

WHITE PAPER

AI & HR: 50% Trust, 100% Vigilance

Study – Expert Advice – HR Testimonials



Editorial

| Reinventing Talent Management in the Age of Artificial Intelligence

For the first time in the history of technology, a **machine is capable of producing** structured thought, generating content, analyzing complex data, and providing answers **with a level of quality and speed that challenge** human standards. Generative artificial intelligence is no longer just an automation tool: it is becoming an intellectual partner.

In the field of Human Resources, this silent revolution — making a great deal of noise — is redefining the boundaries of the profession. Talent detection and selection, career development, skills assessment, training customisation: generative AI is now present at every stage of the HR cycle.

It doesn't get tired, it learns continuously, it produces high-quality deliverables in seconds, and above all, it effectively supports human activity.

But this power also raises fundamental questions. Which HR jobs will be transformed, or even made obsolete? How can we ensure ethics and transparency in AI-assisted decision-making? And above all, how can we make this technology a lever for inclusion and development rather than a driver of standardization?

To address these questions, we chose to give the floor to those most directly concerned: HR directors, digital transformation experts, recruiters, employees. Their testimonies, doubts, and experiments shape a new era where humans and machines co-construct the future of work.

Is AI a threat or an opportunity? We will attempt to shed light on this question and navigate between promises, imagined realities, and expected benefits.

Enjoy the reading



Dominique Duquesnoy
CEO of PerformanSe

72%

of employees believe
that AI is synonymous with
objectivity.

Table of Contents

01.

[Article] AI or the Paradise of Paradoxical Opportunities

With Bastien ALBERTUS, Partner, Julhiet Sterwen – Page 05

02.

[Interview] AI in Business: Potential, Uses, and HR Impact

With Emmanuel DERRIEN, AI Speaker – Page 10

03.

[Study Results] Cross Perspectives of HR & Employees on the Use of AI in HR Assessment – Page 13

04.

[Viewpoint] The Acceptability of AI in HR

With Livia BAHIER MICHEL, Senior Manager & Head of Research, Julhiet Sterwen – Page 23

05.

[Testimonial] AI for Recruitment at L'Oréal: A Thoughtful and Determined Rollout

With Lucie DUTHEL, Talent Acquisition Tech Global Head, L'Oréal – Page 25

06.

[Testimonial] Reinventing the HR Function with AI, Without Losing one's Soul

With Baptiste LE SECH, HR Director – Page 29

07.

[Testimonial] AI Is an Accelerator... But Never Without the Human Touch!

With Martin CADART, HR Development & Career Officer, OVHcloud – Page 32

08.

[Article] Generative AI and HR Assessment: Understanding Well to Choose Well – Page

09.

[Product Presentation] The Lab by PerformanSe – Page 39

AI or the Paradise of Paradoxical Opportunities



Bastien Albertus, PhD in AI, Partner,
Julhiet Sterwen

Artificial intelligence is both a promise and a challenge for organisations. Between technological acceleration and ethical tensions, it profoundly questions the role of humans in decision-making and in the transformations to come. Bastien Albertus, PhD in AI and Partner at the Julhiet Sterwen consulting firm, draws on more than 20 years of experience in artificial intelligence, data, and information technologies. Here, he shares his analysis of the paradoxes of artificial intelligence and the keys to making it a lever for progress.

A Misunderstood Intelligence

The term “**artificial intelligence**” is on everyone’s lips today. Yet, behind this “trendy” expression lie numerous paradoxes. When John McCarthy and his colleagues coined the term “**Artificial Intelligence**” at the Dartmouth Conference in 1956, the aim was not to replace human intelligence but to enrich human decision-making: the word “intelligence” referred as much to cognitive ability as to information processing (as in “business intelligence”). Contrary to transhumanist fantasies relayed by some media, **AI technologies are primarily intended to make professional or personal life easier, not to supplant humans.**

Another curiosity: in companies, the adoption of innovations usually follows a long cycle, even for early adopters. We remember the computerization of the 1980s, the digitalization of the 2000s thanks to the Internet, and more recently, the cloud and big data. However, with the sudden emergence of generative AI—epitomized by ChatGPT—these historical paradigms have been shattered in just a few days. Now, all organizations view generative AI as a necessity, even if its value chain remains, at times, enigmatic.

From Turing to ChatGPT: A Rapid Technological Evolution

The idea of a machine capable of simulating a form of intelligence dates back to the work of **Alan Turing in the 1950s**, with his famous “Test” to evaluate a computer’s ability to be perceived as human. Later, laboratories invested in expert systems: manually coded logical rules for decision-making (medical diagnosis, industrial management, etc.).

The 1990s marked the rise of machine learning: algorithms capable of extracting patterns from massive datasets rather than applying limited rules. Then came the boom of deep learning in the 2010s, enabling neural networks to achieve unprecedented performance in industrial vision, speech recognition, and machine translation (even though their invention dates back to the very beginning of the AI journey).

Finally, generative AI emerged in 2022 through “transformer”-based architectures, made popular in open source by Google DeepMind, and capable of producing text, images, or code from simple prompts. In just a few weeks, ChatGPT established itself as the symbol of a new era: AI is no longer merely an automation tool, but also a creative partner.

In the world of work, this evolution translates into the automation of repetitive tasks (CV sorting, data extraction), decision support (predictive analytics), and process optimization (planning, reporting).

Definition and Typology of AI

To avoid confusion, let us keep a simple definition: AI refers to any technique that enables a machine to perform intelligent tasks—that is, to learn, reason, or create.

We generally distinguish three main families:

- **Symbolic AI (or “rule-based”)**: expert systems that apply logical rules.
- **Statistical AI (or “machine learning”)**: algorithms that learn from structured data to make predictions or classifications.
- **Generative AI**: models capable of producing new content (text, image, audio) based on vast corpora of examples.

Today, generative AI is at the heart of discussions. It relies on a complex supply chain: data collection and labelling (for training), computing infrastructures (GPU, LPU, clusters), pre-trained models (GPT, DALL-E, Sonnet...), and finally ready-to-use services or applications (ChatGPT, Microsoft Copilot, Gemini...).

Promises to Handle with Care

Behind the promises of productivity and innovation lie major risks. Algorithms can replicate or even amplify existing biases—related to gender, origin, age, and more. These biases can lead to unfair decisions, for example during CV screening or automated interview assessment.

