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WORK AND ORGANIZATIONS:
How AI is reshaping the landscape

Introduction

Benoit Serre

President,
ANDRH Paris Etoile

Valérie Burgorgue

HR Executive,
ANDRH Paris Etoile

Alexandra André

Managing Director,
FrenchTech Grand Paris

Chadi Hantouche

Partner,
Wavestone

Anthony Guinot

Manager,
Wavestone

Artificial Intelligence is no longer a futuristic concept—it's already embedded in our tools, management decisions, and daily workflows. The latest iterations—generative and agent-based AI—go beyond automation, challenging core human cognitive skills like analysis, writing, and ideation. Driven by widespread adoption, often initiated by employees themselves, AI is no longer confined to isolated experiments by IT or business units. It is fundamentally transforming practices, roles, relationships, management styles, organizational structures, and our very perception of work.

To focus solely on AI's promise of productivity gains would be to miss the bigger picture. Beyond its rapidly advancing technical capabilities, AI is a catalyst for deep transformation—prompting us to rethink the very foundations of work's value.

In this context, HR is on the front lines of a transition that places human concerns at the heart of organizations undergoing technological upheaval. As stewards of people, skills, and future potential, HR must take a proactive, central role in this shift: guiding employees through an increasingly hybrid world, anticipating career impacts, establishing ethical and inclusive frameworks, and reinventing its own practices.

This publication is the result of a collaborative effort between ANDRH Paris-Étoile, French Tech Grand Paris, and Wavestone. Its goal: to understand how AI is reshaping work, organizations, and the HR function. Drawing on insights from HR leaders at major organizations, it offers a concise analysis of AI's impact on key HR processes. It aims to support HR professionals with practical guidance for adopting AI in a thoughtful, responsible, and human-centered way—across both public and private sectors.

We extend our sincere thanks to all contributors. We hope this work inspires your thinking and informs your decisions.

Table of contents

This document is the result of a collective effort by human resources professionals. It does not reflect the specific opinions of any individual contributor or organization.

Contributors

Dan Abergel
Deputy Director of Human Resources, CMA CGM

Jacques Adoue
Executive Vice President, HR and Corporate Social Responsibility, Edenred

Franck Aime
Group Human Resources & CSR Director, Veepee

Julien Bourgeois
Vice President HR EMEA, Louis Vuitton

Samantha Bowles
Deputy Director of Human Resources, Clariane

Dominique Cavalié
Group Human Resources Director, FDJ United

Laurent Choain
Chief Culture & Partnership, Forvis Mazars

Jérôme Friteau
Human Relations and Transformation Director, Assurance Retraite

Hélène Halec
Innovation and Digital Strategy Director, APEC

Olivier Hérout
Deputy Vice President, Human Resources, Equans

Sarah Hette
HR Innovation & employee experience leader, Kiabi

Lydie Jallier
Human Resources Director, Keolis

Dominique Laurent
Senior Vice President Human Resources Schneider Electric France, Schneider Electric

Sylvain Montcouquiol
Chief Executive, Corporate Functions and Sustainable Development, Unibail-Rodamco-Westfield

Guillaume Rabel-Suquet
Director of Human Resources, Sustainable Development and Corporate Communications, Petit Forestier Group

Anne Rebuffel
Director of Skills Development & Mobility Axa France, Axa

Delphine Salla
Director of Human Resources, Marketing/Customer Services, Strategy and Tech Axa France, Axa

Philippe Trimborn
Director, Institut des Métiers et de la Relation Ecoles, Orange

Anne-Catherine Unger
VP HR Product Lines & Functions, Alstom

Majda Vincent
Director Human Resources Europe and France, Sodexo

Benoit Serre
President, ANDRH Paris-Etoile

Valérie Burgorgue
HR Director, ANDRH Paris-Etoile

Alexandra André
Chief Executive, French Tech Grand Paris

Chadi Hantouche
Partner, Wavestone

Anthony Guinot
Manager, Wavestone

Léa Seba
Consultante, Wavestone

Synthesis

CHAPTER 1

Employer branding & employee experience: Between fascination and skepticism

AI is becoming a symbol of modernity in employer branding — increasingly expected by candidates, on par with other social or environmental commitments that organizations promote. It enables a more personalized employee experience, but also raises challenges around collective cohesion and the clarity of career paths. Its true impact on talent attraction depends on how well it is embedded within a broader vision aligned with the organization's culture and values. Transparency around how AI is used in HR processes is therefore becoming a key factor in building trust and ensuring consistency.

CHAPTER 2

Recruitment : The human touch in an algorithmic world

The growing use of AI in recruitment can bring significant efficiency gains, but it also requires heightened vigilance around bias, transparency, and the role of human judgment. AI is reshaping evaluation criteria, placing greater emphasis on qualities such as curiosity or ease with AI systems — without sidelining traditional job expertise. Recruiters remain the guarantors of fairness and of a high-quality candidate experience. Recognizing AI-related skills, including through compensation policies, must be approached with balance, taking into account other equally essential dimensions.

