1st BAROMETER OF AI IN HR IN CANADA

NEXARH

AI: Work reinvented in accelerated mode

2026 EDITION

IN COLLABORATION WITH PARLONS RH

IN PARTNERSHIP WITH

cegid COFOMO INNOVA HALFSERIOUS servicenow SIGMA-RH

EDITO

AI, a human revolution

The year 2026 marks a decisive acceleration in the adoption of artificial intelligence. While AI is commonly spoken of in the singular, it is more accurate to speak of AIs in the plural. This advanced stage of computing development and massive data utilization is disrupting all our benchmarks: the economy, the flow of ideas and information, daily life, work organization, the job market, professions, and skills.

AIs challenge both organizations' expertise, their value chains, their revenue models, and each of us individually. Their impacts are so extensive that they cross all spheres of our lives and saturate the news across all sectors. This global transformation is accompanied by widely varying levels of perception, understanding, and maturity.

Everyone is talking about it. But until now, data has been lacking to paint an accurate picture of AI's impact on the Human Resources (HR) function in Canada. This is precisely the aim of this first AI Barometer in HR.

While business leaders adopt so-called AI-First strategies, HR decision-makers, traditionally working behind the scenes, now find themselves on the front lines.

They recruit rare AI skills. They quickly roll out training on emerging competencies. They rethink workforce strategies. They support a change that has become permanent.

At the forefront of this revolution, HR leaders play an unprecedented role in monitoring and structuring organizational models. While some jobs fade away, AI agents integrate into work processes, and new automations become essential, organizations are forced to redefine themselves. Transformation in the AI era is both technological and human—profound, systemic, and unprecedentedly fast.

From Vibe Coding to predictive AI, including Agentic AI, there are dozens of new concepts to understand collectively, embed in a strategic vision, and then orchestrate to reinvent work and augmented organizations.

Where do HR professionals stand in adopting AI-based technologies?

- To what extent is AI transforming HR services?
- How does the HR function perceive its future considering this major upheaval?

This first edition aims to provide a rigorous and factual overview of AI in HR at the Canadian level, based on evidence:

- We conducted a large pan-Canadian survey and collaborated with Parlons RH, originator of the first survey of its kind in France, to enrich our analysis. The contrasts as well as the convergences observed are particularly revealing of our cultural realities.
- The richness of the results did not disappoint us. They portray an HR function that is clear-eyed about opportunities for efficiency and aware of its central role in human acceleration. While its support role is established, the role of strategic co-pilot could indeed assert itself. Expertise in human behaviour already appears to be a key lever to navigate the sharp turns we are engaged in.

We also hope this Barometer will serve as a guide for HR teams to help them navigate this new reality, thanks to numerous experts' insights.

We warmly thank the HR decision-makers, experts, partners, and sponsors who contributed to this first Barometer on AI in HR in Canada.

The acceleration has begun.
The ball is in your court!

JEAN-BAPTISTE AUDRERIE
Co-founder of NexaRH
Organizational psychologist,
HR TECH industry analyst

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The Barometer at a Glance

OVERALL ATTITUDE

1 in 2 respondents
indicates they know AI well, or even very well

64%
believe that the deployment of AI tools in the HR function is a fair, if not very, difficult task

91%
of HR professionals see AI as an opportunity for the HR function

69%
of HR professionals are confident in the future of their organization in the era of AI

ADOPTION

Nearly **2 out of 3 organisations**
have deployed at least one AI training program within the HR department over the past three years

67%
of HR professionals are already using AI individually

3 of the top 7
HR uses of AI relate to the generation of written content (email writing, report drafting, summarizing), ahead of visual creation, automation, and predictive analysis applications

66% of HR professionals use AI for recruitment, while

57% use it for training and skills development

RISKS & LIMITATIONS

76%
of HR professionals consider the lack of a clear strategy to be the main barrier to the deployment of AI

91%
of HR professionals fear the consequences of AI regarding confidentiality and privacy

PUTTING INTO PRACTICE

64%
of respondents believe that AI has already transformed HR practices

30%
of HR professionals believe that their profession will be largely transformed by AI within three to five years

66%
of organizations have implemented at least one action to oversee and govern the deployment of AI

40%
of respondents anticipate an increase in their HR technology and HR AI budget in 2026

IN SUMMARY

The progress of AI in HR is well underway

The HR function is often perceived as cautious toward technological innovations. Neither reluctant nor opposed, but in constant vigilance, guided by the human, social, and regulatory responsibilities it bears. Yet, this Barometer reveals a major shift in perception: artificial intelligence is no longer seen as a threat, but as a strategic opportunity for HR. An opportunity largely recognized and embraced.

Even better, respondents to the first Barometer on AI in HR in Canada express high confidence in the future of their organization. The HR function is not holding back. It is available, engaged, and ready to contribute. The move from reflection to action has begun.

One observation stands out clearly: individual use of AI precedes organizational use, which in turn precedes formal use within HR functions. Transformation is primarily happening on the ground, through individual initiative, long before being structured from the top. Users are moving forward. Leadership observes, frames, and prepares. Where the company has not yet provided tools, employees have found their own solutions. AI has entered the daily work routine, without waiting for roadmaps.

While Knowledge workers are integrating AI into their daily practices, HR departments are still slow to adopt it for their own processes. Compared to other major support functions, AI remains poorly integrated into HR business processes. The gains observed relate more to individual micro-efficiencies than to genuine operational transformations.

CHATGPT IS THE TREE THAT HIDES THE FOREST OF AI

The phenomenon of Shadow AI illustrates this spontaneous, widespread, and difficult-to-control adoption, as evidenced by the use of conversational assistants employed without a framework, without governance, and sometimes without authorization. Yet, the stakes are very real: information security, protection of sensitive data, regulatory compliance, as well as Organizations' ability to respond quickly to a demand that has become massive.

Generative AI has profoundly democratized access to conversational assistants (ChatGPT, Microsoft Copilot, Google Gemini, etc.). "Pocket AI" has established itself as everyday tools. They create a powerful halo effect: the benefits are immediately noticeable at an individual level, but Organizations still struggle to demonstrate measurable, structured gains and a clear return on investment, especially for solutions integrated into the work environment.

Today, AI is widely used to translate, rephrase, or summarize emails, collective agreements, and other documents. However, more advanced uses such as data analysis, process automation, code review, or regulatory monitoring remain marginal. A paradox nonetheless persists: many users have adopted capabilities they did not previously master. Learning is underway, often informal, sometimes invisible, but very real.

In this context, small and medium-sized enterprises appear more agile. Less constrained by complex architectures and heavy compliance policies, they adopt AI more quickly and directly. Yet even there, uses truly integrated into HR workflows remain rare, even though the HR technology market claims to be ready to provide secure, interoperable, and scalable solutions.

Unsurprisingly, recruitment and training concentrate the most advanced uses. Writing unbiased job descriptions, preparing interview questions, structuring educational paths, or designing training plans are now part of common practices. AI establishes itself where content, writing, and cognitive structuring are at the heart of HR's added value.

ORGANIZATIONAL ARCHITECTS IN THE MAKING

Expectations around automating clerical work and transforming professions are immense. Paradoxically, it is precisely this revolution that places HR at the center of the organizational stage. Attentive observers, sometimes critical, often consulted, HR leaders are now called upon to support change, train, reassure, and structure. Above all, they will need to anticipate the deep transformations of jobs already underway, which require the ability to redesign Organizations, conceive AI-augmented teams, orchestrate a hybrid workforce—humans and AI agents—and evolve management styles.

As technological investments intensify, secured adoption becomes a non-negotiable condition for success. Technology and HR AI budgets are maintained or increased, even as the question of return on investment remains secondary, often overshadowed by the pressure of individual usage and operational expectations.

In this new balance, HR decision-makers hold a major strategic asset. Advisors in ethics, compliance, and data protection, but also Experts in human and organizational behavior, they possess unique legitimacy. An expertise that has become indispensable to guide structural decisions, far beyond the HR perimeter alone.

"AI is a rapidly developing intern: fast, useful, but requiring supervision."

Anonymous quote taken from the survey.

SECTION 1

AI Adoption in HR

KEY FIGURES

99% of HR professionals say they have at least some knowledge of AI

91% see AI as an opportunity

44% of respondents consider themselves to have a good or very good understanding of AI

Only 1 in 10 HR professionals considers AI to be a risk or even a threat

1.1. GROWING POPULARITY, BUT STILL AN OVERLY INDIVIDUAL APPROACH

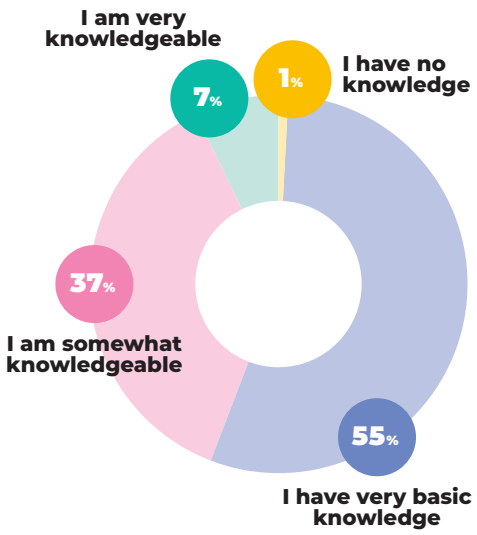
More than one-third of HR professionals surveyed say they know AI relatively well, primarily thanks to ChatGPT-type tools. 37% say they know AI well. In a short time, HR has thus moved from contemplation to action with individual use at work.

The main observation is that the overall attitude of HR toward AI is now predominantly positive, with 91% of respondents considering it an opportunity.

This shift in perception of technological advances is also attributable to generative AI, or "pocket AI," which has democratized daily use, outpacing organizational AI platforms. Perceived as "a good friend," generative AI serves everyone in writing emails or company policies, translating texts, transcribing meetings, or summarizing large volumes of documents.

CHART 1

Q7. How do you assess your knowledge of AI?



It is almost a vote of confidence for AI in HR. The tide has turned, as it has in all departments and around the world. We have moved out of the valley of misunderstanding to enter the wide-open spaces of AI.

Only 3% of respondents express fear towards AI and see it as a threat, while 6% consider it a risk worth taking. Although economic news reports risks for the future of employment, AI tools assist on a daily basis.

This does not mean, however, that risks have disappeared from corporate concerns. But the transformation is underway: there is an appetite for AI in HR, just as there was an appetite for mobile phones or online commerce, which must be met with secure and user-friendly solutions.

KEY FIGURES

88% of respondents reported having implemented training programs

44% of respondents reported having appointed an AI expert

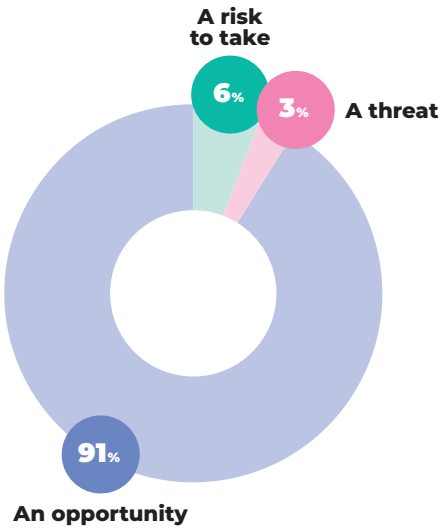
1 in 3 companies has established internal AI governance

29% have a strategic AI plan

49% of HR professionals believe their department is lagging behind other organizations in AI adoption

CHART 2

Q25. For the HR function, is AI rather:



This positive attitude also emerges from the comments left by the 336 respondents. Spontaneously, two out of three respondents mention efficiency, output, and time savings. We could say respondents are adopting a maximalist approach. AI is the ally of restored productivity. Moreover, the second theme is automation. Clerical offloading is almost a cliché. Expectations for the tools are therefore very high.

The least spontaneously mentioned topics do not mean they are unimportant. These include environmental issues related to AI (high carbon footprint, electricity-consuming servers) as well as “technostress” and the difficulty of feeling up to date and competent in an emerging and rapidly evolving field.

