



D8.1. Report of the executed Participatory workshops

**The Future of Work in Europe: A
Synthesis of Citizen Foresight from the
TRANSFORM Project's Work Package 8**

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Report of the executed Participatory workshops

The Future of Work in Europe: A Synthesis of Citizen Foresight from the TRANSFORM Project's Work Package 8

Executive Summary

This report provides a comprehensive analysis of Work Package 8 (WP8) of the TRANSFORM project, synthesizing the outcomes of a pan-European citizen foresight initiative on the future of the human workforce. Between June and September 2025, a series of 13 participatory workshops were conducted across 8 EU member states, engaging a diverse group of 215 citizens, including employers, employees, HR professionals, trade union representatives, and youth. The objective was to explore the anticipated challenges and opportunities shaping the European labor market over the next 10 and 50 years, thereby informing evidence-based policy at both the national and EU levels.

The foresight methodology was grounded in Design Thinking, a human-centric approach that utilized five distinct personas to represent different segments of the workforce. These personas served as the empathetic foundation for developing future-of-work scenarios structured around six key thematic dimensions: Automation/Digitalization, Education, Policy, Wellbeing, Skills, and Population. This structured yet creative process allowed participants to move beyond present-day constraints and envision a range of possible futures, from optimistic scenarios of inclusive growth to dystopian visions of technological displacement and social fragmentation.

The analysis of these scenarios reveals several critical findings. A central conclusion is the emergence of an "adaptability divide," where an individual's future relevance in the labor market appears to be determined less by their initial skill level and more by their capacity for continuous learning, resilience, and personal agency. Lifelong learning is no longer a niche requirement but a universal necessity for all workers. Furthermore, the workshops underscored that employee wellbeing is not a peripheral benefit but a core component of a productive, sustainable, and resilient workforce, with significant risks of technostress, burnout, and social isolation emerging as key concerns.

The report concludes with a set of strategic recommendations for EU and national policymakers. These recommendations advocate for a shift from funding static reskilling programs to fostering a dynamic ecosystem of lifelong learning that promotes adaptability. They call for the establishment of a human-centric governance framework for AI and

automation that prioritizes ethical considerations and fair distribution of productivity gains. Finally, the report urges the embedding of wellbeing into the European Social Model and the strengthening of social safety nets to support citizens through an era of profound and uncertain transition. The findings from WP8 offer a rich, citizen-derived evidence base to guide the EU in shaping a future of work that is not only technologically advanced but also equitable, inclusive, and fundamentally human.

De Toekomst van Werk in Europa: Een Synthese van Burgerlijke Toekomstverkenning uit

Werkpakket 8 van het TRANSFORM-project

Samenvatting

Dit rapport biedt een uitgebreide analyse van Werkpakket 8 (WP8) van het TRANSFORM-project

en vat de resultaten samen van een pan Europese burger verkenning over de toekomst van menselijke arbeid. Tussen juni en september 2025 werden 13 participatieve workshops georganiseerd in 8 EU-lidstaten, waarbij een diverse groep van 215 burgers werd betrokken, waaronder werkgevers, werknemers, HR-professionals, vakbondsvertegenwoordigers en jongeren. Het doel was om de verwachte uitdagingen en kansen te verkennen die de Europese arbeidsmarkt de komende 10 tot 50 jaar zullen vormgeven, en zo bij te dragen aan beleidsvorming op nationaal en EU-niveau op basis van bewijsmateriaal.

De gebruikte toekomstverkenning methodologie was gebaseerd op Design Thinking, een mensgerichte benadering waarbij vijf verschillende persona's werden ingezet om diverse segmenten van de beroepsbevolking te vertegenwoordigen. Deze persona's vormden de empathische basis voor het ontwikkelen van toekomstscenario's rond werk, gestructureerd volgens zes thematische dimensies: Automatisering/Digitalisering, Onderwijs, Beleid, Welzijn, Vaardigheden en Bevolking. Dit gestructureerde maar creatieve proces stelde deelnemers in staat om voorbij de beperkingen van het heden te denken en een reeks mogelijke toekomsten te verbeelden – van optimistische scenario's van inclusieve groei tot dystopische visies van technologische verdringing en sociale fragmentatie. De analyse van deze scenario's levert verschillende cruciale bevindingen op. Een centrale conclusie is het ontstaan van een "aanpassing kloof", waarbij de toekomstige relevantie van een individu op de arbeidsmarkt minder wordt bepaald door het initiële vaardigheidsniveau en meer door het vermogen tot voortdurend leren, veerkracht en persoonlijke regie. Levenslang leren is geen niche vereiste meer, maar een universele noodzaak voor alle werkenden. Daarnaast benadrukten de workshops dat werknemerswelzijn geen bijkomstig voordeel is, maar een essentieel onderdeel van een productieve, duurzame en veerkrachtige beroepsbevolking. Technostress, burn-out en sociale isolatie kwamen naar voren als belangrijke risico's.

Het rapport sluit af met een reeks strategische aanbevelingen voor beleidsmakers op EU- en nationaal niveau. Deze aanbevelingen pleiten voor een verschuiving van financiering van statische herscholingsprogramma's naar het stimuleren van een dynamisch ecosysteem van levenslang leren dat aanpassingsvermogen bevordert. Er wordt

opgeroepen tot de oprichting van een mensgericht bestuurskader voor AI en automatisering, waarin ethische overwegingen en eerlijke verdeling van productiviteitswinsten centraal staan. Tot slot dringt het rapport aan op het verankeren van welzijn in het Europees Sociaal Model en het versterken van sociale vangnetten om burgers te ondersteunen in een tijdperk van ingrijpende en onzekere transitie. De bevindingen van WP8 bieden een rijke, door burgers gegenereerde basis van bewijsmateriaal om de EU te helpen bij het vormgeven van toekomstgericht werk dat niet alleen technologisch geavanceerd is, maar ook rechtvaardig, inclusief een fundamenteel menselijk.

Bericht über die durchgeführten partizipativen Workshops

Die Zukunft der Arbeit in Europa: Synthese der Bürgerprognosen aus dem Arbeitspaket 8 des TRANSFORM-Projekts

Zusammenfassung

Dieser Bericht fasst die Ergebnisse des Arbeitspakets 8 (WP8) des TRANSFORM-Projekts zusammen. Im Mittelpunkt steht eine europaweite Prognose zur Zukunft der Arbeit, die gemeinsam mit Bürger*innen entwickelt wurde. Zwischen Juni und September 2025 fanden 13 Workshops in 8 EU-Mitgliedstaaten statt. Daran nahmen 215 Menschen teil – darunter Arbeitgeber*innen und -nehmer*innen, Personalverantwortliche, Gewerkschaftsmitglieder und Jugendliche. Ziel war es, die Chancen und Herausforderungen zu beleuchten, die den europäischen Arbeitsmarkt in den nächsten 10 bis 50 Jahren prägen könnten. Die Ergebnisse sollen als Grundlage für Politikgestaltung auf nationaler und europäischer Ebene dienen.

Die Methodik stützte sich auf *Design Thinking*, also einen menschenzentrierten Ansatz. Dabei wurden fünf fiktive Personas entwickelt, die verschiedene Gruppen der Arbeitswelt repräsentierten. Diese dienten als Ausgangspunkt für die Entwicklung von Zukunftsszenarien für sechs zentrale Themenfelder: Automatisierung und Digitalisierung, Bildung, Politik, Wohlbefinden, Kompetenzen und Demografie. So konnten die Teilnehmenden über aktuelle Grenzen hinausdenken und unterschiedliche Zukunftsszenarien entwerfen – von inklusivem Wachstum bis hin zu eher düsteren Bildern von technologisch bedingten Arbeitsplatzverlusten und gesellschaftlicher Spaltung.

Die Analyse dieser Szenarien zeigt einige zentrale Erkenntnisse. Besonders deutlich wird eine „Anpassungskluft“: Entscheidend für die Chancen am Arbeitsmarkt ist künftig weniger das ursprüngliche Qualifikationsniveau, sondern vielmehr die Fähigkeit zu kontinuierlichem Lernen, Resilienz und Eigeninitiative. Lebenslanges Lernen wird somit zu einer Grundvoraussetzung für alle. Zudem wurde betont, dass das Wohlbefinden von Beschäftigten keine Nebensache ist, sondern ein wesentlicher Bestandteil einer produktiven, nachhaltigen und widerstandsfähigen Arbeitswelt. Risiken wie Technostress, Burnout und soziale Isolation stellen dabei zentrale Herausforderungen dar.

Abschließend formuliert der Bericht strategische Empfehlungen für die Politik. Er spricht sich für einen Wandel aus: weg von starren Umschulungsprogrammen und hin zu einem flexiblen Ökosystem des lebenslangen Lernens, das Anpassungsfähigkeit unterstützt. Er

fordert außerdem einen menschenzentrierten Governance-Rahmen für den Einsatz von KI und Automatisierung, der ethische Fragen und eine faire Verteilung von Produktivitätsgewinnen in den Mittelpunkt stellt. Schließlich betont er die Bedeutung von Wohlbefinden als festen Bestandteil des europäischen Sozialmodells und die Notwendigkeit starker sozialer Sicherheitsnetze, um die Bevölkerung in Zeiten tiefgreifender Veränderungen zu stützen.

