LUMO INSIGHTS
Monday, 16 November 2026

Global leaders urge trust, regulation and redesign as AI hits jobs

Executive Summary

Experts and executives are highlighting that the way companies implement artificial intelligence will determine whether it boosts productivity or sparks job losses. New guidance from the American Psychological Association calls for a responsible approach to introducing AI in the workplace, emphasising transparency and human oversight to maintain employee trust (www.apa.org [1]) (www.apa.org [2]). And in a stark warning, the CEO of one major bank cautioned that without better planning and regulation, AI-driven job cuts on a massive scale could lead to a global employment crisis (www.theedgesingapore.com [3]). Meanwhile, a high-profile tech firm’s drastic reorganisation - with significant layoffs and expanded roles for remaining staff - shows how companies are already reshaping work to adapt to the costs and benefits of AI (techcrunch.com [4]) (techcrunch.com [5]).

References:

[1] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=conflicting%20expectations%20and%20new%20questions,of%20AI%20at%20work%20is
[2] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=released%20earlier%20this%20year%2C%20less,ways%20to%20help%20organizations%20introduce
[3] www.theedgesingapore.com — https://www.theedgesingapore.com/news/news/anz-ceo-matos-warns-global-jobs-crisis-without-ai-rules#:~:text=executive%20officer%20Nuno%20Matos%20has,in%20recent%20years%20has%20coincided
[4] techcrunch.com — https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/#:~:text=Design%20software%20maker%20Canva%20is,people%2C%20amid%20a%20growth%20slowdown
[5] techcrunch.com — https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/#:~:text=Canva%20is%20reshuffling%20its%20organizational,a%20few%20days%20a%20week

Psychologists: Put people at the centre of AI change

On 16 November, the American Psychological Association (APA) issued new guidance to help organisations introduce AI into the workplace responsibly (www.apa.org [1]). The APA’s guide, *Deploying AI Into Workplaces: What Leaders Need to Know*, outlines seven research-based practices to ensure that artificial intelligence is adopted in a way that supports employees and maintains trust (www.apa.org [2]). The recommendations include providing clear policies on acceptable AI use, matching oversight and safeguards to the risks of errors, and involving workers in decisions that affect their jobs (www.apa.org [3]). The APA flagged that many staff feel uneasy about AI’s growing presence at work, noting that less than 40% of employees in its recent Work in America survey knew whether their employer even had an official policy on AI (www.apa.org [4]). The organisation’s CEO cautioned that the surge in workplace AI is "creating new behaviours and social judgments" and that psychological science is needed to help leaders address questions of trust, decision-making and well-being at work (www.apa.org [5]). The overall message is that companies should manage AI adoption as a people-centric change: be transparent about how AI will be used, give workers the training and support they need to adapt, and design jobs thoughtfully so that humans and AI can work together effectively.

References:

[1] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=guidance%20Washington%20%E2%80%94%20As%20organizations,These%20range
[2] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=supporting%20employees%20and%20improving%20how,%E2%80%9CPsychological%20science%20can%20help%20organizations
[3] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=supporting%20employees%20and%20improving%20how,%E2%80%9CPsychological%20science%20can%20help%20organizations
[4] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=released%20earlier%20this%20year%2C%20less,ways%20to%20help%20organizations%20introduce
[5] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=is%20introduced%20through%20a%20fair,pressure%20from%20their%20employers%20to

Bank chief urges global AI rules to avert jobs crisis

The potential for AI to reshape the labour market is raising alarms at the highest levels. On 12 November, ANZ Group CEO Nuno Matos warned in an Australian parliamentary hearing that large-scale adoption of AI could lead to massive job losses without proper oversight (www.theedgesingapore.com [1]). He said that if *“large-scale job cuts of up to 50%”* were to occur due to unchecked AI, it would create a “global crisis” in employment (www.theedgesingapore.com [2]). Matos called for governments worldwide to cooperate on regulations to manage AI’s impact on jobs, calling this *“one of the few examples where ... global regulation is needed to make sure that society does not go into trouble”* (www.theedgesingapore.com [3]). His comments come as Australian unions claim that banks are already replacing staff with automation, and major tech companies are radically restructuring their workforces in pursuit of AI-driven efficiency (www.insurancejournal.com [4]). Matos also urged workers to develop AI skills to protect their careers (www.insurancejournal.com [5]). His plea underscores mounting concern that, without deliberate action by policymakers and business leaders, the benefits of AI could be undermined by social fallout from displacing workers.