TABLE 1

Comment Analysis Table

Approximated frequency (out of 336)

TOP 3 FLOP 3

Efficiency, productivity, time-saving
Reduction of administrative burden and acceleration of tasks

210-230

"save time" "efficiency" "productivity"

Automation of low-value tasks
Automate transactional tasks and repetitive/ time-consuming tasks

160-180

CV screening, Initial drafting, Reports, Translations

Strategic and Human Refocusing
Administrative offloading to invest in support, coaching, and relationship management

120-150

"focus on the human aspect" "more strategic role"

Technostress and work overload
Speed of change, uncertainty

8-12

"technostress" "hard to keep up with"

Clarification AI vs LLMs
Distinguishing paradigms, rejecting certain approaches

6-10

"AI Confusion and LLMs" "Boring Internal AI"

Ecological impact
Environmental cost, limited use

3-6

"Environmental cost, reduce my usage"

1.2. ORGANIZATIONAL FOUNDATIONS IN PROGRESS

Taking an organizational perspective, it is noted that adoption has been accompanied by training offered by companies. But above all, small organizations reported training as much as large ones. More agile, they have embraced generative AI to create individual productivity tools.

There is thus a U-shaped curve for AI training according to organization size. According to respondents, large companies (1,000 employees or more) have trained in AI as much as small companies (fewer than 250 employees); those who trained the least are companies between 250 and 1,000 employees.

Given the extent of individual use and the positive attitude towards AI, one may wonder if companies' training efforts are sufficient considering the security challenges and the wide array of concepts to assimilate to properly use generative AI and the wave of agentic AI sweeping through technology vendors.

Only 22% haven't implemented anything for their teams.

In the training content, prompt techniques (instructions for generative AI) were proposed in only 37%. In the case of specific training on business-related AIs, this falls to 15%. This reflects the predominance of versatile generative AI tools such as ChatGPT or Microsoft Copilot over AIs integrated into ERP, CRM, and other HRIS systems.

Beyond prompt techniques, it is the understanding of the deep nature of these AIs that should challenge the critical thinking of users and HR management to comprehend their limits and the impression of intelligence they convey.

Individual use of pocket AI encourages respondents to say they know AI. But individual practices are not always as robust or sustained as professional use.

Regarding the structuring and governance of AI, organizations advance in a scattered manner, depending on their size. While large companies indicate having an AI point person designated (18%) and an established governance (18%), 8% of them haven't taken any structuring initiatives to prepare for and leverage AI. This figure rises to 19% for small businesses.

Large companies prepare, with all their complexity, while small organizations resort to pocket AI or let their professionals use it without providing a formal framework.

CHART 3

Q18. Over the past three years, have you been involved in deploying training within the HR department on the following topics:

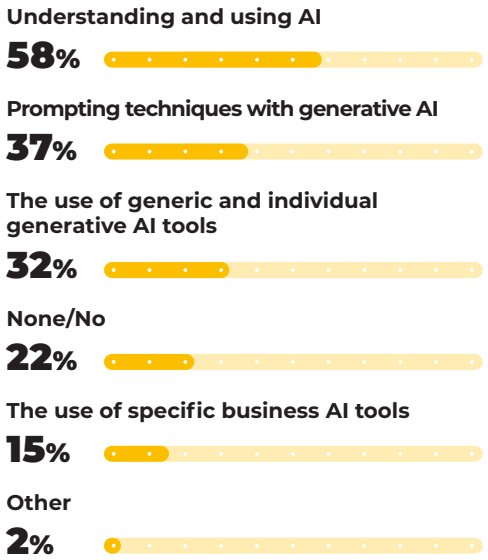
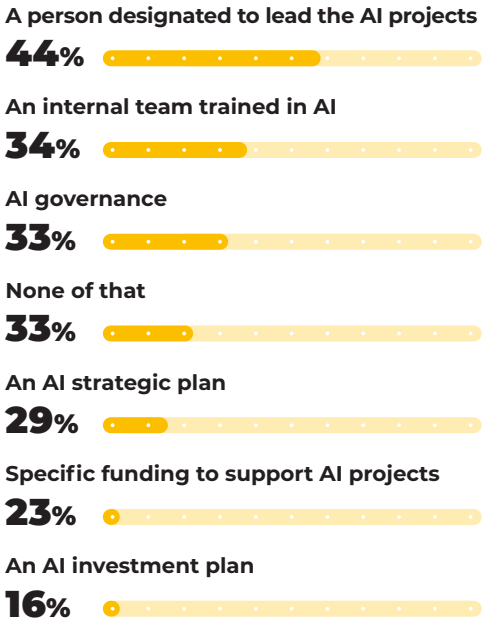


CHART 4

Q6. Does your organization have?



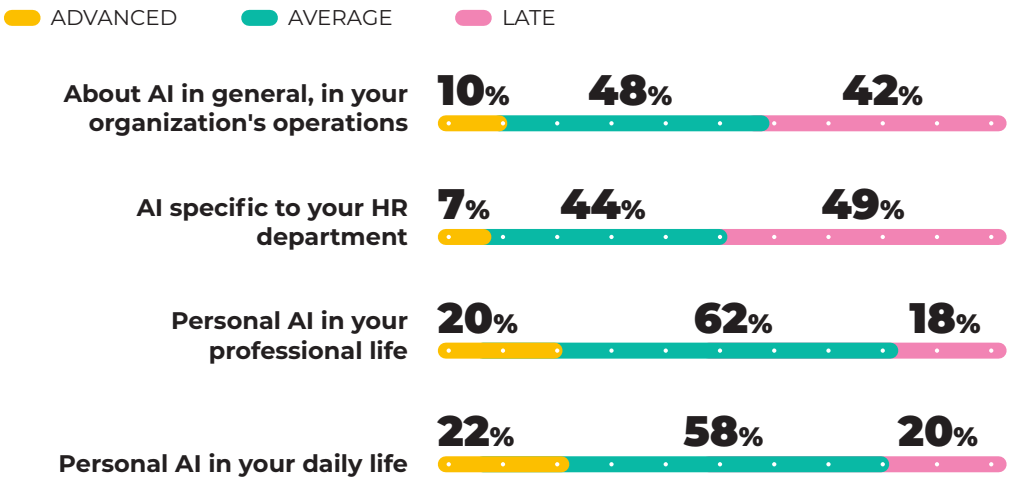
1.3. HR DEPARTMENTS LAG BEHIND IN AI

Respondents seem to indicate that their company's progress in AI is average, except in HR: 49% judge their department to be behind, and only 7% consider their department to be ahead compared to others.

This perception differs greatly for individual users at work and in personal life, since 62% say they are average, and 20% even claim to be ahead compared to others.

CHART 5

Q11. What are your perceptions of the level of AI advancement compared to others?



A word from HR

MANON POIRIER

Executive Director - Ordre des conseillers en ressources humaines agréés du Quebec

In most workplaces, AI has entered through the back door—that is, through employees who use generative AI independently rather than through employers. For HR, the first step therefore consisted in framing this use and responding to workers' expectations regarding skills development and employability.

While some survey data suggest that the full involvement of HR professionals in major structural projects has been slow to materialize, this must be put into perspective. Even though the intention to implement AI has progressed rapidly since 2022 according to data from the Order (from 36% to 57%), the proportion of organizations that have implemented significant AI solutions remains relatively modest. Organizations that do not intend to adopt AI mainly cite a lack of resources or time. These organizations, often SMEs, require greater support—much like in other areas—to make the transition.

As for AI use within the HR profession, we must be clear-eyed. **A large portion of our transactional activities will gradually be entrusted to AI.** Part of our advisory role may also be affected. The profession's greatest added value in relation to AI will lie in change management, skills development, and the new organization of work. In this way, we will continue to play our strategic role at the heart of major transformations within our organizations. In short, the profession can legitimately remain optimistic.

As a support and regulatory body, the Order has set objectives within its 2026–2030 strategic plan to assist the profession through this evolution—both in HR functions related to workforce planning and talent management, and in guiding all organizational stakeholders toward effective and sustainable transformation.

In this regard, HR professionals and technology specialists will have every reason to work even more closely together; **they will be the custodians of the necessary balance between people and technology within organizations.**

"AI enables a **fundamental transformation** of the HR function by combining automation, predictive analytics, and personalization in service of human capital. It acts as a catalyst for the strategic positioning of the HR function."

"The adoption of AI is not an end in itself: it is an **ethical, strategic,** and **human** choice"

Anonymous quotes taken from the survey.

Expert Insights

SARAH LEGENDRE BILODEAU

Senior Vice President, Artificial Intelligence Consulting Group - Videns, powered by COFOMO

"From experimentation to sustainable transformation: raising organizational AI maturity also depends on HR"

The AI in HR Barometer – Canada highlights a finding that I also observe in practice. Enthusiasm is clearly present: 91.1% of HR professionals see AI as an opportunity, and 69% say they feel confident. Yet the foundations required for optimal deployment remain fragile. Fewer than 20% of organizations have a structured AI strategy or governance framework, creating a gap between intent and impact.

The most widely adopted uses are unsurprising: text generation, document analysis and the use of conversational agents. These fall under what can be described as "commodity AI" – easy to integrate and effective in supporting certain day-to-day tasks. By contrast, more advanced uses fall under "value AI" based on customized solutions designed to address specific challenges. These approaches transform complex processes by leveraging the organization's own context, enabling a shift from individual efficiency to organizational transformation. They reflect a strategic use of AI that requires a higher level of AI maturity to sustain this evolution.

HR respondents also indicate that deploying these technologies is perceived as a rather difficult to very difficult undertaking, particularly in medium-sized and large organizations and in regulated sectors. This difficulty reflects key HR challenges: talent evolution, cross-functional adoption of technologies, and supporting teams through change. Developing skills and effectively integrating new tools therefore emerge as essential levers.

Finally, AI is not merely a technological revolution; it is first and foremost a human transformation. HR will be at the heart of this transition, and their ability to support teams while anchoring AI within a coherent vision will make all the difference in ensuring its sustainable adoption.

HR departments must adopt a **pragmatic and iterative** approach

MARC-ANDRÉ NATAF

CEO – Cegid

What stands out to you about these initial results?

The First Barometer of AI in HR in Canada in Canada reveals a paradox: a very positive perception of AI (91.1% see it as an opportunity; 69% are confident about the future) while organizational maturity remains low (29% have an AI strategic plan, 33% a formal governance structure, and 23% dedicated funding). This gap between enthusiasm and actual capacity is the main current tension and sets the agenda for 2026–2027: structuring architecture, investment, and skills to turn intent into operational value.

Rather than waiting for perfect conditions, HR should adopt a pragmatic, iterative approach. Launching low-risk, high-impact pilot projects quickly demonstrates value. Priority should be given to simple, measurable use cases: automated CV screening, HR conversational FAQs, and automation of administrative tasks. These modular, often cloud-based solutions with low upfront costs facilitate gradual adoption and limit initial financial commitment.

How are talent acquisition and management evolving with AI?

Recruitment and talent management use cases are already transforming HR models. Automated sourcing and prequalification improve candidate quality and free time for qualitative assessment. Skills-to-role matching systems promote internal mobility, optimize talent allocation, and help reduce turnover. Decision-support tools enrich interviews by providing complementary analyses while preserving final human judgment. Personalized learning pathways accelerate upskilling and make training more relevant. Together, these use cases push HR to rethink processes—shifting from a transactional hiring model to a continuous, skills- and development-centered model.

What are the next steps for HR?

To convert enthusiasm into sustained adoption, governance must remain pragmatic. This means defining clear roles, success criteria, basic ethical reviews, and operational indicators—time to hire, candidate satisfaction, reduction in administrative time—that measure value and support future funding requests. This is even more important given that 50–59% of organizations expect stable budgets for 2026 and fewer than 12% anticipate significant increases.

Skills development is essential to sustain growth. Short, practical trainings embedded in pilot projects—covering tool use, bias management, and human–machine collaboration—are recommended. Creating internal communities of practice and certification pathways tailored to roles (decision-makers, operational staff, technicians) facilitates the spread of best practices. Rapidly communicating measured successes and valuing lessons learned helps maintain momentum and secure the scaling of initiatives.

In sum, multiplying small, measurable wins, establishing clear governance, and investing in targeted skills will enable HR to convert collective intent into real operational gains, preparing organizations for the challenges and opportunities of 2026.