Die Ergebnisse aus WP8 liefern eine wertvolle, von Bürger*innen getragene Wissensbasis, die der EU helfen kann, eine Arbeitswelt zu gestalten, die technologisch innovativ, zugleich aber auch gerecht, inklusiv und menschlich bleibt.

Έκθεση Υλοποιημένων Συμμετοχικών Εργαστηρίων

Το Μέλλον της Εργασίας στην Ευρώπη: Μια Σύνθεση Πολιτικού Οραματισμού από το Πακέτο Εργασίας 8 του Έργου TRANSFORM

Περίληψη

Η παρούσα έκθεση παρέχει μια ολοκληρωμένη ανάλυση του Πακέτου Εργασίας 8 (WP8) του έργου TRANSFORM, συνοψίζοντας τα αποτελέσματα μιας πανευρωπαϊκής πρωτοβουλίας συμμετοχικού οραματισμού πολιτών σχετικά με το μέλλον του ανθρώπινου εργατικού δυναμικού. Μεταξύ Ιουνίου και Σεπτεμβρίου 2025, πραγματοποιήθηκαν 13 εργαστήρια συμμετοχικού χαρακτήρα σε 8 κράτη-μέλη της ΕΕ, στα οποία συμμετείχαν 215 πολίτες από διαφορετικές ομάδες, όπως εργοδότες, εργαζόμενοι, επαγγελματίες ανθρώπινου δυναμικού, εκπρόσωποι συνδικάτων και νέοι. Στόχος ήταν η διερεύνηση των αναμενόμενων προκλήσεων και ευκαιριών που θα διαμορφώσουν την ευρωπαϊκή αγορά εργασίας τα επόμενα 10 και 50 χρόνια, με σκοπό την υποστήριξη της τεκμηριωμένης χάραξης πολιτικής σε εθνικό και ευρωπαϊκό επίπεδο. Η μεθοδολογία βασίστηκε στη Σχεδιαστική Σκέψη (Design Thinking), μια ανθρωποκεντρική προσέγγιση που αξιοποίησε πέντε διαφορετικές περσόνες για να εκπροσωπήσει διακριτά τμήματα του εργατικού δυναμικού. Οι περσόνες αυτές αποτέλεσαν το ενσυναίσθητο υπόβαθρο για την ανάπτυξη σεναρίων σχετικά με το μέλλον της εργασίας, τα οποία οργανώθηκαν γύρω από έξι βασικές θεματικές διαστάσεις: Αυτοματοποίηση/Ψηφιοποίηση, Εκπαίδευση, Πολιτική, Ευημερία, Δεξιότητες και Πληθυσμός. Αυτή η δομημένη αλλά δημιουργική διαδικασία επέτρεψε στους συμμετέχοντες να υπερβούν τους περιορισμούς του παρόντος και να φανταστούν ένα εύρος πιθανών μελλοντικών εκβάσεων – από αισιόδοξα σενάρια χωρίς αποκλεισμούς και ανάπτυξης, έως δυστοπικά σενάρια τεχνολογικού εκτοπισμού και κοινωνικού κατακερματισμού.

Η ανάλυση των σεναρίων αυτών ανέδειξε κρίσιμα ευρήματα. Ένα βασικό συμπέρασμα είναι η εμφάνιση ενός «χάσματος προσαρμοστικότητας», όπου η μελλοντική συνάφεια ενός ατόμου στην αγορά εργασίας φαίνεται να καθορίζεται λιγότερο από το αρχικό επίπεδο δεξιοτήτων του και περισσότερο από την ικανότητά του για διαρκή μάθηση, ανθεκτικότητα και προσωπική πρωτοβουλία. Η διά βίου μάθηση παύει πλέον να αποτελεί εξειδικευμένη απαίτηση και αναδεικνύεται σε καθολική αναγκαιότητα για όλους τους εργαζόμενους. Επιπλέον, τα εργαστήρια ανέδειξαν ότι η ευημερία των εργαζομένων δεν αποτελεί περιφερειακό όφελος, αλλά βασικό συστατικό ενός παραγωγικού, βιώσιμου και ανθεκτικού εργατικού δυναμικού, με τον τεchno-στρες, την επαγγελματική εξουθένωση (burnout) και την κοινωνική απομόνωση να αναδεικνύονται ως κύριες ανησυχίες.

Η έκθεση ολοκληρώνεται με ένα σύνολο στρατηγικών συστάσεων προς τους φορείς χάραξης πολιτικής σε επίπεδο ΕΕ και κρατών-μελών. Οι συστάσεις αυτές προτείνουν τη μετάβαση από τη χρηματοδότηση στατικών προγραμμάτων επανεκπαίδευσης προς την ενίσχυση ενός δυναμικού οικοσυστήματος διά βίου μάθησης που προάγει την προσαρμοστικότητα. Εισηγούνται την καθιέρωση ενός ανθρωποκεντρικού πλαισίου διακυβέρνησης για την τεχνητή νοημοσύνη και την αυτοματοποίηση, το οποίο θα δίνει προτεραιότητα στις ηθικές παραμέτρους και στη δίκαιη κατανομή των αποδόσεων παραγωγικότητας. Τέλος, η έκθεση υπογραμμίζει την ανάγκη ενσωμάτωσης της ευημερίας στο Ευρωπαϊκό Κοινωνικό Μοντέλο και την ενίσχυση των κοινωνικών δικτύων ασφάλειας ώστε να υποστηριχθούν οι πολίτες κατά τη διάρκεια μιας εποχής βαθιών και αβέβαιων μεταβάσεων.

Τα ευρήματα του WP8 προσφέρουν μια πολύτιμη, βασισμένη σε πολίτες, τεκμηριωμένη βάση γνώσης για να καθοδηγήσουν την ΕΕ στη διαμόρφωση ενός μέλλοντος της εργασίας που θα είναι όχι μόνο τεχνολογικά προηγμένο, αλλά και δίκαιο, χωρίς αποκλεισμούς και βαθιά ανθρώπινο.

Report dei workshops partecipanti

Il futuro del lavoro in Europa: una sintesi dei laboratori di “Citizen Foresight” realizzati nella WP 8 del progetto TRANSFORM.

Sintesi

Il presente rapporto propone un’analisi completa del Work Package 8 (WP8) del progetto TRANSFORM, sintetizzando i risultati di un’iniziativa europea dedicata al futuro della forza lavoro umana, attraverso un approccio partecipato di “foresight con i cittadini”. Tra giugno e settembre 2025 sono stati realizzati 13 workshop partecipativi in 8 Stati membri dell’UE, coinvolgendo un gruppo eterogeneo di 215 cittadini, tra cui datori di lavoro, dipendenti, professionisti delle risorse umane e della formazione, consulenti, rappresentanti delle parti sociali e giovani. L’obiettivo dei laboratori è stato quello di esplorare, con una prospettiva anticipante, le sfide e le opportunità che plasmeranno il mercato del lavoro europeo nei prossimi 10 e 50 anni, fornendo così informazioni utili per l’elaborazione di politiche basate su dati concreti sia a livello nazionale che comunitario.

La metodologia di foresight si avvalsa del Design Thinking e dell’approccio umanocentrico, utilizzando cinque “Personas” per rappresentare diversi segmenti della forza lavoro. Questi personaggi sono serviti come base empatica per lo sviluppo di scenari futuri del lavoro, strutturati attorno a sei dimensioni tematiche chiave: automazione/digitalizzazione, istruzione, politica, benessere, competenze e popolazione. Questo processo strutturato ma creativo ha permesso alle persone partecipanti di andare oltre i limiti e i confini del presente e immaginare una serie di possibili futuri, da scenari ottimistici di crescita inclusiva a visioni distopiche di spostamento tecnologico e frammentazione sociale.

L’analisi di questi scenari ha rivelato diversi elementi critici. Una conclusione centrale è senz’altro l’emergere di un “divario di adattabilità”: nel mercato del lavoro del futuro, per l’individuo saranno maggiormente rilevanti le sue capacità di apprendimento continuo, resilienza e iniziativa personale più che il suo livello di competenze iniziale. L’apprendimento permanente non sarà più un’esigenza di nicchia, ma una necessità universale per tutti i lavoratori. Inoltre, i workshop hanno sottolineato che il benessere dei dipendenti non sarà un benefit secondario, ma diverrà una componente fondamentale per una forza lavoro produttiva, sostenibile e resiliente, ma caratterizzata da significativi rischi emergenti quali lo stress tecnologico, il burnout e l’isolamento sociale.

Il rapporto si conclude con una serie di raccomandazioni strategiche per i policymakers dell’UE e nazionali. Queste raccomandazioni sostengono il passaggio dal finanziamento di programmi di riqualificazione “statici” alla promozione di un ecosistema dinamico di apprendimento permanente che favorisca l’adattabilità.