CHAPTER 3

Skills development: A new distribution of knowledge and roles

AI is reshaping skill requirements, shifting the focus from purely "technical" expertise to cross-functional capabilities and continuous learning. It transforms jobs without necessarily replacing them, redirecting value toward hybrid skills such as critical thinking, adaptability, and human-machine collaboration. To prevent a growing divide, organizations must promote inclusive learning opportunities. Human expertise remains essential — but will increasingly concentrate on what machines cannot replicate: judgment, interpersonal connection, and contextual understanding.

CHAPTER 4

Career paths & internal mobility: Smoother journeys or greater disruption?

AI is opening up new possibilities for internal mobility — opportunities that may have been less visible through a purely human lens. However, its impact depends on transparent and human-centered oversight for employees. While AI can accelerate certain learning processes, it also risks weakening traditional markers of career progression if real-world experience and exposure to complexity are overlooked. More experienced professionals are seeing their roles evolve toward judgment and knowledge transfer — provided they themselves remain engaged in continuous learning and adaptation.

CHAPTER 5

Evaluation, performance and feedback: News standards, new risks

Redefining performance has become essential in a context where human contributions are increasingly intertwined with outputs generated by AI systems. What matters is no longer limited to what can be measured; other criteria — particularly those related to behavioral and interpersonal skills — must also be taken into account. The manager's role remains crucial: to interpret results, recognize individual contributions, and foster a climate of trust in which employees feel free to discuss their use of AI without fear of judgment or loss of legitimacy.

CHAPTER 6

Culture, leadership & team dynamics: Augmented or disoriented humans?

AI-driven transformations are disrupting the cultural and collective dynamics of work. By altering how people interact, AI can sometimes weaken informal bonds and the "invisible" work employees contribute — often tied to social connection and cohesion. Generational differences in how AI is adopted may create tensions, but they also offer valuable opportunities for mutual learning and knowledge sharing, which should be actively encouraged. AI is also reshaping our relationship with time and mental load — simultaneously accelerating cognitive overload while offering subtle forms of support. Preserving the quality of collective work and team cohesion is becoming a key priority for HR and managers alike.

CHAPTER 7

CSR, inclusion & ethics: Social responsability in the age of algorithms

As access to AI systems remains uneven across roles and organizational contexts, digital inclusion is becoming a critical issue. HR must ensure equitable access and embed AI within a broader framework of social responsibility. This also means accounting for its environmental impact and committing to ethical governance in collaboration with CSR, legal, and IT departments. Beyond regulatory compliance, the goal is to establish lasting principles for responsible and inclusive AI use.

CHAPTER 8

Social dialogue & collective regulation: A new chapter

Social dialogue around AI is gradually taking shape, driven in part by increasingly tech-savvy employee representatives — some of whom are highly proactive on the topic. While approaches still vary across organizations, conversations are beginning to coalesce around practical use cases and human impacts. Given the transversal and constantly evolving nature of this transformation, these dynamics call for a rethinking of traditional dialogue formats, which can sometimes be too rigid. More flexible, multi-level spaces for exchange could foster broader and more sustainable engagement with AI.

CHAPTER 9

HR governance & strategy: Leading transformation with and for people

As AI continues to blur the boundaries between departments — HR, IT, business units, and beyond — the HR function must reaffirm its role in decisions that affect work organization and employees. Without shared governance, initiatives risk multiplying without coherence or alignment. The diversity of HR leaders' perspectives on these issues can serve as a valuable source of collective learning. AI is also reshaping certain HR roles and paving the way for a new operating model — one that is more cross-functional and centered on employee journeys and real-world use cases.

CHAPTER 10

AI for HR: A foundation for organizational transformation

Artificial intelligence is opening up new possibilities for HR, but its integration also exposes structural weaknesses that are often overlooked. Scaling up AI use cases in HR runs into several challenges: the complexity of HRIS ecosystems, inconsistent data quality, and sometimes a lack of a clearly defined HR vision. The real challenge isn't technological—it's organizational. To turn AI into a true driver of transformation, companies need agile governance, a coherent infrastructure, and rigorous data management. Reliable data is the cornerstone for building relevant and, above all, sustainable AI applications.

Employer branding and employee experience: Between fascination and skepticism

> 'Tomorrow's graduates won't join an organization just for its AI capabilities, they'll be drawn to a strong culture, a meaningful mission, an inclusive community, and the opportunity to make a real impact within the broader ecosystem.'

Majda Vincent, HR Director Europe and France, Sodexo

AI: A symbol of modernity in employer branding—or just another expectation?

AI is increasingly becoming a must-have in the employer branding strategies of most large organizations. Much like commitments to diversity, inclusion, and environmental or social causes, it is now something candidates expect.

When embedded within a clear strategic vision—one that connects job transformation, enhanced employee experience, and human-machine complementarity—AI can serve as a genuine differentiator. A "human-centered" approach to AI can resonate strongly with certain talent segments, particularly recent graduates, provided it aligns with other core aspects of the employer brand, such as organizational culture and stated values.

In certain sectors, such as luxury, however, the human connection may once again emerge as a key differentiator in the midst of an accelerating AI race.

Toward a more personalized employee experience, without losing the collective spirit

Artificial intelligence is enabling a more tailored employee experience and allowing organizations to fine-tune their employer branding—drawing, for instance, on behavioral data or preferences shared by candidates on professional social networks.