To ensure fairness, it is essential to:

- **Invest in transparency**: explain how an algorithm makes its decisions (“explainability”).
- **Keep human control at the core**: ensure that an expert always reviews each recommendation or piece of content.
- **Comply with regulatory frameworks**: adhere to the GDPR (protection of personal data) and the European AI Act (which imposes oversight obligations depending on the level of risk). Without these safeguards, AI can become an uncontrollable “black box,” fueling distrust and weakening the employer brand in particular.
- **Invest in data**: AI will only produce output that matches the quality of an organization’s data. It is essential to invest in data governance and quality to ensure reliable and scalable AI use.

HR Use Cases

The first areas of application in HR generally concern recruitment and assessment:

Recruitment

Automatic sorting of thousands of CVs, semantic analysis to better match profiles and positions, and even video or audio interview analysis to detect certain personality traits or behavioral skills.

Skills Assessment

Automation of test questionnaires, detection of soft skills in textual responses, and generation of personalised feedback enriched by AI.

But AI is also making inroads into other areas:

- **Onboarding:** creating tailored integration programs (interactive guides, dedicated chatbots).
- **Talent Management:** predictive analytics to identify high-potential employees or anticipate turnover risks.
- **Training:** adaptive learning, where educational content adjusts in real time to each employee's profile and learning pace.

All of these use cases have one thing in common: they rely on internal data (CVs, performance histories, assessments) and on AI's ability to process information extremely quickly, helping HR professionals make more informed decisions.

The Importance of Human Judgment

Despite these advances, AI should never replace human judgment. It is, above all, a decision-support tool: the professional remains responsible for interpreting the results—in the HR context, this includes supporting candidates or employees and taking the human factor into account. Two pitfalls must be avoided:

- **Blind automation:** relying entirely on technology without verifying the relevance of its recommendations.
- **Loss of empathy and deshumanisation:** reducing human relationships to a mere “data flow.”

For AI to be successful within organisations, teams must be trained to understand its limitations and biases, maintain a critical mindset, make systems transparent, and preserve the human dimension in every interaction (interview, feedback, coaching).

Toward Progressive and Ethical Adoption

AI is not a passing trend: it represents a deep and lasting transformation of organisational practices, particularly from an HR perspective. To fully harness its potential, HR professionals must become familiar with these technologies, understand how they work, and adapt their business processes accordingly.

Only a gradual approach—grounded in transparency and respect for ethics—will ensure that AI remains in the service of humans, and not the other way around. This revolution is no longer silent; it is underway... so seize the paradoxical opportunities it offers to shape the future of human capital management and development in your organisation.

AI in Business: Potential, Uses, and HR Impact



Emmanuel DERRIEN,
AI Specialist

Artificial intelligence (AI) is emerging as a transformation lever across all sectors, with human resources on the front line. Between opportunities, legitimate concerns, and a complete shift in practices, it raises fundamental questions about the role of humans in the workplace and the way organizations recruit, support, and develop talent. To better understand these issues, we spoke with Emmanuel Derrien, AI specialist. Here, he shares a clear and nuanced vision, drawing on his field experience and close monitoring of the latest developments.

How is today's AI different from yesterday's?

For a long time, AI was perceived as a technology that simply answered queries—a bit like Google: you asked a question, it would search its databases for the answer. It wasn't really intelligence, but rather advanced information retrieval.

Today, with advances in deep learning and microprocessors, we've moved into the era of generative AI: it no longer just repeats—it creates entirely new content, whether text, images, audio, or code. And the next stage will be agentic AI, capable of orchestrating multiple AIs to automate entire processes, which will fundamentally change how businesses operate.

Do leaders and teams have an accurate vision of AI?

In reality, most professionals have only a very partial view of AI. Many have tested ChatGPT to rephrase text or summarize emails and think they've grasped the full scope. But they have no idea of everything AI can already do.

Paradoxically, those who have never used AI are sometimes more open to discovering its potential than those who believe they already understand it. Technology evolves very quickly, and there's a real need for cultural adaptation to grasp the full range of possibilities offered by today's models.

What are the main concerns and biggest promises of AI?

Three major concerns often come up:

Data security – Can we truly trust AI to keep our information safe? Models differ greatly on this point: some, like ChatGPT, store data, while others, like Mistral, do not.

Accuracy of responses – The quality of results depends on the model used, the data it has been trained on, and the way the prompt is formulated. If any one of these elements is lacking, the answer can be wrong.

Ethics – AI questions the role of humans, especially with the arrival of AI agents that will automate many white-collar tasks. This is not about massive job losses, but rather a deep transformation of roles: those who do not develop their relational skills will find it harder to adapt.

On the promise side, AI saves valuable time on repetitive tasks, enables the analysis of data volumes beyond human reach, and optimizes decision-making. It frees up time for relationships, creativity, and innovation.

What concrete uses of AI are you already seeing in companies?

The most widespread use is assistance with writing: emails, contracts, job descriptions, quality procedures, legal documents. These are tasks that once took considerable time and resources, but can now be automated

or significantly sped up with AI.

But the potential goes much further. Few companies yet leverage AI's capacity for data analysis: you can feed entire databases into an AI and get summaries, analyses, or dashboards in seconds—tasks that previously required complex tools or dedicated teams.

We're also seeing more advanced uses emerging, such as AI copilots in Microsoft Teams, capable of real-time coaching or detecting weak signals in interactions.

Are companies ready to integrate AI responsibly? What are the enablers and barriers?

Organisational maturity varies greatly. Many are still in the experimentation phase, with limited use in specific departments. The main barriers are fear of change, lack of internal skills, technical complexity, and concerns over security and ethics.

To move forward, companies must invest in training, raise awareness among teams, and create spaces for experimentation. Governance is essential: clear rules are needed for data management and algorithm transparency. AI should be a tool in service of strategy, not an end in itself.

How is AI transforming recruitment and talent development?

AI has already changed the recruitment game: it automates the screening of applications, identifies atypical profiles, and reduces human bias. This allows

HR teams to focus on qualitative assessment and meeting candidates.

For talent development, AI enables the personalisation of training paths, anticipates skills needs, and supports individualised follow-up. We're also seeing the emergence of AI assistants that propose development plans, suggest training, or flag potential risks of demotivation.

However, the human dimension remains essential: AI should strengthen soft skills, emotional intelligence, and creativity. HR professionals have a key role to play in orchestrating this transformation while keeping people at the center.

Is AI just a technological revolution, or a real shift in civilisation?

We are living through a genuine shift in civilisation, comparable to the arrival of electricity or the internet. AI is reshaping our relation to work, knowledge, and decision-making.

Intelligence is becoming collective and hybrid, at the intersection of humans and machines. This requires rethinking the concept of competence, with greater emphasis on creativity, empathy, and the ability to learn. The challenge will be to cultivate augmented intelligence without losing what makes us uniquely human. The companies that anticipate and support these transformations will be the big winners of tomorrow.

