegos 2026 International Barometer

Transformations, Skills and Learning



The Cegos Group at a glance

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France, Germany, Spain, Italy, Netherlands, Portugal, United Kingdom, Switzerland, China, Singapore, Indonesia, Malaysia, Brazil, Chile, Colombia, Mexico, Peru, United States.

Cutting-edge training in many areas

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- Sales and Customer Relations
- Project Management
- Professional and Personal Efficiency
- AI and Digital
- Marketing and Communication
- Information Systems
- SD and CSR
- Finance
- Purchasing
- Human Resources
- Training...

Active in more than
50

countries through a network of partners and distributors

1,500

employees and

3,000+

partner consultants

4,000+

pieces of digital content in over

30

languages

250,000+

trained face-to-face each year worldwide and

1M

users of our Group Digital Content

€250M

in turnover

20,000

corporate customers

2,5M

of connected learners on Learning@Hub



In an economic and technological landscape marked by ever-faster change, the issue of skills has emerged as a major strategic challenge for organizations around the world.

The acceleration of artificial intelligence, evolving job roles, changing work styles, and new employee expectations: these shifts are profoundly reshaping the skills needed to remain high-performing and sustainably employable. Companies today face an ongoing challenge: anticipating these changes and supporting their teams in continuously developing their skills.

For over a decade, the Cegos International Barometer on Transformation, Skills, and Learning has aimed to shed light on these developments. By giving a voice to HR professionals and employees in more than 10 countries around the world, it provides a better understanding of how organizations perceive the ongoing transformations, which skills they consider a priority, and how they organize talent development.

This new edition takes on special significance. It marks Cegos's centennial and has led us to look even further ahead. Beyond analyzing current trends, we sought to explore the future of work and skills by 2035, offering a forward-looking perspective on the transformations that will shape tomorrow's organizations.

The results show that while awareness is growing, companies still need to accelerate the adaptation of their skills development strategies. In a world where job evolution cycles are shortening, learning is becoming a key lever for supporting transformations, securing career paths, and strengthening organizations' capacity for innovation.

At Cegos, we are convinced that meeting this challenge rests on three essential pillars: anticipating the skills of tomorrow, supporting managers and teams through transformations, and offering flexible, continuous learning experiences tailored to the realities of the workplace.

More than ever, skills development is a key driver of resilience, engagement, and sustainable performance for organizations.



Benoit Félix,
CEO of Cegos Group



In 2026, the Cegos Group will celebrate its 100th anniversary. A century of commitment and innovation dedicated to skills development, organizational transformation, and the professional world, in France, Europe, and around the globe.

In this special edition of its international barometer "Transformations, Skills, and Learning," the global leader in professional training highlights the trends and tensions currently affecting organizations: the rise of artificial intelligence, the rapid evolution of professions, the need to continuously adapt skills, and increased pressure to provide the right training at the right time.

Cegos also chose to survey Human Resources professionals and employees themselves on how they envision work and training by 2035.

In this context marked by accelerating technological and societal change, training emerges as both a lever and a challenge at the heart of issues related to foresight, agility, and collective performance.

Conducted in December 2025 and January 2026 across 11 countries in Europe, Asia, and Latin America, the survey brings together the perspectives of more than 5,500 employees and nearly 500 HR and training decision-makers, identifying commonalities, differences in perception, and the dynamics at play on an international scale.

Methodology:

Online survey conducted in December 2025 and January 2026 in 11 countries:

- Europe: France, Germany, Italy, Portugal, Spain, United Kingdom
- Asia: China, Singapore
- Latin America: Brazil, Mexico, Chile

The survey was conducted among 5,524 employees (including 502 in France) and 498 HR Directors/Managers or Training Directors/Managers (including 60 in France), within private companies or public organizations with more than 50 employees.



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Major trends

Workplace transformations: AI and upskilling at the forefront of concerns

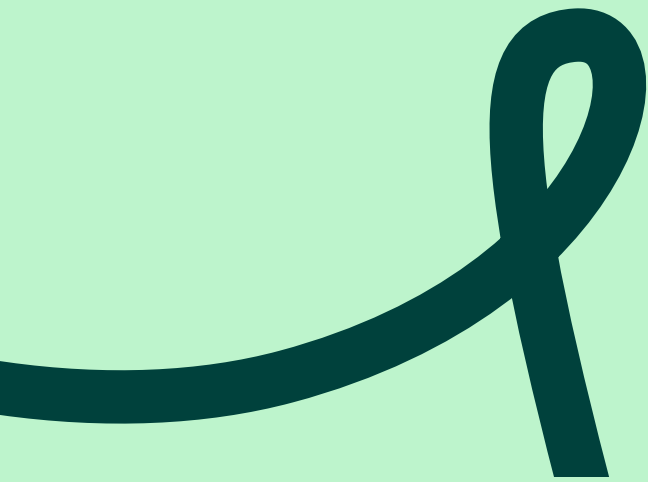
- 31% of employees surveyed fear that their job will disappear.
- 74% expect changes to the nature of their work.
- 68% of HR directors surveyed rank AI and automation as the top transformations that will impact skills within their organizations over the next two years, far ahead of new ways of working, demographics, and the green transition.
- According to HR directors, 23% of current jobs are at risk of skills obsolescence within three years.
- 65% of HR directors prioritize upskilling over recruitment.
- 57% are promoting internal mobility to other roles.

By 2035

- Employees and HR anticipate a world of work that is above all more tech-centric (data, algorithms, AI...), more mobile, and more agile (remote work, flexible schedules...).
- Employees are confident in their ability to adapt to this environment (average score of 7/10)
- Employees and HR believe that the top priority will be to develop distinctive human skills in the face of AI (23% of employees / 21% of HR), followed by ensuring employees' employability in the face of these transformations... far ahead of supporting the ecological transition (for only 9% of employees / 8% of HR).

Skills: continuous and accelerated training to ensure competitiveness and employability

- 91% of HR professionals state that skills development is strategic for their organization
- 78% of employees share this belief
- One in four employees already feels that their skills are becoming obsolete or expects them to do so (10% already; 16% soon)
- 77% of HR professionals believe their organization is agile enough to meet expressed training needs
- But 41% of employees feel that training comes too late to meet their needs.



Generative AI: widespread adoption... that hasn't fully taken hold in the professional sphere

- 79% of employees use generative AI for personal purposes but only 64% use it for professional purposes.
- 84% of HR professionals say their organization is capable of integrating the technological impacts on job roles within three years, but only 28% have formalized and shared AI usage guidelines with employees.
- Only 32% of employees have already received AI training through a community of practice or a training program offered by their organization.

Learning & Development: prioritizing the integration of training into the workflow... and AI as a lever for personalizing learning paths

- 55% of training sessions are still delivered in person
- 64% of HR professionals favor on-the-job training and 50% favor co-development.
- 70% of HR professionals strongly support integrating training into daily work.
- 63% of organizations have already used generative AI for training or are currently doing so.
- 57% of them use AI to personalize learning paths or are currently doing so (+20 percentage points in 3 years)

Key transformation challenges and their impact on skills

For HR, AI and technology are by far the leading drivers of transformations that will impact skills over the next two years

For HR directors, the next two years will be marked primarily by the impact of technological transformations on employee skills.

Among the major challenges cited, **artificial intelligence and automation are by far the top concerns (for 68% of HR professionals globally)** far ahead of **the evolution of information systems and cybersecurity (41% globally)** and **new forms of work organization such as hybrid work or freelancing... (33% globally)**.

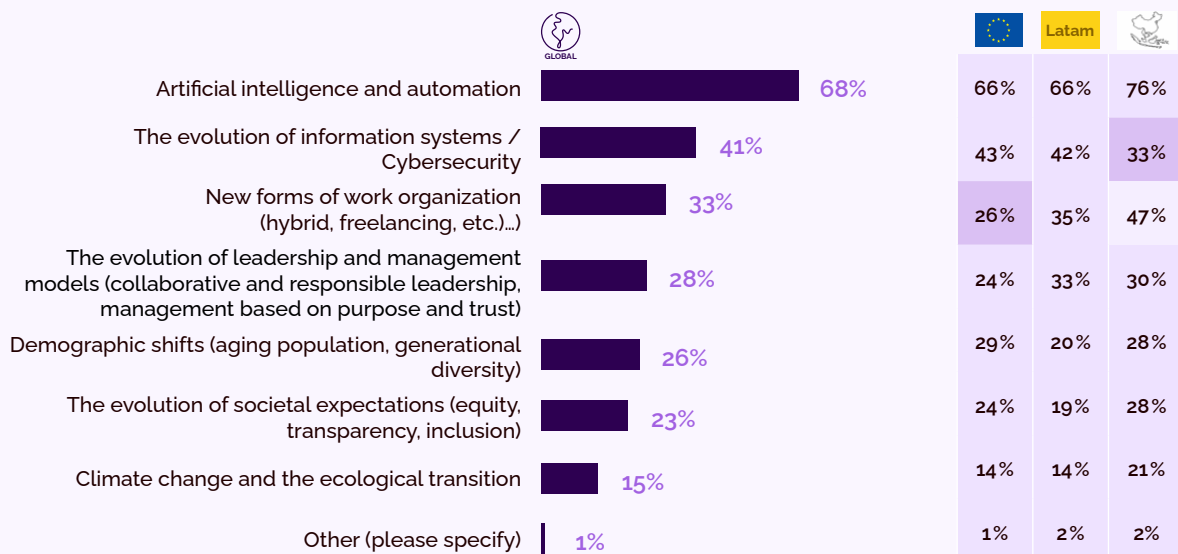
When it comes to skills, technological challenges now dominate the Human Resources agenda, surpassing managerial changes (28% of HR professionals globally), demographic shifts (26% globally), and societal expectations (23% globally).

As for the green transition, it remains relegated to the last place, cited by only 15% of respondents.