These new AI-driven capabilities pave the way for more targeted, better-received interactions, particularly in recruitment and HR communications. However, there's a risk: excessive personalization can lock individuals into rigid paths, obscure non-traditional profiles, and create a disconnect between the experience AI promises and the reality employees encounter once they join the organization.

When applied indiscriminately, excessive personalization of messaging aimed at candidates and employees can blur the organization's overarching collective promise. By over-engineering individual experiences, there's a risk of erasing shared reference points and weakening the common culture.

To remain credible, employer branding must strike a careful balance between personalization and overall coherence. AI should not fragment the employee experience—it should enrich it, while staying true to a shared, embodied vision of the organization.

AI transparency: A cornerstone of the employee experience

As AI becomes more embedded in human capital management processes, employees increasingly expect clarity around how it's used at key moments in their journey—during recruitment, performance evaluations, or training. If the role of AI remains vague or invisible, it can lead to a sense of opacity or even a loss of agency.

Clearly communicating what AI is used for, what it isn't, and how decisions remain guided by human oversight helps maintain trust and engagement. This transparency isn't just an ethical imperative—as we'll explore further—it's also a key driver of employer brand credibility and appeal.

Overly vague or overly technical messaging can undermine an organization's legitimacy. In contrast, clear, grounded communication—aligned with actual practices and guided by human discernment—can reassure more cautious employees without discouraging those who are eager for innovation.

Recommandations

- Establish and communicate the rules, intended uses, and your organization's stance on AI to ensure alignment and consistency from the outset.
- Develop messaging that both reassures cautious profiles—emphasizing ethics and the role of human judgment—and appeals to early adopters by highlighting innovation and technological impact.
- Make visible to candidates and employees how AI is being used to enhance their experience, from recruitment to development, to build trust and engagement.

Recruitment: Where human judgment meets algorithms

What should guide candidate evaluation is the interplay between core technical expertise, a strong learning mindset, and openness to emerging technologies. The goal isn't to recruit AI specialists for every role, but to build teams that can adapt collectively in a fast-evolving technological landscape.

Reaffirming the recruiter's role in an AI-assisted process

AI can enhance the efficiency of recruitment processes, but it cannot replace the human judgment of recruiters. While it may assist in screening or analyzing résumés, it falls short in capturing critical dimensions such as motivation, personality, cultural fit, or a candidate's ability to thrive in a team. These often decisive factors emerge through human interaction. Ultimately, the recruiter remains responsible for the overall assessment and must retain control over interpretation and final decisions.

Beyond evaluation, recruiters also serve as guardians of fairness. The use of AI—whether before or during interviews—must not disadvantage candidates who are less familiar with new technologies. Especially as more candidates are now using AI tools to prepare, it's essential to ensure that all applicants are assessed through fair, respectful, and understandable processes—safeguarding the quality of the candidate experience.

Should AI skills be compensated across the board?

As AI becomes embedded in nearly every profession, a new question is emerging for organizations: should the ability to understand and interact confidently with AI tools be financially recognized? This fluency could become a key competency, as it directly influences how well individuals adopt and apply new technologies. Over time, it may warrant specific recognition—on par with other transversal skills.

However, any move toward compensation for AI fluency should be approached with care. Recognizing this aptitude—especially outside of technical roles—must not come at the expense of other equally valuable qualities, such as critical thinking, intellectual curiosity, or leadership ability. The challenge is to integrate this new dimension into a broader, balanced view of talent—without favoring only those who master the tools or who view AI more optimistically than others.

Automated decisions must leave room for human judgment

The use of AI in recruitment doesn't automatically guarantee greater objectivity. Without a structured framework, consistent practices among recruiters, and clear governance over data and evaluation criteria, AI can reinforce existing biases, introduce new ones, or expose the organization to ethical and legal risks—as some high-profile cases have shown. Poorly configured systems may filter out valuable candidates, promote uniformity, or even suggest unsuitable profiles. The danger: a drift toward standardization, at a time when diversity is widely recognized as a driver of performance.

To prevent these pitfalls, safeguards are essential—starting with transparency. Candidates should understand the criteria behind recruitment decisions, and recruiters must be able to explain and justify them. This requires clear visibility into how AI is used, well-defined responsibilities between the organization and its AI vendors, and a firm commitment to keeping human judgment at the core. AI should support decision-making, not replace it.

"AI-Ready" talent or domain expertise? Evolving recruitment criteria

As AI becomes a pervasive element across many roles, recruitment criteria are beginning to shift. It's no longer just about technical expertise in a given field—organizations are also looking for candidates who are comfortable interacting with AI tools. Soft signals like curiosity, critical thinking, and the ability to learn alongside AI systems are becoming increasingly important in environments where continuous adaptation is the norm.

That said, these new criteria shouldn't lead to a homogenization of profiles. Comfort with AI can—and should—coexist with more traditional forms of domain expertise.

Recommandations

- Define clear ethical principles for each stage of the recruitment process to guide the responsible use of AI tools.
- Equip recruitment teams with the skills to use AI tools thoughtfully, with a focus on identifying and mitigating potential biases.
- Adjust the balance between AI fluency, core job competencies, cognitive skills, and attitudes toward work to ensure a fair and comprehensive assessment of candidates.