"Most people think they understand AI, but in reality their vision is very partial. They have no idea what AI can actually do today."



Emmanuel DERRIEN

AI specialist

Study results

Cross Perspectives of HR & Employees on the Use of AI in HR Evaluation

Artificial intelligence is gradually being integrated into HR practices: assessment, recruitment, development, reporting, etc. But how are these uses perceived by those who design them (HR) and those who experience them (employees)? To answer this question, PerformanSe conducted a comparative survey of 402 HR professionals and 420 employees.

Objective: to compare perceptions, identify convergences and differences, and draw useful insights for the ethical and relevant integration of AI into HR processes.



01.

AI in HR assessment – rarely used, often invisible

24.4% of HR professionals say they have already used an AI tool to evaluate



16% of employees say they have been evaluated by AI



14.3% of employees do not know if they have been evaluated by AI



2,7% of HR professionals do not know if they have used AI



The use of AI remains limited but is growing, particularly among young HR professionals. However, the most striking element is the **invisibility of AI in employees' careers**. One in seven employees does not even know if they have been assessed by AI.

This lack of **communication or clarity raises questions**: if the tool is there, why is it not identified? Is it a lack of information, education, or a deliberate choice to avoid resistance? The use of AI, even when it is occasional or experimental, deserves to be named and acknowledged, in order to create a climate of clarity and trust.



Key takeaway:

The acceptability of AI begins with its visibility. HR must clearly indicate when a tool incorporates AI and briefly explain its function. Transparency is a lever for reassurance and legitimacy.

02.

AI used without being identified

41.2%



of employees report having taken a digitalised test. **However, only 16%** believe they have been assessed by AI.

40.3%



of HR departments **used a psychometric test**, but only 24.4% mention the use of AI.

Many digital tools – particularly psychometric tests – already incorporate AI components (algorithms, semantic processing, adaptive scoring). However, these technologies remain poorly identified.

This discrepancy shows a lack of understanding of what AI really is, both among those being assessed and among some HR professionals.



Key takeaway:

It is essential to explain how and why certain tools incorporate AI. This helps to develop a more lucid and peaceful HR culture around these technologies.

03.

Humans remain the reference, while AI needs to enhance its credibility

53.6%



of employees believe that humans are better at assessing soft skills than AI.

51%



HR professionals believe that humans are better at assessing soft skills than AI.

- Only 19% of HR professionals and employees believe that AI performs better
- Nearly 30% (HR professionals and employees) do not know who performs better

There is a clear preference for humans, especially when it comes to behavioural skills. **But AI is not rejected:** it is accepted as a tool for objectification, analysis and preparation, but not for decision-making.



Key takeaway

To reinforce the legitimacy of AI tools, they must be positioned as support to human decision-making, never as autonomous judges. This complementary nature must be emphasised from the outset of the assessment process.

04.

AI, perceived as accurate... but not without risk

| Top 3 benefits of AI as perceived by employees:

01 Objectivity and neutrality - 72,1%

02 Fair treatment - 55,7%

03 Rapidity and efficiency - 55%

| Top 3 disadvantages of AI as perceived by employees:

01 Impersonal treatment - 76,2%

02 Lack of transparency - 64%

03 Bias or errors - 53,3%

Employees expect AI to be accurate, **equitable and efficient**. But they fear a lack of humanity, clarity and potential errors.

What is striking is the **paradox between expectations and fears**: employees overwhelmingly cite **objectivity** as the main benefit... while expressing a strong fear of bias or errors. This reflects confidence in the idea of an accurate AI, but doubt about how it actually achieves it. **Objectivity is a promise that is not enough if it is not demonstrated and explained.**

It is important to note that **impersonal treatment** ranks high among the disadvantages, both in frequency and weighting. This highlights a strong expectation of individual recognition during evaluations.



Key takeaway

To build trust, AI must both explain its criteria and preserve the human connection. Readability and personalisation are the keys to a well-received experience.



05.

HR underestimates the benefits perceived by employees

| Benefits perceived by employees (vs HR projection):

Objectivity



cited by **72.1% of employees**
vs. **46.3% on the HR**
projection side.

Equity



cited by **55.7% of employees**
vs. **43% on the HR**
projection side.

| Disadvantages: overall perception aligned

Impersonal treatment, lack of transparency, bias: narrow gap between HR and employees.

While HR accurately identifies employees' fears, it underestimates their recognition of the benefits, particularly in terms of objectivity and accuracy. This discrepancy can lead HR to **overestimate resistance**.



Key takeaway

To strengthen membership, it is useful for HR to focus more on the benefits that employees already perceive as legitimate. This can facilitate the adoption of tools and avoid building AI systems solely around risk management.

06.

AI is better accepted when it supports rather than evaluates

| Level of trust among employees according to usage:

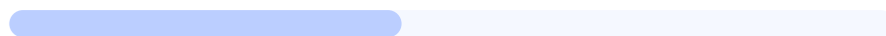
Development plan co-created with AI - **54.8%**



Discussion with AI about results - **52.6%**



Digitalised test assessment - **52%**



Interview conducted by AI - **41.2%**



Post-assessment uses (feedback, support, projection) inspire more confidence than direct assessment. AI is better perceived when it helps people progress rather than judge them. **The AI interview is the main sticking point: less than 8% of employees trust it completely.** Overall, HR professionals project a greater mistrust than that actually expressed by employees, showing a form of excessive caution.



Key takeaway

AI is more at home in the analysis, restitution or co-construction stages, where it is seen as a lever for autonomy. This does not mean that it should be excluded from the evaluation phases, but it benefits from being introduced with discernment, as a support and never isolated from a human framework.

07.

Age influences certain perceptions of AI



62% of employees under the age of 30 trust an exchange with AI, compared to **40.9% of those aged 56 and over**.



65.3% of HR professionals under the age of 30 believe that AI in evaluation processes has a positive impact on employer branding, compared to **30.2% of those aged 56 and over**.

These results show that **younger people are more open to the use of AI in the HR experience**, particularly when it supports or embodies a modernisation initiative.

Yet, the other questions in the study do not show such marked generational differences, particularly with regard to the advantages, disadvantages or preference for the human.



Key takeaway

Age can influence perceptions of AI in certain areas (relationships, innovation, image), but it does not shape all representations. It remains relevant to adapt certain uses or messages to specific audiences, particularly in employer branding and personalised support strategies.

Conclusion

HR AI to be embraced, explained and adjusted

The study reveals a relatively convergent perception between HR and employees on AI in assessment, with three shared expectations: objectivity, accuracy and efficiency.