I cittadini e le cittadine richiedono l'istituzione di un quadro complessivo di governance per l'IA e l'automazione incentrato sulla persona e che dia priorità alle questioni etiche e all'equa distribuzione dei guadagni. Infine, il rapporto esorta a integrare la dimensione del benessere (wellbeing) nel modello sociale europeo e a rafforzare le reti di sicurezza sociale per sostenere i cittadini in un'era caratterizzata da una profonda transizione e incertezza. I risultati del WP8 offrono una ricca serie di dati che si basano sulla partecipazione dei cittadini e possono servire all'UE per definire un futuro del lavoro che non sia solo tecnologicamente avanzato, ma anche equo, inclusivo e fondamentalmente umano.

Raport z przeprowadzonych warsztatów partycypacyjnych

Przyszłość pracy w Europie: Synteza perspektyw obywateli w ramach Pakietu Roboczego 8 projektu TRANSFORM

Streszczenie

Niniejszy raport przedstawia całościową analizę Pakietu Roboczego 8 (WP8) projektu TRANSFORM, syntetyzując wyniki paneuropejskiej inicjatywy foresightowej z udziałem obywateli na temat przyszłości pracy ludzkiej. W okresie od czerwca do września 2025 roku przeprowadzono 13 warsztatów partycypacyjnych w 8 państwach członkowskich UE, angażując 215 uczestników reprezentujących zróżnicowane grupy społeczne: pracodawców, pracowników, specjalistów HR, przedstawicieli związków zawodowych oraz młodzież. Celem było zbadanie przewidywanych wyzwań i możliwości, które będą kształtować europejski rynek pracy w perspektywie 10 i 50 lat, aby wesprzeć tworzenie polityk opartych na dowodach – zarówno na poziomie krajowym, jak i unijnym.

Zastosowana metodologia foresightowa opierała się na podejściu *Design Thinking*, skoncentrowanym na człowieku. Wykorzystano pięć odmiennych person, odzwierciedlających różne segmenty siły roboczej. Persony stanowiły empatyczną podstawę do opracowania scenariuszy przyszłości pracy, zbudowanych wokół sześciu kluczowych wymiarów tematycznych: automatyzacji i cyfryzacji, edukacji, polityki, dobrostanu, umiejętności oraz populacji. Tak ustrukturyzowany, a jednocześnie twórczy proces umożliwił uczestnikom wyjście poza ograniczenia dnia dzisiejszego i wyobrażenie sobie szerokiego spektrum możliwych przyszłości – od optymistycznych wizji włączającego wzrostu, po dystopijne scenariusze wykluczenia technologicznego i fragmentacji społecznej.

Analiza scenariuszy ujawnia kilka kluczowych wniosków. Najważniejszym jest zjawisko tzw. „luki adaptacyjnej” – przyszła pozycja jednostki na rynku pracy zależy mniej od jej początkowego poziomu kompetencji, a bardziej od zdolności do ciągłego uczenia się, odporności i sprawczości. Uczenie się przez całe życie przestaje być wymogiem jedynie dla wybranych grup – staje się uniwersalną koniecznością dla wszystkich pracowników. Warsztaty podkreśliły również, że dobrostan pracowników nie jest dodatkiem, lecz fundamentem produktywnej, zrównoważonej i odpornej siły roboczej. W tym kontekście szczególnie istotne są ryzyka związane z technostresem, wypaleniem zawodowym i izolacją społeczną.

Raport kończy się zestawem strategicznych rekomendacji dla decydentów na poziomie UE i państw członkowskich. Zaleca on odejście od finansowania statycznych programów przekwalifikowania na rzecz wspierania dynamicznego ekosystemu uczenia się przez całe

życie, który wzmacnia adaptacyjność. Wzywa do ustanowienia ram zarządzania sztuczną inteligencją i automatyzacją opartych na podejściu skoncentrowanym na człowieku, z naciskiem na kwestie etyczne oraz sprawiedliwy podział korzyści z produktywności. Wreszcie, raport apeluje o włączenie dobrostanu w rdzeń Europejskiego Modelu Społecznego oraz o wzmocnienie systemów zabezpieczenia społecznego, aby wspierać obywateli w okresie głębokiej i niepewnej transformacji.

Wnioski z WP8 dostarczają bogatej, opartej na perspektywie obywateli bazy dowodowej, która może pomóc Unii Europejskiej w kształtowaniu przyszłości pracy – nie tylko technologicznie zaawansowanej, lecz także sprawiedliwej, inkluzywnej i przede wszystkim ludzkiej.

Relatório dos workshops participativos realizados

O Futuro do Trabalho na Europa: Uma Síntese da Visão Prospectiva dos Cidadãos do Work Package 8 do Projeto TRANSFORM

Sumário Executivo

Este relatório fornece uma análise abrangente do Work Package 8 (WP8) do projeto TRANSFORM, sintetizando os resultados de uma iniciativa europeia de previsão de cidadãos sobre o futuro da força de trabalho humana. Entre junho e setembro de 2025, foi realizada uma série de 13 workshops participativos em 8 Estados-Membros da UE, envolvendo um grupo diversificado de 215 cidadãos, incluindo empregadores, trabalhadores, profissionais de RH, e representantes sindicais. O objetivo era explorar os desafios e oportunidades que se preveem como passíveis de moldar o mercado de trabalho europeu nos próximos 10 e 50 anos, dando informação sobre políticas baseadas em evidências, tanto a nível nacional como da UE.

A metodologia de previsão baseou-se no Design Thinking, uma abordagem centrada no ser humano que utilizou cinco *personas* distintas para representar diferentes segmentos da força de trabalho. Estas *personas* serviram de base empática para o desenvolvimento de cenários futuros do trabalho estruturados em torno de seis dimensões temáticas principais: Automatização/Digitalização, Educação, Política, Bem-estar, Competências e População. Este processo estruturado, mas criativo, permitiu aos participantes ultrapassar as limitações atuais e imaginar uma série de futuros possíveis, desde cenários otimistas de crescimento inclusivo até visões distópicas de deslocamento tecnológico e fragmentação social.

A análise desses cenários revela várias conclusões críticas. Uma conclusão central é o surgimento de uma “divisão de adaptabilidade”, em que a relevância futura de um indivíduo no mercado de trabalho parece ser determinada menos pelo seu nível inicial de competências e mais pela sua capacidade de aprendizagem contínua, resiliência e agência pessoal. A aprendizagem ao longo da vida já não é um requisito de nicho, mas uma necessidade universal para todos os trabalhadores. Além disso, os workshops sublinharam que o bem-estar dos funcionários não é um benefício periférico, mas um componente essencial de uma força de trabalho produtiva, sustentável e resiliente, com riscos significativos de tecnostresse, esgotamento e isolamento social, tendo estes emergido como preocupações fundamentais.

O relatório conclui com um conjunto de recomendações estratégicas para os decisores políticos da UE e nacionais. Estas recomendações defendem uma mudança do financiamento de programas de requalificação estáticos para a promoção de um

ecossistema dinâmico de aprendizagem ao longo da vida que promova a adaptabilidade. Apela à criação de um quadro humanista de governação para a IA e a automatização que dê prioridade às considerações éticas e à distribuição justa dos ganhos de produtividade. Por fim, o relatório insta à integração do bem-estar no Modelo Social Europeu e ao reforço das redes de segurança social para apoiar os cidadãos numa era de transição profunda e incerta. As conclusões do WP8 oferecem uma base de evidências rica e derivada dos cidadãos para orientar a UE na definição de um futuro do trabalho que não seja apenas tecnologicamente avançado, mas também equitativo, inclusivo e fundamentalmente humano.

Poročilo o izvedenih participativnih delavnicah

Prihodnost dela v Evropi: Povzetek državlanskega predvidevanja v okviru delovnega sklopa 8 projekta TRANSFORM

Izvršni povzetek

Poročilo prinaša celovito analizo delovnega sklopa 8 (WP8) v okviru projekta TRANSFORM ter povzema rezultate vseevropske državlanske pobude za predvidevanje prihodnosti človeške delovne sile. Med junijem in septembrom 2025 je bilo izvedenih 13 participativnih delavnic v osmih državah članicah EU, v katerih je sodelovalo 215 udeležencev, med njimi delodajalci, zaposleni, strokovnjaki za kadrovske zadeve, predstavniki sindikatov ter mladi. Cilj pobude je bil raziskati pričakovane izzive in priložnosti, ki bodo v prihodnjih 10 oziroma 50 letih oblikovali evropski trg dela, ter s tem prispevati k oblikovanju politik, utemeljenih na dokazih, na nacionalni in evropski ravni.

Metodološki okvir predvidevanja prihodnosti je temeljil na načelih Design Thinkinga, človeku osredinjenega pristopa, ki je uporabil pet različnih osebnostnih profilov (personas) za ponazoritev različnih segmentov delovne sile. Ti profili so služili kot empatična osnova za oblikovanje scenarijev prihodnosti dela, ki so bili strukturirani okoli šestih temeljnih vsebinskih področij: avtomatizacija in digitalizacija, izobraževanje, politika, dobrobit, spretnosti in prebivalstvo. Takšen strukturiran, a hkrati ustvarjalen proces je udeležencem omogočil, da so presegli omejitve sedanosti ter si zamislili razpon možnih prihodnosti – od optimističnih scenarijev vključujoče rasti do distopičnih vizij tehnološkega razseljevanja in družbene fragmentacije.

