

AI in the finance sector

The worker perspective

Version 2

A report by the
Finance Sector Union

November 2025

Contents

Foreword	3
Executive summary	5
Use of AI in the finance sector	7
Job security	9
Information sharing	11
Data and monitoring	12
Training needs	14
The four pillars of a digital just transition	16
Demographics	18
Appendix: Big four banks	20
Appendix: Gender	22
Appendix: Age	24
Appendix: Methodology	26
Survey questions	27



Foreword

The finance sector has a long history of technological disruption, followed by periods of adaptation and growth from incredibly resilient workers. In each case, Finance Sector Union (FSU) members met the challenge, adapted, grew, and ultimately built a stronger, more connected finance sector capable of meeting the diverse needs of the Australian people.

In 2023, it became clear that the next technological disruption to the finance sector would be artificial intelligence (AI). As many of the largest employers in the sector began investing in AI and developing it for their particular needs, we recognised that our union needed to become experts in how AI works and how it will affect the future of our sector.

Throughout 2024, the FSU began conversations with members and employers about the use of AI across the industry. We learned that while the use of these technologies was growing, it would still be some time before the full effects of AI were felt within the sector.

Towards the end of 2024, we undertook our first AI survey where we learned that finance workers were not being included in discussions about AI and were not playing an active role in the development of new technology in their workplaces. At the same time, we found that many workers feared that AI would take jobs away from Australian finance workers and could significantly reshape the sector.

In response, the FSU began collecting workers' stories to understand their views, concerns and fears. Our goal was to centre workers in the discussion around AI and in the work of developing new rights to address the incoming suite of new technologies. This was happening at the same time as the Australian Government was developing and introducing voluntary AI guardrails.

Now, in 2025, the promise of AI is no longer theoretical – it is here. We have seen many employers actively adopting AI in their workplaces, with workers involved in developing technology (sometimes knowingly, and sometimes unknowingly). We have also seen the first round of job cuts directly attributed to AI.

In response to these developments, the FSU has developed a roadmap for a *'digital just transition'*. This roadmap places workers at the centre of this new technological era, ensuring they are protected from the worst impacts of AI and can share in its benefits.

Key features of a digital just transition

1. Centring worker voices around new technology/AI and ensuring that finance workers have meaningful job security into the future.
2. Ensuring worker data is secure and that workers have transparency around the use and distribution of their data.
3. Restricting worker surveillance so that it is only used to ensure safety, and not for punitive monitoring purposes.
4. Guaranteeing workers have access to training and education to prepare them for a technologically augmented future in the finance sector.

A recent survey undertaken by the FSU in 2025 aimed to identify how AI is changing finance workplaces and if much has shifted since our initial survey in 2024. The findings and insights were confronting.

More workers are concerned for their job security, and fewer feel prepared to work alongside AI. This report outlines our findings in detail and what our industry and government need to do to ensure AI and new technologies are used in a way that supports and complements the finance sector and beyond.

Now is the time to take action to ensure our digital future is one of promise.

We know finance workers look forward to the possibilities of AI when used fairly and ethically, which is why it's critical we work towards a digital just transition.



Julia Angrisano

FSU National Secretary

Executive summary

AI continues to grow in the Australian finance sector

AI continues to become a larger and more deeply embedded part of Australia's finance sector. Since the FSU first surveyed workers about AI in 2024, finance companies have continued to actively invest in the rollout of AI technologies across workplaces.

To ensure the needs and voices of workers are not forgotten as AI continues to proliferate in our workplaces, in late 2025, the FSU again surveyed more than a thousand finance workers from across banking, insurance, superannuation, financial planning and other areas, to understand how they feel about the increasing use of AI in their workplaces.

Finance workers are becoming more worried as AI use increases

As the prevalence of AI increases in the sector, finance workers are more concerned about its impacts than they were a year ago. Overall, finance workers feel more negatively about the increasing use of AI and less prepared to work with new technology than they did in 2024.

70% of workers felt that AI threatens their job security, up from 60% in 2024.

Finance workers face a lack of transparency and genuine training

While AI use in the finance sector has increased, employer transparency has not. Almost three-quarters of finance workers continue to report that their employer has not discussed how AI might impact job roles in their organisation.

Although more finance workers have received training in AI, this has not improved their confidence with AI technologies, with 30% of workers still reporting that they feel unprepared to work alongside AI.

50% of finance workers reported high or very high levels of workplace monitoring and surveillance.

Finance workers experience high levels of surveillance

The increasing use of AI in the finance sector poses a potential threat to workers' dignity and privacy in a sector that is already highly monitored.

More than half of workers surveyed reported that this surveillance had a negative impact on them and their work.

Finance workers' voices and job security must be at the centre of AI rollout

Finance workers must be genuinely consulted throughout the process of implementing AI technologies in their workplaces – from development and testing to implementation. Employers must consult with finance workers on how they intend to use AI in the workplace.

Finance workers need guaranteed access to AI training and education

Employers must provide pathways for finance workers to build the skills, qualifications and experience to work alongside AI technologies. Where finance workers' roles are displaced by AI, workers need adequate time to find genuine redeployment opportunities or retrain for the next phase of their careers.

Surveillance and worker data use should be transparent and restricted

Governments need to implement laws to control who has access to workers' personal data, where it is stored, and how it is used. Workplace surveillance of any form – not just that resulting from AI technologies – must only be used to ensure a safe and healthy workplace, not to punish or monitor workers.



Use of AI in the finance sector

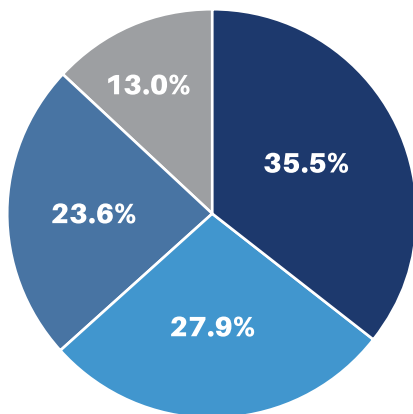
The use of AI in the finance sector has increased dramatically in 2025. The FSU has seen this through the proliferation of large language models such as Copilot in the workplace, as well as the development of workplace-specific platforms like chatbots.