[2] **Cloud : Cloud solutions or solutions accessible online whose hosting is managed by the publisher, most often via a partner (AWS, Google Cloud, Microsoft Azure, OVHCloud, etc.).**

SECTION 2

Levels of AI Usage

KEY FIGURES

75% of respondents report that AI has helped improve recruitment productivity

70% indicate that HR administrative management has experienced productivity gains with AI

Only 6% indicate that conversational agents are integrated into their processes

Only 5% indicate that predictive AI is integrated into their processes

2.1. PROGRESS HAS BEEN MADE, BUT PROCESSES ARE STILL PENDING

Productivity gains focus on three areas: recruitment, HR administrative management, and training. Rich in intensive processes, with written content and communications via email or video interviews, these three areas are facilitated by generative AI.

Job postings, offer letters, policies and procedures, or training content descriptions have quickly been embraced by users seeking to save time.

However, upon closer examination, individual uses within the work context dominate. The phenomenon of ghost AI or shadow AI is very present, even dominant, in four out of seven uses (writing emails, summarizing meeting minutes, synthesizing, translating). Uses of video and audio content creation, employing an AI agent to orchestrate workflows, or for predictive analytics are personally used by less than 15% of respondents.

2.2. THE MOST ADVANCED HR AREAS

Recruitment is a frontrunner in AI technologies. It relies heavily on external data (applications and résumés), whose processing is tedious. While algorithms have been in use for over ten years, the combination of machine learning (ML), natural language processing (NLP), and more recently, generative AI (GEN AI) enables analyzing résumés, identifying and cataloguing skills, and suggesting matching levels. Even video selection interviews are transcribed and summarized for recruiters. The arrival of AI agents in recruitment opens several new use cases that will accelerate these results. The ability of AI agents to communicate with candidates via text messages and orchestrate recruitment subprocesses illustrate these new functionalities.

CHART 6

Q19: In your opinion, which of these HR function areas have experienced productivity improvements thanks to AI?

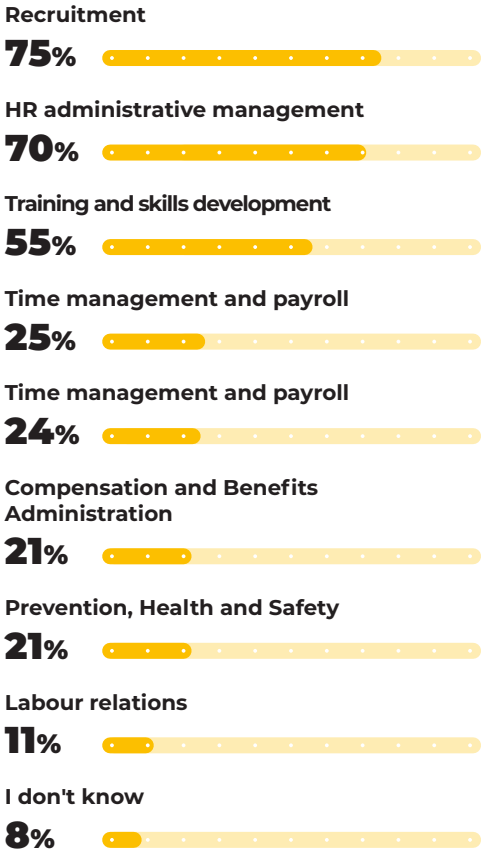
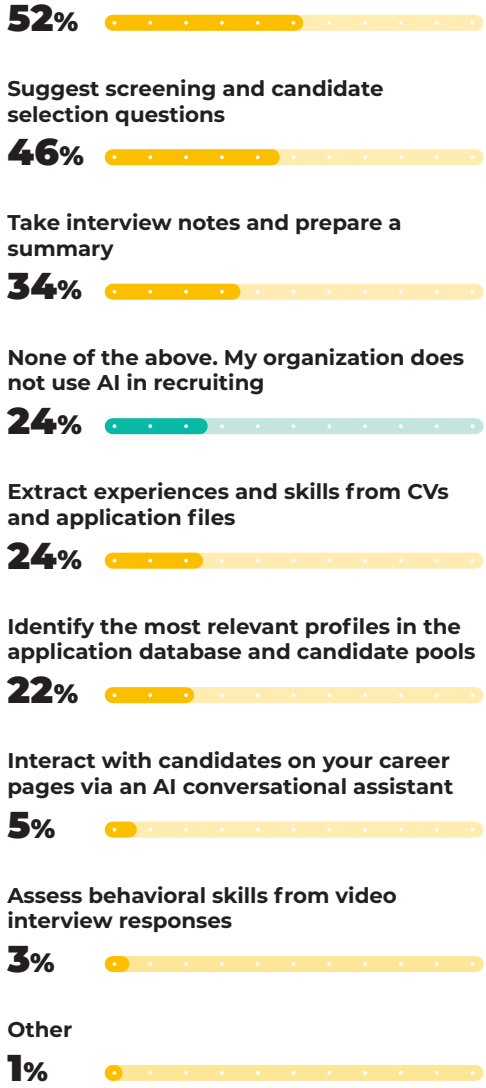


CHART 7

Q12. In terms of recruitment, does your organization use AI for:



HR administrative management enhanced by AI assistants. Writing policies and procedures, regulatory monitoring, or compliance letters are easily generated and personalized thanks to AI. Preparing a better-documented response email takes less time and provides reassurance. These highly versatile uses are well suited to conversational assistants such as Microsoft Copilot, Google Gemini, Anthropique Claude, or Perplexity.

In training and skills development, AI is venturing in another vast playground: content generation and knowledge management. Producing training programs, detailed courses across all fields, or participant workbooks has never been faster or more comprehensive. Responding to voice and touch commands, generative AIs have transformed the daily work of educational technologists. Expert applications go further, with multilingual explanatory videos generated from a simple script, animated training capsules created from a Word or PowerPoint file, or quizzes automatically suggested from capsules. On the algorithm side, AI suggests the right content and adapts learning paths, thus capturing learners' attention. AI can also infer learners' skills.

CHART 8

Q13. In terms of administrative management, time management, and payroll, does your organization use AI for:

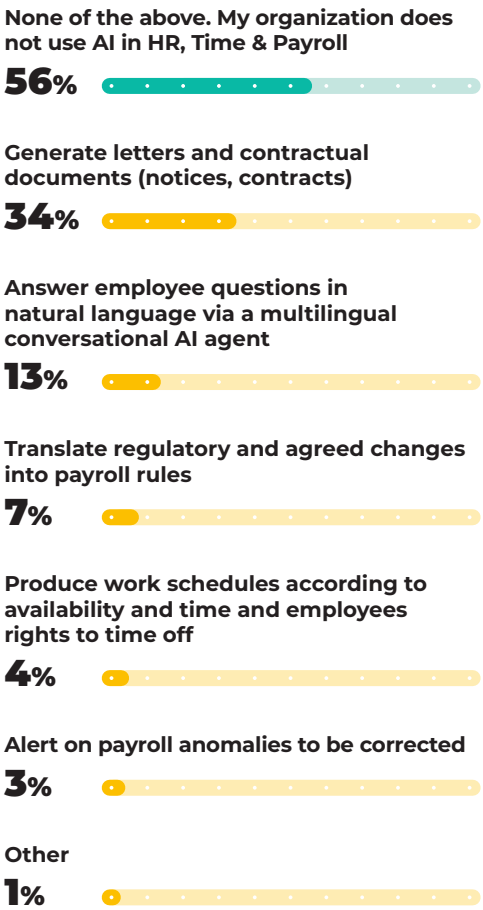
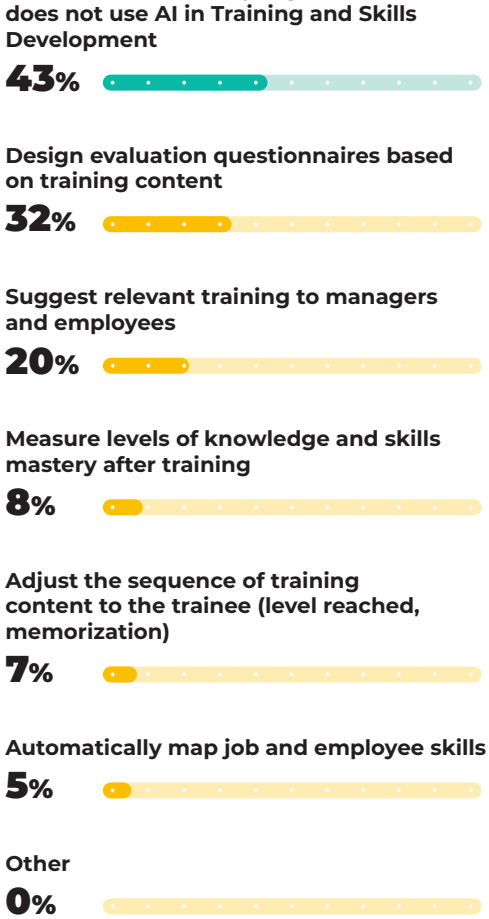


CHART 9

Q17. In terms of training and skills development, does your organization use AI for:



2.3. GENERATIVE AI STILL POLARIZES ATTENTION TOO STRONGLY

While HR professionals generally report familiarity with AI, the Barometer shows that some very powerful AI applications, such as conversational agents and predictive analytics, remain largely unknown.

Thus, one in three HR professionals report being unfamiliar with internal or external AI assistants. Internal AIs can, for example, answer employees' questions about leave rights and policies, while external AIs provide information to candidates in natural language and can manage pre-selection or appointment scheduling. Any database can thus become a register that powers an AI assistant responding to questions from a specific user group, in multiple languages, following a style and tone that the company can define, much like ChatGPT.

Similarly, four out of ten HR professionals report being unfamiliar with predictive analytics. A true data goldmine, HR departments still struggle to move from simple management indicators to predictive management. More complex, these applications remain, in truth, the specialty of Data Scientists, Strategic Workforce Planning professionals, and expert consultants in attrition and compensation.

CHART 10

Q8. For each of the following AI uses, please check one response according to your situation

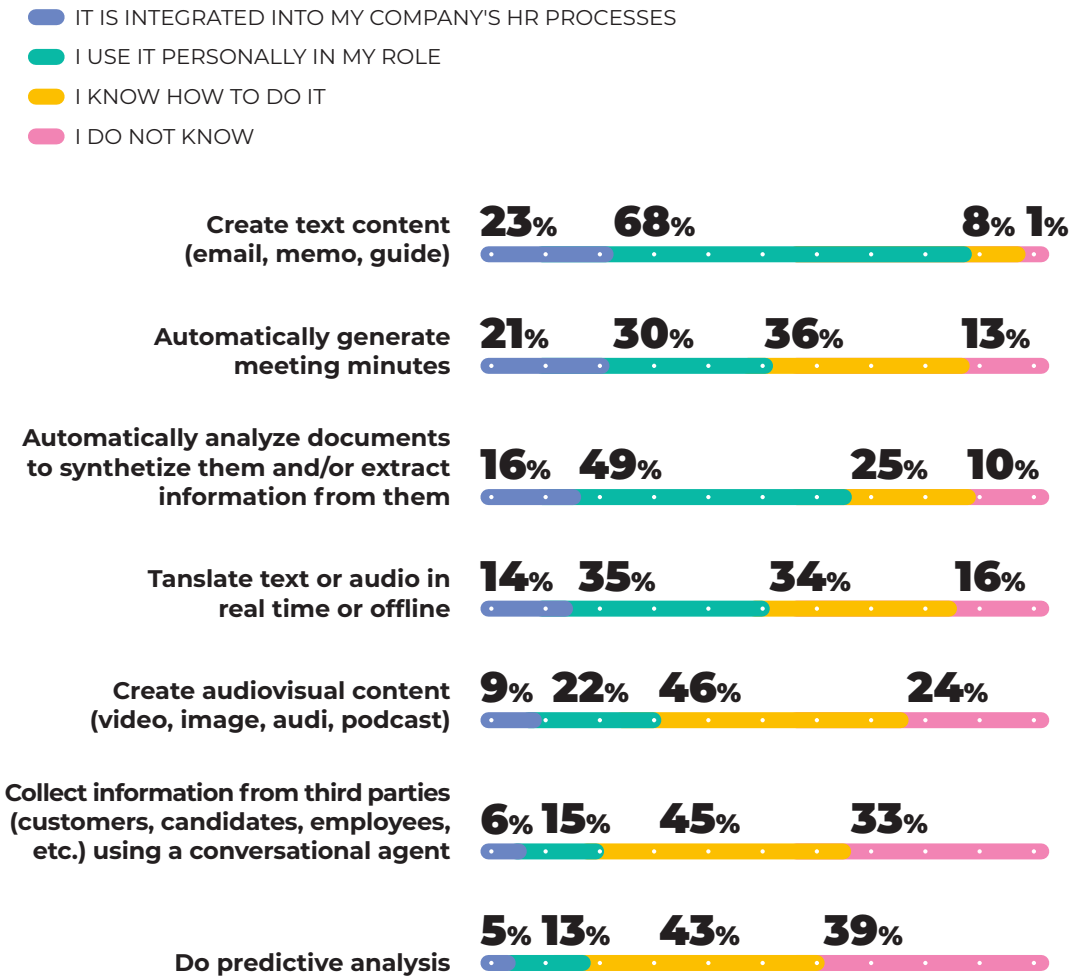


CHART 11

Q14. Regarding performance appraisal, feedback, and surveying, does your organization use AI for:

None of the above. My organization does not use AI in performance, feedback, or surveys
52%

Analyze responses to internal surveys written in free text (comments)
32%

Assist managers in drafting feedback and objectives adapted to the employee's profile
22%

Suggest actions to managers to mobilize teams
21%

Assist employees in writing their self-assessment and formulating their annual objectives
17%

Other
1%

CHART 12

Q15. Regarding HR analytics, does your organization use AI for:

None of the above. My organization does not use AI in HR analytics
70%

Write analyses (explanatory variables, correlations)
17%

Generate HR dashboards and indicators
16%

Predicting staffing needs based on turnover rates
8%

Predict workforce, job and skills scenarios
3%

Identify threshold crossings and trend changes in HR indicators
3%

Other
1%

"Less administration, **more humanity**."

"AI **frees up time** for what really matters: listening, relationships, and employee experience."

Anonymous quotes taken from the survey.

CHART 13

Q16. Regarding labour relations, does your organization use AI for:

Expert Insights

JEAN PAUL ISSON

CEO & Founder of EigenvectorAI, Keynote Speaker and Best-Selling Author

"The Future of HR: Hybrid, Predictive, and Agentic"

The HR function stands at a decisive inflection point. Teams now have access to powerful tools capable of reinventing their practices, while the gap between basic AI use cases and more advanced applications continues to widen. Organizations are rapidly adopting the most accessible uses—text generation, automated document summarization, and conversational agents. Powered by generative AI, these solutions deliver immediate benefits: time savings, reduced administrative load, and more effective communication. Research consistently shows that such repetitive cognitive tasks are among the most automatable and generate the earliest productivity gains.

In contrast, the adoption of higher-value applications—predictive models, autonomous agents, and integrated data architectures—is progressing more slowly. Deploying them requires reliable data, modern infrastructures, and strong analytical capabilities. As outlined in my book, **People Analytics in the Era of Big Data**, predictive AI remains a critical lever for informing decisions related to retention, mobility, workforce planning, and organizational performance. Emerging agentic AI will further strengthen this capacity by autonomously orchestrating complex actions.

The observed barriers remain consistent: the absence of a clear AI strategy, skill gaps, budget constraints, and regulatory demands. Interestingly, ROI is not perceived as a major obstacle, indicating that organizations recognize AI's potential but lack the frameworks needed to fully capture its value.

The coming years will be demanding. HR leaders who succeed will be those who move from experimentation to industrialization—through disciplined, strategic, and ambitious adoption of predictive and agentic AI.

Expert Insights

MARTIN MATHE

VP, HR Transformation & Workforce Innovation

"AI in HR: An Imagination Gap, Not a Technology Problem"

The results of this Canadian barometer on AI in HR reveal a clear paradox. On the one hand, more than 90% of HR professionals see AI as an opportunity. On the other, fewer than 20% of organizations have a defined strategy, governance framework, or dedicated funding in place. The gap between enthusiasm and real impact is undeniable.

This disconnect is neither a technology issue nor a resistance to change. It is, above all, an imagination gap.

Today, most uses of AI in HR remain focused on where the puck already is: recruitment, administration, and compliance. The gains are real but limited. We are using a transformative technology to do the same things as before, just a little faster. As Wayne Gretzky famously said, advantage comes from skating to where the puck is going, not where it is. When it comes to AI, too many HR teams are still skating in the past.

Meanwhile, the puck is moving quickly. It is shifting toward operational productivity, the quality of everyday decisions, the real organization of work, and collective performance. The true potential of AI does not lie in optimizing HR processes, but in transforming work itself: how operational friction is identified, how frontline knowledge is captured, and how teams become more effective daily. In these areas, HR too often remains an observer, despite being ideally positioned to play a central role.

The stable budgets highlighted in the barometer reinforce this point: money is not the primary constraint. Vision is. As long as HR remains confined to execution and risk protection, other functions will define productivity and value creation in its place.

The challenge for 2026 is not to buy another tool. It is to lift our heads, watch the game shift, and reimagine the role of HR where the puck is going.

"A powerful tool, yet just a *'tool'*. Needs **expertise** and **human input** to operate properly and ethically. Buying the most expensive camera won't make one a photographer!"

Anonymous quote taken from the survey.

AI plays a **vital role** in improving the employee experience

STEVEN MCNAIR

Regional Director, Employee Experience Solutions – ServiceNow

Agent-based AI has emerged on the scene. Why should it already occupy a prominent place in an HRIS roadmap?

Today's most impactful HR AI agents are those embedded directly into core HR workflows, where they automate high-volume transactions, surface insights in real time, and reduce friction for both employees and HR teams. The greatest efficiency gains are being delivered by case management agents that classify, route, and resolve employee inquiries; virtual HR assistants that provide 24/7 self-service across policies, benefits, and lifecycle events; and workflow automation agents that orchestrate onboarding, job changes, and offboarding across multiple systems. Increasingly, document intelligence and knowledge agents are also driving productivity by extracting data from forms, contracts, and employee files while continuously improving answer accuracy through learning.

How does AI influence the employee experience?

AI plays a critical role in improving employee experience within fragmented, multi-system HRIS environments by acting as an intelligent abstraction layer above underlying platforms. Rather than forcing employees to navigate disparate systems such as payroll, benefits, learning, and case management, AI provides a single conversational entry point that understands intent and executes tasks across systems. By integrating with multiple data sources, AI can retrieve context-aware information, trigger the right workflows, and present consistent answers regardless of where the data resides. This reduces employee frustration, shortens time to resolution, and significantly lowers HR service costs, while allowing organizations to modernize experience without replacing every system at once.

What next levels of maturity can HR prepare for?

When organizations successfully integrate data, automate transactions, and fully personalize the employee experience, HR shifts from a reactive service function to a proactive, experience-led capability.

- Employees gain access to predictive and personalized guidance tailored to their role, location, career stage, and life events—such as anticipating benefits needs during major milestones or recommending learning paths aligned to career aspirations.
- Routine interactions become invisible, as approvals, updates, and documentation are completed automatically in the background. HR teams, in turn, gain real-time visibility into workforce trends, enabling them to intervene earlier, design better programs, and focus on strategic initiatives rather than administrative work.

Ultimately, this level of maturity enables an employee experience that mirrors consumer-grade digital services: intuitive, personalized, and responsive.

- Employees no longer interact with HR as a series of disconnected transactions, but as a continuous, intelligent journey across the entire employee lifecycle.
- For organizations, the result is higher engagement, faster execution, improved compliance, and a more resilient HR operating model that can scale and adapt as workforce needs evolve.

SECTION 3

HR: **actors or bystanders** of change?

KEY FIGURES

For 3 out of 6 aspects of AI, HR most often acts as a partner and sometimes as a decision-maker

51 and 50% of HR professionals play an active role in AI change management and training, respectively

61% of respondents see HR playing an active role in protecting personal information

8% of HR professionals participate in guiding the governance of AI projects

4% indicate they contribute to discussions on the company's revenue streams

3.1. A FUNCTION AT THE CROSSROADS

HR actively positions itself or is naturally engaged in issues regarding personal data protection, skills development, and change management support.

Regarding personal data protection (PDP), Québec's Bill 25 requires them to remain the owners of sensitive data concerning personnel information. As such, 23% report being decision-makers in personal data protection. Before any investment decision in HR technologies, the Privacy Impact Assessment (PIA) is mandated by law in Québec. A genuine governance tool applicable to AI, this assessment applies to all companies. Consequently, within small and medium-sized organizations, HR leaders often become Responsible for Personal Data Protection (RPD).

AI acts as a stress test for leadership teams. Yet, it is noted that HR only plays an active role in technological, economic, and social disruptions half of the time.

Thus, to support AI skill development, HR is involved as decision-makers at 18% and as partners at 32%.

To support business units implementing AI, HR is engaged to facilitate change. Thirteen percent (13%) play a decision-making role in this area, and 38% act as partners.

While alignment is critical to staying agile and supporting augmented expertise, HR are not fully leveraged. The human expertise of HR remains an underutilized asset for the success of ongoing transformations.

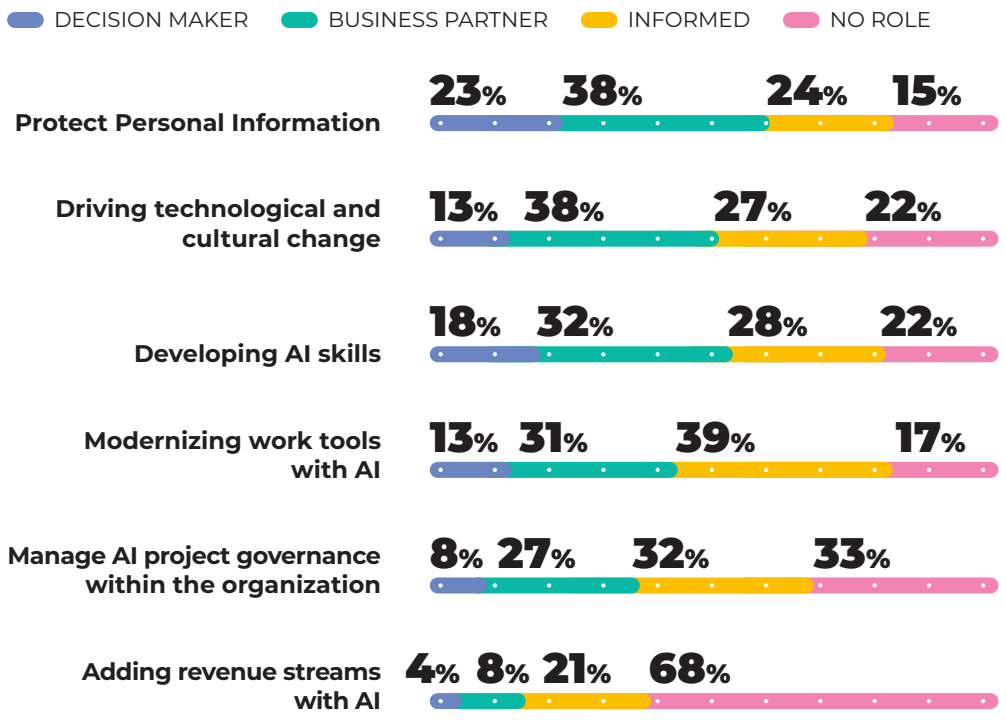
3.2. BRINGING HR OUT OF THE SHADOWS!

Proximity to the decision-making team is lacking, even though HR can specifically contribute to workforce strategies, engagement, the design, and transformation of work and organizations.

The strategic role of HR is more relevant than ever, but it is not fully realized. Too often seen solely as a technical challenge, AI radically tests strategies, revenues, jobs, and skills, forcing the inclusion of the human factor in the acceleration equation.

CHART 14

Q10. What role does your HR department currently play in the following projects?