Analiza teh scenarijev je razkrila več ključnih ugotovitev. Osrednji zaključek je pojav t. i. »razkorak v prilagodljivosti« (adaptability divide), kjer prihodnja vloga posameznika na trgu dela ni več v tolikšni meri odvisna od njegove začetne ravni znanja in spretnosti, temveč predvsem od njegove sposobnosti stalnega učenja, odpornosti in osebne avtonomije. Učenje skozi vse življenje ni več nišna zahteva, temveč univerzalna nuja za vse delavce. Nadalje so delavnice poudarile, da dobrobit zaposlenih ni obrobna ugodnost, temveč osrednja sestavina produktivne, trajnostne in odporne delovne sile, pri čemer so se kot ključne težave pokazali tehnostres, izgorelost in družbena izolacija.

Poročilo se zaključuje s sklopom strateških priporočil za oblikovalce politik na ravni EU in posameznih držav. Ta priporočila pozivajo k prehodu od financiranja statičnih programov prekvalifikacij k spodbujanju dinamičnega ekosistema vseživljenjskega učenja, ki krepi prilagodljivost. Predlagajo tudi vzpostavitev človeku osredinjenega okvira upravljanja za umetno inteligenco in avtomatizacijo, ki bi dajal prednost etičnim vidikom ter pravični porazdelitvi dobičkov produktivnosti.

Nazadnje poročilo poziva k vključitvi koncepta dobrega počutja v Evropski socialni model ter k krepitvi socialnih varnostnih mrež, ki bodo državljanom nudile podporo v obdobju globokih in negotovih prehodov. Ugotovitve WP8 predstavljajo bogato, na državljanih temelječo empirično podlago, ki lahko EU usmerja pri oblikovanju prihodnosti dela, ki ne bo le tehnološko napredna, temveč tudi pravična, vključujoča in v svojem bistvu človeška.

Rapport om genomförda deltagarworkshops

Framtidens arbete i Europa: En syntes av medborgarnas framtidsinsikter från TRANSFORM-projektets Arbetspaket 8

Sammanfattning

Denna rapport ger en omfattande analys av Arbetspaket 8 (WP8) i TRANSFORM-projektet och sammanfattar resultaten från en paneuropeisk medborgarframsyn om arbetskraftens framtid. Mellan juni och september 2025 genomfördes 13 deltagarworkshops i åtta EU-medlemsstater, där 215 medborgare deltog – arbetsgivare, arbetstagare, HR-specialister, fackliga representanter och unga. Syftet var att utforska de förväntade utmaningarna och möjligheterna som kommer att prägla den europeiska arbetsmarknaden under de kommande 10 respektive 50 åren, och därmed bidra till evidensbaserad policyutveckling både på nationell och EU-nivå.

Framsynsmetodiken byggde på Design Thinking, ett människocentrerat angreppssätt som använde fem olika personas för att representera olika segment av arbetskraften. Dessa personas utgjorde en empatisk grund för att utveckla framtidsscenarier kring arbetets utveckling, strukturerade utifrån sex centrala tematiska dimensioner: automation/digitalisering, utbildning, policy, välbefinnande, kompetenser och demografi. Denna strukturerade men kreativa process gjorde det möjligt för deltagarna att gå bortom dagens begränsningar och föreställa sig en rad möjliga framtider – från optimistiska scenarier om inkluderande tillväxt till dystopiska visioner om teknologisk undanträngning och social fragmentering.

Analysen av dessa scenarier visar flera avgörande insikter. En central slutsats är framväxten av en "anpassningsklyfta", där en individs framtida relevans på arbetsmarknaden i mindre utsträckning tycks avgöras av ursprunglig kompetensnivå och i större utsträckning av förmågan till kontinuerligt lärande, resiliens och personligt handlingsutrymme. Livslångt lärande framstår inte längre som ett nischkrav utan som en universell nödvändighet för alla arbetstagare. Workshopsen betonade även att medarbetarnas välbefinnande inte är en perifer förmån, utan en kärnkomponent i en produktiv, hållbar och motståndskraftig arbetskraft – där risker som teknostress, utbrändhet och social isolering utgör betydande utmaningar.

Rapporten avslutas med en uppsättning strategiska rekommendationer för EU och medlemsstaternas beslutsfattare. Dessa rekommendationer förespråkar ett skifte från finansiering av statiska omställningsprogram till att utveckla ett dynamiskt ekosystem för

livslångt lärande som främjar anpassningsförmåga. Vidare efterfrågas en människocentrerad styrningsram för AI och automation som prioriterar etiska aspekter och rättvis fördelning av produktivitetsvinster. Slutligen uppmanas till att välbefinnande integreras i den europeiska sociala modellen samt att sociala skyddsnät förstärks för att stödja medborgarna under en tid av djupgående och osäker omställning.

Resultaten från WP8 utgör en värdefull kunskapsbas, grundad i medborgarperspektiv, för att vägleda EU i att forma en framtid för arbetet som inte bara är teknologiskt avancerad utan också rättvis, inkluderande och i grunden mänsklig.

Strategic Context and Imperative of Work Package 8

Framing the Challenge

The European labor market is at a critical juncture, shaped by powerful "megatrends" that are fundamentally reshaping society and the world of work. The TRANSFORM project, funded under the Citizens, Equality, Rights and Values (CERV) programme, was conceived to address these transformative forces, which include profound economic shifts, disruptive technological innovations such as automation and artificial intelligence (AI), and new business models that are impacting every sector. The EU's 2022 Strategic Foresight Report acknowledges these tectonic shifts, noting that these transitions will result in profound changes in the EU labor market and its corresponding skill requirements. It is within this context of rapid and often unpredictable change that Work Package 8 (WP8) was designed as a cornerstone of the project's mission: to engage European citizens directly in a dialogue about the future of the human workforce.

The imperative for such a dialogue is clear. Reports from leading institutions project that technological adoption will displace millions of jobs while simultaneously creating new roles that are more adapted to a new division of labor between humans, machines, and algorithms. This transition necessitates a fundamental rethinking of skills, workplace dynamics, and the very meaning of work. WP8 provides a structured platform for this essential conversation, moving beyond expert-led analysis to incorporate the lived experiences, concerns, and aspirations of a diverse cross-section of the European populace. This approach is not merely a research methodology; it is a practical application of the EU's democratic mandate to involve citizens in the co-creation of Europe's future, ensuring that policy responses are grounded in the realities of those they are intended to serve.

Alignment with EU Priorities and Needs

WP8 is directly aligned with the core priorities of the CERV programme, which seeks to encourage the democratic participation of citizens, strengthen their awareness of their rights and EU policies, and foster a sense of solidarity and collective responsibility. By creating a pan-European forum for discussion, WP8 empowers citizens to voice their perspectives on critical labor market issues and engage in the policy-making process.

The needs analysis conducted across the project's partner countries underscores the urgency of this work. From chronic labor shortages and an aging population in Slovenia to the challenge of activating marginalized groups like low-educated women from migrant backgrounds in Belgium, and significant skills gaps in Germany, the challenges are diverse yet interconnected. WP8 addresses these specific national and regional needs by creating

a space for mutual learning and the sharing of best practices, contributing to a more cohesive and resilient European labor market. A Pan-European Dialogue: The Scope and Structure of the Foresight Workshops.

Overview of the Workshops

Work Package 8 operationalized its foresight objectives through a series of **13 "Design Thinking Workshops"** conducted between June and September 2025. Coordinated by the Comparative Research Network e.V., these events constituted a great pan-European effort to gather citizen perspectives on the future of work. The workshops were held in eight different countries—Belgium, Portugal, Slovenia, Poland, Greece, Italy, Germany, and Sweden—ensuring a broad geographical representation that captured the diverse economic and social contexts of the European Union. The average duration of each workshop was three hours, providing a focused yet substantive timeframe for collaborative exploration.