In 2025, 36% of workers said that they often use AI both inside and outside of work, an increase from 19% in 2024. Simultaneously, the number of workers who reported never having used AI fell from 24% last year to almost 13% in 2025.

This has been accompanied by an increase in workers reporting a negative or very negative view of the increased use of AI, up by more than 8% to about 55% of respondents. Fewer than 40% of respondents said that they had a positive view of the increased use of AI in their workplaces.

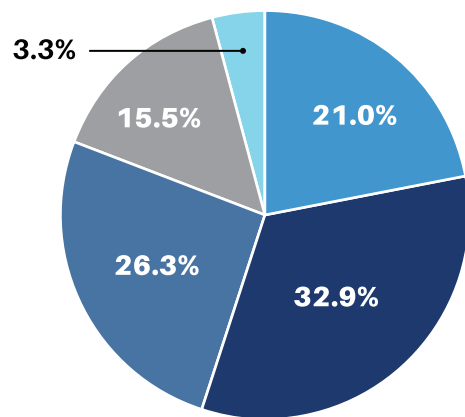
Women workers were also significantly more likely to say they felt negatively or very negatively about higher AI use (59%) compared to men (49%) [See Appendix: Gender].

How often do you use AI (inside and outside of work)?



Often-370 Sometimes-290
Rarely-246 Never-135

How do you feel about the increasing use of AI in the finance sector?



Very negative-229 Negative-342
Neutral-274 Positive-161
Very positive-35

Taking an ethics-based approach rather than a technological one. AI represents an amazingly positive opportunity for workers if done correctly. We have a great chance to make workers' lives far more enjoyable and fulfilling, so we don't want to squander the opportunity.

”

-NAB worker

Almost 50% of workers reported AI being used for customer service purposes. Additionally, workers reported that AI is being used most frequently in fraud detection, compliance and regulatory risk assessment.

Members have reported that AI is also used for writing statements of advice and for preparing documents, including loan and policy documents. The FSU has also seen AI-backed wikis providing information on terms of service or other complex documents that are searchable and utilise an AI agent.

Some workers have been subject to Microsoft Teams and group chat analysis, as well as other conversational analysis in their workplaces, which in some cases has led to disciplinary action.

While we know that AI is also being used to check résumés for job applications, we have not yet seen AI infiltrate more deeply into HR and IR practices. However, as AI technologies continue to be implemented throughout the sector, we are concerned that AI processes will become involved in management and HR decision-making.

This poses a clear threat from an ethics perspective, and we are concerned about AI exacerbating bias against First Nations workers and workers with English as their second language. We therefore believe there must be rigorous controls to ensure that managers who rely on AI can be held liable for those decisions, and that increased reliance on AI does not erode workers' rights to non-discrimination and other protections.



AI has potential to improve efficiency, but it must not be used simply as another cost-cutting tool alongside offshoring. The finance sector should focus on balancing technology with job security, making sure that workers are supported through upskilling, fair redeployment, or voluntary redundancies where appropriate. Human expertise must remain central to customer service and financial decisions.

”

- CBA worker

Job security

In 2025, finance workers across the sector have continued to express concern about the growing threat that AI poses to their job security. This came into particularly sharp focus with the introduction of a voice bot in the Commonwealth Bank (CBA).

In July 2025, CBA announced that 45 jobs were to be made redundant, ostensibly because of the introduction of an AI voice bot into their call centre. The redundancies were announced on the basis that the introduction of the voice bot would reduce call volumes. However, after the FSU pursued the

matter all the way to the Fair Work Commission and pushed for proper scrutiny, we discovered this was not the case at all – call volumes had actually *increased*.

FSU member and ex-CBA worker Kathryn Sullivan discovered that she had been unknowingly involved in training the chatbot that would later take her job. She did this by providing answers to questions that the training bot could not answer, allowing the model to learn from her years of experience at the bank.



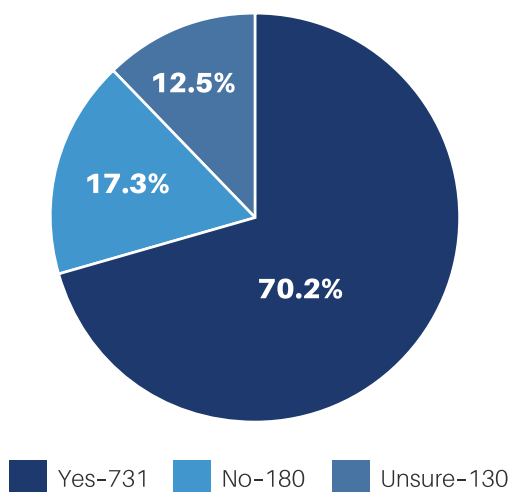
‘I trained the CBA chatbot that took my job’

FINANCIAL REVIEW

Kathryn lost her banking job to a chatbot. She just confronted her CBA bosses

 SBS News

Do you feel that AI threatens your job security?



AI is going to cause a lot of job losses. These will not be apparent until they happen. On the plus side, we'll need a lot more people to oversee AI and make sure it's not stuffing things up (there are plenty of examples of this).

Job security is a major concern for workers in the finance sector, and the vast majority are worried that AI will replace their jobs. In 2024, approximately 60% of respondents to our survey said they were concerned that AI threatened their job security. In 2025, that number has increased to 70%, and is especially high for CBA workers, where it sits at 81%.

Interestingly, workers in the superannuation funds were less concerned about AI threatening their job security with only 46% reporting their concern, while workers in insurance expressed worries similar to the industry average with 68% saying they thought AI threatened their job security.