The rapid adoption of generative AI in society has also shifted priorities within companies: organizational transformation is now primarily viewed through the lens of AI integration, securing digital environments, and adapting processes and business functions to technological disruptions.



In terms of skills development, which major transformation challenges will have the greatest impact on your organization over the next two years?





Grégory Gallic, Director of Custom Projects at Cegos, analyzes:

“Generative AI has burst into our lives so rapidly and on such a massive scale that it is not just one topic among many, but very often the lens through which HR leaders now view the future of their organizations. Corporate strategy —and, by extension, training policies—are now often structured around anticipating technological impacts. This focus is entirely legitimate, but it must not overshadow the new managerial, societal, and environmental expectations that employees are voicing and that companies must also address.”

3 out of 4 employees anticipate their job evolving rather than disappearing

Less than a third of employees believe that current transformations (technological, climate-related, societal, etc.) could cause their job to disappear (31% overall). This figure remains stable compared to 2024.

In contrast, **3 out of 4 employees anticipate a change in the nature of their work (74% overall)**. Employees therefore seem to be embracing a mindset of continuous development and learning. It should be noted, however, that concern is significantly higher in Asia (China and Singapore), where 44% of employees fear their jobs will disappear.

According to HR, within three years, one in four jobs will see its required skills become obsolete

For HR directors, the multiple transformations underway represent above all a challenge in terms of adaptation and skill retention.

According to them, on average within their organizations, **13% of jobs are at risk of skills obsolescence within one year**, and **23% within three years**, or nearly one in four jobs in the medium term.

This latter figure is up 4 percentage points compared to 2024, confirming the acceleration of business and professional transformations.



Grégory Gallic, Director of Custom Projects at Cegos, explains:

“Employees are realistic, but not overly anxious. They don’t overwhelmingly fear the disappearance of their jobs, but they are fully aware that they will have to work differently. HR directors, for their part, anticipate that nearly one in four jobs could see its skills become obsolete within three years. The challenge is less about coping with a sudden disruption than about preventing the gradual, structural erosion of skills. They now need to implement training and reskilling programs that are faster, more targeted, and ongoing.”



13%

of jobs are at risk
of skills obsolescence
within one year

23%

within three years

To cope with multiple transformations, HR directors prioritize upskilling over recruitment

To address changes in job roles and professional practices, **HR directors are prioritizing the upskilling of current employees: 65% overall** report supporting their teams to develop skills in their current roles.

Internal mobility and career transitions are also on the rise, with **57% of HR directors developing their employees' skills to transition into other roles, compared to 47% in 2024.**

Conversely, the recruitment of new profiles is declining significantly, to 46% overall compared to 59% in 2024.

Grégory Gallic, Director of Custom Projects at Cegos, continues:

“Companies seem to have learned from previous waves of transformation: hiring isn’t enough; it’s often complex and doesn’t necessarily provide a long-term solution. The sustainable solution lies in the continuous development of skills internally, with a focus on anticipation and mobility. The strategic lever is to engage everyone in a culture of lifelong learning—that is, identifying and then developing their talents.”

Looking ahead to 2035: employees and HR envision a more technological, flexible, and agile world of work...

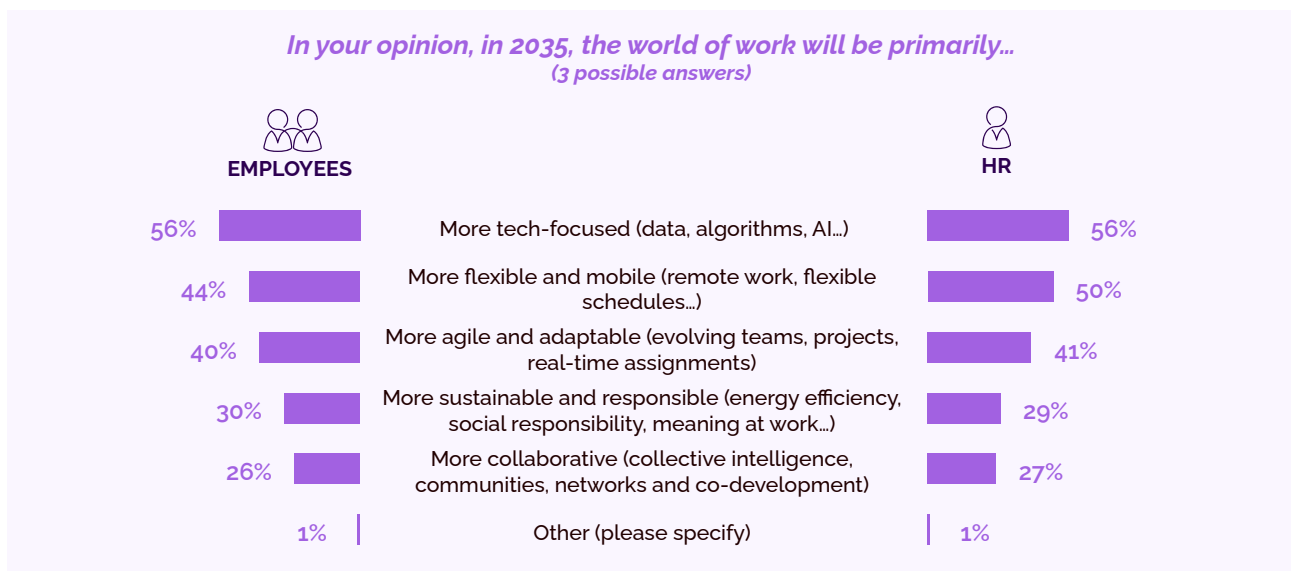
Employees and HR share a largely convergent vision of the world of work in 2035.

They envision it first and foremost as **more technology-centric (56% overall for both employees and HR)**, then **more flexible and mobile (44% of employees, 50% of HR)**, and **more agile and adaptable (40% of employees, 41% of HR)**.

The more societal or collective dimensions—sustainability (**30% of employees, 29% of HR professionals**) and collective intelligence (**26% of employees, 27% of HR professionals**)—remain in the background.

This projection echoes the predominance of technological changes noted earlier.

The most significant gap between HR and employees concerns flexibility (**+6 points on the HR side**), reflecting stronger expectations from management regarding work organization.



... and continue their search for meaning at work

Looking ahead to an increasingly technological and flexible world of work, **67% of employees say they are seeking more meaning in their work** than they did three years ago. This expectation is particularly pronounced in Asia (76%) and Latin America (83%).

Rapid and constant change does not, therefore, diminish the demand for meaning; on the contrary, it seems to reinforce it.

Grégory Gallic, Custom Project Director at Cegos, explains:

“In an environment perceived as faster and more digital, the sense of purpose, contribution, and alignment with personal values becomes an even more essential benchmark. The quest for meaning at work continues, and is even intensifying. The training function must therefore integrate the concepts of performance, employability, and purpose to give meaning to each individual’s contribution within the context of the company’s overall strategy.”

Facing the world of work in 2035, strong individual confidence...

When asked about their ability to adapt to the world of work in 2035, employees and HR professionals express a high and aligned level of confidence: **7.1/10** for employees and **7.2/10** for HR professionals.

Despite the diversity and speed of the changes underway, employees feel ready for the professional world to come. This individual confidence can be viewed in the context of HR strategies that focus on upskilling, which likely contribute to reinforcing this sense of adaptability.

... and more measured in the organization’s ability to adapt

When asked about their organization’s ability to adapt to the world of work in 2035, employees and HR professionals offer a slightly more nuanced assessment, rating it at **6.9/10**. This moderate gap reflects a slight discrepancy: individuals perceive their organization as slightly less agile than they perceive themselves to be. The challenge appears to be less individual than collective.

Grégory Gallic, Custom Project Director at Cegos, adds:

“Everyone believes they can adapt to the future world of work. Confidence is more fragile when it comes to the entire organization’s ability to adapt. Employees are likely questioning its speed of adaptation, its strategic alignment, and the resources it mobilizes to support change. This is precisely where the L&D function is expected to step in: to bridge the gap between individual commitment and potential and the collective capacity to adapt and learn, effectively and at the right pace.”

The “Time to Competency” challenge: providing the right training at the right time to combine employability and competitiveness

A consensus on the strategic nature of skills and an increasingly transparent training offering within companies

Skills development is now widely recognized as a strategic lever. **Nearly all HR professionals surveyed (91% overall) indicate that it is a strategic issue within their organization**, a view corroborated by **78% of employees**.

When asked about their level of awareness regarding training offerings within their organization, **employees are generally positive, with an average rating of 6.9/10 overall**, up from 2024 (6.8). Nearly 7 out of 10 employees give a rating between 7 and 10.

This trend positions training as a central element of the social contract between the company and its employees. It is no longer perceived as a peripheral or one-off initiative, but as a key mechanism for adaptation, securing career paths, and maintaining employability.

Nearly 7 out of 10 HR professionals are moving toward a more skills-based organization

Since skills development is central, organizations are increasingly adopting a "skills-based" approach. As a result, **68% of HR professionals globally report that they manage career paths, mobility, and projects based more on skills than on job titles**.

Among them, 20% say they are fully committed to this approach, while 48% have launched structural initiatives. The shift is therefore underway, even though 23% of HR professionals acknowledge that they are still in the planning stage, without a formalized approach.

Grégory Gallic, Director of Custom Projects at Cegos, explains:

“The momentum of the ‘skills-based organization’ is underway. We see this among many clients who, for example, wish to strengthen the role of the manager-developer, who helps their team to continuously develop, both individually and collectively. But the reality remains varied: skills-based management is often present in intentions, but less so in concrete processes of mobility, recognition, or career management.”