Skills development: A new distribution of knowledge and roles

Shifting toward a more cross-functional skillset

AI is reshaping the boundaries of many professions by automating tasks—sometimes those at the very core of long-established expertise. This transformation doesn't eliminate skills; it reconfigures them. Some become less central, while others emerge in response to new ways of working. As a result, roles are evolving toward greater cross-functionality and away from rigid specialization. The challenge is no longer to preserve static know-how, but to strengthen the ability to adapt practices by drawing on a broader skillset.

In this context, AI should not be seen as a driver of accelerated obsolescence, but as a catalyst for learning and transformation. It enables faster acquisition of new knowledge, frees up time for higher-value tasks, and opens up opportunities for upskilling. When built on existing capabilities and supported by investment in soft skills, AI can enhance versatility without diluting expertise.

Continuous learning as a prerequisite for employability

In the age of AI, employability is no longer based solely on the accumulation of technical knowledge—it increasingly depends on the ability to learn continuously.

This shift doesn't just concern tech experts or digital specialists; it must extend across all roles within an organization. Understanding how AI is used, knowing how to collaborate with it, interpreting its outputs, and questioning its impact are becoming foundational skills that should be broadly developed.

This calls for hybrid capabilities—technical, critical, and interpersonal. In this context, organizations play a vital role: they must create the conditions for inclusive, ongoing learning that reaches every level of the workforce.

If only a small minority receives training in AI, there's a real risk of creating a divide between those who understand and shape these tools, and those who simply follow.

To prevent this, organizations must encourage hands-on experimentation, offer accessible training programs, and foster a culture of optimism. AI should not be treated as exclusive knowledge—it must become a shared space for growth and development, open to as many people as possible.

Hybrid roles: Toward a new human–machine complementarity

AI systems are not merely replacing tasks—they are redefining how humans and machines collaborate. In many professions, roles are shifting toward interpretation, oversight, and regulation, where human input remains essential to contextualize data, exercise judgment, and bring a relational dimension. Rather than a clear division of labor, we're seeing a gradual intertwining of human and machine capabilities.

However, it would be naïve to assume that all jobs will seamlessly reinvent themselves. In some contexts, AI will significantly disrupt existing balances and may even lead to the disappearance of certain roles. This makes proactive support for workforce transitions essential. By acknowledging this complexity—without denial or fatalism—HR professionals can help secure career paths and embed human–machine collaboration into a constructive, shared dynamic.

The shifting nature of human expertise in the age of AI

New forms of AI—especially generative models—are now encroaching on domains traditionally associated with human intelligence. This shift is reshaping how value is perceived across many professions. When systems can generate, synthesize, or write content, expertise can no longer rely solely on technical mastery. It must also draw on transversal, emotional, and cognitive skills that are difficult to automate.

That said, this doesn't mean technical expertise is becoming obsolete. On the contrary, it remains crucial for understanding, framing, and controlling AI use. What we're witnessing is more of a rebalancing: individuals will increasingly seek to strengthen the skills that protect them from being replaced. These choices will become more strategic, factoring in both added value and long-term career trajectories.

Recommandations

- Conduct regular AI impact assessments for each job family
- Implement tailored reskilling and upskilling programs based on the level of AI exposure for each job family
- Increase the frequency of learning opportunities for all employees

Internal mobility and career paths: Fluidity or disruption?

'When junior profiles use generative AI, it can create the illusion of expertise where skills are still developing, blurring the line between fast execution and true mastery. Nothing can replace the value of grappling with complexity.'

Jérôme Friteau, Director of Human Resources and Transformation, Assurance Retraite

Redistributed mobility through AI

AI can open up new pathways for internal mobility by highlighting real skills that are often undervalued by traditional filters such as linear résumés, degrees, or standard career paths. It can broaden opportunities for atypical profiles, those undergoing career changes, or individuals seeking to reposition themselves. However, this potential depends on human support: AI can suggest, but it is HR expertise that guides, validates, and secures career transitions.

To ensure these opportunities are fair and inclusive, they must be embedded in a transparent framework. The goal is not to let algorithms make decisions in isolation, but to build shared, visible, and understandable processes—for example, through mobility or talent review committees that bring together HR, managers, and AI experts to assess AI-generated recommendations. AI should be a lever, not a black box. Only under these conditions can it enhance equity in career development, support individual aspirations, and offer more open, coherent trajectories aligned with real skills and growth potential.

Accelerated trajectories: The end of junior roles?

AI—especially generative AI—can accelerate learning across a vast range of topics. This may give junior or less experienced profiles the appearance of mastering subjects more quickly in their day-to-day work. However, this short-term efficiency often masks a superficial understanding or incomplete mastery. Without real-world exposure, experience of complexity, and the need to navigate constraints and trade-offs, progress remains fragile. AI tools cannot replace experiential learning or the foundational stages of professional development.

This individual risk raises a broader question: how can we rethink learning and progression benchmarks in a context increasingly shaped by AI? AI doesn't make career paths obsolete, but it does make them more heterogeneous and less predictable. It becomes essential to redefine thresholds of autonomy, mastery criteria, and modes of knowledge transfer. Without this, the confusion between speed of execution and depth of understanding could undermine long-term skill development.