Table 1: Summary of WP8 Participatory Workshop Events

	Event nr.	Date	Place	Organisation	Male	Female	Non binary	Total
1	8.1.03.01	17.06.2025	Novo Mesto, Slovenia	FOS	8	25	0	33
2	8.1.07.01	24.06.2025	Berlin, Germany	CRN	7	10	1	18
3	8.1.04.01	10.07.2025	Lublin, Poland	FFI	2	10	0	12
4	8.1.06.01	10.07.2025	Udine, Italy	IRES	5	5	0	10
5	8.1.05.01	23.07.2025	Larissa, Greece	INNOVATION HIVE	4	6	0	10
6	8.1.04.02	07.08.2025	Lublin, Poland	FFI	3	6	0	9
7	8.1.08.01	27.08.2025	Malmö, Sweden	Well Being LAB	3	17	0	20
8	8.1.07.02	10.09.2025	Berlin, Germany	CRN	2	5	0	7
9	8.1.06.02	11.09.2025	Udine, Italy	IRES	8	12	0	20
10	8.1.05.02	16.09.2025	Larissa, Greece	INNOVATION HIVE	4	6	0	10
11	8.1.02.01	17.09.2025	Lisboa, Portugal	ISCTE	12	23	0	35
12	8.1.01.01	17.09.2025	Leuven, Belgium	UCLL	8	12	0	20
13	8.1.06.03	18.09.2025	Udine, Italy	IRES	7	4	0	11

Participant Demographics and Inclusivity

A key strength of the WP8 initiative was its success in assembling a diverse and inclusive cohort of participants. A total of **215 unique and eligible individuals from 12 different European countries** took part in the workshops, bringing a rich, multicultural perspective to the discussions. The project achieved a strong gender balance, with 141 female participants (65.6%), 73 male participants (34.0%), and one non-binary participant (0.5%).



Illustration 1: Workshop in Germany



Illustration 2: Workshop in Italy

The stakeholder representation was intentionally broad to ensure a holistic examination of the labor market. Participants included employers, employees, HR professionals, trade union representatives, NGOs, government ministry officials, and youth (including students and recent graduates). This heterogeneity was critical for integrating perspectives from all levels of the workforce, from strategic management to the daily experiences of employees. The participant pool also spanned a wide range of age groups and educational backgrounds, from highly educated experts to individuals in lower-skilled occupations, thereby incorporating crucial generational and socio-economic viewpoints into the scenarios.



Illustration 3: Workshop in Slovenia



Illustration 4: Workshop in Italy

The Foresight Methodology in Practice: A Step-by-Step Design Thinking Approach

Adopting a Human-Centric Foresight Model

The methodological core of WP8 was Design Thinking, a human-centered, iterative approach to problem-solving ideally suited for exploring complex, multifaceted challenges like the future of work. This approach prioritizes understanding the needs, experiences, and perspectives of the end-user—in this case, the European worker—before developing solutions. This approach was then complemented by two tools specific to the foresight methodology: the Futures Wheel (Invented by futurist Jerome C. Glenn in 1971), used for facilitate the horizon scanning and to foster the vision of possible futures and

consequences or visualizing the direct and indirect consequences of transformations and find some emerging signals from the future. The second foresight tool is the description of 10- and 50-year scenarios, facilitating the definition of different futures by the participants.

The methodology guided the project through a structured, five-phase process:

1. **Empathize & Define (WP7):** This initial phase, conducted during the preparatory Workforce 2050 Summit, focused on building empathy for different worker archetypes. Participants collaboratively created **five evidence-based personas**, which are fictional characters representing specific user groups. This process made abstract categories of workers tangible and relatable, providing a solid, human-centered foundation for the subsequent foresight activities.

Table 2: Personas

Personas
Maria Fernanda: A 60-year-old university professor facing challenges of technological adaptation, student engagement, and age-related perceptions. She represents the experienced, high-skilled worker navigating institutional and digital change.
Alex: A 35-year-old, low-skilled factory worker at high risk of job displacement due to automation. He represents the segment of the workforce most vulnerable to technological disruption, requiring upskilling and psychological support.
Maria: A 22-year-old migrant graduate in social media, seeking meaningful employment in a new country. She represents the young, digitally native but precarious worker facing challenges of inclusion, competition, and political pressures.
Nita: A 21-year-old sociology student concerned about the future relevance of her degree. She represents the next generation of workers entering a potentially fragmented labor market where the value of traditional qualifications is uncertain.
Victoria: A 45-year-old female CEO navigating systemic barriers like misogyny and mobbing while championing ethical leadership. She represents the challenges and opportunities for women in leadership and the high-pressure nature of executive roles.

2 User Personas **Low skill employee**

Name: Alex
 General info (age, profession, family/housing situation, hobbies): 35 yo | factory worker | married | 2 kids | likes football and gym | rents an apartment

Motto: "New day, same problems..."

Needs: How can we help Alex/Low Skill Employee to acquire new hard skills to keep being competitive in the profession? How can we improve Alex/Low Skill Employee capabilities and adaptability to a fast changing environment?

Resources: Your paragraph text

NEEDS: What needs/challenges they have that we can address?
 • upskilling and reskilling through targeted training
 • psychological support, stress management and network support
 • accepting the need for change to face a new reality
 • to control anxiety and stress
 • face control increasing and monitoring
 • to not work overtime or having inadequate working hours

COMPETENCES /RESOURCES: What skills, competences, material/umaterial resources can they provide to solve the challenge?
 • motivated to learn and determined to upscale in his job position

BEST/ AUSPICABLE FUTURE POSSIBLE: Alex has gain new competences and feels confident and competent in his role and finally satisfied about his job. He has increased his salary, which he know finds adequate and he is able to balance the work and his personal life.

WORST FUTURE POSSIBLE: Alex has lost his job due to the implementation of AI machines and the fact his workplace wasn't able to provide him with an upskilling training.

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Illustration 5: Persona number 2: Alex

1 User Personas **High skills employees**

Name: Maria Fernanda
 General info (age, profession, family/housing situation, hobbies): 60 yo | no kids | married | 3 cats on is blind | university teacher | political science | very focus on the job

Motto: "Always learning!"

Needs: How can we help Maria Fernanda/High Skills Employee to become more open and flexible, having adapt new methodologies involving digital and color made educational strategies and tools. She feels recognized and accomplished in her career and happy to be able to teach for a long time.

Resources: Your paragraph text

NEEDS: What needs/challenges they have that we can address?
 • Being an older woman and don't being perceived as "too old to teach"
 • Lack of schedule in the class, less engagement, less interest in live classes, students not engaged
 • The students don't recognize her expertise
 • Deal with outputs that students generate with AI

COMPETENCES /RESOURCES: What skills, competences, material/umaterial resources can they provide to solve the challenge?
 • time and technicals, to be with students
 • expert on her subject of teaching
 • scientific competences
 • opens to different methodologies
 • work collaboratively with younger professors

BEST/ AUSPICABLE FUTURE POSSIBLE: Maria Fernanda has improved her social skills and actively engage the students in their classes. She's more open and flexible, having adapt new methodologies involving digital and color made educational strategies and tools. She feels recognized and accomplished in her career and happy to be able to teach for a long time.

WORST FUTURE POSSIBLE: • undervalued in the university
 • very few students
 • she will be bitter and angry, diagnosed with depression
 • she will give no classes
 • do other less valued tasks

Comparative Research Network

Illustration 6: Persona number 1: Maria Fernanda

3 User Personas **Migrant Future employee (trained)**

Name: Maria
 General info (age, profession, family/housing situation, hobbies): 22 yo | education in social media studies | just relocated from Ukraine and looking for a job | wellbeing influencer | lives in shared apartment

Motto: "Forever Young!"

Needs: How can we help Maria/Migrant Future employee trained to be with and professional competent in the new country of settlement? How can we improve Maria/Migrant Future employee trained to be employed again?

Resources: Your paragraph text

NEEDS: What needs/challenges they have that we can address?
 • meaningful job with supportive environment and well paid
 • to be included
 • overcome generational differences; tackling the gap and being understood
 • work arrangement supporting their individual needs with work/life balance
 • to use her skills and education instead of changing career path

COMPETENCES /RESOURCES: What skills, competences, material/umaterial resources can they provide to solve the challenge?
 • impact and access to a wide community
 • skills in social media for the companies
 • personal qualities: flexibility, resilience and eagerness to learn
 • Knowledge and experience with wellbeing topics

BEST/ AUSPICABLE FUTURE POSSIBLE: She settles in a new country, is employed in a meaningful well paid job with extremely supportive environment, which allows her to work flexible where managers and colleagues support her ideas and needs.

WORST FUTURE POSSIBLE: Right wings politics are implemented and all migrants are forced to leave back to their countries of origins after she established herself in a new country.

Comparative Research Network

Illustration 7: Persona number 5: Maria

4 User Personas **Future employee (in training)**

Name: Nita
 General info (age, profession, family/housing situation, hobbies): 21 yo | university student | sociology | Brussels University | like yoga and hiking | portugese (Lisbon) | only child and single |

Motto: "Look up at the stars, not down at your feet"

Needs: How can we help Nita/Future Employee (in training) to understand which is her "real" passion? How can we help Nita/Future Employee (in training) in finding a meaningful profession?

Resources: Your paragraph text

NEEDS: What needs/challenges they have that we can address?
 • define which are her options for a job
 • define which are the necessary skills and to gain them

COMPETENCES /RESOURCES: What skills, competences, material/umaterial resources can they provide to solve the challenge?
 • critical thinking
 • creativity and adaptability
 • Soft Skills
 • Learning & development
 • AI & digital skills

BEST/ AUSPICABLE FUTURE POSSIBLE: She finds a job that enables her full potential to develop. Works in flexible schedule and has a perfect balance between work and private life. Her job is really meaningful to her, as she feels she can contribute to society and have an impact doing it.