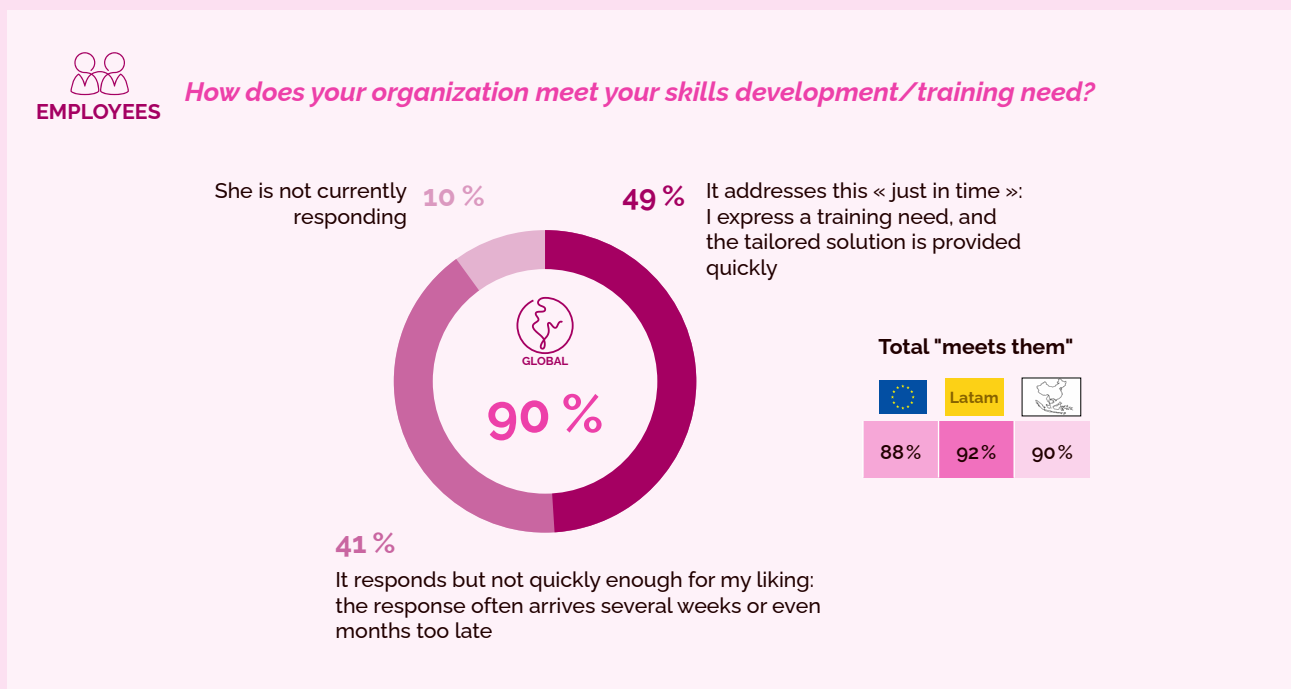
7 out of 10 HR professionals claim to have true agility to meet employees' training needs...

Faced with the challenge of "time to competency," **77% of HR professionals globally consider their organization agile enough to meet operational training needs.** It should be noted, however, that only 11% consider their organization to be very agile in this regard. In reality, while organizations have recognized the importance of responding quickly to business needs, they still struggle to translate this intention into a smooth and rapid process.

... but 41% of employees feel that the training response comes too late

Moreover, a clear disconnect emerges when employees are surveyed. While 90% of them believe their organization meets their training needs, **41% feel that the training response comes too late, sometimes several weeks or months after the need was expressed.**

In other words, in a world where everything moves faster, the demand is now for the ability to provide a training solution that is quick, tailored, and immediately useful.





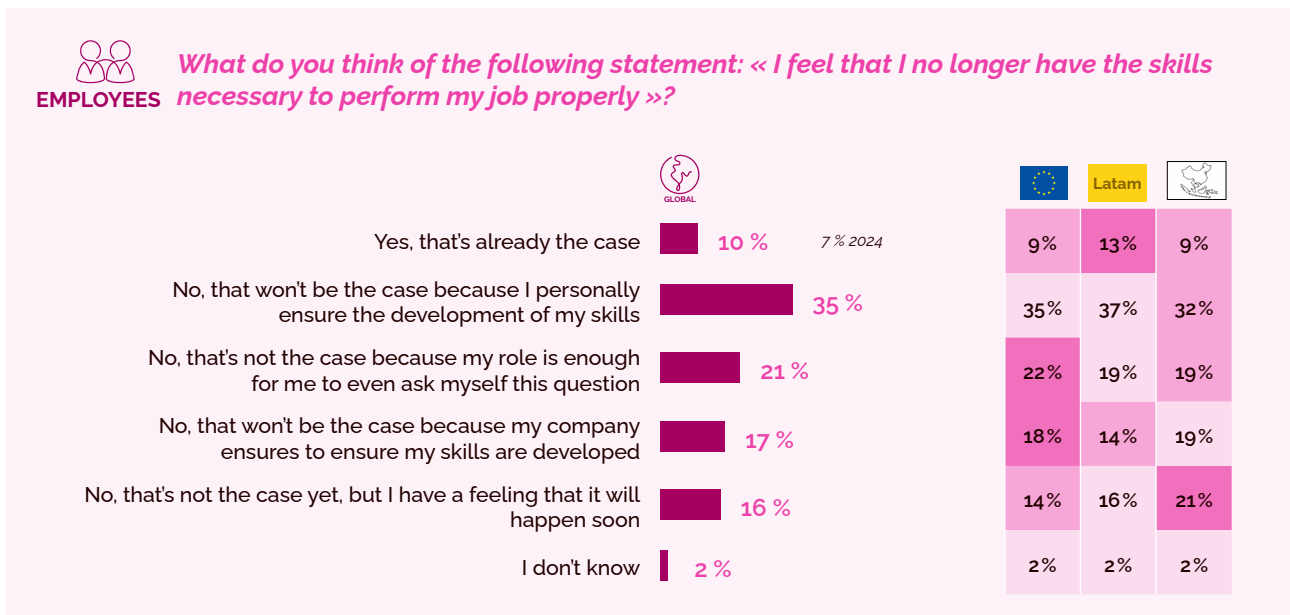
Grégory Gallic, Director of Custom Projects at Cegos, analyzes:

“Organizations have clearly recognized the importance of ‘time to competency,’ and most of them claim to be agile in addressing it. But employees’ actual experience is different; they expect an immediate response. Training is also evaluated based on its accessibility, speed of deployment, and operational impact. For Learning & Development professionals, the challenge today is not knowing what to do, but doing it quickly enough and at scale, because expectations are both individual and widespread.”

1 in 4 employees feels or anticipates that their skills are becoming obsolete

On the surface, the indicators are reassuring: skills are recognized as strategic (91% of HR professionals), employees say they are better informed about training offerings (6.9/10), and 68% of HR professionals indicate that they manage career paths, mobility, and projects based on skills.

Yet, behind this positive momentum, a warning sign is emerging: **10% of employees already report no longer having the necessary skills to perform their jobs properly**, and **16% sense that this could happen soon**.



In total, nearly one in four employees already feels or strongly anticipates some form of obsolescence. This figure, up from 7% in 2024, reveals an underlying tension: being better informed does not mean being sufficiently prepared. The accelerated transformation of professions, largely driven by technology, appears both as a factor in obsolescence and as a lever for response.

As Grégory Gallic, Director of Custom Projects at Cegos, points out:

“It’s a faint signal that’s growing louder. When the feeling of obsolescence sets in, training also serves to provide professional reassurance. As skill development cycles accelerate, employees need to feel that their organization is capable of supporting them at the pace they need. It is also this rapid response that will enable them to remain committed to their own development.”

Generative AI: widespread but still limited adoption in the professional sphere

A technology that is increasingly present... but adoption remains uneven

The proportion of employees who say they feel “overwhelmed” by technology is declining: **35% overall**, down from 38% in 2024. Nevertheless, **one in three employees** still expresses a sense of being left behind.

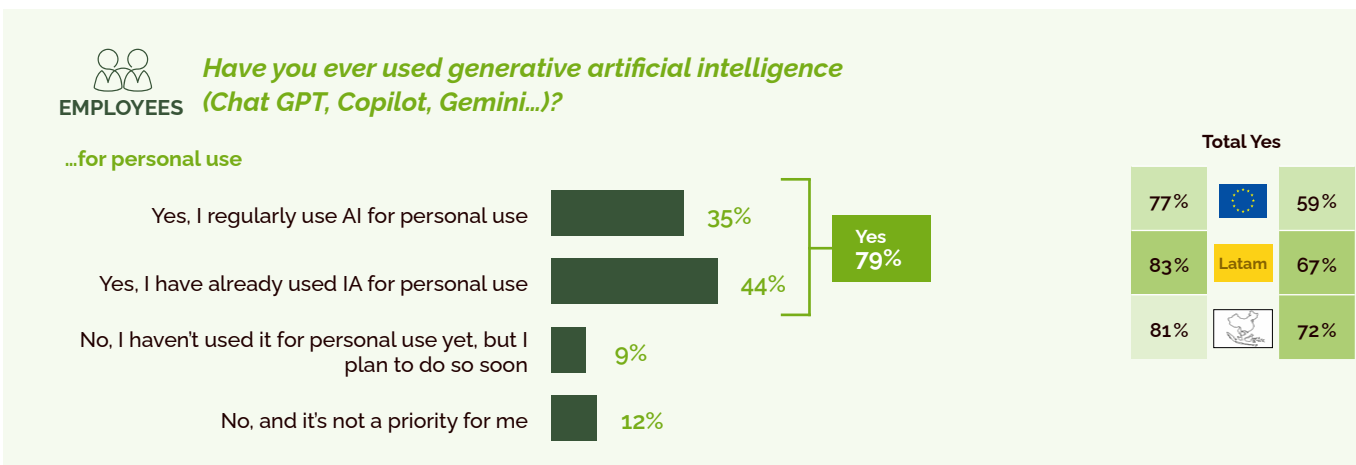
Geographical disparities remain very significant: **29% of employees in Europe feel overwhelmed by technology, compared to 60% in Asia**. These differences may reflect varying rates of adoption. While Europe appears to benefit from a more gradual and socially supported integration of innovations, certain regions in Asia are experiencing massive and ultra-rapid adoption, which can create a sense of “daze” in the face of the scale and speed of these transformations.