Job security is always a key concern for any worker, but with the active threat of AI replacing jobs, action is needed now.

The FSU has a plan to significantly boost finance workers' job security by using the lead development time for AI platforms to benefit workers in more at-risk areas of the sector. These areas include document processing and customer-facing roles. Workers need time to develop skills and capabilities in growth areas of the industry, and pushing employers to provide these opportunities is a key pillar of the FSU's roadmap for a sustainable and ethical finance sector.

The FSU's *Digital just transition* ensures that workers whose jobs are altered or replaced by AI are protected and given adequate time to retrain or gain additional education so they can continue working in the finance sector alongside AI. We will do this by negotiating with employers to reframe the way redundancy entitlements work, ensuring workers have access to near-complete wage replacement while they seek training, education and employment opportunities that suit them.

AI should be used to support employees, speed up their daily work and not replace them. AI is not human, and there are huge discrepancies in its analysis. There is human intervention needed to verify the accuracy. AI should be first piloted for internal use, not for customer service.

Information sharing

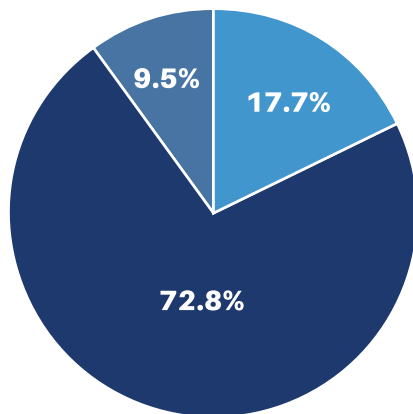


We need more openness from our employer - would be a good start. Specifics about when, where and how it will be used.

A key aspect of increasing job security is ensuring employers share information with workers about the future of AI use and its potential impacts in the workplace and the sector at large. This transparency allows workers to make decisions today that will set them up for an AI-augmented future.

In 2024, 78% of workers who responded to our survey said that their employer had not had any conversation with them about AI in their workplace, or the impacts that AI may have on their job in any way.

Has your employer discussed how AI might impact job roles in your organisation?



Yes-184 No-758 Unsure-99

Unfortunately, this lack of transparency has continued in 2025, with 73% of respondents reporting that no conversation has yet taken place in their workplace about how AI is intended to be used. This trend is consistent across the sector, and employers need to do more to ensure workers are adequately informed.

Sharing this information is key not only to ensuring workers' job security, but also to ensuring the effectiveness of AI platforms. One of the key features of the FSU's *Digital just transition* is that worker voices are elevated in the process of use-case identification and platform development.

We can achieve this by employers sharing regular information with workers, including their future plans for technology. Workers should then be able to provide hands-on feedback at the ideation and use-case identification phase of AI technology rollout, and again at each major step throughout the platform development process.

One of the key asks from workers, both in 2024 and in 2025, is that their employers provide them with general information about AI in their workplaces. 27% in 2024 and 23% in 2025 identified this as their top priority when it came to AI information and training [See graph on page 14].

Data and monitoring

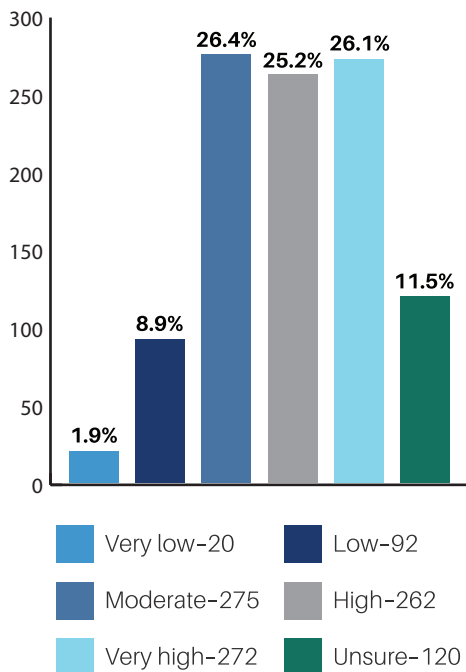
We asked finance workers about what their perceived level of monitoring and surveillance in the workplace was. More than 50% of workers described experiencing high or very high levels of workplace monitoring and surveillance.

This surveillance can include visual monitoring through cameras, as well as swipe-in and swipe-out systems. It also includes keystroke monitoring, and chat and call monitoring both internally and externally. Importantly, we know that AI technologies have the potential to increase the scope and intensity of these kinds of surveillance.

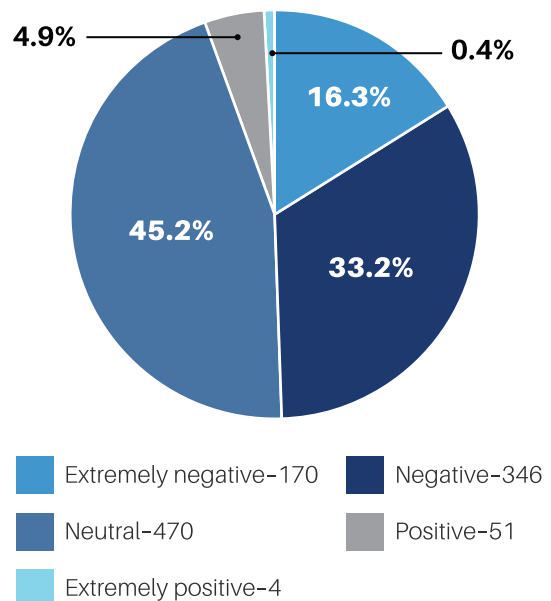
33% of respondents identified monitoring and surveillance as having a negative impact on their work, 16% said they thought it had an extremely negative impact, 45% felt neutral about it and only 4% believed it had a positive impact.

A key pillar of our *Digital just transition* is ensuring that workers have confidence that they are only being monitored to ensure they have safe and healthy workplaces free from bullying, harassment, discrimination and other psychosocial hazards – not because an employer wishes to discipline or punish them.