WORST FUTURE POSSIBLE: Sociologist are no longer needed in the job market and her skills are not employable anymore. She ends up in a very demanding job, below her level of skills, with no work/life balance.

Comparative Research Network

Illustration 8: Persona number 4: Nita

5 User Personas **Wellbeing Employer**

Name: Victoria
 General info (age, profession, family/housing situation, hobbies): 45 yo | CEO Football | married | 3 children | likes jogging, hiking and healthy food

Motto: "Nothing is impossible!"

Needs: How can we help Victoria/Employers to find more balance between work and personal life? How can we support Victoria/Employers to fulfill their professional aspirations and goals while cultivating spaces for personal growth?

Resources: Your paragraph text

NEEDS: What needs/challenges they have that we can address?
 • work/life balance
 • gender equality
 • overcome systemic misogyny
 • fill the gap between aspirations and reality
 • being respected as a leader

COMPETENCES /RESOURCES: What skills, competences, material/umaterial resources can they provide to solve the challenge?
 • Resilience
 • Confidence
 • Visionary
 • Democratical and Transformational approach to leadership

BEST/ AUSPICABLE FUTURE POSSIBLE: Victoria has a good balance between work and life, having make her hours more flexible with less working hours and increased more space to grow pleasure. She carries on positive leadership practices, enhancing transformative actions in her company, supported by positive global policies and ecosystems for professional development.

WORST FUTURE POSSIBLE: Victoria is frustrated and dealing with mental health problems. The gap between her aspirations and reality has widen. No structural changes has occurred and she works in a non-ethical and gender-injust environment. Mobbing and disconnection are part of her daily working routine.

Comparative Research Network

Illustration 9: Persona number 5: Victoria

2. Ideate & Prototype (WP8): The 13 workshops constituted the ideation and prototyping phases. Working in small groups, participants used the personas as analytical lenses to generate a wide range of future scenarios. They brainstormed potential developments, challenges, and opportunities over 10-year and 50-year horizons, effectively creating prototypes of possible futures.

3. Test (WP8 Report): This final report represents the testing phase. It synthesizes the vast qualitative data generated in the workshops into a consolidated evidence base.

The findings, conclusions, and recommendations presented here are intended to be "tested" in the real world by informing the strategies of policymakers, educators, and industry leaders.

A notable aspect of the methodology was the observed cognitive tension between near and distant futures. The Event Description Sheet notes that participants often found the 10-year scenario more difficult to conceptualize than the 50-year one. The short-term forecast felt constrained by the realities and perceived limitations of the present, leading to more incremental thinking. In contrast, the 50-year horizon liberated participants' imaginations, allowing for deeper engagement with systemic dynamics and more transformative ideas. This reveals a critical element of foresight psychology: long-term visioning can be a powerful tool for breaking free from the perceived constraints of the present. Effective policy, therefore, may require a dual focus: a bold, long-term vision to inspire transformative change, coupled with actionable 10-year roadmaps to begin the journey. Here is a breakdown of the time horizons used in the workshops, the method for collecting feedback, and a step-by-step overview of the process.



Illustration 10: Workshop in Poland

The workshops utilized two distinct time horizons for scenario building: a 10-year future and a 50-year future. This dual-horizon approach served a specific pedagogical purpose.

- **The 10-Year Horizon:** This timeframe was designed to be relatable, encouraging participants to draw upon their own professional experiences and current trends. However, facilitators noted that participants often found this shorter-term forecast more difficult, as their thinking felt constrained by the perceived realities and limitations of the present.

- **The 50-Year Horizon:** In contrast, speculating half a century into the future liberated participants' imaginations. While more challenging, this long-range exercise forced them to confront radical uncertainties and engage more deeply with systemic, transformative changes rather than incremental ones.

The pedagogical strategy was to use the 10-year horizon to ground the discussion in tangible reality, while the 50-year horizon served as a tool to unlock more creative, visionary, and systemic thinking, encouraging participants to think beyond present-day assumptions.

Documentation and Feedback Collection

To collect and structure the feedback from the scenario-building activities, the workshops used standardized documentation templates. For both the 10-year and 50-year exercises, these templates were organized into tables corresponding to each of the five personas. The tables prompted the groups to describe in detail how their assigned persona would be affected by each of the six thematic dimensions (**Automation/Digitalization, Education, Policy, Wellbeing, Skills, and Population**). A designated secretary in each group was responsible for recording the discussion outcomes and scenarios onto these sheets, which then formed the basis of the final analysis.

Table 3: Thematic Dimensions Guiding the Foresight Analysis

Thematic Dimensions
Automation/Digitalization: The impact of AI, robotics, and digital platforms on jobs, tasks, and workplace organization.
Education: The role of formal education, vocational training, and lifelong learning systems in preparing the workforce for future demands.
Policy: The influence of labor laws, social safety nets, migration policies, and educational regulations on the workforce.
Wellbeing: The physical, mental, and social health of the workforce, including issues of work-life balance, technostress, burnout, and the importance of human-centric workplaces.
Skills: The evolving demand for both hard (technical, digital) and soft (communication, empathy, adaptability) skills, and the potential for a growing skills gap.
Population: The effects of demographic trends such as aging, migration, gender equality, and changing generational values on the composition and dynamics of the labor market.

Step-by-Step Workshop Overview and Resources

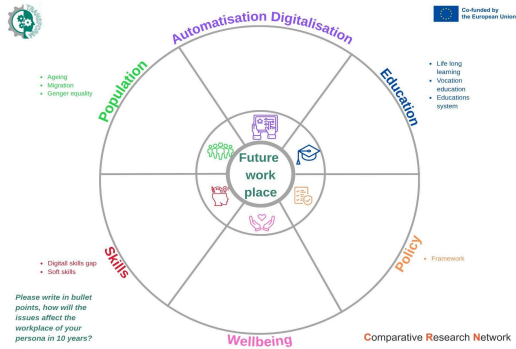
The workshops followed a consistent step-by-step process, utilizing specific resources to guide the discussion:

1. **Introduction and Welcome:** The session began with an overview of the project, the workshop's objectives, and the principles of participatory design thinking. The key resource introduced was the set of five **Personas** (Maria Fernanda, Alex, Maria, Nita, and Victoria), whose detailed profiles served as the human-centered foundation for the exercises.
2. **Group Formation and Icebreaker:** Participants were organized into small groups, each assigned a persona. An icebreaker activity, such as the prompt "My first job was... and what I learned from it was...", was used as a resource to build trust and foster a collaborative atmosphere.



Illustration 11: Workshop in Poland

3. **Ranking Exercise:** As a preparatory step, groups used a list of the six **Thematic Dimensions** as a resource. They debated and ranked these dimensions based on the level of impact they would have on their persona's future, which helped to focus the subsequent brainstorming.

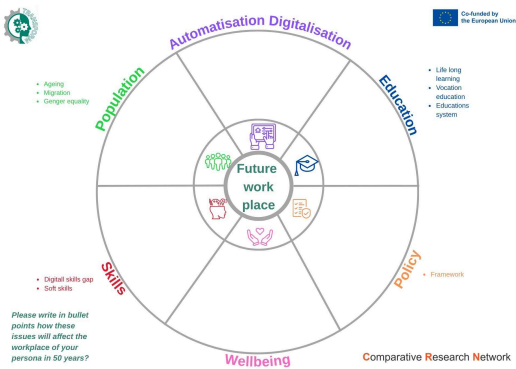


Please describe in more detail how issues below will affect the persona's workplace in 10 years time, based on your ideas from the previous page.

Automatisation Digitalisation	Education	Policy	Wellbeing	Skills	Population

Illustration 12, 13: Sheets for ranking of impact of chosen fields

4. **Short-Term Scenario Building (10 Years):** Using the **documentation templates**, each group constructed a 10-year future scenario for their persona, detailing potential developments across the six dimensions.



Please describe in more detail how issues below will affect the persona's workplace in 50 years time, based on the ideas from the previous page.

Automatisation Digitalisation	Education	Policy	Wellbeing	Skills	Population

Illustration 14, 15: Sheets for development and documentation of short-term scenario (10 Years)

5. **Long-Term Scenario Building (50 Years):** The process was repeated for the 50-year horizon, pushing groups to think more speculatively about profound societal and technological shifts.

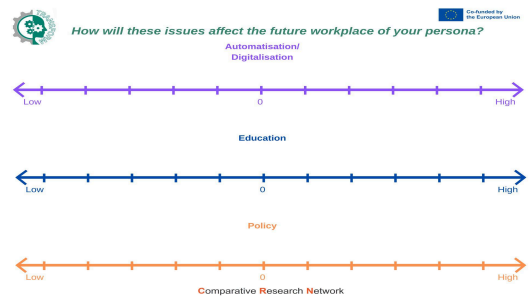


Illustration 16, 17: Sheets for development and documentation of long-term scenario (50 Years)

6. **Presentation and Conclusion:** To conclude, a representative from each group presented their scenarios to all participants, followed by a final discussion to synthesize the key insights and takeaways from the workshop.