As analyzed by Carolina Gracia Moreno, Manager of Professional Efficiency Offerings and Expertise at Cegos:

“The feeling of being overwhelmed is certainly diminishing, in part because technology—and generative AI in particular—has become even more visible and accessible. It is seen less as a disruptive force and more as a tool we must learn to live with, adapt to, and use... Nevertheless, with 35% of employees still saying they feel overwhelmed, its adoption in the workplace remains a challenge that companies will have to address.”

Generative AI: widespread adoption, but more personal than professional...

Generative AI is already widely used: **79% of employees have tried it for personal use** and **64% for professional purposes**. Its use is therefore established, but more so in the private sphere than in everyday work practices and professions.



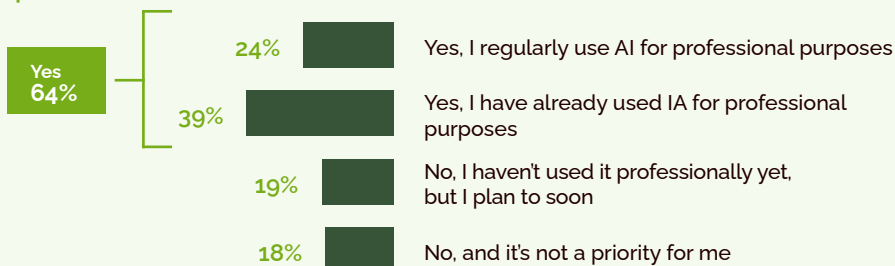
The barriers to adoption in the workplace are well-known: IT department restrictions, privacy concerns, and regulatory frameworks (GDPR in Europe). The risk for organizations is twofold: seeing the emergence of informal "shadow AI" practices and widening the gap in proficiency among employees.

Carolina Gracia Moreno, Manager of Professional Efficiency Offerings and Expertise at Cegos, observes:

“Employees are curious and spontaneously adopt generative AI in their personal lives. Professionally, it’s often more complex. For organizations, the challenge lies in the structured integration of AI in a way that is secure, controlled, and effective. Without a framework or business use cases, AI may remain a peripheral tool, not a true driver of transformation or professional efficiency.”

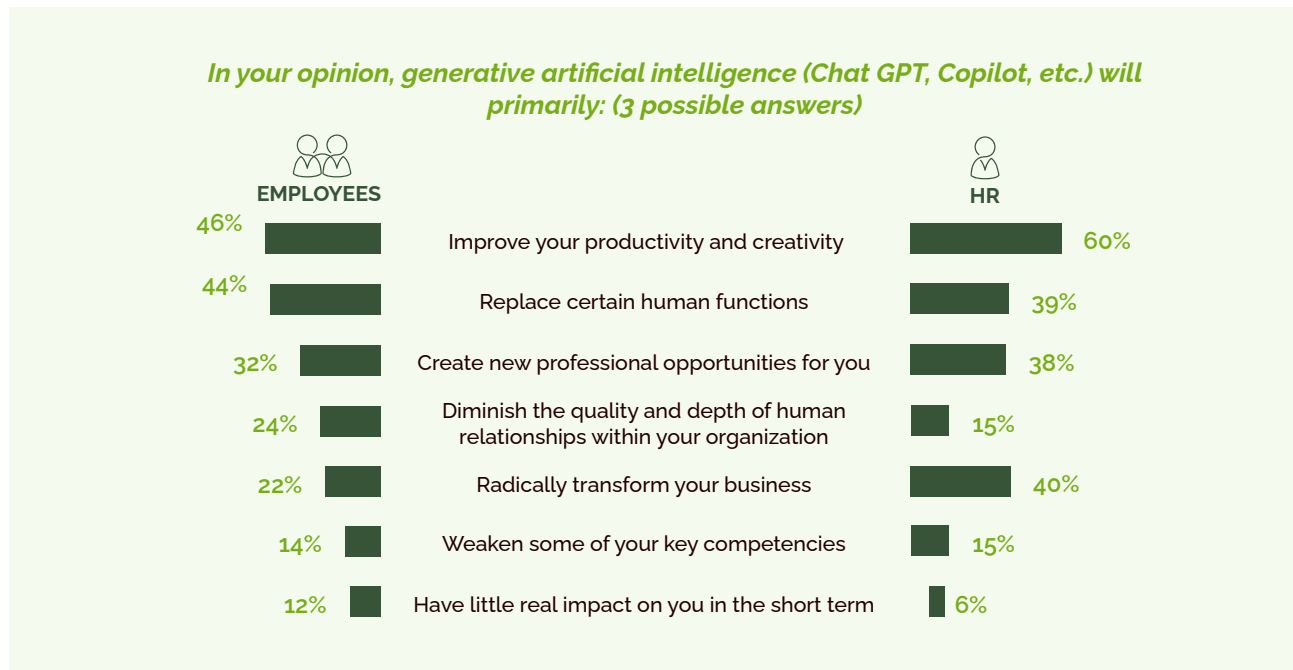


...for professional use



AI is seen by nearly half of employees as a driver of productivity and creativity

When asked about the prospects for generative AI, both employees and HR view it primarily as a **performance enhancer** rather than a threat.



It is worth noting that employees take a nuanced view, indicating that AI will both:

1. **Improve productivity and creativity (46% overall)**
2. **Replace certain human roles (44% globally)**
3. **Create new career opportunities (32% globally)**

As Carolina Gracia Moreno, Manager of Professional Efficiency Offerings and Expertise at Cegos, points out:

“Employees take a positive, yet realistic, view, clearly recognizing the potential benefits of AI while acknowledging the risk that it may replace them in certain tasks. They see the benefits but also the impacts, and understand that some roles will evolve or even disappear.”

On the HR side, the perception of AI is more focused on performance and transformation:

- **60% anticipate a productivity gain**
- **40% foresee a profound transformation of job roles**
- Only **6% believe that AI will have little impact in the short term**, compared to **12% of employees**

HR adopt a vision of AI that primarily focuses on transformations at the organizational level. Employees, on the other hand, gauge the impact through the practical reality of the tools, the time required to master them, and the necessary adjustments to their daily work.

As Grégory Gallic, Custom Project Director at Cegos, summarizes:

“What’s interesting is that AI isn’t primarily perceived as a social threat, but as a lever for organizational transformation. For HR, the question isn’t so much ‘Will AI replace?’ as ‘How will it redistribute the value of work?’ This involves rethinking key competencies, the balance between automation and human expertise, and above all, supporting managers through this restructuring. Training then becomes an indispensable tool for strategic alignment between technological performance and human performance.”

8 out of 10 HR professionals say they are ready to integrate AI into their roles... but 7 out of 10 have not shared the guidelines for its use with their teams

84% of HR professionals globally say they are capable of integrating, within three years, the impacts of technological advancements (AI, automation, data) on their organization's business lines. This high level of confidence reflects an awareness of the transformations underway.

Nevertheless, while intentions are strong, the structural frameworks needed to integrate and deploy AI are not yet fully in place. As evidence, **only 28% of organizations have formalized and shared guidelines regarding the use of AI with their employees**, while 48% indicate that these guidelines are still being developed.

In other words, the use of AI is taking hold, but the framework has not yet stabilized.

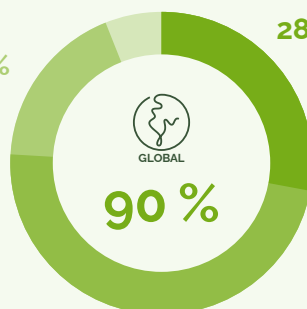
Regional dynamics vary, with Asia appearing to move more quickly in formalizing rules.



Has your organization formalized and shared guidelines for the effective and responsible use of AI?