How would you describe the level of monitoring and surveillance that you experience in your workplace?



How would you describe the impact of monitoring and surveillance at work on you?



”

I am deeply concerned about remote, uninformed monitoring of my job; electronic nudging of customer-specific conversations that may not take into account individual customer circumstances and replacing humans with AI eventually to boost company profits.

We want to make sure that worker data is secure, with proper regulation to govern the significant amount of information employers hold on workers – especially considering the amount of information that may be generated and stored by

AI technologies. This means revising what data is included under privacy regulations, ensuring workers have transparency about who has access to their data, and limitations around its transmission.

Information not covered by privacy regulations:

1. The employee's personal and emergency contact details
2. Information about terms and conditions of employment
3. Wage or salary details
4. Leave balances
5. Records of work hours
6. Records of engagement, resignation or termination of employment
7. Information about training, performance and conduct
8. Taxation, banking or superannuation details
9. Union, professional or trade association membership information.



”

AI is also being used for monitoring staff, and companies in finance are not transparent on how they are using these tools.

Training needs

Since 2024, there has been an increase in the number of workers who have received training from their employer around AI. In 2024, 60% of respondents said they had not received any training at all from their employer. That figure has fallen to 40% in 2025. However, given that 73% of finance workers reported that AI has been implemented in their workplace, employers still have a long way to go to ensure that all workers who use AI are properly trained in its use.

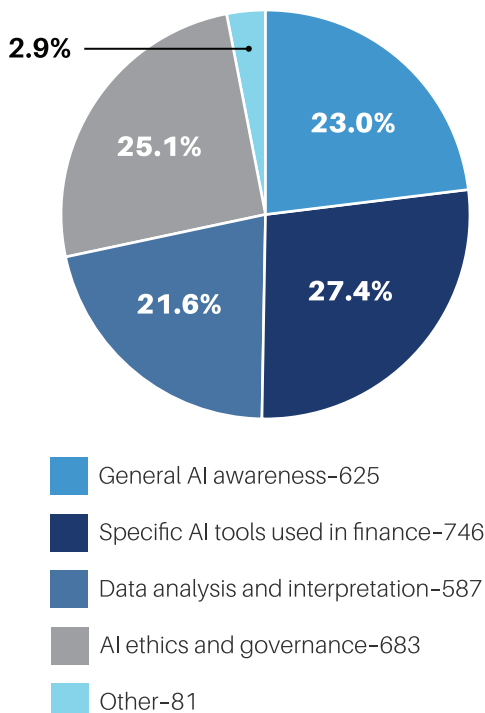
Our survey did not specifically ask about the availability of training from employers. However, an aspect of our *Digital just transition* roadmap to an AI-augmented workplace is mandating worker training on the safe and ethical use of AI in their workplaces.

In 2025, the number of workers who said that they felt prepared to work alongside AI remained steady at 30% while 44% of workers said they didn't. Much more needs to be done to prepare workers to work alongside AI in the finance sector, and both government and employers must play a role in providing the means for workers to be better prepared.

One of the most significant areas of support that workers identified was the need for training around AI (23% of respondents highlighted this). General information (33%) and formal policies and guidance (17%) were also cited as priorities.

Workers identified that they still need training in AI awareness and specific technology use, with more than 50% of respondents citing this as their number one requirement. 22% of respondents said that data analysis and interpretation training would be beneficial, and 25% said that AI ethics and governance training would help them to work alongside the technologies.

What kind of AI related training would you find most beneficial?





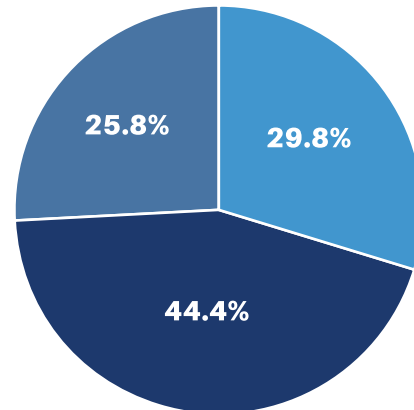
There should be proper training – not just resources but structured and supported opportunities. If employees are under constant pressure to deliver or risk being laid off, when and how are we expected to train ourselves?

What this shows is that there is a significant gap in worker information that needs to be filled. A key element of our *digital just transition* roadmap is ensuring that workers who will be asked to work alongside AI are provided with appropriate training that meets their needs – not only for the specific job they are in, but also to equip them with foundational skills for working in an AI-augmented finance sector.

Importantly, employers need to design their training and support to acknowledge that some cohorts – like women and workers over 45 – currently use AI less than other workers and feel less prepared to work alongside the technology [see Appendices: Gender and Age].

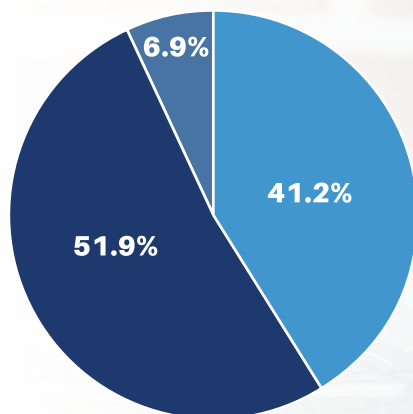
In addition, ensuring that workers in areas that will be replaced by AI have access to training early means they can successfully transition into growth areas of the sector, rather than being forced to exit because they don't have the required skills to stay.

Do you feel prepared to work alongside AI technologies?



Yes-310 No-462 Unsure-269

Have you received any training or information from your employer about AI in your workplace?



No-429 Yes-540 Unsure-72

The four pillars of a digital just transition

Artificial intelligence is widely used in the Australian finance sector and is transforming the way we work.

The FSU is building a new way forward that centres workers' voices in the conversation and secures a fair deal for us as we transition into a new digital economy.