But this convergence also hides some differences in intensity:

- Employees place greater value on the benefits,
- HR professionals sometimes show more reluctance, particularly regarding certain supportive uses.

| The acceptability of AI depends mainly on its role:

- It is **more accepted when it accompanies**, helps to understand or to plan ahead,
- And **more difficult to accept** when it evaluates.

Certain differences also emerge between generations, but **these mainly concern confidence in the use of support measures and the impact on the employer brand.**

Finally, **transparency** remains a key lesson: a significant proportion of employees do not know whether they have been assessed by AI. This raises questions on the clarity of the systems and highlights the need to name, explain and contextualise the use of AI in HR practices.

| **Well-accepted HR AI is AI that is embraced, visible, and used to support human development. It does not simply automate: it must clarify, support, and strengthen the relation between the evaluator and the evaluated.**

The acceptability of AI in HR



Livia BAHIER MICHEL,
Senior Manager and Head of R&D, Julhiet Sterwen

Senior Manager and Head of R&D at the Julhiet Sterwen consulting firm, Livia Bahier Michel is also a postdoctoral researcher specialising in the adoption of social robots and artificial intelligence in business. With dual academic training in France and Quebec, she focuses particularly on the human impact of technological innovations, ethics, and lifelong learning. We presented her with the results of the PerformanSe study on AI perception among employees and HR professionals to gather her analysis and recommendations.

What surprised you most in employees' perception of AI?

What truly struck me is the lack of visibility of AI in HR practices: according to the study, 14% of employees don't even know whether they have been evaluated by AI or not. This blind spot reveals a shortfall in information and education around these tools. I think this raises an important question: why is the AI tool not identified? Is it a deliberate choice to avoid resistance, or simply a lack of communication?

To me, it's essential to acknowledge and name the use of AI in HR processes. Transparency about the presence of AI is a lever for trust and acceptability: as long as employees don't know what is being

used, it will be difficult to create a calm climate around these tools.

How do you explain the paradox between expectations and concerns regarding AI?

The study shows that 72% of employees highlight objectivity as a benefit, yet at the same time, 55% fear the risk of bias. There is trust in the idea of an accurate AI, but also doubt about how that accuracy is actually achieved.

This paradox, in my view, reflects a certain cognitive ambivalence. People want to enjoy the advantages of AI, but they doubt its ability to assure them without explanations or human oversight.

This highlights the importance of making assessment criteria clear and maintaining a human connection in the process.

What levers would you recommend to HR to strengthen AI acceptability?

The study reveals that AI is better accepted when it supports or helps employees project themselves, rather than when it simply evaluates: only 41% of employees trust an interview conducted by AI, but more than 54% embrace a development plan co-constructed with AI.

To strengthen acceptability, it is essential to position AI as a support tool, never as an autonomous judge. Supportive uses, in complementarity with humans, are better received than those replacing humans in decision-making (the latter are even discouraged by the EU AI Act for HR-related use cases).

Finally, there is a strong need for training and cultural adaptation, both for HR and employees, particularly on regulatory and technical aspects. The adoption of AI depends on a better understanding of its uses and limits, and on delivering messages adapted to different audiences and organisational contexts.

Are ethics and regulation now central to AI acceptability?

To me, ethics is central. Employees often express the need to be reassured about the purpose of the tools and how their data is used. It is therefore crucial to integrate ethical considerations from the design stage through to deployment,

involving stakeholders and making explicit the made choices. This helps establish trust, remove resistance, and ensure AI remains in the service of humans.

In addition, regulations are gaining importance. Today, there is a real gap between awareness of new regulations and sensitivity to AI's HR applications. It is essential to train users and ensure practices comply with legal frameworks, especially for HR uses that could fall under "high-risk" AI categories. Regulatory compliance is thus becoming another lever for trust and acceptability.

Are HR professionals currently driving AI adoption in organisations?

In reality, HR professionals are not always at the forefront of AI adoption in companies. Their involvement depends heavily on context: it is often a management or a corporate strategy that sets the direction, and we observe HR teams following rather than leading for now.

Their ability to take ownership of these technologies also depends on the technical and financial resources available, as well as their level of training on the subject. Many HR professionals express a clear need for cultural adaptation, especially on regulatory aspects or sensitive AI use cases.

AI for Recruitment at L'Oréal: A Thoughtful and Determined Rollout



Lucie Duthel, Global Head – Digital Transformation and Data Acceleration for Talent Acquisition, L'Oréal

Artificial intelligence is making its way into the world of recruitment, promising efficiency and innovation—but also bringing new challenges for HR teams. Lucie Duthel, responsible for digital transformation and data within the Talent Acquisition division at L'Oréal, shares a clear, practical view of AI applied to recruitment: her experience, the real benefits, the limits, and the conditions for success in a company where people, ethics, and professional standards remain at the heart of priorities.

Can you tell us about your role and mission around digital transformation at L'Oréal?

I'm part of L'Oréal's global Talent Acquisition team, with a scope focused exclusively on recruitment. My role is to identify, deploy, and maintain digital tools that support our recruitment objectives, in a context where we receive over 1.3 million applications per year. I'm also involved in data governance—structuring, accessibility, and proper use by teams. One of our major challenges regarding data is better connecting the different stages of a talent's journey: from the first interactions as a candidate through to their

career progression within the company.

How did L'Oréal's journey with AI in recruitment begin?

AI in recruitment isn't new for us. We began experimenting as early as 2016–2017, with the aim of addressing both volume challenges and our ambition to identify more diverse profiles—people less visible through traditional approaches. This direction is supported by our HR director, who is highly committed to diversity issues.

We had an initial phase of enthusiastic AI adoption, at a time when many thought AI would solve everything. Then came

a learning phase, as we became aware of the technical and human limitations. Today, I believe we've reached a certain level of maturity. We know AI isn't a magic wand—plugging it into an ATS doesn't automatically transform practices.

What were the main limitations you encountered when integrating AI into your processes?

Team adoption is a critical point. For example, we tested a text-analysis tool to assess leadership skills. It was pioneering and technically promising, but its complexity and lack of transparency in results hindered adoption. This experience taught me that AI only brings value if we succeed in bringing recruiters along on the journey. Integrating AI is change management—it requires training, reassurance, and adaptation of practices.

Another essential point is the relevance of solutions to business needs. A tool, no matter how powerful it is, will only be useful if it addresses a clearly identified need, which may differ from one country to another. Good scoping upstream allows us to choose the right tools and anticipate the conditions for effective integration.

What concrete benefits can AI bring to recruitment?

