

Forum : Citizen's forum of Labour

2026

Theme : Empowering the youth to drive/ thrive/ embrace and match the requirements of the future labour market

Name of the citizen : Grégoire BOUDEVILLAIN

Family situation ☒ Married / dating ☐ Single ☒ With kids, if so how many : 2	Education level ☐ Primary ☐ Secondary ☒ University
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1. **How are you concerned by the subject?**

My name is Grégoire BOUDEVILLAIN, I am 53 years old and I am a Material Management Associate at Taiwan Semiconductor Manufacturing Company (TSMC) in Taiwan, where I oversee the procurement and logistics of our production lines. The semiconductor sector is at the very heart of the global technological revolution, especially that of artificial intelligence. Working in Taiwan, a high-income economy, I experience this transformation on a daily basis. According to data from the International Monetary Fund (IMF), about 60% of jobs in advanced economies face direct exposure to artificial intelligence (compared to 40% globally). My role is to ensure that our highly automated production lines do not suffer any disruptions. This theme affects me personally first as a father: my eldest son is studying engineering and my daughter is still in high school. I worry about how the job market is reconfiguring for them. The World Economic Forum (WEF) projects that by 2030, 85 million traditional jobs could disappear, while 97 million new roles will emerge. However, the transition is brutal: 66% of companies are already reducing their hiring of entry-level profiles due to AI, and tech giants have reduced the recruitment of young graduates by 25% in 2024. The risk of a job market closed to younger generations is a palpable reality in our country.

In addition, as a manager in the high-tech manufacturing industry, I see a deep disconnect between the aspirations of the next generation (Gen Z), which will make up 30% of the global workforce by 2030, and the industrial requirements of Taiwan. Gen Z is looking for flexible work models like the four-day week. Nevertheless, our semiconductor factories and logistics networks operate continuously (24/7) and depend on a stable and predictable human presence. In addition, the rapid turnaround behavior of Gen Z, with an average seniority of only 1.1 years per position, poses a major risk to the transmission of skills and deep technical expertise, which are essential to maintain our technological leadership.

In addition, TSMC is in a paradoxical situation, it produces the chips that will replace new hires tomorrow. But in return, the youth (Gen Z) develops a distrust of big technological institutions like our company.

Finally, even though TSMC is the flagship of the formal and regulated sector, our supply chains are global and extend to developing countries for the extraction of metals and rare earths. In these parts of the Global South, informality remains the default pattern: more than 2 billion people work without formal contracts or social protection worldwide, and nearly half of the workforce in the Global South survives in the informal economy. As a supply chain manager, I cannot ignore that the stability and ethics of our sourcing depend on formalizing and protecting these vulnerable workers at the other end of the chain.

2. What do you offer at your level ?

At my level as an executive in the technology industry, I offer pragmatic solutions based on three fundamental axes, reconciling industrial productivity and youth development:

First, since TSMC is the big financial beneficiary of this race, I support the implementation of in-house continuing education programs. The company must itself finance the retraining programs for young people whose jobs are automated, in order to sustain the employment of the young hires, in particular by offering them positions of higher responsibility. I propose that TSMC create specific training paths for young graduates, combining artificial intelligence as a logistical support tool without falling into the trap of cognitive discharge.

Second, to meet the aspirations of Gen Z without weakening production, I advocate for a hybrid organization model adapted to the precision industry. If the 4-day week or full telecommuting is impossible for cleanroom teams, we can make logistics and supply chain management functions more flexible with intelligent and predictable shift rotation systems.

Third, we need to exercise our duty of care across our entire international supply chain.

TSMC must use its position of strength to demand the formalization of employment contracts at all its global raw material subcontractors.

I propose the establishment of strict and binding ethical charters for all our raw material suppliers in the Global South. By actively encouraging the transition of micro-extraction companies to the formal economy, we guarantee their workers regulated employment contracts, health coverage and decent wages. Gradual and secure formalization is the only way to break the vicious circle of informality and ensure an ethical, stable and resilient supply chain for the tech industry of tomorrow.