AI makes the HR function a **central player,** not just an intermediary

LAURENT BARCELO

Senior Vice-President, Innovation, COFOMO

What maturity gaps do you observe between AI leaders and organizations that are just getting started? How can capacity be built more quickly?

The findings of Barometer reveal a situation that strongly echoes the early days of the Internet wave. At the time, organizations showed great enthusiasm for a technology perceived as revolutionary, while their operational maturity remained largely embryonic. Today, a similar dynamic is unfolding with AI.

As was the case at the turn of the 2000s, there is also a clear divide between large organizations and SMEs. The former have the governance structures, systems and skills required to leverage AI effectively, while the latter—despite often having the most to gain—struggle to cross the threshold due to limited resources and poorly structured data.

To accelerate capacity building, organizations—and SMEs in particular—do not need to implement heavy governance models or complex architectures. Progress instead comes from a few structuring actions: clarifying simple rules for AI use in an HR context, ensuring a minimum level of order in essential data (roles, skills, training), and selecting one or two concrete use cases capable of easing the workload of teams.

Which technological or organizational risks remain underestimated today in HR AI projects?

Several risks can be observed in HR AI projects, but two stand out as being particularly underestimated. The first is the tendency to confuse organizational adoption of AI with the use of off-the-shelf AI tools such as ChatGPT or Copilot. In a way, this is equivalent to believing that an organization has "entered the digital age" simply because it has a website. This can create a false sense of maturity that delays the real transformation initiatives.

Another point of caution concerns the gap between technological promises and operational reality. When too much weight is given to "dream sellers", this gap can undermine teams' trust and weaken adoption efforts.

How can collaboration between CIOs or CTOs and HR decision-makers be improved to build a coherent AI roadmap despite fragmented initiatives?

AI does more than introduce new tools—it is transforming roles, skills and learning models. It positions HR as a central actor rather than a peripheral contributor. In other words, it makes little sense to build a credible AI roadmap without HR having a full seat at the table.

IT teams can and must support this evolution from a technological standpoint, but they should not act as co-architects of the change itself. This clear division of responsibilities must be reflected in governance mechanisms; otherwise, the AI roadmap will remain misaligned with real human and organizational needs.

SECTION 4

Risks and Limitations: AI under **close surveillance**

KEY RISK FIGURES:

32% of respondents cite confidentiality and respect for privacy as the primary and most serious risk factor

25% mention the risks of discrimination and the perpetuation of biases in assessment and decision-making

17% highlight the risks associated with the proliferation of uses and tools without overall coherence

Not surprisingly, confidentiality preservation and the protection of personal information come at the top of the list of risks, closely followed by the reduction of assessment and decision-making biases.

Naturally sensitive to these issues, HR are also the primary legal custodian of sensitive employee data, since the enactment of Canadian and Quebec laws inspired by the European Union's General Data Protection Regulation (GDPR).

4.1. THE MOST SERIOUS RISKS

With 32% risk severity, **confidentiality compliance** outweighs all other risks. Since the launch of ChatGPT in December 2022, followed by its competitors, concerns have arisen regarding the use of confidential data for training language models (LLMs). The paid versions, which are more secure, continue to be scrutinized by security and IT teams tasked with thoroughly reading contract terms and conditions and decoding technological architecture and data hosting.

Secondly, **assessment and decision-making biases** are viewed as a high risk by 25% of respondents. These biases are inherent in any algorithmic recommendation or prediction model and all language models (LLMs) and must be considered when selecting tools and using them for recruitment, training, or predictive analysis. Everything that comes from AI remains a human responsibility. Therefore, it is necessary to verify, understand, review, and validate according to the Human in The Loop principle. The more advanced and integrated the intelligence, the greater the accountability of decision-makers.

Employees, who often engage excessively with their pocket AI, represent a major source of data leaks. They must understand the risks and limits of individual solutions used at work while waiting for approved AI solutions to be integrated according to best practices.

Finally, the third risk factor is the lack of coherence among AI tools. With 17% risk severity, HR professionals sense that the omnipresence of AI in solution offerings poses a challenge. Just as they are beginning to familiarize themselves with AI applications at work, the abundance of tools calls for priorities, choices, and clarity.

4.2. CHANGE MANAGEMENT: A BLIND SPOT?

It is noteworthy, consistent with all other indicators, that resistance to change does not emerge as a high-risk factor. The use of generative AI, even if not always intensive, is already in many hands.

Unlike technological changes driven by organizations, generative AI has entered from the bottom up. However, one can expect that Agentic AI, requiring orchestration between enterprise solutions and external solutions, will be more disruptive in nature, requiring more sustained design and organizational change management (OCM).

4.3. A CALL FOR CLARITY!

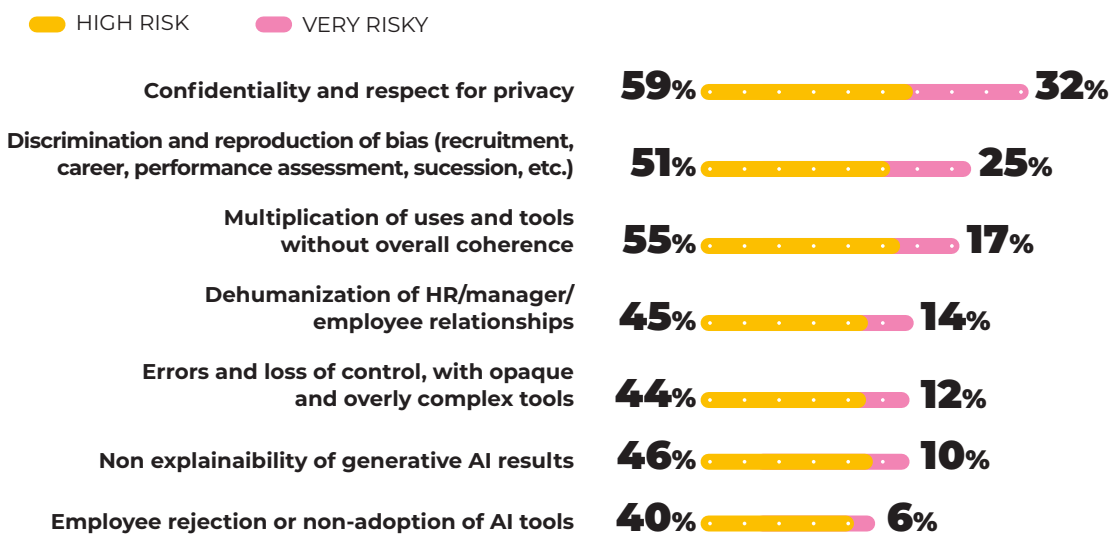
The barriers to deploying AI in HR are clearly identified by 76% of respondents who say that a clear strategy is lacking.

The absence of an AI roadmap in HR indicates two things: HR leadership initially followed operational teams regarding AI, without feeling concerned by these new technological capabilities. Initially cautious about taking a stance on these issues, HR decision-makers must now regain control of AI for their own destiny and the benefit of their professionals.

The lack of internal skills is the second barrier cited by 47% of respondents. Skills development within teams must be achieved through training and development. While budgets are expected to be maintained overall for one-third of respondents or increase, for one-quarter of HR departments, AI skills become a capacity issue, especially in the context of labour scarcity and the rapid emergence of new skills. The ability to recruit and train is crucial to the success of an AI-First strategy.

CHART 15

Q21. How do you assess the following risks that AI could pose to the HR function?



Budget constraints represent the third barrier. 43% of respondents state that budgets limit projects. Nevertheless, return on investment ranks near the bottom among organizational barriers to AI in HR. It is evident here that HR respondents do not have control over investments. AI in HR is not a priority for decision-makers, who see it more as part of the continuous modernization of work tools than as a project focus.

KEY FIGURES ABOUT BARRIERS:

76%
of respondents cite the lack of strategy as the main barrier to adoption

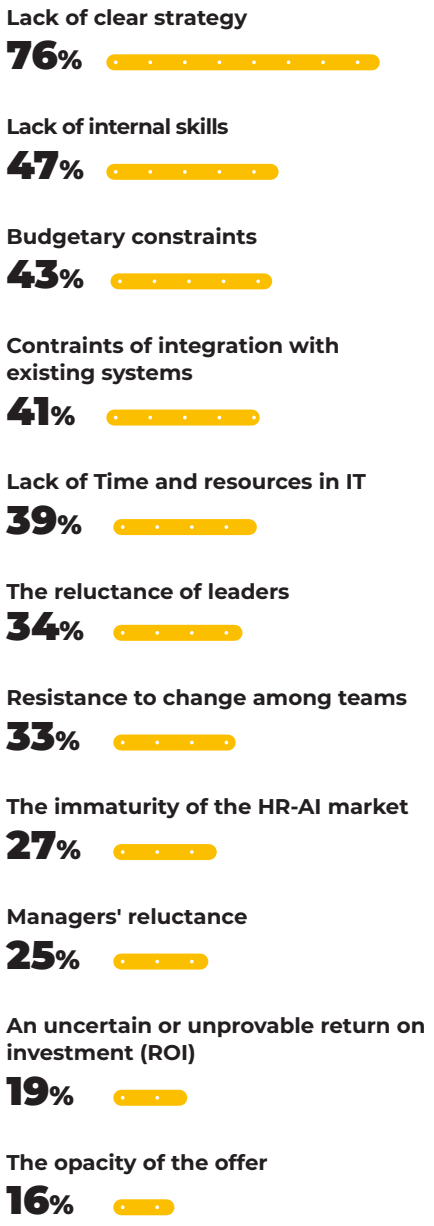
47%
indicate that the lack of skills is the second barrier to adopting AI in HR

43%
believe that budget constraints are the third biggest obstacle

19%
indicate that the lack of (or absence of?) AI ROI is a barrier

CHART 16

Q22. Rank the main obstacles to using AI in HR Departments and processes



an essentiel tool for modernizing HR practices

NICOLAS BONNAFOUS

Partner, Innoova

How to transform the budgetary constraint of AI in HR into a strategic lever?

Artificial intelligence has now become an essential lever for modernizing HR practices. Yet, on the ground, this momentum is often slowed by limited budgets and small technical teams. Moving forward despite these constraints requires a pragmatic approach: securing quick wins, developing a truly transformative vision, and effectively managing change. The ultimate goal remains the same: integrating AI without ever losing sight of its impact on employees' daily lives.

Focus on Quick Wins When Resources Are Limited.

When resources are tight, I start by activating AI features already built into existing tools: writing assistants, scheduling aids, and so on. These functions boost efficiency without additional investment and keep complexity low.

Next, I target repetitive administrative tasks: sorting résumés, scheduling interviews, answering common questions. These activities are ideal for automation through simple solutions. Generative AI also helps with drafting job descriptions, preparing HR communications, and summarizing annual reviews. These "quick wins" provide tangible proof of AI's value and serve as a springboard for more ambitious projects.

Moving from Tactical to Transformational.

True HR modernization isn't just about doing things faster. It's about reimagining how we work, collaborate, and interact. I aim for AI adoption that enriches the experience for all users.

To make this transformation sustainable, I ensure clear governance of tools, transparency in how they operate, and explanations of the logic behind their recommendations. This educational approach builds trust and makes integration easier.

Every AI initiative is aligned with concrete business priorities: reducing time-to-fill for key roles, improving retention, and anticipating future skill needs. AI in HR is not a tech project: it's a strategic initiative serving organizational performance.

Putting People at the Centre of Change Management

Technology is only part of the equation: adoption depends first on the human factor. I work to reduce fears of replacement by clearly positioning AI as a tool to augment human capabilities. AI processes information: HR professionals and managers retain the roles of judgment, relationship-building, and empathy.

I move forward gradually: pilots on limited scopes, clear objectives, precise indicators, and successive iterations. This approach allows us to adjust usage, secure gains, and ensure stakeholder buy-in. Moving too fast can create lasting resistance; advancing methodically fosters ownership.