Consultation

We must be consulted at all phases of AI development, including when generating ideas and during development, testing and implementation of new technologies.

Employers must tell us how they intend to use AI and for what purposes. Our voices must be heard.

Education

The jobs of the future are here now.

Employers must provide pathways for us to build the skills, qualifications and experience to move into digital economy roles.

This education must be funded by employers and guided by our choices on the future of our careers.

Data security and surveillance

We must have laws to control who has access to our personal data, where it is stored, and how it is being used.

Workplace surveillance must only be used to keep us safe and where the law requires it.

Redundancy

When our roles are displaced by AI, we must have adequate time to find redeployment opportunities or to retrain for the next phase of our career.

When our employers implement new technologies that will replace our jobs, they must be responsible for continuing to pay us while we retrain for our next role.

Government to do

- Create rights on consultation, education, data security and redundancy in the Fair Work Act.
- Create new laws to require AI Implementation Agreements: Employers should reach agreements with staff and unions before introducing new technologies to ensure job security, skills development, transparency, privacy protections and data use protections.
- Establish an AI act and AI authority: Create an AI act and a well-resourced regulator to address AI risks and protect against bad-faith uses of AI technology.
- Fix privacy laws so our personal information at work is protected.
- Stand up to big business to protect our job security and make sure AI works for everyone in our community.

Employer to do

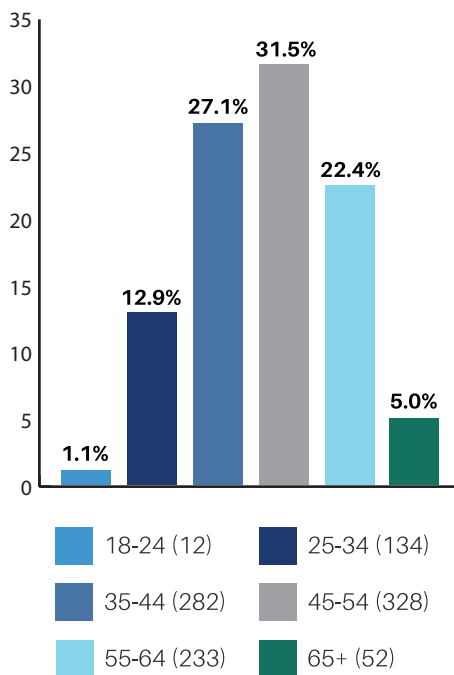
- Respect us and listen to our voices – consult with us genuinely before, during and after the implementation of new technologies.
- Create a roadmap that allows us to retrain, develop new skills and obtain the qualifications we need to move into the jobs of the future.
- Protect our data – tell us how our data is being used and only share it for our benefit and as far as the law requires.

Demographics

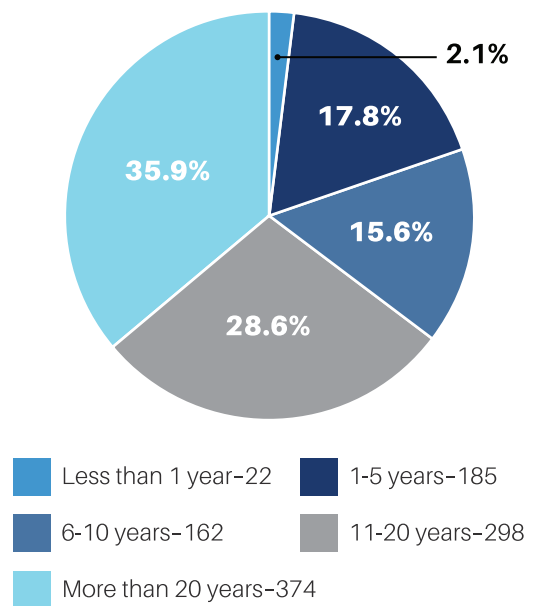
The largest group of the survey responses came from workers in banking, representing approximately 55% of participants.

In total 1041 workers responded to the survey.

Age



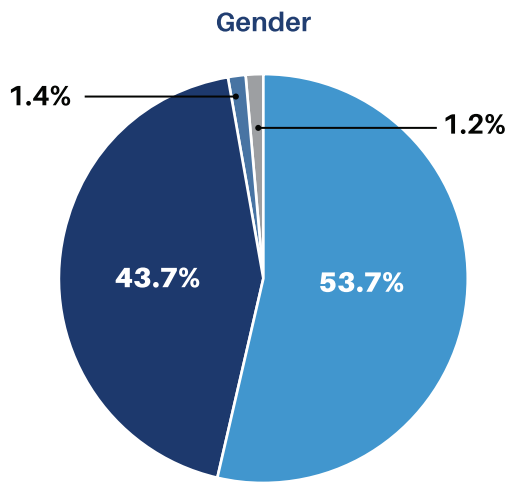
How long have you worked in the finance sector?



I am 64 years old and find AI confusing.

– IAG worker





559 identified as female



455 identified as male



15 identified as non binary



12 identified as other



Appendix: Big four banks

The rollout and increased use of AI technologies have been a significant focus for the big four banks (ANZ, CBA, NAB and Westpac), where executives continue to hype the potential of AI to transform the banking sector and increase productivity and shareholder profits.

But for workers in the big four banks, the story of AI implementation is not as positive. More than half (575) of those who completed our 2025 AI survey worked for one of the big four banks.

Like the rest of the finance sector, reported AI implementation in the big four banks has increased significantly since 2024 to 75%, a jump of about 20%. Alongside this increase, bank workers are feeling worse about the use of AI, with 55% of big four bank workers saying they felt negative or very negative about the increasing use of AI in the sector, compared to 49% in 2024.

AI surveillance and job insecurity are worse at the big four banks

Workers at the big four banks were more concerned about the impact of AI surveillance and how AI impacts their job security than the rest of the finance industry.