References:

[1] www.theedgesingapore.com — https://www.theedgesingapore.com/news/news/anz-ceo-matos-warns-global-jobs-crisis-without-ai-rules#:~:text=executive%20officer%20Nuno%20Matos%20has,in%20recent%20years%20has%20coincided
[2] www.theedgesingapore.com — https://www.theedgesingapore.com/news/news/anz-ceo-matos-warns-global-jobs-crisis-without-ai-rules#:~:text=executive%20officer%20Nuno%20Matos%20has,in%20recent%20years%20has%20coincided
[3] www.theedgesingapore.com — https://www.theedgesingapore.com/news/news/anz-ceo-matos-warns-global-jobs-crisis-without-ai-rules#:~:text=trigger%20an%20international%20crisis,in%20recent%20years%20has%20coincided
[4] www.insurancejournal.com — https://www.insurancejournal.com/news/international/2026/11/12/892373.htm#:~:text=Australia%E2%80%99s%20finance%20sector%20union%20have,of%20losing%20their%20job%20to
[5] www.insurancejournal.com — https://www.insurancejournal.com/news/international/2026/11/12/892373.htm#:~:text=administrations%20are%20capable%20of%20cooperating,he%20believes%20could%20be%20used

Canva’s AI reorg: cuts today, new roles tomorrow

Companies are beginning to reorganise workforces as they integrate AI into their operations - sometimes painfully. On 4 November, Australian design platform Canva announced it would cut about 1,271 jobs, roughly 22% of its staff (techcrunch.com [1]). Co-founder and CEO Melanie Perkins told employees that after 13 years of rapid growth, the firm’s expansion had slowed for the first time, and that adapting for the next chapter required a leaner, more efficient structure (techcrunch.com [2]). To reduce duplication and *“communication friction,”* Canva is merging product, growth and platform teams and asking remaining employees to take on broader responsibilities as it *reduces “subspecialisation”* in roles (techcrunch.com [3]). The shift is meant to ensure that workers can leverage AI tools across a wider range of tasks. At the same time, Canva has been developing its own AI models to cut third-party costs, yet it still had to lower its revenue growth forecast due to *“ballooning AI costs,”* and even its early investors marked down the company’s valuation (techcrunch.com [4]). The episode illustrates how even digital-native companies are facing the need to redesign jobs and workflows - and invest in internal AI capabilities - to stay competitive, while being

mindful of the technology’s steep costs.

References:

[1] techcrunch.com — https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/#:~:text=Design%20software%20maker%20Canva%20is,people%2C%20amid%20a%20growth%20slowdown
[2] techcrunch.com — https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/#:~:text=The%20company%E2%80%99s%20co,change%20to%20address%20slowing%20growth
[3] techcrunch.com — https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/#:~:text=Canva%20is%20reshuffling%20its%20organizational,a%20few%20days%20a%20week
[4] techcrunch.com — https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/#:~:text=asking%20people%20to%20work%20from,a%20few%20days%20a%20week

Key Statistics

- 22% - share of HR chiefs who say a business leader at their company has stopped entry-level hiring due to AI automation (Gartner, 2026).
- " 5 ppts - net change in global employment over the past year attributable to AI adoption (firms adding jobs minus those cutting jobs because of AI), according to S&P Global’s PMI survey (2026).
- 52% - share of workers in the euro area reporting they use AI in their job in 2026, up from 26% in 2024, per an ECB survey of consumer expectations.
- 35% - growth in entry-level jobs that require traditionally senior skills, like leadership and strategy, since 2019, as companies augment junior roles with AI (PwC 2026 Global AI Jobs Barometer).
- 25% - drop in employer demand for basic AI skills (such as simple prompting) since its peak in January 2026, as reported in Workday’s analysis of job postings.

KEY TAKEAWAY

Ensure your AI strategy puts people first. Draft clear AI use policies and involve employees in changes to their roles. Focus on upskilling and redesigning jobs for new AI tools - don’t sacrifice future talent with shortsighted cuts.

Sources

APA offers new guidance as artificial intelligence use at work expands – American Psychological Association
https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance
ANZ CEO Matos warns of global jobs crisis without AI rules – The Edge Singapore / Bloomberg
https://www.theedgesingapore.com/news/news/anz-ceo-matos-warns-global-jobs-crisis-without-ai-rules
Barclays is latest to redirect spending toward AI as it trims its workforce – Associated Press (via WTOP News)
https://wtop.com/national/2026/10/layoffs-linked-to-changes-in-corporate-ai-spending/
Canva lays off over 1,200 people amid slowing growth – TechCrunch
https://techcrunch.com/2026/11/04/canva-lays-off-over-1200-people-amid-slowing-growth/
Workday Global Workforce Report: AI is rewriting jobs more than it’s cutting them – Workday (press release)
https://newsroom.workday.com/2026-10-05-Workday-Global-Workforce-Report-AI-Is-Rewriting-Jobs-More-Than-Its-Cutting-Them
2026 Global AI Jobs Barometer – PwC (Global report)
https://www.pwc.com/gx/en/issues/artificial-intelligence/job-barometer/2026/2026-global-ai-jobs-barometer-global-findings.pdf