Conclusion

AI in HR is not an end in itself—it's an accelerator of relevance and transformation. By combining quick wins, long-term vision, and human-centered change management, it becomes possible to turn budget constraints into a strategic advantage. **The result: an HR function that is more agile, more predictive, and... even more human.**

4.4. IMPLEMENTING AI: THE TASK WILL BE CHALLENGING

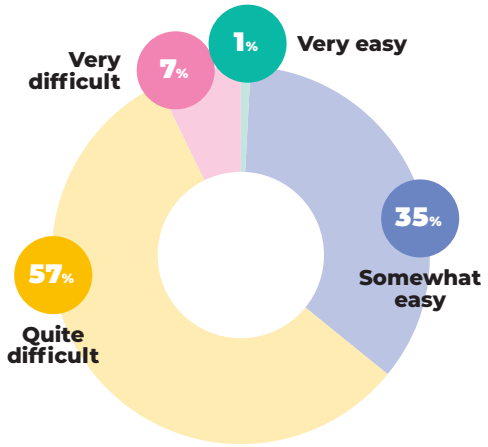
Although HR respondent express confidence and enthusiasm, they also report that implementing AI is rather difficult (57%), or even very difficult (7%).

The difficulty of implementing AI in HR is proportional to company size. In large enterprises (LEs), respondents find it rather difficult (65%) or very difficult (9%), whereas in small enterprises (SEs), HR professionals estimate the level of difficulty at 50% and 4%, respectively. Overall, the weight of governance and reduced agility in large enterprises act both as a means of protection and a brake on adoption.

Although exposed to new risks, small and medium-sized enterprises can move faster with these disruptive technologies.

CHART 17

Q23. Personally, do you consider the deployment of AI tools within your organization's HR function to be a task that is:



Expert Insights

CYNTHIA CHASSIGNEUX

Lawyer, CHX Avocat Inc.

In human resources, as in any other sector, the installation and use of artificial intelligence ("AI") tools or systems by employees without authorization or validation from technical and legal teams raises many issues for employers. **The absence of a governance framework exposes the company to significant risks.**

Among the issues posed by AI, particularly by Shadow AI, we can think of the security and integrity of systems, the unauthorized disclosure of confidential data (e.g., intellectual property, business strategy), or personal information ("PI").

The processing of PI of job applicants or employees by AI solutions must be considered, among other things, in terms of transparency, security, and confidentiality. This requires informing individuals when a decision based exclusively on automated processing of their PI is made about them. **This presupposes conducting a privacy impact assessment** (analysis of risks and of the level of protection granted to PI if cross-border flows, mitigation strategy) before deploying such solutions.

These considerations are not new. A legal and technical framework exists to regulate the processing of PI, regardless of the medium. **However, awareness, the adoption of internal standards regarding the permitted and prohibited uses of AI, and monitoring are and remain the key words, otherwise company's liability could be engaged.**

Expert Insights

PIERRICK PLUSQUELLEC

Associate Professor, University of Montreal, Scientific Director and Industry Collaboration, Obvia

"The findings are clear: HR departments are largely optimistic about AI."

More than 91% of respondents see it as an opportunity and say they are confident about the future of their organization. However, this optimism is not yet backed up by concrete action: less than 20% of organizations have dedicated governance or funding for AI.

The top three perceived benefits illustrate this tension well. At the top of the list are gains in efficiency, productivity, and time. But a key question remains: what do we do with this freed-up time? Next comes the automation of low-value-added tasks, which requires careful consideration of the skills we are willing to delegate to AI, those that remain essential, and those that urgently need to be strengthened.

Finally, strategic refocusing on people comes in third place. This is a strong signal, but still vague. What does a "more strategic" HR role mean in concrete terms? And how can managers be equipped to take on this role?

Conversely, the bottom 3 highlights very real vulnerabilities: feelings of being overwhelmed, low AI literacy, and concerns about the environmental impact and responsible use of these technologies. These issues are even more concerning given that few organizations, especially smaller ones, have put in place safety and ethical frameworks to protect individuals and the organization.

It is important to remember that well-being at work is not limited to the absence of risks. It refers to the feeling of functioning well—feeling competent, engaged, and supported—and to the daily emotional experience (Diener et al., 2009). This calls for training efforts, not only in AI, but also in emotional intelligence.

Finally, while future risks related to confidentiality, bias, and discrimination have been clearly identified, one blind spot remains: the loss of autonomy and expertise, as well as the illusion of competence among the next generation.

It is therefore urgent to shift the conversation. Beyond the tools themselves, AI raises above all a question of skills: those to be delegated to systems and those to be cultivated in humans.

SECTION 5

Is the HR function **immune to transformation?**

KEY FIGURES:

72% of respondents believe that jobs in IT will be significantly transformed within three to five years

27% of respondents of respondents feel that HR roles have already been significantly, if not completely, transformed

66% for marketing and communications jobs

10% believe that jobs have not been transformed at all so far

60% for jobs in accounting and finance

The three sectors that would be the least affected by the transformation:

17% of management jobs

29% of production jobs

30% of HR jobs

81% say that AI will continue to transform the HR function

Most respondents understand that AI will transform the jobs they consider to already be affected. However, while transformation will inevitably continue for HR, respondents suggest its intensity will be more subdued.

Realism or idealism? The assumption that Humans are at the heart of professions in management, sales, customer relations and HR does not provide immunity from the intensity of ongoing transformations. Even meta-skills such as empathic listening, coaching, situational management, and counseling are widely demonstrated and even highly valued by employees.

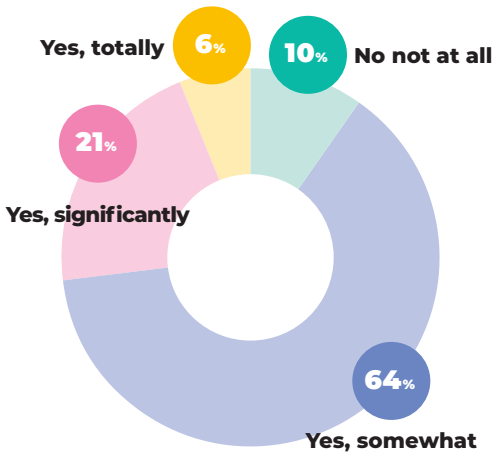
5.1. FROM HUMAN CONTROL TO INTELLIGENT ORCHESTRATION

The rapid advances in AI agents and protocols for sharing contextual data (e.g., MCP connectors) will, starting in 2026, push HR to apply their critical skills: redesign the employee experience (EX) using automated and contextualized workflows, combine human capabilities and AI agent capacities on automatable tasks to design tasks and processes that integrate human and machine work.

While there is a significant challenge ahead, the accelerating technology curve requires ongoing monitoring of technological impacts, competition, organizational structures, professions and skills, as well as emerging careers.

CHART 18

Q9. Do you feel that AI has already transformed the professions within the HR function?



5.2. THE MOST TRANSFORMED PROFESSIONS IN THE MEDIUM TERM

The upcoming transformation of jobs and skills seems to affect support functions more than management, production, or HR.

Only 30% believe the HR function will be largely transformed within three to five years, while a majority, 62% of respondents, indicate that HR professions will be moderately transformed.

The jobs least affected by transformation are production (27% minimally transformed), management (21%), and sales (18%).

Nevertheless, all corporate support functions are impacted by the disruption caused by AI, which already constitutes a transformation support initiative for HR.

CHART 19

Q20. Do you think AI will continue to transform HR functions?

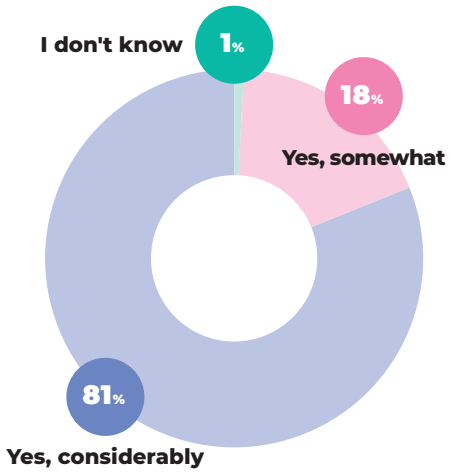
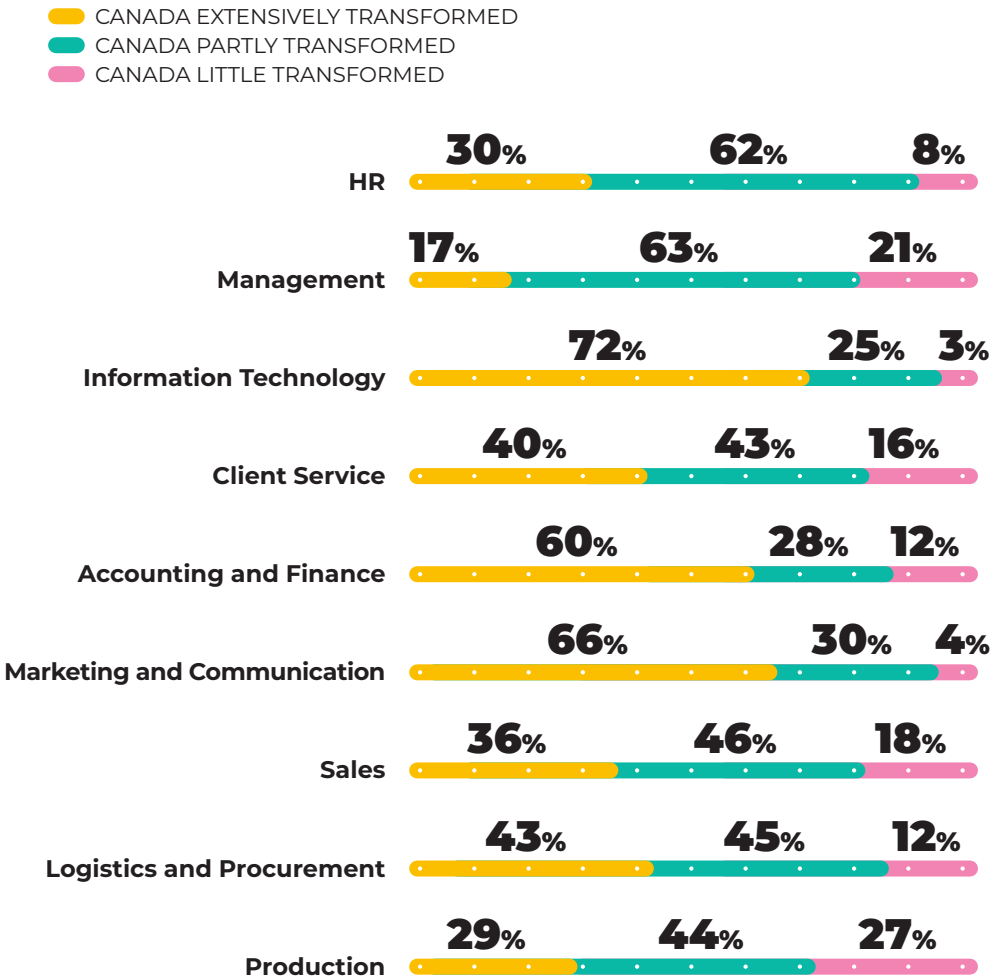


CHART 20

Q24. In your organization, to what extent do you think the following job categories will be transformed by AI in the next 3 to 5 years?



"AI is a powerful lever, but it must remain at the service of **human judgment**."

Anonymous quote taken from the survey.

AI must operate in a **secure & compliant** environment

PATRICE POIRIER

CEO, SIGMA-RH

Which HRIS-related AI use cases deliver measurable value to HR?

Without a doubt, the use cases that deliver measurable value are those that improve operational efficiency. The gains are immediate: automated data entry, file analysis, preparation of summaries, and tasks that are completed more quickly, with a clear reduction in processing times.

But for that value to be true, AI must operate in a secure and compliant environment; When it is integrated directly into an HRIS, that framework is already in place: sensitive data is protected, AI actions can be verified, and access is controlled. This allows HR teams to use AI while meeting their obligations and maintaining full control over what happens in the system.

This is also what differentiates internal AI from public tools: only a private AI can operate within an ecosystem that aligns with the legal responsibilities, governance frameworks, and security requirements HR teams must uphold.

What barriers need to be removed for HR teams to fully adopt and benefit from AI within an HRIS?