Scenarios for the Future of Work: A Ten-Year Horizon

The 10-year scenarios developed by the workshop participants provided a grounded, near-term vision of the labor market's evolution. While drawing heavily on current trends, these projections highlighted the acceleration of change and the immediate challenges facing different segments of the workforce. A comparative analysis of the scenarios across the six thematic dimensions reveals several convergent themes.

Automation & Digitalization

Across all personas, digitalization is seen as a transformative, dual-edged force. For **Alex**, the low-skilled factory worker, the primary impact is the immediate threat of job displacement and the necessity of reskilling to transition from manual labor to overseeing automated processes. His work is expected to become more complex, with a reduction in physical effort but a rise in technostress. For **Maria Fernanda**, the 60-year-old professor, automation transforms her role rather than eliminating it. The rise of hybrid teaching models necessitates the adoption of new socio-technical competencies and a shift towards providing highly customized, "tailor-made" learning experiences. This creates opportunities for pedagogical innovation but also carries a significant risk of social isolation as face-to-face interactions diminish. For **Maria**, the young social media professional, digital tools are both the medium and the product of her work, demanding constant adaptation to new platforms and trends to remain competitive.

Education & Skills

Lifelong learning emerged as a universal and non-negotiable requirement for all workers in the next decade. The scenarios emphasize a growing disconnect between traditional education systems and the skills demanded by the evolving labor market. For **Alex**, survival depends on access to practical, targeted upskilling and reskilling opportunities. For **Nita**, the sociology student, there is a palpable fear that her formal degree may be devalued in a fragmented labor market, pushing her to acquire more specialized, practical skills to remain distinctive. A consistent theme across all workshops was the rising importance of soft skills. Competencies such as adaptability, empathy, critical thinking, intercultural communication, and resilience were repeatedly identified as crucial for navigating a complex and changing work environment.

Policy & Population

Public policy is viewed as a critical lever for shaping a more inclusive and flexible labor market. For **Maria**, the migrant worker, immigration and integration policies are a primary determinant of her career trajectory and job security. For older workers like **Maria Fernanda**, policies on retirement are expected to push the retirement age later, reinforcing the need for continuous requalification throughout a longer working life. Demographic

shifts, including population aging and increased migration, are anticipated to create a more diverse but also more competitive workforce. This will demand greater cultural sensitivity and adaptability from all workers and organizations.



Illustration 18: Workshop in Sweden

Wellbeing

Worker wellbeing was a central and pervasive concern in the 10-year scenarios. The discussions highlighted a growing awareness of mental health issues in the workplace, driven by increasing pressures. **Alex** is seen as facing significant technostress and anxiety linked to job insecurity. **Maria Fernanda** is at risk of professional isolation due to the shift to more digital and remote forms of teaching. **Victoria**, the CEO, struggles with the immense pressure of her role, facing the risk of burnout while trying to balance professional and personal life. These scenarios collectively point to an urgent need for more human-centric workplace designs, stronger mental health support systems, and policies that protect work-life balance.

Envisioning 2075: Long-Term Scenarios and Radical Uncertainties

The 50-year scenarios invited participants to engage in more speculative and imaginative thinking, confronting radical uncertainties and envisioning profoundly different societal structures. These long-term visions often diverged into starkly contrasting utopian and dystopian pathways, highlighting that the future is not a fixed destination but a landscape of choices to be made in the present.

Automation & Digitalization

The long-term role of technology was the most polarized topic. Dystopian scenarios for

Alex envisioned a future of "inexistent work" due to total (100%) automation, leading to the disappearance of the middle class and a sharp rise in social inequality. Some groups speculated that society would need to adopt a universal basic income to manage mass joblessness, while others foresaw a future where humans and cyborgs alike face exploitation. More optimistic visions, often associated with personas like **Maria**, imagined a reality where human-AI collaboration becomes the norm, with AI integrated as a "team member" that augments human creativity and productivity. The most radical ideas included the concept of "downloadable skills," where education is no longer a process of learning but a direct technological upgrade.

Education & Society

The fundamental role of traditional educational institutions was called into question. In many scenarios, the job of a professor, as embodied by **Maria Fernanda**, ceases to exist in its current form. AI tutors and automated platforms could deliver most content, leaving humans to act as mentors, ethical guides, or facilitators of social learning. Education itself was envisioned as becoming highly personalized, asynchronous, and delivered "in context" as needed throughout life, rendering the model of front-loaded, degree-based education obsolete.

Policy & Governance

The future of governance was imagined along a spectrum from enhanced democracy to technological authoritarianism. Optimistic scenarios for **Victoria** foresaw "intelligent and highly participatory governance," leading to greater equality and inclusion. Conversely, dystopian scenarios for **Nita** depicted a future of extreme social isolation, with populations retreating into "bunkers" where public policies cease to exist and are replaced by intrinsic, individualistic codes. Another recurring fear was the rise of "techno-fascism," where surveillance technologies are used for authoritarian control, undermining fundamental freedoms.

Wellbeing & Human Connection

A central tension in the 50-year horizon was the fate of human connection in a technologically saturated world. Technology could enable easier access to global and virtual communities, fostering new forms of belonging. However, the more dominant fear was that of profound social isolation, a world of "less interaction between people," and the atrophy of essential social and interpersonal skills. In this context, the scenarios consistently circled back to the idea that in a world dominated by AI, the most valuable skills will be those that are uniquely human: creativity, critical thinking, empathy, building authentic personal connections, and the ability to influence others ethically.



Illustration 19: Workshop in Slovenia

Synthesis and Comparative Analysis of Future Trajectories

The Great Adaptability Divide

A synthesis of the 10-year and 50-year scenarios reveals a powerful central theme: the emergence of a great "adaptability divide." The future prospects of individuals in the labor market appear to be determined less by their starting position—whether high-skilled like Maria Fernanda or low-skilled like Alex—and more by their personal and systemic capacity for adaptation. The personas can be broadly categorized into two groups: those at high risk of marginalization and those who demonstrate resilience. The "at-risk" profiles, **Alex** and **Maria Fernanda**, are characterized by their vulnerability to systemic change. Alex's low skills make him directly susceptible to automation, while Maria Fernanda's traditional expertise is threatened by new educational paradigms and technologies. Their future success is heavily conditional on external support systems, such as publicly funded reskilling programs or institutional reforms. Without proactive intervention, their trajectories trend towards exclusion and diminished agency.

Table 4: Comparative Matrix of 10-Year and 50-Year Scenarios by Persona

Persona	Automation/ Digitalization	Education & Skills	Policy & Wellbeing
Alex	10-Year: High risk of job displacement; work becomes more complex, requiring reskilling to	10-Year: Urgent need for accessible, practical lifelong learning and upskilling	10-Year: Vulnerable to labor law changes; wellbeing is conditional on mental

	<p>oversee machines. Technostress is a key concern.</p> <p>50-Year: Dystopian vision of "inexistent work" and 100% automation. Potential for "downloadable skills" but high risk of social inequality and diminished capacity to socialize.</p>	<p>to avoid exclusion.</p> <p>50-Year: Traditional education becomes obsolete. High risk of marginalization if unable to adapt to new skill paradigms.</p>	<p>resilience and support for job insecurity.</p> <p>50-Year: Dependent on policies like Universal Basic Income. High risk of social isolation and disappearance of the middle class.</p>
Maria Fernanda	<p>10-Year: Role transformed by hybrid teaching models; risk of isolation but opportunity for innovation.</p> <p>50-Year: Traditional professor role may disappear, replaced by AI tutors; humans become mentors or ethical guides.</p>	<p>10-Year: Constant need to update socio-technical competencies; career reconversion is likely.</p> <p>50-Year: Constant, fluid learning is the norm. Adaptability is critical for assuming new roles.</p>	<p>10-Year: Delayed retirement policies extend working life; risk of mental distress from pressure to adapt.</p> <p>50-Year: Wellbeing is tied to employment as an indicator of inclusion; continued risk of isolation.</p>
Maria	<p>10-Year: Digital tools are central to her work as an influencer, requiring constant adaptation to new platforms and trends.</p> <p>50-Year: Human-AI collaboration is the norm; AI is integrated as a "team member."</p>	<p>10-Year: Focus on non-formal learning, digital literacy, empathy, and networking.</p> <p>50-Year: Skills focus on deep human connection and ethical influence. Learning is personalized and asynchronous.</p>	<p>10-Year: Strong need for inclusive workplaces and supportive communities; aligns work with personal values.</p> <p>50-Year: Easier access to global virtual communities; intergenerational challenges require bridging.</p>
Nita	<p>10-Year: Enters a fragmented digital labor</p>	<p>10-Year: Specialization and continuous</p>	<p>10-Year: Faces a precarious market</p>