57% of workers at the big four described the level of surveillance they experienced as high or very high – compared with an industry-wide average of 51%. Unsurprisingly, this led to workers at the big four reporting a higher incidence of negative or extremely negative impacts of surveillance (53%) compared with the industry average (49%).

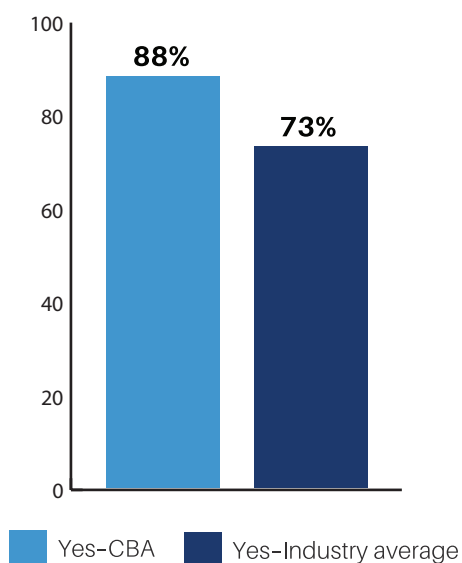
Workers at the big four are also more concerned about their job security than the industry average –

76% of bank workers feel that AI threatens their job security (topping out at 81% for CBA workers), while the industry average is 70%.

The more banks use AI, the more negative workers feel about it: A Commonwealth Bank case study

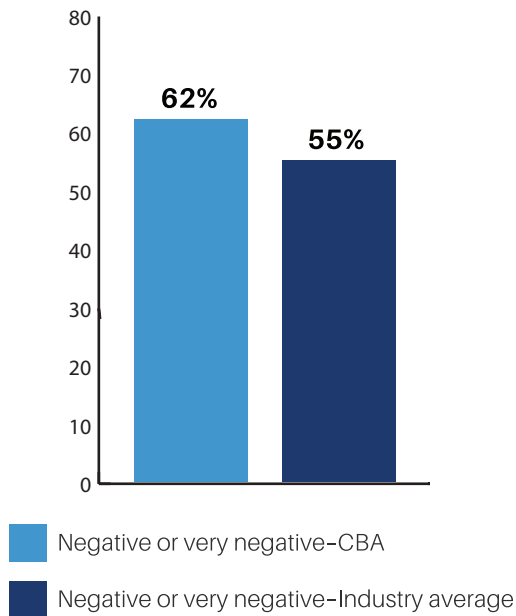
The Commonwealth Bank prides itself on high levels of investment in and uptake of AI technologies across its business. In October 2025, the bank boasted that it was ranked fourth globally for AI ‘maturity’ in the Evident AI Index.¹ This is reflected in CBA workers reporting the highest levels of AI implementation (88%) and training and information provision (71%) among the big four banks.

Has AI been implemented in your workplace?

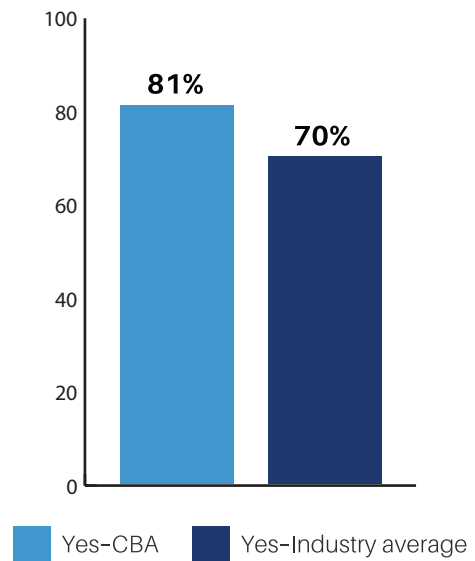


1. "CommBank ranks among world's best banks for AI maturity", 8 October 2025, Commbank Newsroom, www.commbank.com.au/articles/newsroom/2025/10/commbank-among-best-banks-ai-maturity1.html

How do you feel about the increasing use of AI in the finance sector?



Do you feel AI threatens your job security?



Yet CBA workers were the most negative among the big four about the increasing use of AI in the finance sector: 62% said they felt negative or very negative about AI use, an increase of 8% from 2024. They also felt significantly more insecure in their jobs than the other banks – a whopping 81% of CBA workers said they felt their jobs were insecure because of AI.

By contrast, ANZ workers reported the lowest rates of AI implementation among the big four (53%), and yet they were the most optimistic, with 26% feeling positive or very positive about the increasing use of AI in the sector.

The example of CBA’s AI rollout shows us that the more workers come into direct contact with AI technologies at work, the more negative and insecure they feel about them – even when employers have provided basic AI training.

This underscores the importance of genuine consultation with workers before, during and after AI implementation. It also highlights the need for employers to provide rigorous, ongoing AI education and training to prepare workers for the future of the finance sector.



Appendix: Gender

Women are being left behind in the AI rollout

Of the 1041 workers who completed our survey, 559 respondents (54%) identified as female, 455 identified as male (44%), while the remaining workers identified as non-binary (1%) or preferred not to disclose their gender.

Overwhelmingly, women in the finance industry reported they were being left behind in the rollout of AI in their workplaces compared with their male colleagues. Women were less supported by their employers, less confident in using AI at work, and more negative about the increasing use of AI in the sector and its impact on their job security.

Women in finance are less likely to use AI

Women in the finance sector reported using AI significantly less than men. 70% of male respondents noted that they use AI “often” or “sometimes”, compared with 59% of women respondents.

Unsurprisingly, this aligns with the fact that fewer women finance workers reported that AI had been implemented in their workplace (71%) compared with men (74%).

One reason for this may be that women are overrepresented in areas of the finance sector where investment in the rollout of AI technologies has been lower. For example, more women than men work in retail banking, while men are overrepresented in sectors like institutional banking and technology departments.