The main barrier to AI adoption in HR is the gap between what organizations think is happening... and what is actually happening. While leaders are still working on their "AI strategy," teams are already using free tools to work faster. This is what we call shadow AI. It appears in no deployment plan, yet it spreads everywhere: emails, meeting notes, data analysis. And it creates a gap that organizations often notice only when it's too late.

The issue is that this silent adoption fragments practices, bypasses governance, and exposes the organization to risks it can no longer control.

The real challenge, therefore, isn't integrating an AI tool into an HRIS. It's aligning everyone on the same path—explaining what AI truly changes, supporting teams, reducing uncertainty. Without a clear framework, the organization moves forward in disconnected pieces.

When everyone uses the same AI, in the same place, under the same rules, something shifts. AI stops being a set of isolated initiatives and becomes a collective engine.

What evolution scenarios do you anticipate for the HR function by 2030?

By 2030, the HR function in Canada will shift its role. It will no longer be there solely to support change; it will be at the center of the transformation. Reskilling will become a continuous movement. And it has already begun: a global IBM study published in 2023 showed that 40% of employees will need to be reskilled by 2026.

Jobs will not disappear massively: they will mostly change in nature. Repetitive tasks will be automated, and human work will refocus on interpretation, quality, and judgment. HR teams will need to read signals, understand models, detect drift, and ensure fairness in a world where AI will handle part of the operational workload.

Organizations will need teams capable of developing, adjusting, and guiding skills continuously. Learning will no longer be an event—it will be an ongoing flow.

5.3. WHAT INVESTMENTS ARE NECESSARY TO STAY IN THE RACE?

The majority of respondents indicate stable budgets for HR technologies and AI in HR. However, more than one-third report an increase in these technology budgets. While the economic context calls for caution, technologies serve as a lever for productivity and the modernization of HR offerings. The rapid innovation landscape also helps stimulate demand.

The trend is similar regarding skills development related to HR technologies and AI. Half maintain their budgets for skills development support, while one-third are increasing them. With 44% of respondents indicating budget increases, the rise is more pronounced for employee skills development in AI.

Given the findings on shadow AI and the expectations of HR professionals, this budget outlooks are welcome. It is noted that several respondents report their organizations plan to acquire generative AI licenses for professionals. Corporate use is often accompanied by internal training.

CHART 21

Q26. For 2026, what are your budget investment outlooks for HR technologies and AI in HR?

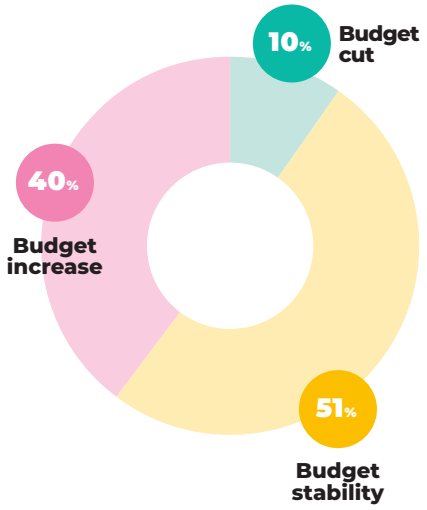
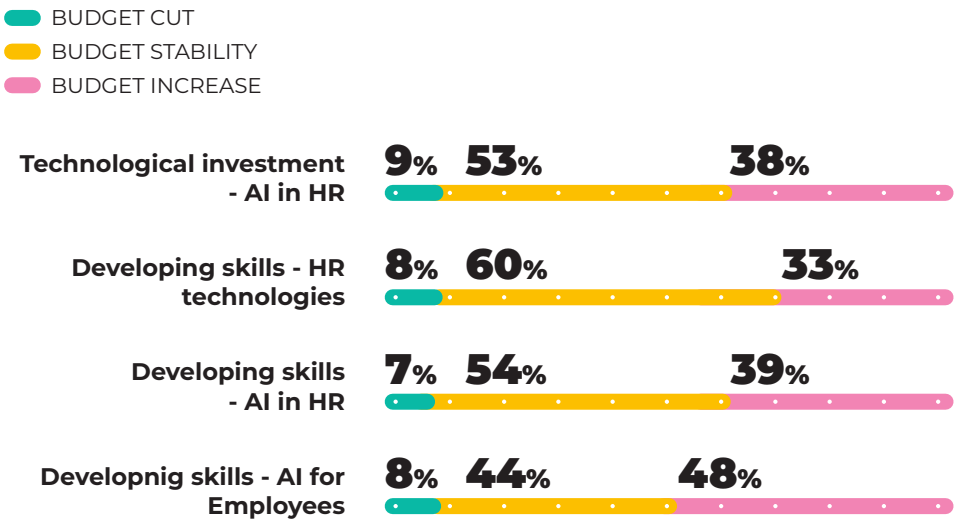


CHART 22

Q27. Pour 2026, quelles sont vos perspectives budgétaires d'investissement en développement des compétences technologiques RH et en IA?



A Word from HR

PHILIPPE DE VILLERS

Chairperson of the board, CRHA Canada

The human resources function reflects the evolution of society over the past two decades: it has been shaken by numerous changes that have significantly impacted its daily activities. However, I sincerely believe that the changes experienced during those years are marginal compared to what is coming with the rapid emergence of various artificial intelligence tools, particularly generative AI.

In this regard, I am concerned that only 30% of HR professionals believe their function will be largely transformed. Based on conversations I've had with many of them, I think this stems from a widespread belief that "people will always prefer to work with a human rather than a machine" or "a machine will never provide an emotional response to a human." Allow me to challenge these statements. Like any change, there will be an adoption curve, and before long, I am convinced that large parts of the current HR service offering will be replaced by various AI technologies.

I see the future of our profession more in guiding major organizational transformations: HR professionals know these changes best! They are the best positioned to ensure that humans perform the right activities and that the integration of various technologies happens smoothly. Consequently, greater involvement in companies' strategic planning is also foreseeable. **Let's make sure we stay in the driver's seat, and not the passenger's, when introducing these transformational societal changes!**

Expert Insights

MATHIEU BARREAU

Senior Director, Business, Communication and Partnerships, Montreal Computer Research Centre (CRIM)

Adoption without a truly structuring strategy.

Artificial intelligence is, first and foremost, a strategic topic, long before it becomes a tools issue. Without a clear and shared vision, organizations quickly drift toward opportunistic adoption: experimenting with solutions as opportunities arise, without direction, prioritization, or governance. The "LLM vs. ML" polarization illustrates this pitfall well. The issue is not about choosing a technology family, but about selecting genuinely actionable use cases, defining success criteria, and demonstrating value, particularly ROI.

This technology-centric approach is typical of an early maturity stage. It increases the risk of deploying solutions that are misaligned with business needs, underestimating prerequisites such as data quality, compliance, integration, and change management, and ultimately failing to deliver expected outcomes.

From this perspective, technology selection should not be an HR priority at the forefront. The critical role lies instead in clarifying the problems to be solved, the processes to be transformed, the conditions of use, and the performance indicators. The fact that expected benefits are largely concentrated on automating repetitive tasks confirms a still-limited level of maturity, focused more on local optimization than on structural transformation.

Moreover, when a significant number of respondents perceive deployment as difficult, it signals a shift toward operational reality. Once organizations move from intent to execution, complexity becomes evident, including integration, accountability, and process trade-offs, particularly in mid-sized and large organizations.

Finally, the budget outlook for 2026 suggests a cautious adoption trajectory: largely stable budgets, modest increases, and priorities oriented toward AI "for employees" such as training and adoption rather than AI specifically for HR. This appears to be a logical normalization phase, strengthening human foundations and reducing risk before scaling deployment.

SECTION 6

Thoughts for an AI **road map** in HR

6.1. THE FOUR PARADOXES OF AI IN HR

TABLE 2

The Paradoxes

1

A declared knowledge, but still superficial

Respondents feel they are familiar with AI, but its usage still needs to be explored and expanded. Practices are mostly individual and fragmented and have not yet formed a true organizational culture of AI.

2

Sensitivity to risks, but late governance

Data protection and privacy remain the main perceived risks, yet the use of AI is primarily through individual tools in the workplace. This reveals a gap between actual usage and the governance framework of new practices (security, corporate tools, training).

3

High expectations, but a lack of training

The opportunities offered by AI are widely recognized and anticipated, but budgets and training and support mechanisms do not yet seem to meet expectations, limiting collective skills development, the scaling of use, and threatening the return on investment.

4

Already transformed, but with a lesser intensity of transformation

At the forefront of job analysis and career forecasting, HR recognizes that their role is undergoing a transformation. However, they see it as less intense than for the majority of other functions.

A Word from HR

MARC-ANDRÉ LAFRENIÈRE

Director, People & Culture Digital Strategy and Enablement - TELUS

The results of this barometer reveal an important insight: professionals are optimistic, yet organizations are at varying states of readiness. Technology is evolving rapidly, making it essential to evolve our business strategies in parallel.

For HR leaders, the pitfall is wanting to automate everything too quickly. The approach must be pragmatic, respecting organizational maturity. For example, instead of aiming for 100 per cent autonomous recruitment when neither internal capabilities nor candidates are ready, it is wiser to start with tools that assist humans (such as note-taking and scheduling). This gradual approach creates value without destabilizing the organization but requires a long-term roadmap that accounts for a gradual transformation.

We must also realize that AI does not just save time; it transforms the very nature of work. Take customer service as an example. If AI handles all simple issues, team members are left managing only complex situations all day long. The mental load increases, so organizations must proactively support the mental health and well-being of their team. Furthermore, it is no longer the same job; this requires different skills and an adapted work organization.

This is where the role of HR shifts. We must become work architects. Our mission is to deconstruct roles, task by task, to decide what should be automated and what must absolutely remain human, while aligning work design with fundamental human needs. This allows us to redesign work structures, adjust required skills, and drive the change needed for success.

Three years into the era of generative AI, we are still in an exciting phase of transformation. **Success will not come from technology alone, but from our ability to evolve our processes, our culture, our human skills, and our tools in parallel.**

Expert Insights

VIRGINIE BERNAL

Organizational sociologist and founder of VIBE Momentüm

AI and HR: An Identity Paradox

Canada's first AI in HR Barometer highlights a striking paradox. HR professionals are largely optimistic: over 91% view AI as an opportunity, and nearly 70% say they are confident about their organization's future. Yet fewer than 20% report having a clear AI strategy, governance framework, or dedicated funding—suggesting that HR may not yet fully see themselves as part of the challenge.

This paradox points to a potential turning point in the evolution of the HR role.

Historically, HR has been built as the guardian of the organizational framework—rules, standards, equity, and compliance—playing a critical role in protecting people within systems that could otherwise become dehumanizing. That legacy continues to shape both practice and education, where the focus remains largely on securing and structuring organizations, while strategic positioning often remains secondary.

In the context of AI, this posture persists. The Barometer shows that HR functions are primarily mobilized around data privacy and skills development, far more than around governance, value creation, or major technology decisions. They equip. They support. They frame. But AI is not simply another issue to manage. It is transforming how work is organized, redefining roles, and reshaping power dynamics within organizations.

As a result, the HR Function finds itself in a singular contradiction: being accountable for people, without being fully co-accountable for the decisions reshaping work. AI requires rapid trade-offs—technological, human, ethical, and economic—yet HR professionals remain largely engaged downstream, rather than at the point where these decisions are made.

This paradox calls for a collective rethinking of HR's role, posture, and place in the decisions that are reshaping work itself.

The question is no longer whether AI represents an opportunity, but whether HR leaders are ready to fully assume their strategic responsibility in the transformations it is driving.

As systems continue to gain intelligence, the value of organizations will increasingly depend on their ability to redefine what humans create, influence, and transform.

The question is no longer: Are we in favor of AI? It has become: Are we, as HR leaders, ready to redefine our strategic role?

Continuing to equip the company without transforming our own approach means accepting that the transformation will happen without us, or despite us. AI forces HR to choose: to stay the guardians of the existing framework or becoming architects of human transformation.

In this revolution, the challenge is not to adopt AI. The challenge is to dare to become the role that AI now makes indispensable.

6.2. WHAT IS YOUR ADOPTION PROFILE?

The Barometer allowed us to outline three distinct profiles. Their behaviors and decisions regarding the adoption of AI in HR differ.

Which profile do you identify with the most?