No, and there are no plans to do so **6%**

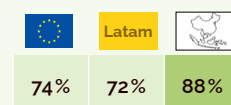
No, but it is planned **18%**



28% Yes, guidelines have already been formalized and shared with employees

48% Guidelines are currently being developed

Total Yes



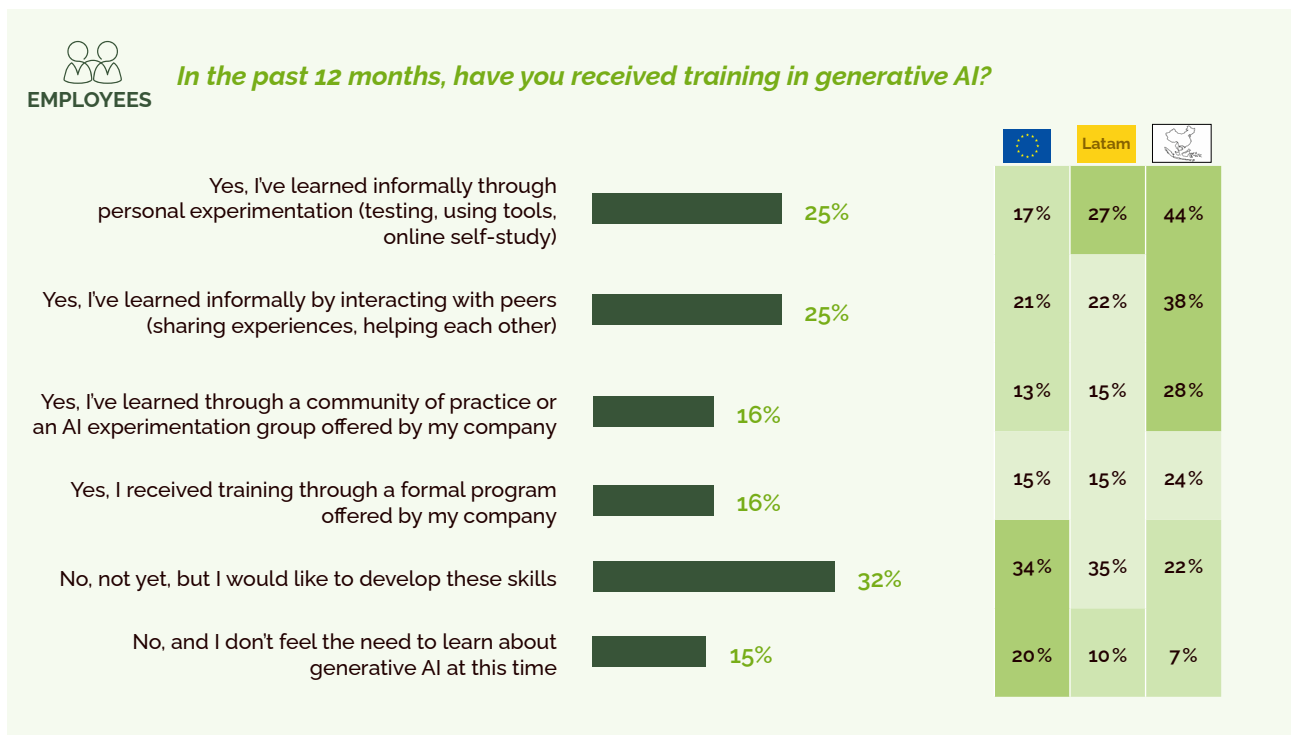
Employees are embracing AI... primarily on their own

Nearly **1 in 2 employees** report having already trained themselves in generative AI over the past **12 months**, in a spontaneous and informal manner:

- Through personal experimentation (testing, tools, online self-training) for 25% of them overall
- Through exchanges with peers (sharing experiences, training) for 25% overall

In contrast, only **16% of employees** report having received training through a community of practice or experimentation offered by their company, and **16% through formal training offered by their company**.

It is worth noting that **32% of employees** would like to receive training but have not yet done so.



Grégory Gallic, Custom Project Director at Cegos, comments:

“Since AI has rapidly and massively entered the personal sphere, a disconnect persists in the professional context. Some employees have spontaneously experimented with AI in their work, but not all organizations have yet established guidelines or provided support for the use of these tools—far from it. This presents an opportunity, as some employees are curious, engaged, and already using AI, but it also carries several risks: opportunistic learning, a false sense of mastery, a lack of ethical and security frameworks, and inconsistent practices... The training function therefore has a crucial role to play in ensuring that AI becomes a real driver of efficiency.”»



In reality, there is currently a wide disparity in maturity among organizations: some are still at Level 1 AI awareness (introduction to prompting), while others are deploying advanced business use cases— —or developing their own LLMs to overcome adoption challenges or risks associated with consumer-grade AI tools.

Grégory Gallic, Custom Project Director at Cegos, explains:

“When it comes to AI, the role of Learning & Development is, in a way, to channel the teams’ spontaneous energy: structuring modular learning paths embedded in workflows, ensuring skill development that incorporates responsibility, critical thinking, legal frameworks, and data security. In other words, it involves transforming an intuitive and personal practice into a mastered professional skill, beneficial to both the individual and the organization.”



Learning & Development: more integrated, agile, and personalized training

Training: formats that have changed little... and in-person learning remains the cornerstone

Training methods have changed very little since 2024: **in-person training remains the majority (55%). Distance learning accounts for 45%, with a relatively stable balance between synchronous training (56% overall) and asynchronous training (44% overall).**

The preference for in-person training reflects the importance organizations place on group dynamics, peer interaction, and guided practical application. Blended learning thus continues to emerge as a balanced approach: combining flexibility and interaction, operational efficiency, and pedagogical quality. More than the contrast between formats, it is their intelligent integration—aimed at driving impact and practical application in the workplace—that is becoming strategic.

As Carolina Gracia Moreno, Manager of Professional Efficiency Offerings and Expertise at Cegos, points out:

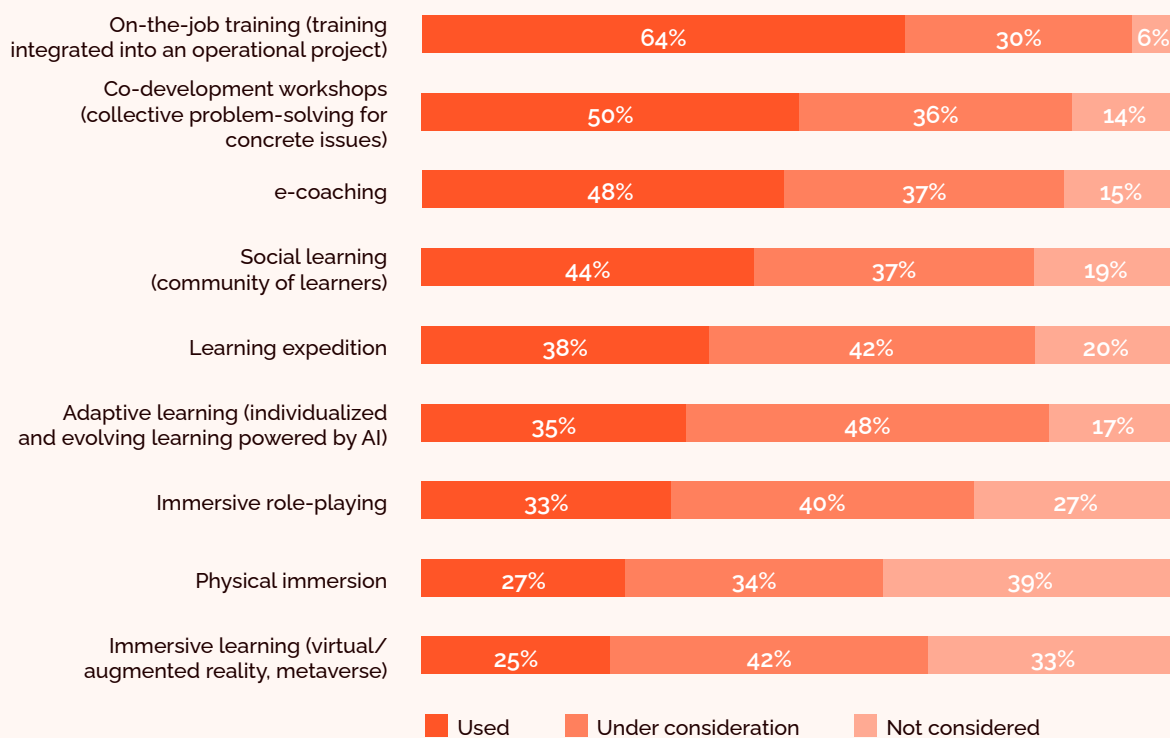
“Hybrid and remote formats are now common in training as well as in the workplace, but the key point to remember is that training remains, above all, a social activity. Regardless of the formats used, human interaction remains central to the learning process; it is what ensures the learner’s engagement and the application of what they’ve learned to their daily work.”

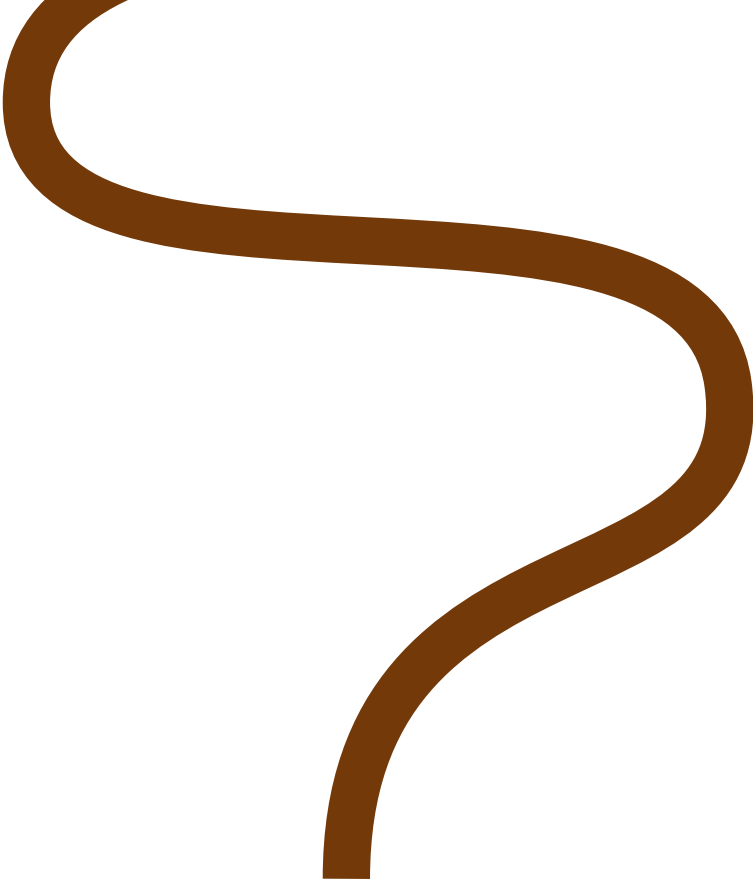
6 out of 10 HR professionals prioritize “learning on the job”: training rooted in action and daily work



Far beyond the debates over in-person versus remote learning, a clear trend is emerging because it is linked to the impact of training: HR professionals overwhelmingly favor **training programs directly linked to action and performance**.



Of the following training methods, which ones do you currently use or plan to use in the near future?





