Policy recommendations for Hungary

INTRODUCTION

The following joint recommendations are based on the findings of two complementary studies carried out within the framework of the *"HOPE4AI – Helping Organisations Prepare Employees for Artificial Intelligence in Romania and Hungary"* project:

- the Skillscape research examining the impact of artificial intelligence (AI) on jobs and skills in the Hungarian trade and machinery sectors; and
- a report presenting the perspectives of technology providers on facilitating the effective integration of AI in companies in Romania and Hungary.

The findings of the studies consistently show that while expectations regarding artificial intelligence are high, the actual level of adoption remains limited, uneven, and often fragmented. Many organisations are still in the early stages of implementation, and the use of AI is typically confined to specific functions rather than being integrated into core business processes.

At the same time, based on the available research evidence, it is important to emphasise that neither in Europe nor in Hungary is there currently clear evidence that artificial intelligence is triggering a comprehensive, immediate, and revolutionary transformation of the world of work. In many cases, the application of AI is still at an early stage, typically limited to specific areas, and results in gradual rather than radical changes.

The current period represents an emerging transitional phase, in which technological opportunities, organisational readiness, and workforce adaptation are not yet in balance. The cooperation between MGYOSZ and VASAS aims to support the preparedness of companies and workers and to monitor the impact of AI developments on workplaces.

One of the most important shared conclusions of the studies is that the main barriers to the spread of artificial intelligence are not technological in nature but stem from structural and organisational factors. These include:

- a lack of skills and digital competencies,
- inadequate data quality and infrastructure,
- limited financial and strategic capacity (especially among SMEs), and
- insufficient organisational readiness and managerial commitment.

The studies also emphasise that artificial intelligence should not be interpreted as a standalone technological solution but as a process of organisational and labour market transformation. The key to successful implementation lies in skills, trust, governance frameworks, and cooperation, including effective social dialogue.

In light of these findings, MGYOSZ and VASAS formulate the following joint recommendations.

RECOMMENDATIONS FOR POLICYMAKERS, COMPANIES, AND TRADE UNION DECISION-MAKERS

It is necessary to shift the focus from merely promoting the technological adoption of artificial intelligence to strengthening the conditions for its effective use. This includes targeted support for skills development, organisational capacities, and data infrastructure. Education and training systems must be reformed to integrate digital and AI-related competencies at all levels, while also expanding opportunities for lifelong learning.

Special attention should be given to small and medium-sized enterprises (SMEs), which face structural barriers in implementing AI solutions, such as limited financial resources, lack of expertise, and low strategic capacity. Support instruments—such as financial incentives, advisory services, and innovation support structures—should be further strengthened and made more accessible.

At the same time, it is essential to reinforce trust and governance frameworks related to artificial intelligence. Clear guidelines, increased awareness of the regulatory environment, and the promotion of ethical and responsible use are key to wider acceptance. Social dialogue and collective agreements must play a central role in this process.

Recommendations for companies (employers)

Artificial intelligence should be treated as an organisational transformation process rather than a simple technological upgrade. Successful implementation requires not only investment in tools but also in the redesign of processes, internal coordination, and workforce development. Leadership plays a decisive role: management must actively engage in understanding AI and guiding its integration.

Companies should place strong emphasis on developing employees' skills, particularly in basic digital competencies, data literacy, and collaboration with AI-supported systems. Transparent communication and early involvement of employees are essential for building trust and reducing resistance. The application of AI should always be aligned with real business needs, avoiding purely trend-driven approaches.

Recommendations for employees and trade unions

A proactive approach is essential. Employees should be supported in developing the skills required by new job demands, while trade unions should take an active role in shaping the conditions for AI implementation within the framework of social dialogue. It is equally important to address fears related to artificial intelligence through information, awareness-raising, and inclusive communication.

Particular attention should be paid to the informal or unregulated use of AI in workplaces. Promoting responsible and transparent use, as well as establishing clear internal rules, is essential to manage risks related to data protection, accountability, and working conditions. The most effective monitoring and regulation of these issues can be achieved through cooperation between employers and trade unions and through effective social dialogue.

CONCLUSION

Hungarian social partners emphasise that the successful application of artificial intelligence is not solely a technological issue but depends on the ability of institutions, companies, and workers to adapt together. Artificial intelligence may represent not only a digital transformation but also a broader economic and societal transition that requires shared responsibility, cooperation, and long-term commitment.

However, it is important to underline that, based on the results of the HOPE4AI project, the impact of AI on workplaces is not yet transformative. For Hungarian companies to fully benefit from artificial intelligence and genuinely increase productivity, they need an effective and adaptable workforce. Therefore, MGYOSZ and VASAS consider it essential that meaningful social dialogue on this issue be initiated at the level of government decision-making in Hungary.