One of the most tangible contributions of AI is operational efficiency. At L'Oréal, for example, we use a chatbot for certain high-volume roles in some countries. It asks candidates closed questions, enabling an initial screening based on objective criteria (availability, internship agreements, etc.).

Other non-disqualifying questions help structure useful information for recruiters.

This time saving can make all the difference—especially when handling hundreds of applications—and allows recruiters to refocus on higher-value tasks: exploring candidate journeys, identifying atypical profiles, and conducting more interviews. In this context, AI also becomes an indirect equity driver, helping maintain the quality of analysis throughout the process by reducing fatigue or cognitive bias.

How is AI perceived by recruiters and candidates?

Some recruiters are very enthusiastic, especially when the tool saves time on repetitive tasks. Others require more in-depth support. Overall, recruiters welcome AI positively as long as it never replaces their own judgment but rather nourishes it.

On the candidate side, we don't yet have enough feedback on the chatbot experience, as its rollout is recent. But personally, if I were applying for a role with 1,000 applications, I would prefer my application to be screened by an AI—even an imperfect one—rather than by an overwhelmed recruiter.

Is AI transforming the recruiter's role? Which skills are becoming key skills?

Yes, it's transforming the role, but not replacing it. AI is refocusing recruiters on their core skills: identifying potential, conducting good interviews, asking the right questions, convincing managers, and

championing atypical profiles. At L'Oréal, we highly value these influencing skills, especially in promoting diversity. We remain convinced that these tasks should stay in recruiters' hands.

We've also trained all our recruiters to use generative AI tools, such as an internal assistant that rewrites job advertisements with an adapted and inclusive tone. Once again, the tool simplifies certain tasks but doesn't replace human thought.

How do you see the future evolution of AI in recruitment?

AI will continue to spread, but I don't believe in a sudden revolution. There's a huge gap between what you read on LinkedIn and the reality in the field. The tools are there, but deployment and adoption remain gradual.

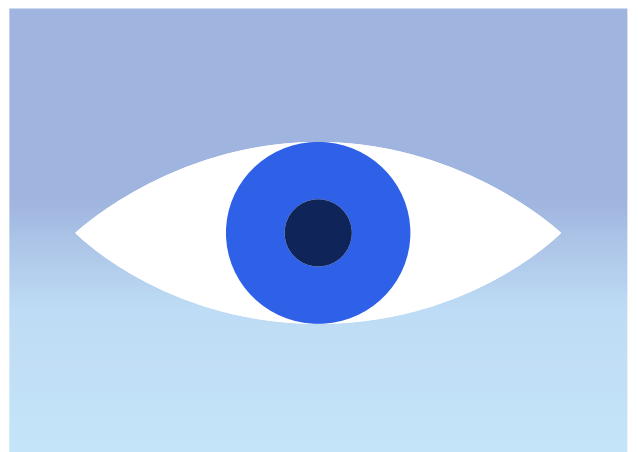
Today, what's changing the game is candidate behavior: with generative

AI tools, they can now apply at scale with very well-written applications. This will naturally increase volumes but also raise the quality of applications.

In this context, we are sticking to the path we've set: an effective partnership between humans and AI, to seize the opportunities technology offers. Our recruiters, managers, and candidates all stand to gain.

One last piece of advice for HR teams wanting to get started with AI?

Start small. Identify a clear need, test a simple solution, and make sure it's understood and used. It's not always spectacular, but this is how you build trust, secure team buy-in, and then progress further—gradually and on solid foundations.



62%

of employees under the age of 30 trust an exchange with AI about their assessment results.

Reinventing the HR function with AI, without losing one's soul



Baptiste LE SECH,
HR Director

Artificial intelligence (AI) is becoming part of HR's daily reality—bringing promises of efficiency but also questions about the role of the human element. For Baptiste Le Sech, HR Director, AI is above all an opportunity: it enables HR to refocus on what truly creates value, supporting managers and organisations in their market challenges. But this must be done with discernment, preserving the uniqueness of each company. Baptiste Le Sech here shares his analysis and convictions, drawn from his practice and field experience.

Do you see AI as an opportunity or a threat for the HR function?

It is clearly an opportunity, even though it naturally raises resistance, like any change. AI enables HR to focus on higher value-added actions by reducing administrative workload. While essential for protecting the company, administration isn't what creates the most value for employees or customers. Well-configured and integrated, AI frees up time to reinvest in relationships with managers and to bring company culture to life in the field.

We often talk about “augmented HR”: when used well, AI allows HR leaders to be faster, more relevant, and more focused

on the essentials.

What tangible gains is AI already bringing to HR?

First, efficiency. AI saves valuable time in many HR specialties. In recruitment, some solutions already offer pre-qualifications in the form of automated interviews. Other tools help diversify and automate engagement with candidates—especially those already in internal databases (in 40% of cases, the CV of the eventual hire was already in the ATS). In a highly competitive context, attractiveness efficiency becomes key.

Second, reliability. AI helps clean,

validate, and cross-check HR data, reducing errors and improving the quality of available information—a challenge well known to HR professionals. When better leveraged, these data become a strategic decision-making tool. Too often, teams spend considerable time manually reconciling data when they should be helping managers with short-, medium-, and long-term challenges.

Will AI standardise HR practices, or can it be a lever for differentiation?

AI isn't creative—it aggregates and enhances existing ideas. So there is a real risk of standardisation if companies use it without adaptation. The HR director's ability to filter, contextualise, and tailor what AI proposes, in line with the organisation's culture and specific challenges, will make all the difference. AI must remain a support tool, not a machine for producing standardised content.

Will AI raise the bar for HR?

Yes—without question. The level of the game is rising everywhere. AI provides powerful tools that boost HR capabilities. Those who don't embrace it risk being left behind. The differentiator will remain human ability—the capacity to interpret, contextualise, and create value amid uncertainty.

But this also requires upskilling for HR professionals. AI imposes a new grammar for the profession. HR will need to strengthen data literacy, understand algorithmic logic, know how to interact with tools, and assess their relevance—

not to become data scientists, but to be HR professionals capable of effectively steering AI tools.

In which areas does AI best demonstrate ROI?

Recruitment is an obvious arena: shorter hiring times, lower attrition, better hire quality. In training, AI tools can reduce instructional design costs while increasing personalisation. For more human-oriented topics—like professional development or employee support—the impact is harder to quantify but just as real over the medium term. It's wise to start with pilot projects that yield rapid ROI, then expand the scope.

What's your view on introducing AI into HR services like coaching?

AI can make coaching more accessible and available: it operates 24/7, adapts to employee needs, and offers quick, personalised feedback. Resistance will exist, as many will give more weight to a human relation. This is why it's important to “trigger” that first experience to show the value. AI won't so much reduce coaching costs as democratise it—making it available to more people, thus strengthening collective performance.