Seniors and experienced professionals: A repositioning in the value chain

The growing use of AI among younger professionals may reduce opportunities for learning from more experienced colleagues, in favor of a sometimes-illusory technological autonomy. In this context, the value of senior profiles may shift toward a role centered on discernment: helping others take a step back from AI-generated outputs, providing perspective, and enriching interpretations. Their ability to connect tools with context becomes a key asset for maintaining decision quality.

However, this role in knowledge transfer should not confine experienced professionals to peripheral mentoring or tutoring functions. Their value will increasingly lie in their own ability to evolve alongside AI systems. Their strategic contribution will depend on a dual movement: supporting others while continuing to learn themselves, and combining experience with transformation to remain a driving force within the organization.

Recommandations

- Use AI to identify initial internal mobility opportunities, always cross-checked with human judgment
- Develop cross-mentoring programs (senior/junior) with clear objectives for transferring technical skills and tacit knowledge

Evaluation, performance, and feedback: New standards, new risks

The new complexity of work value

AI is transforming the very nature of individual contribution at work. As AI systems take on more tasks, individual value shifts toward less visible skills: interpreting generated results, fine-tuning tools, and maintaining overall coherence. The line between human and machine input becomes increasingly blurred, making it harder to attribute performance directly. This calls for a reassessment of evaluation criteria, with greater emphasis on interaction, judgment, and adaptability.

This shift also makes the manager's role more strategic. Managers are uniquely positioned to surface the "invisible work"—relational, emotional, and collective—that remains critical to overall performance. AI can support this process, but only if evaluation is not reduced to a standardized, data-driven view. Refocusing evaluation on key human skills—without letting them be overshadowed by automated metrics—is essential for both recognition and coherence.

Redefining performance criteria

As AI becomes embedded in evaluation tools, there's a risk that performance criteria will narrow to what is algorithmically measurable and objective. This standardized approach can flatten the complexity of real work, which involves trade-offs, adaptation, and situational intelligence. It also overlooks essential human contributions: emotional engagement, the ability to adjust, or to go beyond prescribed frameworks.

To counter this trend, it's necessary to revisit evaluation criteria and embrace a qualitative, contextual dimension. Work cannot be reduced to its digital footprint, and performance cannot be assessed by metrics alone.

Without safeguards, we risk sliding into algorithmic surveillance that undermines the manager–employee relationship. This is an opportunity to promote a more demanding and fair vision of performance—one that places the human element at the center of analysis.

Outputs, unique contributions

AI enables individuals to produce decent-quality deliverables more easily, which can raise the overall standard. But by smoothing out differences in form, it also risks "averaging out" contributions—masking the diversity of effort, expertise, and approaches behind a given result. Visible performance may conceal differentiated inputs: some rely on deep subject mastery, others on AI support. Without nuanced interpretation, recognition may become inaccurate or unfair.

This trend challenges organizations to value what goes beyond standardized tool use. While AI can help generate "acceptable" output, it doesn't guarantee originality or depth of analysis. Human value becomes subtler to detect—but more strategic to acknowledge. This requires adjusting expectations, strengthening qualitative criteria, and equipping managers with the tools to distinguish, support, and recognize these contributions.

Redefining feedback and the managerial role

AI provides data and analysis, but it says nothing, in itself, about the value of the work performed. The manager's role is therefore crucial: to interpret, contextualize, and recognize what escapes automated metrics. This isn't a new function, but a natural extension of their role in close support. Provided they are not overburdened, managers must be able to connect individual contributions, tool usage, and the meaning of the work produced in an increasingly AI-driven environment.

This role requires creating a climate of trust: employees must feel free to discuss their use of AI without fear of judgment or loss of legitimacy. The manager becomes a mediator of meaning. By reopening the dialogue around work—its value, its demands, its purpose—they can ensure a fairer, less standardized approach to evaluation.

Recommandations

- Rethink performance evaluation criteria by placing greater emphasis on recognizing skills that are difficult for AI to measure—such as creativity, adaptability, and critical thinking

- Organize targeted awareness workshops for managers to help them interpret AI-generated data with nuance, recognize invisible efforts, and maintain a human-centered, ethical approach to performance recognition

Culture, leadership, and the team dynamics: Augmented or disoriented humans?

The workplace collective: A foundation to preserve

By replacing or reshaping certain human interactions, AI can weaken invisible yet essential aspects of many roles—such as listening, mutual support, and informal coordination among colleagues. AI systems tend to prioritize what is traceable or quantifiable, often at the expense of the social and emotional dimensions of work that hold teams together.

In increasingly AI-mediated work environments, maintaining the quality of human connections becomes a strategic responsibility. It's not about opposing AI and interpersonal relationships, but about recognizing that cooperation, trust, and attentiveness cannot be treated as optional. HR must play a central role in acknowledging and supporting this relational work—the quiet but vital foundation of collective performance.