	Latam	
62%	62%	71%
48%	54%	52%
44%	52%	53%
39%	45%	58%
29%	46%	50%
32%	36%	44%
33%	34%	29%
24%	29%	34%
27%	16%	30%

As Carolina Gracia Moreno, Manager of Professional Effectiveness Offerings and Expertise at Cegos, points out:

“What these figures show is a shift in the center of gravity of Learning & Development. The question is no longer about choosing a format, but about ensuring the impact of training. The approaches gaining traction are those that tangibly reduce ‘time to competency’ by embedding learning in real-world work situations. This transformation is both pedagogical and organizational. It involves integrating learning into the flow of work, rather than treating it as a separate activity.”

On-the-job learning is therefore emerging as a priority worldwide (64% of HR professionals report using it), ahead of co-development workshops (50% of HR professionals globally) and e-coaching (48% of HR professionals globally).

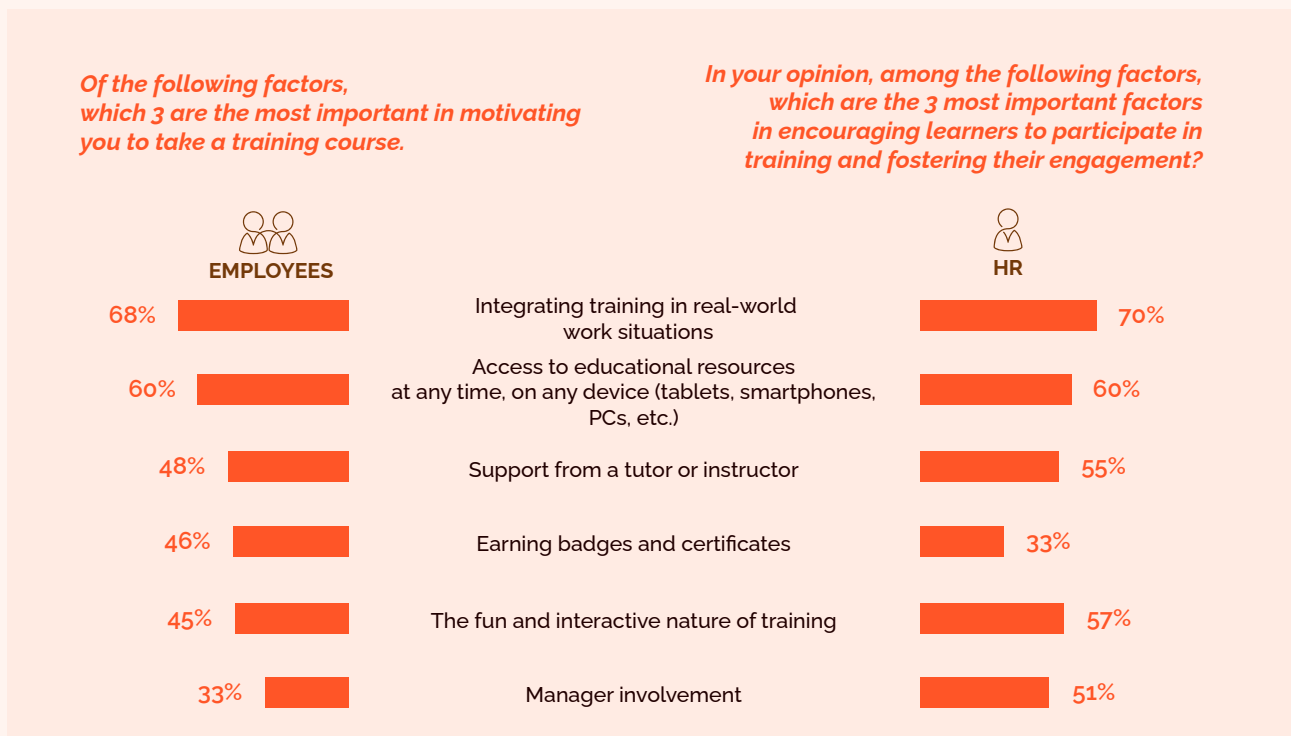
Integration into the workflow, accessibility, and support: the winning trio for engaging learners in their training

When asked about the factors driving engagement in training, employees and HR professionals agree on three key elements: the integration of training into real-world work situations, easy and constant access to educational resources, and support from a mentor or trainer.

Integration into real-world work situations ranks first (68% of employees globally / 70% of HR professionals globally). This priority reflects the desire for training to deliver immediate utility and impact, both for employees themselves and for organizations.

Unrestricted access to learning resources at any time (60% of employees and HR professionals) comes in second place, confirming the need for a quick response to one's needs in order to immediately put what is learned into practice.

In third place, employees and HR professionals overwhelmingly favor support from a mentor or trainer (48% of employees / 55% of HR professionals). In the age of AI and digital technology, feedback, perspective-building, and interaction with another individual help ensure the mastery of skills and the embedding of practices.



Another finding from the study is a gap in perceptions regarding badges and certificates: **46% of employees see them as a key factor in engagement, compared to 33% of HR professionals.** While two-thirds of HR professionals wish to manage by competencies, these badges and certificates nevertheless represent forms of recognition that are useful for mobility or career advancement and important to the employees themselves.

The future of training? Integrated into daily life, immediately applicable, and personalized

When asked how training should evolve, employees and HR professionals agree: the priority is to **promote on-the-job training and immediate application.** This is the top priority for HR (**59% overall**) and for employees (**43% overall**), in response to the challenge of time to competency.

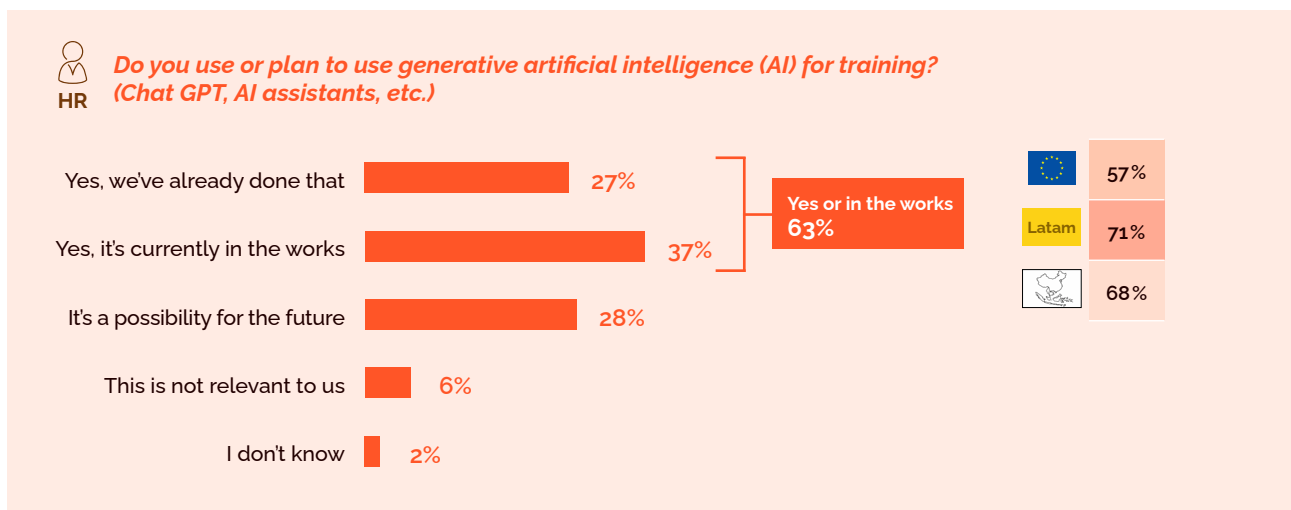
Other expectations are emerging: more **personalized learning paths (40% HR / 33% employees)**, greater **interactivity (34% HR / 32% employees)**, and a **faster response to needs (31% HR / 32% employees).**

Taken together, this reflects a transformation of the L&D model: the shift is from a catalog-based approach where training is activated on demand... to a model of continuous learning and adaptation, integrated into the workflow.



AI for training: 63% of organizations are already on this path...

When asked “Do you use or plan to use generative artificial intelligence for training?”, nearly two in three organizations (63%) report having already implemented it (27%) or having plans to do so (37%). France is slightly below the global average (56%), while Latin America (71%) and Asia (68%) are moving more aggressively in this direction.

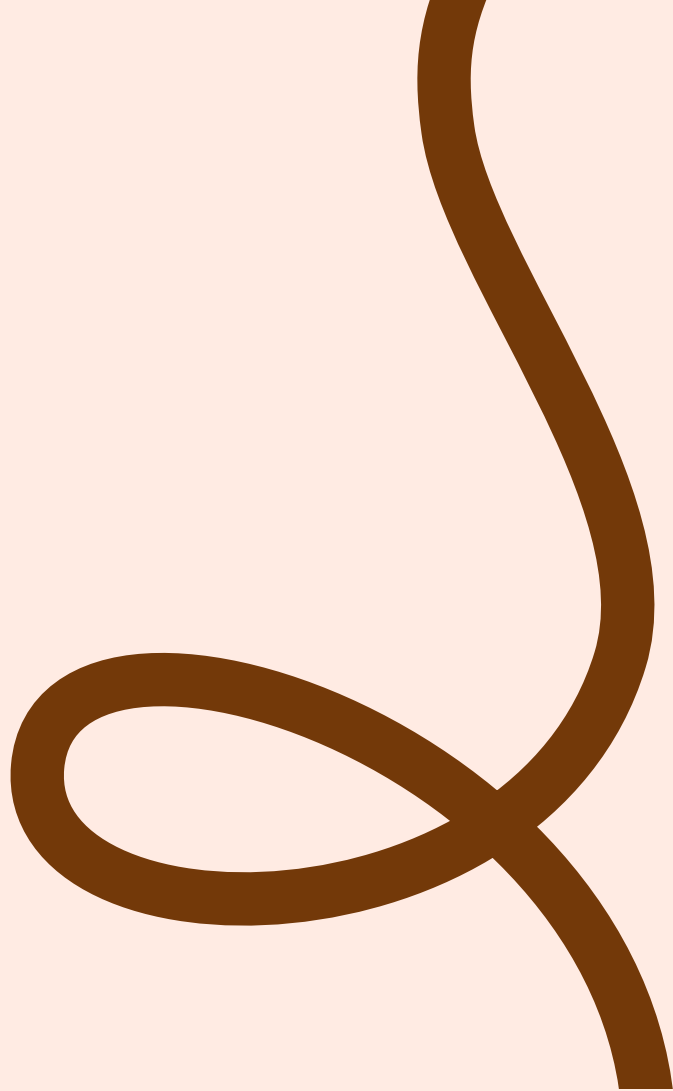


... and nearly 6 in 10 HR professionals say they use AI to personalize training pathways

When asked, “Do you use or plan to use AI to personalize training pathways?”, 57% of HR professionals answered yes or that it is in the works, representing a 20-point increase over three years (37% in 2023, 49% in 2024, 57% in 2026).