What advice would you give to an HR Director looking to integrate AI into their practices?

Move forward gradually. Test on concrete cases with measurable results. Recruitment, internal communication, training—these are fertile grounds for

critical stance without falling into blind enthusiasm. AI must remain a decision-support tool, not an end in itself.

But above all, invest in the HR function. AI will only create value if it's underpinned by a strong vision of the strategic role of human capital. This also means setting clear AI governance that addresses ethics, algorithm transparency, and GDPR compliance. The HR Director must play a central role in this internal regulation.

To conclude, do you see AI as an evolution or a revolution for HR?

It's a revolution. AI will profoundly transform how we work, our timelines, and our relation with employees. But it will only be beneficial if it's accompanied by a genuine investment in the HR function, and a constant will to keep people at the center. AI speeds up the pace, but will never replace creativity, company culture, or the ability to bring people together. HR professionals have a decisive card to play—provided this transformation is approached with ambition, clarity... and discernment.

"The bar is rising everywhere: those who don't embrace AI risk being left behind."



Baptiste LE SECH,
HR Director

AI is an accelerator... but never without the human touch!



Martin CADART, HR Development & Career Officer, OVHcloud

At OVHcloud, integrating artificial intelligence into HR practices is part of a broader transformation strategy, closely aligned with the company's tech-driven culture. For Martin Cadart, responsible for transformation projects within the Talent Development team, AI is a lever for acceleration and personalisation—provided it is strictly controlled. He shares here a pragmatic, ethical approach that remains faithful to the group's values.

How do you approach AI-related topics at OVHcloud?

For us, AI is a company-wide subject, not just an HR one. In 2022, our former CEO launched an initiative for us to also become AI users—mirroring what we offer our clients. The goal was to test, understand, and use AI in our internal processes, in line with our positioning as a technology provider.

Which HR use cases have you prioritised?

Two main projects emerged. The first concerns training, with the rapid generation of learning content to respond more effectively to field needs—especially in cases where

teams are not yet fully equipped.

The second is more structural: skills management and career paths. The idea was to address a frustration expressed by employees—the lack of clarity about the organisation and career opportunities. Thanks to AI, we were able to aggregate our internal data, cross-reference it with our job descriptions, and build a global framework that is clearer and more usable. This provided a shared foundation from which we can build more transparent and accessible career trajectories.

What role does AI play in these initiatives?

AI speeds up the implementation of complex projects and allows us to

aggregate a large volume of data that we could not manually process at this scale in such a short timeframe. It structures this data, proposes a first draft of the skills framework, and suggests possible development paths.

But at OVHcloud, we are very clear: AI never decides for employees or managers. It makes proposals; humans make the decisions. The tool is there to facilitate, not to prescribe. AI is not magic—it's a facilitation tool, never a turnkey solution. If the data fed into it is inconsistent, the output will be no better.

And in terms of sovereignty and security, what are your requirements?

This is a top priority. We reviewed the project's entire architecture with our provider to ensure everything is hosted on our own OVHcloud servers. We use open-source models, and nothing is shared or used to retrain other models. We scrutinised all components—hosting, model, data—and organised review committees with our GDPR, security, and AI teams. No project moves forward without technical, cybersecurity, and legal validation.

How have employees responded to these initiatives?

As with any new technology, there were questions and sometimes concerns. Some thought AI would automatically assign them a career path or evaluate them. We set a very clear framework: everything the tool generates can be modified or enriched. The employee remains the primary

owner of their profile and development.

We also involved employee representatives from the very start to frame use cases and anticipate concerns. This dialogue was a real trust-builder and smoothed deployment. Their participation also helped explain to teams that the tool is part of a support approach, not a prescriptive one.

What are your internal levers for AI adoption?

We launched an internal training program with multiple levels of awareness, up to certification, so that everyone can understand what AI is, how it works, and how it is used at OVHcloud. These trainings go beyond explaining the tools—they aim to make everyone responsible for their usage: knowing how to set boundaries, detect potential biases, and understand the role of data.

We have also made internal chatbots available, connected to our own OVH AI endpoints, so teams can experiment at their own pace.

How does collaboration between HR and technical teams work?

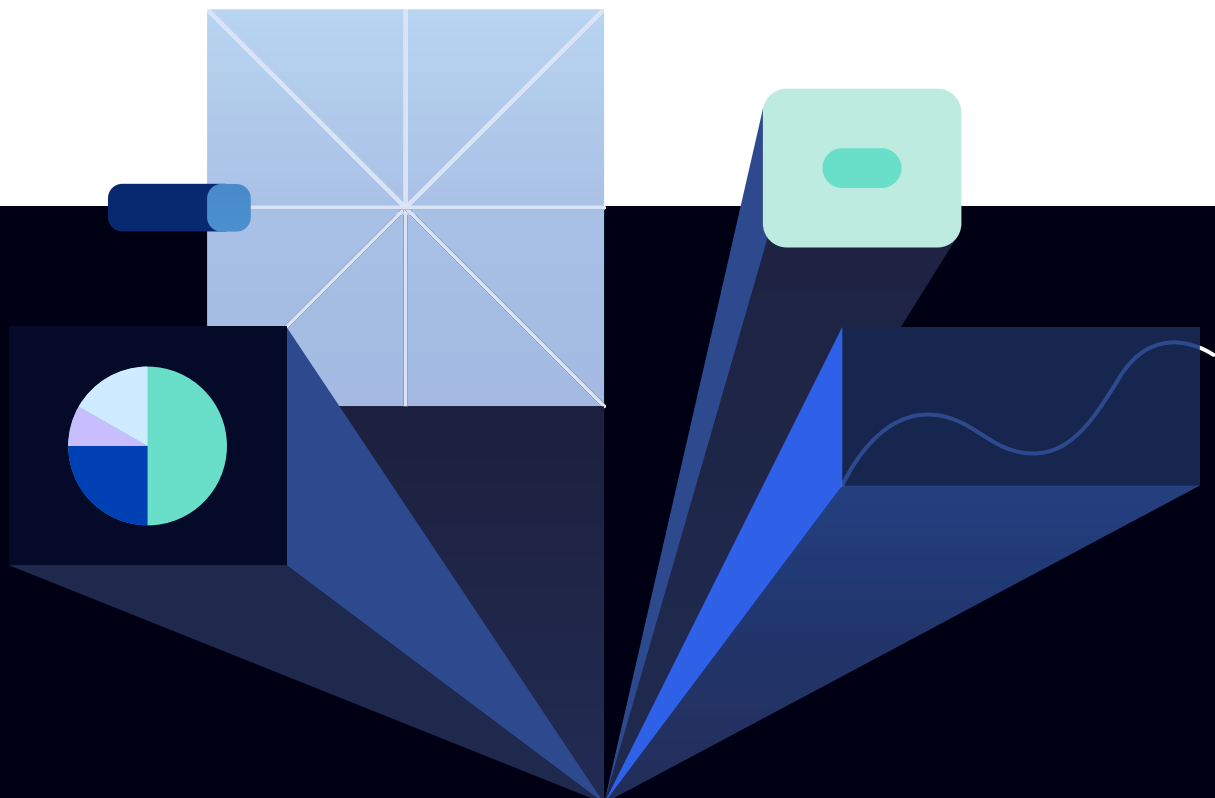
This is a real strength at OVHcloud. We have in-house AI experts, which greatly facilitates collaboration with HR. We speak the same language, share the same requirements, and can finely scope projects, limit biases, and ensure strong governance at every stage. This also enables HR to stay in control of use-case framing rather than being driven by