Generational diversity: A strength to cultivate

AI reveals differences in familiarity, adoption, and attitudes toward technology—often correlated with generational lines. These gaps can lead to subtle tensions, misunderstandings, or even self-censorship among more experienced professionals. Yet they also open the door to cross-generational learning dynamics, already visible in many teams, where younger employees help their senior colleagues adopt new tools.

This "reverse mentoring" goes beyond formal HR programs—it emerges organically through daily interactions, informal exchanges, and grassroots initiatives. For it to become a lasting cultural asset, organizations must recognize the mutual value of these learning experiences. Valuing generational complementarity and collective intelligence also means empowering more experienced employees to embrace

lAI at their own pace, without confining them to a role of mere knowledge transfer. Here, both management and HR have a key role to play: creating the conditions for fluid intergenerational dialogue—free from fixed roles or assumptions.

A new way of experiencing time at work

AI is reshaping our relationship with time: it accelerates, automates, and streamlines. Some tasks are shortened, creating the impression of "time saved." Yet this gain is often diffuse, fragmented, and difficult to fully reinvest. This paradox—more time, but not necessarily more meaning—raises important questions about how organizations support these changes, particularly in relational roles like HR.

Should this time be collectively structured, or should its use remain an individual choice? The issue doesn't lend itself to rigid prescriptions, but it deserves open discussion: how can we encourage uses of time that foster learning, relational quality, or creativity? HR professionals shouldn't decide on behalf of employees, but rather create the conditions for dialogue around these new temporal balances—so that time saved doesn't become just another invisible, unshared burden.

AI and mental load: Between acceleration and subtle support

Generative AI systems are introducing a new form of cognitive tension in the workplace. Their speed, constant availability, and increasing complexity can heighten feelings of disconnect—or even mental overload. The mismatch between algorithmic pace and human work rhythms may lead some to feel disoriented, caught between the pressure to keep up, the need to adapt, and the difficulty of slowing down.

But this pressure doesn't tell the whole story. For others, AI becomes a quiet anchor: a neutral, non-judgmental space that helps structure thoughts, manage daily tasks, or articulate emotions. These uses—often personal and discreet—reveal a need for regulation, reflection, and recentring in overstimulated environments. Acknowledging these practices doesn't mean outsourcing emotional support to machines, but rather understanding how AI can, indirectly, contribute to greater well-being at work.

Recommandations

- Lay the groundwork for a broader reflection on work rhythms in the age of AI
- Raise awareness about the cognitive risks associated with AI use
- Create collaborative spaces to explore AI practices, encouraging generational exchange and promoting reverse mentoring
- Assess the potential for reallocating time saved, based on role and scope

CSR, inclusion & ethics: Social responsibility in the age of algorithms

'When drafting AI usage guidelines, there are two possible approaches: setting Prohibitions–'You must not...'– or Adopting a constructive stance– 'We work with AI to...'. The latter is preferable: it's more open, more engaging, and encourages responsible adoption rather than fear or restrictions.'

Laurent Choain,
Chief Leadership, Education & Culture, Forvis Mazars

Digital inclusion: A new challenge for workplace equity

Depending on how it is deployed, AI can reinforce existing inequalities within organizations—particularly in terms of access to digital tools. Access to training or active support remains highly uneven across roles, employment statuses, and team locations. In some cases, employees may lack the technical foundation needed to use the applications provided. This is no longer just a matter of digital literacy, but of concrete access to technology.

This reality calls for heightened vigilance: without a proactive accessibility policy, AI usage risks reproducing—or even deepening—inequities already present in the workplace. HR has a critical role to play in embedding this dimension into its programs, with growing expectations under the European regulatory framework. Equitable access is becoming a condition not only for legitimacy, but for collective performance.

Responsible AI: A new frontier for HR

Artificial intelligence is increasingly shaping high-stakes HR processes—recruitment, internal mobility, performance evaluation. Yet as algorithmic decision-making becomes more prevalent, the lack of transparency behind these systems is eroding social trust. The concern isn't simply the presence of algorithms, but rather our inability to explain how they influence individual career paths.

While this issue has often been framed in terms of performance or governance, it now emerges as a matter of perceived fairness—a core pillar of any CSR strategy.

Meeting this challenge goes beyond making AI systems transparent. As these technologies scale, their environmental impact is becoming an equally critical concern.

In collaboration with CSR departments, HR has a critical role to play in embedding responsible AI principles into both tool selection and, more importantly, how those tools are used. Contributing to the ecological transition also means advocating for AI that is lean, purposeful, and used with intention—aligned with both social and environmental goals.

Ethical AI governance: From voluntary commitment to strategic imperative

Ethical AI governance can no longer be a matter of good intentions alone. With the GDPR already in force and the AI Act on the horizon, expectations around transparency, explainability, and accountability are rapidly intensifying.

Ethical charters, usage policies, and manifestos must go beyond symbolic gestures. To be credible, they need to be co-developed across multiple functions within the organization and in dialogue with employee representatives. Only then can they carry real weight—internally and externally.

HR has a pivotal role to play here, alongside CSR, legal, and IT departments. Positioned at the intersection of practical use, social impact, and regulatory compliance, HR can help shape clear governance frameworks to manage AI's effects. Its involvement in AI steering committees—where they exist—is essential to ensure that organizational AI strategies reflect a nuanced understanding of human impact.