	<p>market; field work is reduced in favor of data verification tasks.</p> <p>50-Year: Lives in a highly robotized world with less human interaction; may use an avatar for work.</p>	<p>training are key differentiators; needs intercultural and linguistic skills.</p> <p>50-Year: Focus shifts to creativity and critical thinking as uniquely human skills. Less will to engage in formal study.</p>	<p>with more right-leaning policies; work-life balance is a high priority.</p> <p>50-Year: Dystopian risk of social isolation in "bunkers" where public policy is non-existent. Wellbeing is under pressure.</p>
Victoria	<p>10-Year: Increased reliance on data and sophisticated management tools; high competition in her sector.</p> <p>50-Year: Tech-savvy leadership is a core competency; accelerated growth of digital tools.</p>	<p>10-Year: High investment in continuous learning; focus on communication, resilience, and digital literacy.</p> <p>50-Year: Skills focus on creating community and social connection to counter digital gaps.</p>	<p>10-Year: Faces political instability and limited progress on gender equality; struggles with work-life balance.</p> <p>50-Year: Optimistic vision of intelligent, participatory governance and enhanced psychological wellbeing.</p>

In contrast, the "resilient" profiles, **Maria**, **Nita**, and **Victoria**, are defined by their inherent adaptability, agency, and commitment to lifelong learning. Maria, the migrant, leverages her digital nativity and multicultural perspective to navigate a precarious market. Nita, the student, understands the need to augment her formal education with practical, in-demand skills. Victoria, the CEO, actively develops advanced soft skills to lead in a complex environment. These personas embody a proactive mindset, viewing change not just as a threat but as an opportunity for reinvention. Their success is less dependent on the preservation of existing structures and more on their ability to create value within new ones. This distinction suggests that the most critical "skill" for the future is the meta-skill of learning how to learn, adapt, and reinvent oneself continuously.

Challenges and Lessons Learned from the Foresight Process

The execution of the WP8 workshops provided valuable methodological lessons for future participatory foresight initiatives. A key challenge was the varying level of participant engagement with different time horizons. As noted, participants often struggled with the

10-year scenarios, feeling constrained by current realities, while the 50-year horizon unlocked more creative and systemic thinking. This highlights the need for facilitation techniques that can help bridge the gap between incremental and transformative foresight.

The workshops also reaffirmed the importance of creating a collaborative and trusting atmosphere. The use of simple ice-breaker activities, such as sharing stories about one's first job, proved highly effective in breaking down barriers and encouraging open dialogue among diverse participants. The main lesson learned is that the quality of foresight outcomes is directly linked to the quality of the human interaction in the room. Future workshops should continue to prioritize group-building and ensure balanced group compositions to maximize the diversity of perspectives. Geographical Nuances: A Comparative View Across Member States

While the foresight workshops revealed many convergent themes across Europe, such as the universal need for adaptability and the dual-edged nature of technology, they also surfaced distinct differences in perspective rooted in specific national and regional contexts. These variations underscore the importance of tailoring future-of-work policies to local realities rather than adopting a one-size-fits-all approach.

The Role of the State and Public Policy

Perceptions of the state's role in navigating the future of work varied significantly. In workshops in Italy and Portugal, participants expressed a degree of skepticism about the reliability of public support. The Italian group, for instance, articulated a specific fear that geopolitical instability could divert public funds from education and employment policies toward military spending, leaving vulnerable workers like **Alex** without a safety net for reskilling. Similarly, Portuguese participants often projected a negative outlook on the future political scene.

In contrast, workshops in Poland and Belgium, which included many participants with migrant backgrounds, placed a very strong emphasis on the direct impact of national policy. For the migrant persona **Maria**, scenarios were heavily dependent on whether immigration and integration policies were inclusive or restrictive, framing policy as a primary determinant of her career success. The German workshop also viewed policy through a highly ideological lens, framing the long-term future as a stark choice between universal basic income and "techno-fascism". Interestingly, participants in Slovenia and Belgium perceived the low-skilled worker **Alex** as feeling "disconnected" from policy, suggesting a different citizen-state relationship where policy is seen as less directly impactful on daily life.

Technological Imagination and Speculation

The degree of technological speculation also differed by region. The Swedish workshop produced the most radical and imaginative long-term scenarios, envisioning a 50-year

future with cyborgs, "downloadable skills," and "intergalactic institutions". This may reflect a cultural context that is highly engaged with technological progress and forward-looking concepts. The Italian workshop also offered a unique technological vision, imagining that the professor **Maria Fernanda** could continue her work after death via a digital avatar in a virtual library. Most other workshops focused on more grounded technological shifts, such as the rise of hybrid work or AI as a collaborative tool, making the Swedish scenarios stand out for their speculative ambition.

Demographic and Geopolitical Concerns

Specific demographic and geopolitical anxieties were more prominent in certain countries. The Polish workshop was unique in its prediction of a specific shift in labor migration, suggesting that an influx of workers from Asia would increase competition for technical jobs. The Swedish group foresaw a geopolitical shift where Chinese becomes the new international language, creating a future skills barrier for European workers. Meanwhile, workshops in Italy and Slovenia placed a strong emphasis on the practical challenges of an aging population, including the direct burden of caring for elderly parents and the psychological strain on older workers. The Greek workshop's discussions were colored by immediate economic realities, with participants highlighting "unrealistic wage expectations" as a major barrier to employment, reflecting the high cost of living.

These national nuances are not minor deviations; they are critical data points. They reveal that while the megatrends of technology and demographic change are pan-European, their impact is filtered through local economic conditions, political cultures, and societal anxieties. This rich tapestry of perspectives is a key outcome of the citizen foresight methodology, providing a more granular and actionable evidence base for policymakers across the EU.

Conclusions and Strategic Recommendations for EU Policy

Overarching Conclusions

The comprehensive analysis of the scenarios and discussions from the 13 workshops in Work Package 8 leads to four overarching conclusions that should inform the European Union's strategy for the future of work.

1. **The Future of Work is a Matter of Choice, Not Destiny.** The stark divergence between the optimistic and dystopian scenarios reveals that technology is not a deterministic force. The future labor market will be the product of deliberate policy choices, corporate strategies, and societal values regarding the role of work, the distribution of wealth, and the importance of human connection.
2. **Adaptability is the New Core Competency.** In a rapidly changing world, the ability to learn, unlearn, and relearn is more critical than any single technical skill. This

creates a societal imperative for the EU and its member states to build an infrastructure that supports continuous personal and professional development for all citizens, regardless of their age or starting point.

3. **Wellbeing is a Central Economic and Social Pillar.** The scenarios consistently highlighted the risks of burnout, isolation, and mental distress as significant threats to both individual workers and overall productivity. Wellbeing can no longer be treated as a peripheral HR issue but must be integrated into the core design of future work systems and the European Social Model.
4. **Proactive Policy is Essential to Prevent Deepening Divides.** Without deliberate and inclusive policy interventions, the "adaptability divide" risks creating a two-tiered society, separating those who can navigate the transition from those who are left behind. Strengthening social safety nets and ensuring equitable access to opportunities are paramount to maintaining social cohesion.

Strategic Recommendations for Policymakers

Based on these conclusions, the following five strategic recommendations are proposed for consideration by policymakers at the European Union level.

1. **Promote Adaptability and Agency, Not Just Skills.** EU policy and funding should shift from a narrow focus on static reskilling programs to fostering a comprehensive *ecosystem of lifelong learning*. This involves promoting micro-credentials that recognize smaller units of learning, supporting personalized career transition services, and ensuring that social benefits (such as pensions and health insurance) are portable to support the non-linear, fragmented career paths that will become increasingly common. This approach empowers individuals with the agency to navigate change, rather than simply reacting to it.
2. **Establish a Human-Centric Governance Framework for AI and Automation.** The EU should lead the world in developing a regulatory framework for AI in the workplace that goes beyond data privacy to address its social and economic impacts. This should include establishing principles for human oversight in algorithmic decision-making, ensuring fairness and transparency in AI-driven HR tools, and exploring mechanisms for the fair distribution of productivity gains from automation. This framework would directly address the dual nature of technology as both a powerful tool and a potential threat to worker autonomy and equity.
3. **Embed Wellbeing into the European Social Model.** The EU should champion policies that formally recognize and protect the mental and physical wellbeing of workers. This could include strengthening the "right to disconnect," promoting flexible work arrangements that enhance work-life balance, and funding research and pilot projects for "Workspaces with Heart"—work environments designed to

foster human connection, psychological safety, and a sense of purpose.

4. **Strengthen Social Safety Nets for a World in Transition.** The high degree of uncertainty and potential for disruption revealed in the 50-year scenarios necessitates a forward-looking conversation about the future of the European social contract. The EU should facilitate a dialogue among member states on strengthening social safety nets to provide security in a more volatile labor market. This should include a serious exploration of innovative models such as universal basic income (UBI), which could provide a stable foundation for individuals to engage in learning, care work, and entrepreneurial activities during periods of transition.

5. **Foster Human Connection and Civic Engagement.** To counteract the significant risks of social isolation posed by digitalization and remote work, the EU should use its programs, including CERV, to actively support initiatives that strengthen social fabric. This includes funding for community programs, public spaces (or "third spaces"), and civic platforms that bring people together. By investing in the social infrastructure of connection, the EU can build a more resilient society and reinforce the democratic engagement that is at the heart of the European project.

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