More than one in two organizations now considers AI a key tool for personalization.

This personalization encompasses several dimensions: AI can enable the implementation of **adaptive learning** strategies, power **personalized recommendation engines**, facilitate **skills assessment**, and pave the way for **dynamic modularization of learning paths**, tailored to the actual needs and pace of each learner.



Grégory Gallic, Director of Custom Projects at Cegos, analyzes:

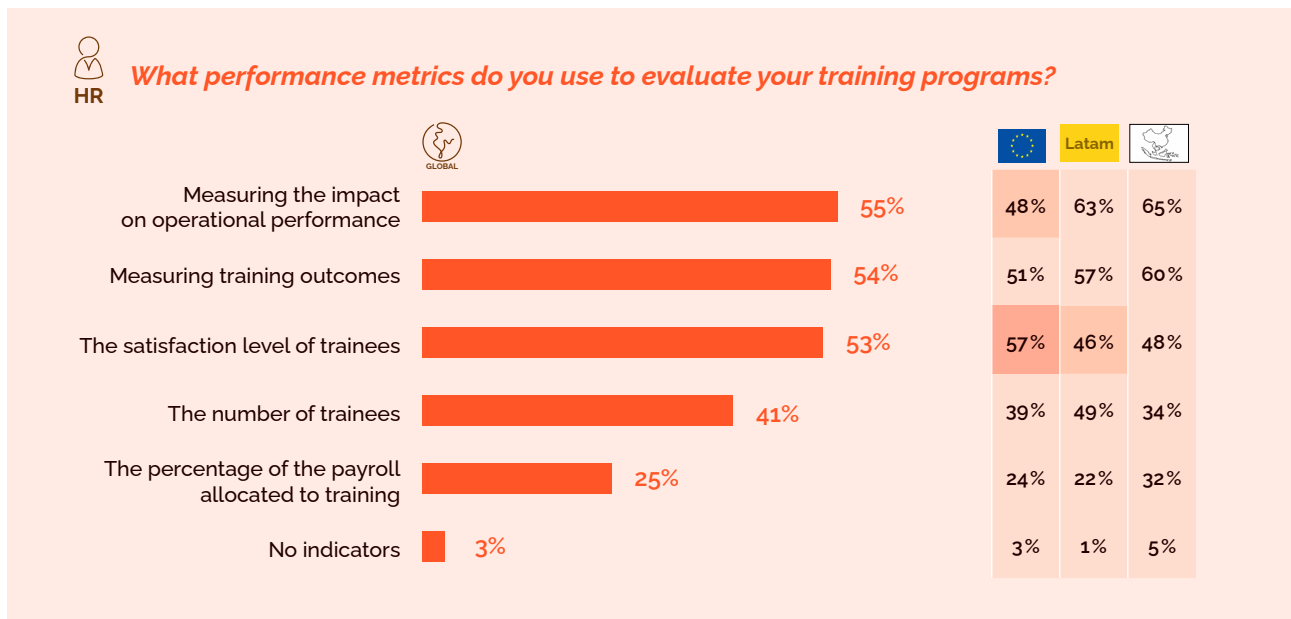
“Generative AI is beginning to be integrated into training programs in a structured way. The real challenge for Learning & Development departments is no longer to test the tool, but to scale it up: how can AI be used effectively, ethically, and at scale? How can we turn it into a catalyst for acceleration without compromising educational value, learning path consistency, or accountability? The challenge now is to establish clear guidelines, ensure the secure use of AI in training, and align it with a clear skills strategy.”

Toward data-driven governance of L&D systems...

When asked how they use learning analytics, HR professionals primarily cite **improving the learning experience (42% overall)**. In line with the priorities mentioned above, they also highlight the **individualization of learning paths (25%, up 15 points from 2024)**, confirming the rise of a data-driven personalization approach. **Managing the learning offering (23% overall)** is also becoming a key focus.

... and measuring the impact of training on operational performance

Regarding the indicators used to measure the performance of training programs, a shift appears to be underway, as for the first time, HR professionals cite **measuring the impact of training on operational performance as their top priority (55%, up 8 percentage points compared to 2024)** ahead of measuring learning outcomes (54% overall) and trainee satisfaction (53% overall). This trend signals that training is shifting toward a focus on measurable contributions to performance.



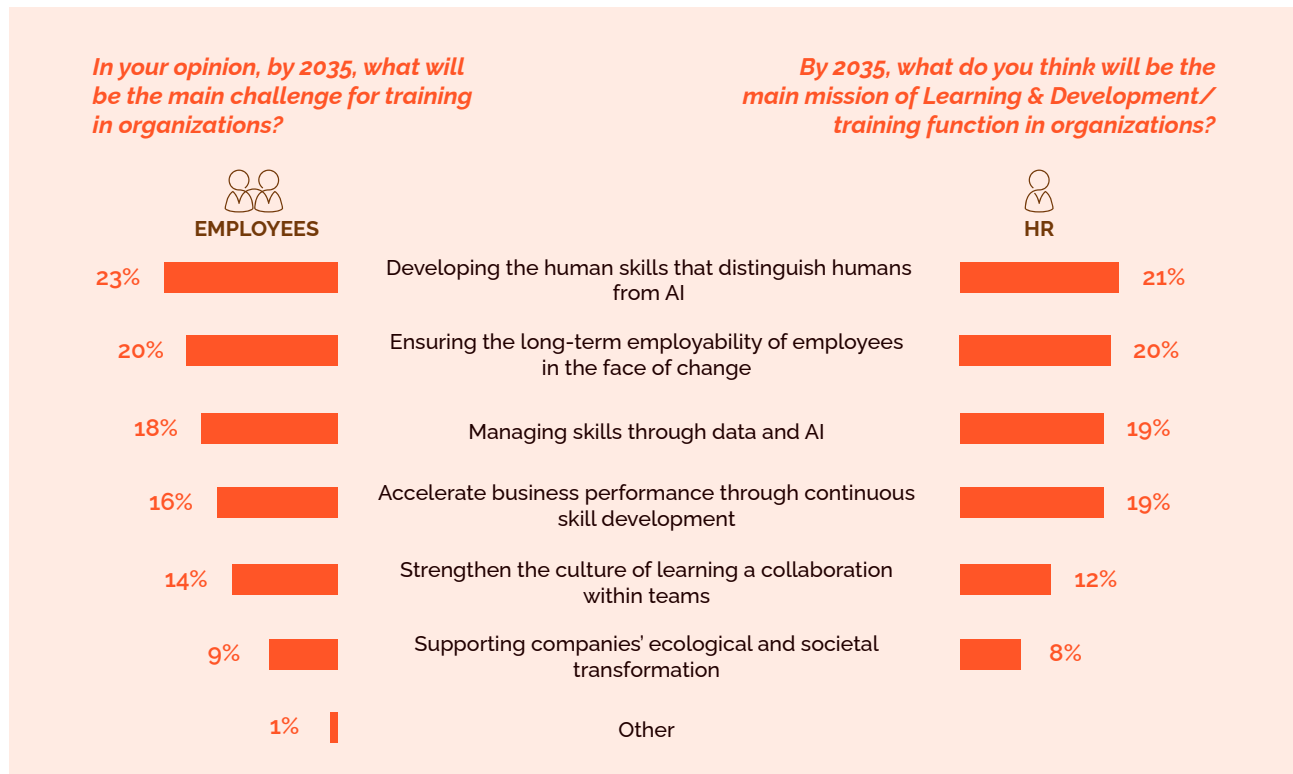


As Grégory Gallic, Custom Project Director at Cegos, summarizes:

“Training is now judged by what it actually changes in the workplace. Impact measurement therefore becomes a lever for strategic legitimacy for L&D functions, which must shift from a focus on demonstrating activity to demonstrating impact. But the challenge of systematically linking initiatives, competencies, and business indicators requires both robust data structuring and a cultural shift for L&D, as well as for the company.”

By 2035: training as a lever for human differentiation

When asked "By 2035, what will be the main challenge for training?", employees and HR professionals agree that its differentiating value will lie above all in the development of human skills: **23% of employees and 21% of HR professionals cite the need to develop the skills that distinguish humans from AI as the top priority.**



This response seems to suggest that as AI automates tasks, organizations will need to invest in developing specifically human capabilities: critical thinking, creativity, emotional intelligence, cooperation, ethical judgment...