This goes beyond compliance. It's about establishing lasting ethical benchmarks in the face of ever-evolving technologies.

* General Data Protection Regulation (GDPR)

Recommandations

- Participating as HR professionals in drafting an ethical AI usage charter, in collaboration with IT and compliance teams
- Embedding the HR function within a cross-functional AI ethics committee tasked with overseeing AI projects and assessing their human and social impacts

Social dialogue and collective regulation: A new chapter

Social dialogue still in its early stages?

To date, social dialogue around AI remains limited and largely informal — although momentum has grown significantly with the rise of generative AI. Fewer than one in a thousand collective agreements referenced AI between 2007 and 2024, despite a noticeable uptick since 2018*. Discussions tend to focus more on long-term employment impacts than on the concrete effects of AI on jobs, skills, or organizational structures. In many organizations, the topic is gaining traction, but often remains diffuse or confined to technical discussions around pilot use cases. The willingness to engage is there; what's still lacking are clear frameworks to support structured, long-term dialogue.

This situation also reflects an institutional landscape still under construction. At the European level, the 2020 framework agreement on the digital transformation of organizations has led to few concrete implementations in France. Meanwhile, the EU AI Act is based on a principle of organizational self-regulation, without assigning a formal role to social partners. In the absence of clear guidelines, many organizations still struggle to position AI within existing social dialogue frameworks.

Rethinking traditional forms of social dialogue

In the face of uncertainty around applicable frameworks, it's not just the content of social dialogue that needs to evolve — its very structure must also adapt. Traditional consultation formats (such as one-off or procedural consultations) struggle to capture the cross-functional and long-term nature of AI's impact on work and organizations. AI doesn't arrive all at once, but in successive waves, requiring dialogue formats that can track evolving use cases, perceptions, and collective dynamics over time.

Both employers and employee representatives are beginning to explore new approaches: procedural agreements that allow for more frequent consultations, or initiatives like "Dial IA" led by the Institute for Economic and Social Research (IRES), which offers practical tools to rethink dialogue in the age of AI. These emerging practices don't replace existing legal frameworks — they complement them, aligning the pace of social dialogue more closely with the rhythm of technological transformation.

Broadening the scope: Dialogue beyond organizational boundaries

While some stakeholders are increasingly engaging with the topic, the response cannot remain confined to the level of individual organizations. The challenges at stake — safe use, fairness, and value-sharing — call for broader frameworks that extend beyond organizational borders.

Sectoral agreements, cross-industry frameworks, and European-level accords could become essential to avoid fragmented practices and ensure a coherent, shared approach to AI adoption. Public authorities have a key role to play in facilitating the development of common reference points. HR leaders, meanwhile, will be on the front lines — translating these collective frameworks into practical realities on the ground.

*'AI in companies: what do negotiated agreements reveal?', Centre d'Etudes de l'Emploi et du Travail (CEET) - October 2024.

' The idea of a European or even global framework, supported by public authorities, would guarantee a more structured social dialogue in the face of the sheer scale of the phenomenon.'

Jacques Adoue,
Chief Executive Human Resources, and Corporate Social Responsibility, Edenred

Recommendations

- Initiate dialogue with employee representatives on AI-related topics
- Work with them to define guiding principles for a pragmatic and ongoing social dialogue around AI
- Ensure that employee representatives receive appropriate training and upskilling on these emerging issues

HR governance and strategy: Leading transformation with and for people

Reasserting HR's role in the face of a cross-functional technology

By its very nature, AI cuts across traditional organizational boundaries — blurring the lines between HR, IT, business functions, and compliance. This creates grey areas in roles and responsibilities: Who leads? Who trains? Who regulates? Without a shared vision, there's a real risk of technology-driven decisions being made without HR's input or oversight. Yet choices around tools, use cases, and technology partners have a direct impact on employee experience, career development, and — critically — social cohesion.

In this context, HR must reaffirm its legitimacy and leadership on key dimensions: ethical use of AI, team upskilling, and the governance of human impacts. This means moving beyond a traditional "support" role to become a true co-pilot of transformation. A clear governance model — ideally through a dedicated committee bringing together HR, IT, legal, and employee representatives — would help ensure consistency in deployment, monitoring of human impacts, and alignment with the employer brand promise.

Embracing diverse HR perspectives as a pathway to collective learning

HR leaders are approaching AI from a range of perspectives — from caution and wait-and-see attitudes to proactive engagement or even skepticism. These positions don't simply reflect varying levels of maturity; they also stem from diverse organizational contexts, differing pressures, and unequal exposure to technological challenges. Acknowledging this diversity is a crucial first step — it helps avoid premature judgments and allows each organization to identify its own starting point in the transformation journey.

Rather than opposing these approaches, the goal should be to integrate them into a shared learning trajectory — one that values progress over uniformity and encourages collective growth.

By drawing on peer feedback, cross-diagnostics, and dedicated dialogue spaces — such as the collaborative forum established through this working group — HR leaders can move beyond isolated approaches and build a shared path forward. This shift in posture requires dedicated time for strategic reflection: to analyze practices, compare experiences, and co-construct a more coherent and aligned approach to managing AI within the HR function.