technology. This joint HR–tech stance is essential to staying aligned with our corporate culture.

Final thoughts?

We believe in AI's potential to individualise and personalise employee support—provided we remain in control. This requires setting clear boundaries, securing use cases, and always putting people at the center. At OVHcloud, this demand for consistency between innovation, sovereignty, and responsibility is non-negotiable.

AI can be a powerful accelerator, but it is the choices we make around it that truly make the difference.



Generative AI and HR assessment: understanding well to choose well

Generative AI has sparked intense interest since the emergence of models like ChatGPT. But beyond the hype, what can it really bring to HR practices and talent assessment?

While traditional AI primarily optimises sorting or matching tasks, generative AI operates at another level: **it produces new content, personalises interactions, and enhances both the candidate and recruiter experience.**

What is generative AI applied to HR?

Generative AI is a technology capable of creating original content (texts, dialogues, summaries, feedback...) based on data and instructions.

In the HR sphere, it enables you for example to:

- Draft optimised job advertisements
- Analyse and summarise profiles
- Generate personalised assessment reports,
- Suggest development paths tailored to each employee,
- Enrich interactions between recruiter and candidate.

*Generative AI no longer just automates—it **prepares, informs, and feeds the human relation.***

Generalist AI or specialised AI: a key business challenge

While generalist AIs (ChatGPT, Claude, Gemini...) impress with their versatility, they are not always suited to the sensitive challenges of human resources. **Conversely, a specialised, business-focused AI—trained on psychometric frameworks, scientific models, and HR-specific challenges—can provide:**

- Contextualised and rigorous interpretation of assessments,
- Reliable and explainable recommendations,
- Full protection of sensitive data.



Example: The Lab by PerformanSe

The Lab is based on PerformanSe's psychometric models to offer employees an interactive report of their assessment and support them in their development plan. This approach enhances the experience, strengthens employee engagement, and fuels dialogue with the recruiter or manager. See page 39 to discover The Lab.



An opportunity to enhance the candidate experience and employer brand

The most significant contributions of generative AI to HR assessment are its ability to:

- Provide candidates with immediate, understandable feedback on their results,
- Offer a first level of independent reflection,
- Strengthen ownership of their skills and potential,
- Create value even in the case of non-hiring by suggesting personal development paths.

Beyond efficiency gains, generative AI helps elevate the candidate experience and sustainably strengthen the employer brand.

Vigilance and ethics: essential prerequisites

The integration of generative AI into HR assessment must be accompanied by strong safeguards:

- Compliance with GDPR and protection of personal data,
- Transparency and explainability of the recommendations produced,
- Secure data hosting, ideally in Europe,
- Clear governance of AI usage within HR processes.

The challenge is not only technical but also ethical and organisational: AI must remain a support tool—not a replacement for human judgement.

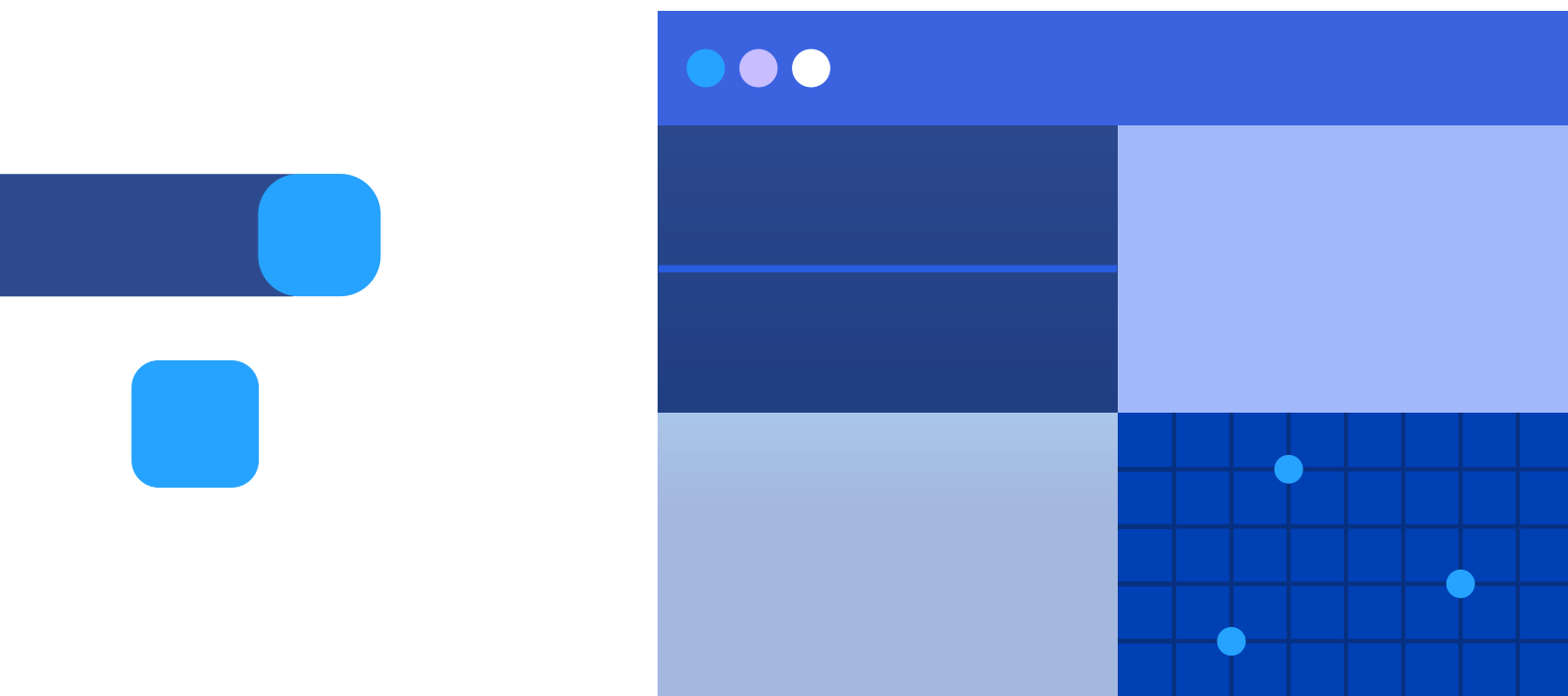
An AI that supports, rather than replaces