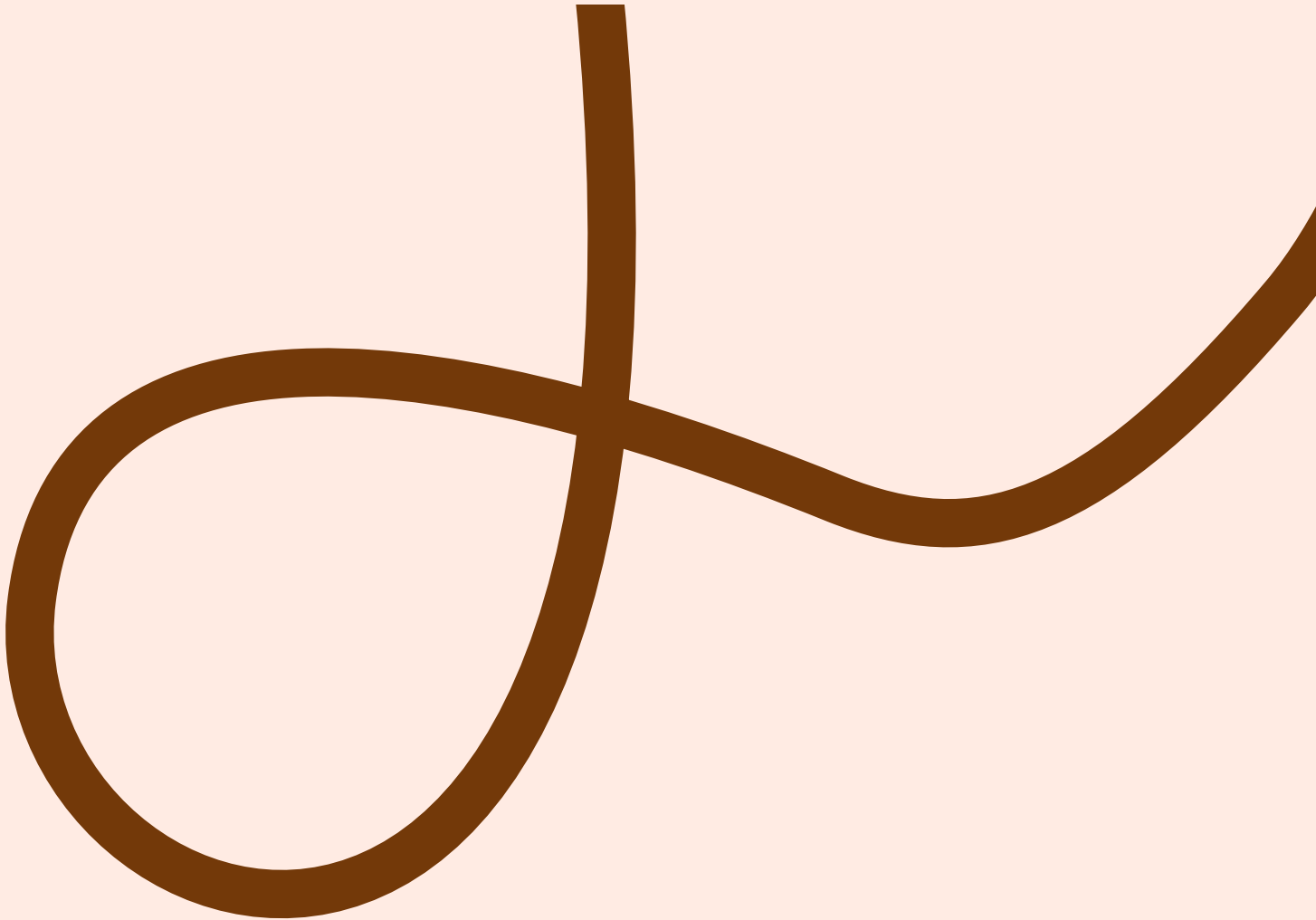
Training will therefore be tasked with strengthening this "augmented human capital", which complements technology.

According to the employees and HR professionals surveyed, training also lies at the intersection of two key priorities: **ensuring the long-term employability of teams (20% of employees globally / 20% of HR professionals globally)** and **managing skills through data and AI (18% of employees / 19% of HR professionals).**

Finally, it is worth noting that **supporting ecological and societal transformation ranks last (9% of employees / 8% of HR professionals).** This ranking seems to indicate that these major macroeconomic challenges have not yet truly entered the scope of the training function.

**Grégory Gallic, Custom Project Director at Cegos,
comments:**

“The vision that employees and HR managers share with us regarding training by 2035 reveals two sides of the same coin: on the one hand, training that is increasingly connected to business challenges and technological changes; on the other hand, training centered on people and on what technology cannot replace.”





100 years of innovation driving Business Transformation

In an environment where skills are evolving faster than ever, training must become faster, more targeted, and more closely aligned with the workplace.

Today, training is no longer viewed as a separate activity, but as a lever directly integrated into operational performance.

At Cegos, pedagogical innovation is at the heart of our approach to reducing the “time to competency” and maximizing the impact of learning.

To address these challenges, Cegos designs training programs that combine:

Shorter, more flexible formats that enable “just-in-time” learning, directly tailored to the individual's needs in their day-to-day work.

Adaptive learning, which leverages data and artificial intelligence to offer truly personalized learning paths tailored to the skill level, pace, and goals of each employee.



Cegos launches an AI learning companion to enhance the training experience and reinforce learning

In 2026, Cegos will launch an AI-powered learning companion aimed at making training more conversational, personalised, and closely linked to everyday working life.

Integrated into the LearningHub learning platform and based on content designed and validated exclusively by Cegos experts, this AI assistant will support learners throughout their learning journey.

Much more than just a conversational tool, the companion complements the trainer by providing clarification, guidance, and encouragement to practise and apply what has been learnt. It can facilitate understanding, encourage exploration of content and stimulate engagement by adapting to individual needs and providing relevant real-time interactions.

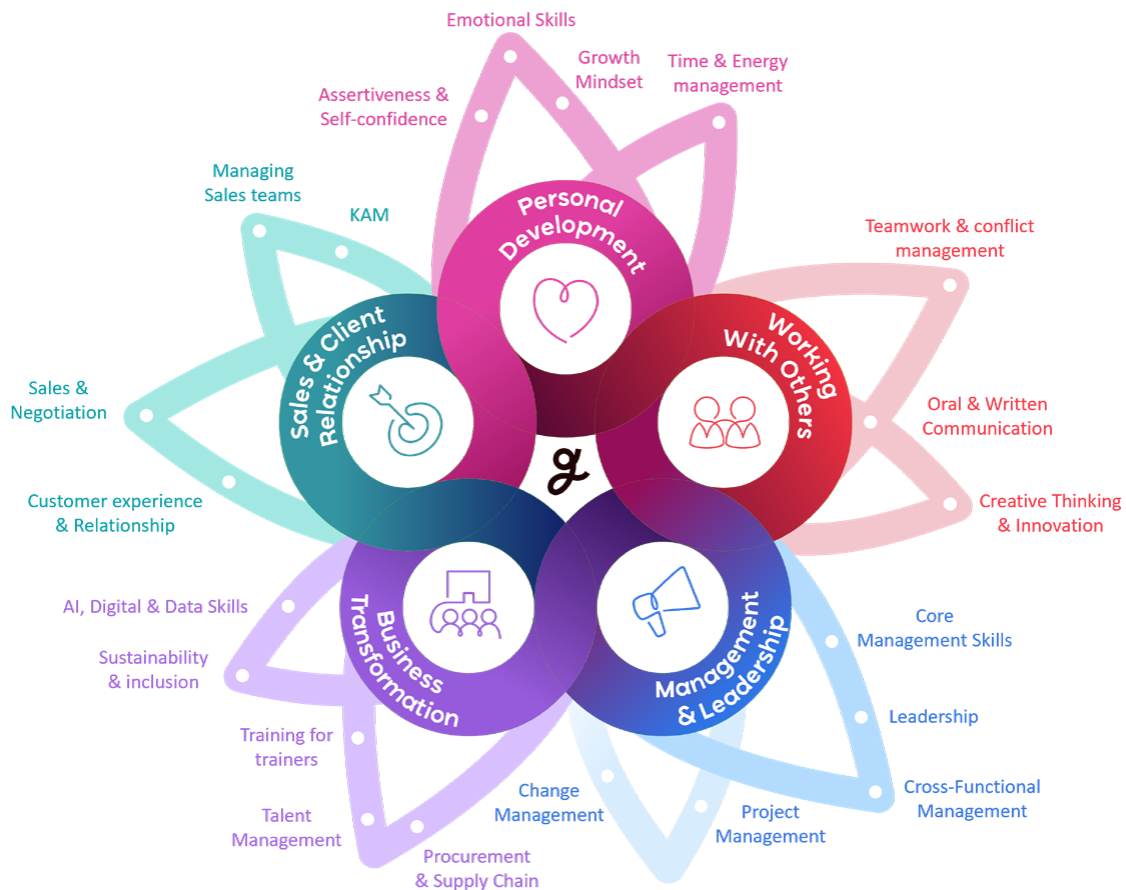
Responsible and secure AI

This Cegos solution, hosted in Europe and compliant with the GDPR and AI Act, is designed to ensure the ethical and secure use of AI, without exploiting customer data.

To train your teams internationally: the Cegos Group Learning Collection

Our Cegos Group Learning Collection is organized into **5 major competency areas**, featuring **20 core competencies** relevant for today and tomorrow.

The training courses in the collection are available in up to 30 languages.



Just like its environment, your organisation is always on the move, turning more digital, more cross-functional, more open.... The rapid adaptation of your teams is becoming a key competitive factor since skills are an increasingly strategic intangible asset.

Whatever your skills challenge, the Cegos teams are here to help.



Professionalise your teams to boost collective performance

We support the development of your organisation's businesses, from mastering fundamental skills to accompanying teams in their professional evolution.



Support skills impacted by transformations

Whether business, behavioural, managerial, digital, L&D, CSR or tools...



Implement your international training projects

Cegos teams are at your side anywhere in the world, to roll out your projects, create an international catalogue or provide direct support to L&D teams...



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