Redefining HR Roles in the age of AI: Exposure-driven transformation

AI is not disrupting every HR function equally, but it is driving deep transformation in certain roles. Beyond a simple shift in tasks, we're seeing a gradual reconfiguration of responsibilities: payroll automation, redefined missions for HR Business Partners, and the emergence of new roles focused on oversight and employee support. These changes are reshaping the internal balance of HR functions, driven by efficiency gains and new demands for strategic guidance.

This evolution opens up opportunities for internal redeployment within HR. New bridges are forming between roles, supported by transferable skills: a payroll specialist might transition into advisory roles, while support staff may move toward more strategic functions. AI acts as a catalyst for these dynamics, highlighting the need for more fluid career paths and stronger support for professional transitions.

Toward a "use-centered" target operating model for HR

Beyond its impact on individual roles, AI is exposing the limitations of the traditional HR model — historically structured in silos: centers of expertise, shared services, and business partners. This model may struggle to meet increasingly cross-functional and employee-centered needs. AI is prompting a rethink of internal logic in favor of more agile, journey-oriented structures.

This shift didn't start with AI, but it is accelerating because of it. The HR function is already in transition, driven by expectations of agility, proximity, and user value. AI can reinforce this momentum by enabling "HR product" approaches — such as onboarding, feedback, or mobility — co-designed with IT and business teams. What we're witnessing is less a rupture than a necessary alignment between the HR operating model and new levers of transformation.

Recommandations

- Integrate the HR function into strategic (AI ethics committee, AI investment committee) and/or operational bodies to embed human considerations at the heart of the new AI systems created within your organizations.

- Evaluate the maturity of your current HR model through an initial analysis of each HR role family.

- Prioritize training HR profiles in AI so they can become true agents of change.

AI for HR: a foundation for organizational transformation

AI for HR: a foundation for organizational transformation

While AI has already made inroads into HR over the past few years — particularly in areas like employee experience and recruitment — newer systems, especially generative AI, are opening up entirely new possibilities. Personalized learning, virtual HR assistants, dynamic workforce planning, predictive analytics… the list of potential use cases is growing (at least in theory). In practice, however, many initiatives struggle to move beyond the proof-of-concept stage. Scaling up often runs into a range of obstacles: unclear governance, inconsistent data quality, misaligned objectives, or poor integration with existing HRIS tools.

This momentum also reveals structural weaknesses within HR organizations that are sometimes underestimated. The desire to integrate AI into certain processes raises foundational questions: incomplete frameworks, unclear governance, and unstructured processes. AI will undoubtedly accelerate the transformation of HR — but it cannot compensate for unresolved organizational fragilities. The most impactful experiments will be those guided by a clear vision of the value to be delivered. Ultimately, it won't be the technical performance of the AI that determines success, but the ability to turn it into a lever for a meaningful and coherent HR ambition.

The interface between AI and existing HRIS: An integration challenge

AI doesn't plug into a unified HR system — it integrates into a fragmented ecosystem of tools. From HRIS platforms provided by established vendors, to internally developed modules and niche solutions from startups, the HR tech landscape has become increasingly complex. While this diversity reflects the variety of organizational needs, it also makes it harder to ensure overall coherence — particularly from the standpoint of employee experience and day-to-day usability.

'Without reliable data, AI is useless. If we want our tools to be useful and help us make decisions, we must first Guarantee the quality of our data. It's also a question of credibility for HR.'

Olivier Hérout,
Deputy Chief Executive
Human Resources, Equans

In this context, governance cannot remain static. Paradoxically, the HR function must design multi-year HRIS master plans while also integrating short-cycle innovations at pace. Managing these tensions requires a more agile approach: the ability to make informed technology choices without undermining existing systems, to experiment without rushing, and to maintain strategic direction while opening the organization to emerging use cases. This is the new balance that AI integration demands.

HR data: The essential fuel before thinking AI

Data is the foundation of any AI initiative — and HR is no exception. Long perceived as less data-driven than other functions, HR actually manages one of the richest data assets in the organization. This intangible gold requires unprecedented quality, because without reliable and contextualized data, AI can generate flawed, counterproductive, or even biased insights.

Managing this data is far from a neutral task for HR, especially within a strict regulatory environment — notably under the GDPR. As AI systems accelerate, heightened vigilance is needed to ensure the reliability and integrity of the data being used. Strengthening data governance enables more targeted corrective actions and reinforces HR's strategic role in driving a more data-informed organization. Only under these conditions can AI become a truly dependable lever for transformation.

Recommandations

- Take a step-by-step approach to introducing AI into your processes: start by testing AI on simple, well-defined, low-sensitivity processes with high-quality data to generate initial, localized proofs of value.

- Lay solid data foundations early on: establish a governance framework, define reference models, and set clear data quality rules, among other essentials.

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With its 400 members and strong ties to the 70 other local chapters of ANDRH — representing over 6,000 members nationwide — the ANDRH PARIS ÉTOILE group actively contributes to decoding the evolving role of HR and the broader human challenges facing organizations. Bringing together HR leaders and professionals from across all sectors and company sizes, ANDRH PARIS ÉTOILE helps shed light on current impacts and anticipate future challenges.

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