Far from dehumanising the assessment process, well-designed generative AI can:

- Democratise access to assessment and feedback,
- Enrich the HR–employee dialogue,
- Turn every assessment into a development opportunity—whether or not recruitment takes place.

The most valuable HR AI is not the one that filters, but the one that reveals and supports.

The question is no longer whether generative AI has a place in HR assessment, but how best to integrate it, explain it, and adapt it to each company's needs. This is precisely the approach taken by PerformanSe with The Lab.



The Lab by PerformanSe

Generative AI serving the assessment and development of soft skills

Revealing everyone's potential, at scale

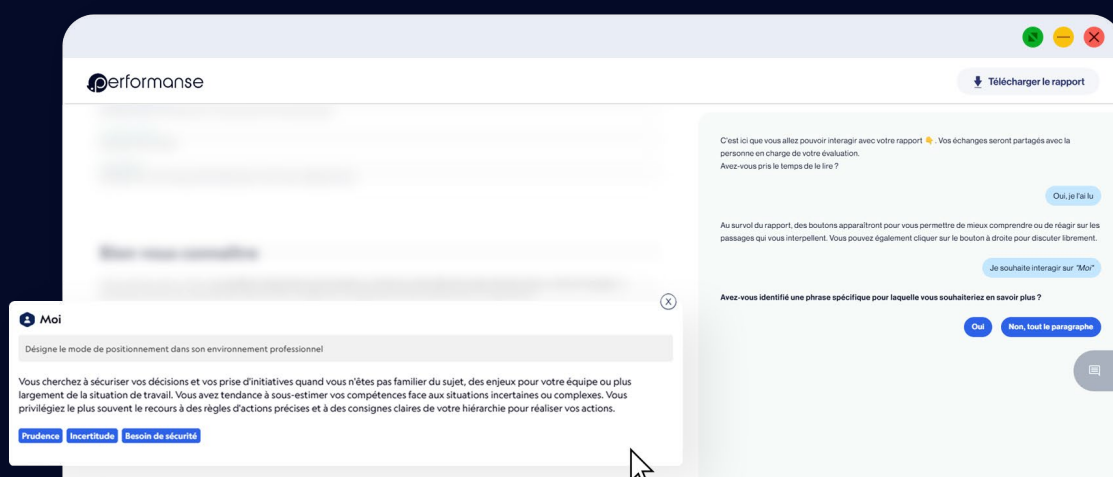
In a world where every individual's potential deserves to be revealed, why reserve soft skills assessment for only a few? The Lab makes behavioral assessment accessible to all and turns every feedback session into a genuine opportunity for individual development.

Drawing on generative AI powered by PerformanSe's unique psychometric expertise, The Lab automates and personalises assessment feedback—without compromising the quality of analysis and dialogue.

Interactive, personalised feedback

After completing their psychometric assessment, each participant can:

- Interact directly with The Lab's generative AI through a secure, user-friendly interface,
- Ask questions about their results, request rephrasing, concrete examples, or share their reactions,
- Receive personalised, educational answers to better understand and take ownership of their strengths, areas for improvement, and priorities.



In this way, The Lab becomes a true virtual feedback assistant, fostering understanding and engagement while empowering the individual being assessed.

Benefits for both HR and employees

- **For employees:** an engaging, empowering, and clarifying experience.
- **For HR teams:** significant time savings, smoother handling of high assessment volumes, and reliable, consistent feedback.

The Lab allows HR teams to refocus on the human value of dialogue and support, while streamlining the individual ownership phase.

An ethical, simple, and operational solution

The Lab is aligned with PerformanSe's guiding philosophy:

- Put AI at the service of human development,
- Combine technological innovation with scientific rigour,
- Encourage engagement, autonomy, and career projection.

The Lab by PerformanSe transforms assessment into a true lever for action, ownership, and development.

Ready to discover the Lab by PerformanSe?

REQUEST A DEMO

A smartphone?



Conclusion

| For a truly augmented intelligence

Artificial intelligence will not replace human intelligence. It extends it, amplifies it, sometimes challenges it. But it can never precede it. The quality of our interactions with AI will always depend on the quality of our own thinking.

Knowing how to ask the right question, refine a search, challenge an answer, and exercise constructive doubt—these are the key skills in an era where AI becomes omnipresent. It is not the tool that will make the difference, but how we use it. AI does not think for us. It forces us to think better.

It can reveal our strengths—creativity, curiosity, the ability to connect ideas. It can also expose our blind spots—bias, haste, conformity. It acts as a magnifying mirror of our humanity. It is up to us to choose what we wish to see in it.

But this promise is not automatic. It rests on three essential conditions: to tame AI—meaning to understand it and experiment with it without naivety; to regulate it—to avoid misuse, exclusion, and abuse; and above all, to place it at the service of humans—our needs, our rights, our dignity, and our body of skills.

For a tool unguided by an enlightened mind is blind, yet an enlightened mind without a tool is less effective. One no longer goes without the other. Artificial intelligence should not be a substitute for our judgement, but a catalyst for lucidity, openness, and responsibility.

It is under these conditions that artificial intelligence will truly become augmented intelligence: not a more powerful machine, but a humanity that is more demanding, more critical, and more enlightened.



Dominique Duquesnoy
CEO of PerformanSe

A big thank you

| Thanks to the contributors of this white paper

julhiet  sterwen

L'ORÉAL

 OVHcloud

PerformanSe

A test publisher and psychometrics expert, PerformanSe is a specialist in the assessment and development of soft skills.

For more than 35 years, PerformanSe has built its expertise on understanding individuals in the workplace, with the conviction that this knowledge is essential to both company performance and the satisfaction of people who contribute to it.

With a wide range of assessment solutions and consulting services, PerformanSe supports more than 1,500 clients each year—both in France and internationally—in their recruitment, career and skills management, and individual and collective development projects.