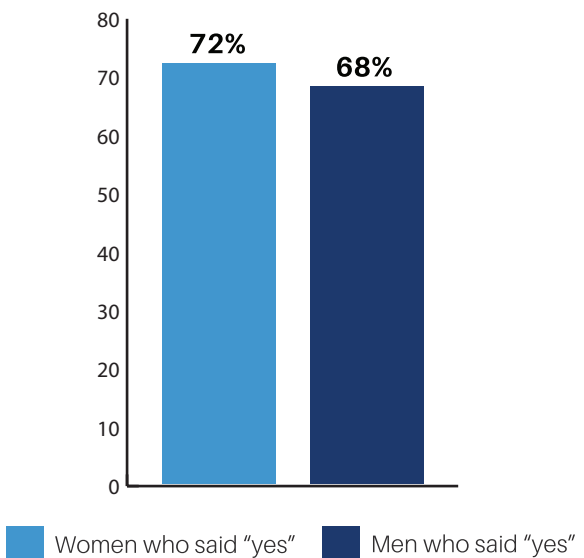
Women in finance receive less support from their employers

Women finance workers were also less likely to be trained or have received information about AI (49% of women respondents compared with 54% of men) and were also less likely to have had a conversation with their employer about how AI might impact job roles in their organisation.

Women are less positive and less confident about AI in the workplace

Given the lower levels of AI rollout, training and employer support among women finance workers, it is unsurprising that women respondents were overall less positive about the use of AI at work.

Do you feel AI threatens your job security?

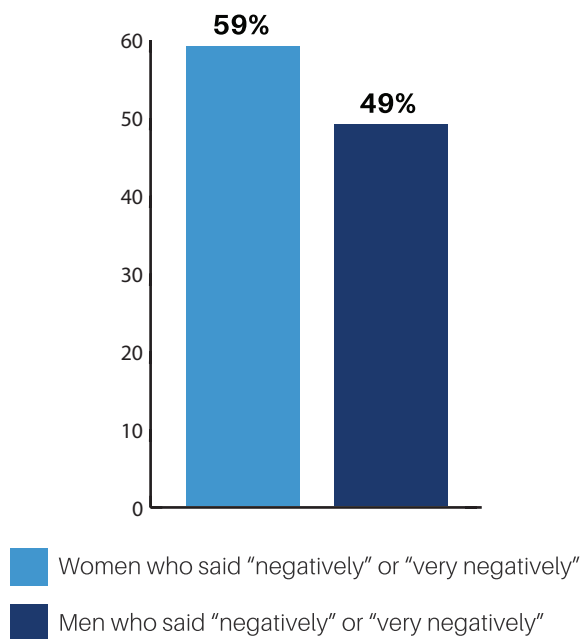




Data needs to be analysed on how many vulnerable people or groups, such as single females with savings and income but not working full-time – are denied access to credit or finance products because the assessment is being done via AI and not by a human reviewer.

- *NAB worker*

How do you feel about the increasing use of AI in the finance sector?



Women workers viewed the increasing use of AI in the finance sector significantly more negatively than men and were more worried about the impact of AI on their job security than men.

Additionally, women finance workers were significantly less confident than men in their understanding of AI in the workplace and their preparedness to work alongside the technology.

Women workers' lower levels of confidence with AI in the workplace was also demonstrated by the fact that they were more likely to say that 'general AI awareness training' would benefit them (64%) than men (56%).

Most significantly, while 39% of men said they felt prepared to work alongside AI, only 22% of women workers said the same. While half of men finance workers said their understanding of AI and its potential applications in the workplace was "good" or "very good", only 22% of women workers rated their understanding at the same level.

This is a significant gender gap in confidence around AI use, which is partially explained by the lower rates of AI implementation and training for women finance workers. Another relevant factor, however, is that women consistently underrate their performance compared to men, a finding which is borne out by psychological research.² This suggests that employers should be cautious when designing AI training around self-reported performance levels and should take gender differences in confidence into account.

To avoid continuing to leave women workers behind, finance sector employers need to ensure a more gender-equitable approach to the implementation of AI. Employers must develop gender-specific strategies to ensure women workers are properly consulted, trained and supported to use AI at work. This will go some way to reducing women workers' disproportionate negativity and lack of confidence around the increasing use of AI in their workplaces.

Finance workers are concerned that AI use in their workplaces will entrench gender biases

2. Christine L. Exley Judd B. Kessler, "The Gender Gap in Self-Promotion," National Bureau of Economic Research Working Paper Series, May 2021.

Appendix: Age

When thinking about the impacts of AI implementation in the finance sector, it's important to recognise that younger workers have both a different relationship to technology and a different outlook on the future of their careers compared with older workers.

Of those finance workers who completed our survey, 613 respondents (59%) were 45 years old or older, while 428 respondents (41%) were 44 years old or younger. Almost a third of respondents (32%) were aged between 45 and 54.

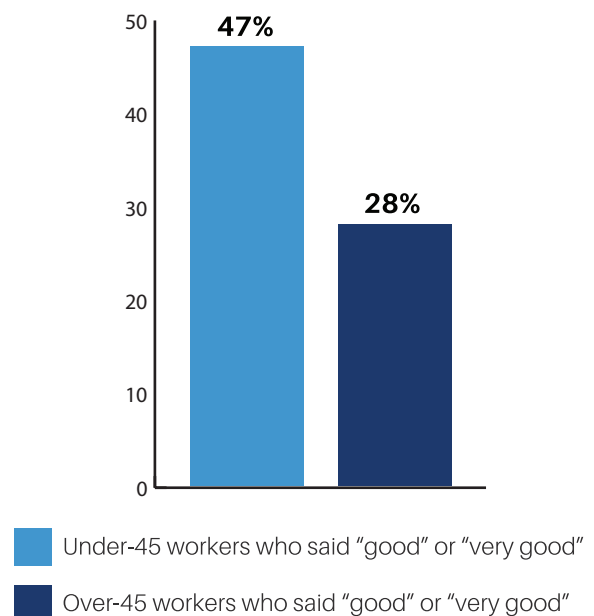
Older workers risk falling behind

Unsurprisingly, over-45 workers in the finance sector were less likely to use AI and were also less likely to report that AI had been implemented in their workplace (69%) compared with under-45s (79%). This gap is also reflected by the fact that 59% of under-45 workers had received training or information about AI from their employer, compared with just 47% of workers over 45.

These figures suggest that AI rollouts and support systems in the finance sector are biased towards younger workers. Additionally, AI transparency differs by age group: a disturbing 24% of workers over 45 were unsure whether AI had been implemented in their workplace, compared with 15% of under-45 workers.

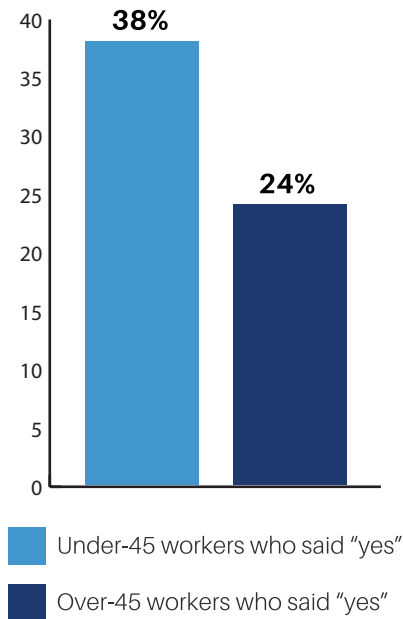
Consequently, there were significant gaps between over-45 and under-45 workers in their reported levels of preparedness for, and understanding of, AI in the workplace [see chart on right].

How would you rate your understanding of AI and its potential applications in the workplace?



While nearly half of workers under 45 identified their understanding of AI and its workplace applications as "good" or "very good", only 28% of over-45 workers rated themselves at the same level. Similarly, while only 38% of under-45 workers said they felt prepared to work alongside AI, this dropped to a concerning 24% for workers over 45.

Do you feel prepared to work alongside AI technologies?



Job insecurity and surveillance affect workers of all ages

Although over-45 workers felt less confident and prepared to work with AI than younger workers, some key impacts of AI were felt equally across age groups.

Both over-45 and under-45 workers were very concerned about AI-related job security, with under-45 workers slightly more likely to feel AI threatened their job security (71%) than their colleagues over 45 (69%).

Similarly, both age groups expressed concerns about workplace surveillance. While over-45 workers were more likely to report their level of workplace surveillance as "high" or "very high" (54% compared with 48% of under-45 workers), under-45 workers were slightly more likely to describe the impact of surveillance as "negative" or "extremely negative" (51%) compared with workers over 45 (49%).

Employers need to consider age in AI rollout

The significant gaps between under-45 and over-45 finance workers' confidence and preparedness to work with AI mean that employers should ensure the support and training offered to workers over 45 is tailored to their needs.

Despite this, some of the key concerns of workers around the implementation of AI – job insecurity and workplace surveillance – remain equally significant for all age groups. Transparency and genuine consultation around AI use and implementation, along with clear and viable retraining options, would reduce anxiety for all workers.

AI poses problems for older workers and customers alike



We need training for all areas so those of us who are older feel comfortable and understand how to use AI at work.

- IAG worker



Older customers are not AI savvy and are being forced to use it, especially since cash is being phased out, which makes them feel ostracised... You can't beat face to face.

- Westpac worker

Appendix: Methodology

Following the success of the FSU's 2024 report *AI in the finance sector - the worker perspective*, the FSU undertook another survey of finance workers in 2025.

The aim of the survey was to build on the findings from 2024 and capture the experiences of workers in 2025 to extend our research.

The survey opened in October 2025 and ran for approximately four weeks, receiving responses from 1041 workers across the finance sector. The purpose of the survey was to identify workers' experiences, attitudes and needs in relation to AI and its impact on their workplaces.

The survey comprised of 16 substantive questions about respondents' views on AI, followed by a series of demographic questions.



Survey questions

AI awareness and understanding

- How often do you use AI (inside and outside of work)?
- How would you rate your understanding of AI and its potential applications in the workplace?
- Have you received any training or information from your employer about AI in your workplace?

AI sentiments and concerns

- How do you feel about the increasing use of AI in the finance sector?
- How would you describe the level of monitoring and surveillance that you experience in your workplace?
- How would you describe the impact of monitoring and surveillance at work on you?

AI implementation and experience

- Has AI been implemented in your workplace?
- If yes, in what areas have you seen AI implemented? (Select all that apply)
 - » Customer service
 - » Risk assessment
 - » Fraud detection
 - » Investment management
 - » Compliance and regulatory reporting
 - » None of the above
 - » Other

AI and job security

- Do you feel that AI threatens your job security?
- Has your employer discussed how AI might impact job roles in your organisation?

AI skills and training

- Do you feel prepared to work alongside AI technologies?
- What kind of support has your employer provided regarding AI in your workplace? (Select all that apply)
 - » Training around AI
 - » Formal policies or guidelines for using AI
 - » General information about AI
 - » Information on how AI will impact specific job roles
 - » Information on how AI will impact job security
 - » None of the above
 - » Unsure
- What kind of AI related training would you find most beneficial? (Select all that apply)
 - » General AI awareness
 - » Specific AI tools used in finance
 - » Data analysis and interpretation
 - » AI ethics and governance
 - » Other
- What concerns or challenges do you foresee with increased AI adoption in your workplace?
- Do you have any suggestions for how the FSU should approach the topic of AI in the workplace?
- Is there anything else you would like to share about AI in the finance sector?
- Would you like to get more involved in the FSU's AI Campaign?

About you

- First name
- Last name
- Email
- Mobile
- Employer
- Workplace
- Role
- Age
- How long have you worked in the finance sector?
- Gender
- Which state do you work in?
- Are you an FSU member?