TABLE 3

The Personas

The Québécois: Optimistic but cautious

- The Québécois is a French-speaking HR professional who recognizes the importance of AI (70% confident about the future), while remaining realistic about the challenges (71% find deployment difficult)
- They have a basic understanding of AI (55% "a little," 44% "fairly well"), but lack deep expertise
- Their main obstacle: the absence of a clear strategy and a lack of resources
- Their risk: they proceed cautiously, testing locally, which leaves them somewhat behind global competition
- Their strength: collective confidence in the future of the HR profession

The Canadian: Pragmatic and Structured

- The English-speaking Canadian has established a more robust AI infrastructure (56% governance, 40% trained team)
- They have a higher proportion of experts (24%) and perceive deployment as more accessible (40% find it easy)
- Fewer in number but more advanced, these professionals take a methodical approach
- Their risk: remaining isolated in regional initiatives without benefiting from a national vision
- Their strengths: pragmatism and the ability to execute quickly with limited resources

The International: Innovative and Strategic

- The Canadian HR professional working internationally appears to be more advanced in adopting AI: 65% say they have a designated AI leader, and 48% report established governance
- They have a better grasp of AI (39% “fairly well”) and view its deployment as a manageable challenge (35% find it easy)
- Integrated into overall strategies, they benefit from resources and expertise
- Their risk: imposing standardized “one size fits all” solutions that are not suited to local contexts
- Their advantage: access to global best practices and the ability to innovate quickly

6.3. TEN INDICATIVE DATA POINTS TO COMPLETE THIS PROFILE

1. **The "forgotten third":** 33% of Canadian organizations have neither a strategic plan, nor governance, nor a team trained in AI. A third of companies are still at the starting line!
2. **"Skinny knowledge":** 55% of HR professionals in Canada believe they only have a basic understanding of AI. Expertise remains scarce.
3. **Recruitment objective:** 52% of organizations use AI to write job descriptions, making it the most mature application area in HR.
4. **Payroll... lagging behind:** 64% of respondents are unaware of AI applications for payroll and benefits. Payroll is the poor relation of AI in HR.
5. **The guardians of the temple:** 61% of HR departments play an active role in protecting personal data related to AI, confirming their ethical stance.
6. **Prompting, the key skill:** 58% of respondents identified "prompting techniques" as a priority skill to develop, highlighting the importance of knowing how to interact with AI.
7. **The number one obstacle isn't money:** the lack of a clear strategy is cited as the main obstacle to AI deployment (41%), well ahead of budget constraints, except in certain sectors such as hospitality, catering, and events, and personal services, where budget constraints are a greater obstacle (29% and 40% respectively).
8. **Budgets under pressure in two sectors:** 28% of organizations in the hospitality, catering, and events sectors anticipate a reduction in AI investments, a level well above average, compared to 14% for HR technologies and 28% for AI skills development. In the public and parapublic sectors, this anticipated decrease would affect 15% of organizations, reflecting tighter budget constraints due to the economic climate and public spending reduction policies.
9. **Less confidence in the future for these sectors:** 47% of respondents in the public and parapublic sectors also express greater uncertainty about the future, stating that they lack confidence (18%) or do not know what to expect (29%). In the industrial and construction sectors, 35% of respondents are pessimistic or undecided about future prospects (15% and 20% respectively).
10. **A tie between Canada and France:** When assessing individual AI use, Canada is ahead of France, both in terms of simple tools and automation and advanced tools (generally between 5% and 9% difference). However, collective use, meaning integration into organizational practices, is less widespread or the same as in France, indicating that organizational AI is not as integrated here as it is in France. It's worth noting that the HR Barometer in France was conducted six months earlier than the Canadian version.

6.4. THE MAIN DIFFERENCES WITH FRANCE

While the French and Quebecers respond very similarly to many questions, some major differences stand out:

ATTITUDE (Q25)

Canadians see AI as an opportunity at 91% compared to 82% for the French.

TRAINING (Q18)

Overall, French HR respondents reported offering more AI training than Canadian respondents. Depending on the topics, the French declared 10% to 25% more training sessions than Canadians, even though the Canadian survey was conducted six months later.

RISK FACTORS (Q21)

Among the risk factors, Canadians cite thirdly the multiplication of AI uses and tools without overall coherence, which could complicate AI governance (sources, data quality and security, complex architecture, confusion of uses). The early grey area of AI usage could give way to an abundance and confusion of uses, requiring choices, rationalization, mapping, and clarity.

For the French, the third risk to consider was the dehumanization of HR relationships between managers and employees. Judged as very risky by 21% of the French, only 14% mention it in Canada, placing it fourth on the risk scale.

BARRIER (Q22)

With 76% of respondents, the absence of a clear strategy to deploy AI in HR is by far the primary barrier identified. It is also the top barrier for the French, but at a level 24 points lower. HR teams on both sides of the Atlantic feel the need to build an AI roadmap in HR. This seems urgent for Canadian HR.

Canadians ranked budget constraints third among barriers (32%), while the French only placed it fourth. For the latter, resistance to change from their peers would be a more significant barrier (44%).

USE CASE (Q12 to Q17)

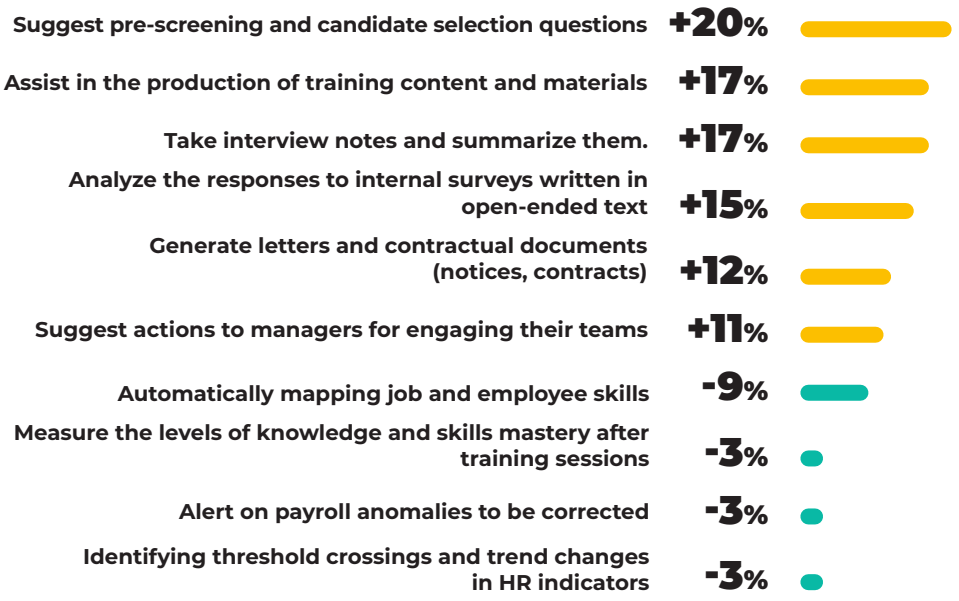
Out of 31 use cases surveyed, Canadians report using AI more often than the French:

TABLE 4

Differences in use cases between Canada and France

MORE COMMON USE CASES IN CANADA

LESS COMMON USE CASES IN CANADA



6.5. TRENDS TO KEEP ON YOUR RADAR FOR 2026

1. Sovereign AI

Sovereign AI encompasses AI architectures, models, and data hosted, governed, and controlled locally in accordance with Canadian regulatory frameworks. It aims to reduce dependence on global platforms, secure sensitive data, and ensure control over critical algorithmic decisions.

HR handles some of the most sensitive human data. In 2026, AI sovereignty becomes an issue of compliance, social trust, and business continuity. HR decision-makers will need to balance model performance, dependency on global digital infrastructure providers, and legal requirements. Sovereign AI is not an ideological choice but a risk management lever.

2. AI-Ification of Everything

AI-Ification refers to the systemic integration of AI across all business processes, tools, and roles, including in civic, cultural, and private life. AI is no longer limited to isolated use cases but becomes a transversal layer of automation, augmentation, and orchestration of HR decisions, integrated into daily operations.

In 2026, HR will no longer choose "whether to use AI" or not. They will have to manage an HR function fully augmented by default. Without an overall vision, AI-Ification creates an accumulation of tools, decision debts, and operational risks. The real challenge is to govern the coherence, value, and accountability of this omnipresent AI.

3. Agentic AI

Agentic AI relies on autonomous agents capable of performing complex tasks, collaborating with each other, and acting directly within HR systems. It transforms HRIS from Systems of Record into Systems of Action, capable of orchestrating end-to-end HR processes.

Agentic AI enhances HR value by executing complex processes. In 2026, the question is no longer "what to recommend?" but "what to allow to act?". HR will need to define clear boundaries between AI agent autonomy, human control, and decision-making responsibility. With a clear framework, productivity gains should not become a major organizational risk. HR will activate Agents in "AgentStores" as they currently do with apps on their iPhones. Tomorrow, we will speak of "Agentic Organization".

4. Explainability and Traceability

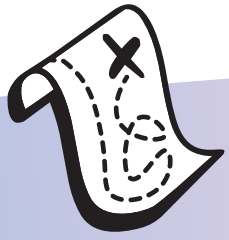
Explainability refers to the ability to understand, document, and justify decisions made or influenced by AI. It includes traceability of data, models, rules, and arbitrations to make HR decisions auditable, defendable, and understandable for stakeholders.

HR decisions involve fairness, reputation, and legal accountability. In 2026, a high-performing but opaque AI becomes a liability. HR will need to demonstrate why a decision was made, not just that it is "optimal." Explainability becomes a cornerstone of the managerial and social legitimacy of AI in HR.

5. The "first and last mile" of human involvement

The first human mile corresponds to complex tasks of choice, assembly, and business intent that AIs cannot fully assume. The last human mile corresponds, on the other hand, to contextual judgment and final decisions that AIs cannot fully assume. These are ambiguous, political, human, or ethical situations where responsibility, judgment, and intent remain fundamentally human.

As AI consolidates, prioritizes, and recommends, the human role shifts upstream (architecture) and downstream (decision-making and risk acceptance). In 2026, HR's value will lie less in execution and more in the ability to carry out this last mile. Neglecting this space is to dehumanize the HR function and undermine its strategic credibility.



CONCLUSION

The ongoing acceleration is a **test of agility and expertise** for the HR function

This first AI Barometer in HR in Canada highlights a central need: clarity. Clarity on meaning, on the sought efficiency, on the expected experience, and on actionable information.

HR operates in an environment where AIs are multiplying, individual usage is fragmented, and concepts continuously emerge. The practices and language surrounding them create a real AI fog—a transition marked as much by enthusiasm as by confusion.

Adjusting vision, continuous training, and experimentation are key levers to clarify how Organizations and HR appropriate AIs. Behind the apparent generalization of use, disparities remain significant. A ramp-up in intensity of use, orchestrated at the heart of HR business processes, is now necessary to achieve the expected efficiency gains.

1. For leadership teams, AIs marks a new stage in the evolution of the data-driven digital economy. Their capabilities, which are inherently exponential, advance faster than our collective ability to absorb them. Decision-makers must now equip themselves with a true intelligence infrastructure to support their business model and operations. Aligning workforce strategies with AI-driven business plans becomes a vital capability, at the very core of the HR mission. The race is on, and accuracy is essential. If business and HR data are not leveraged, executive committees risk missing the symbolic 2030 deadline.
2. For HR decision-makers, AIs also open an unprecedented window of opportunity: that of an augmented HR function which assists and orchestrates intellectual professions with AI to elevate the level of human-machine collaboration. New capacities emerge to think, search, understand, learn, decide, communicate, collaborate, and predict. The potential is dizzying. From now on, no leadership development program can be designed without integrating continuous, empathetic coaching supported by conversational assistants.
3. Ultimately, for AI to create value, we must learn to delegate discerningly to AI agents. More than simple tools, these applications become a complement to the workforce. Presented as digital employees, they still only perform certain tasks, within certain workflows, which make up part of our professions. While the specter of the Job Apocalypse commands attention, the growing complexity of an HRIS ecosystem enriched with autonomous assistants and AI agents raises just as many questions. AI adds to existing HRIS foundations and demands new skills to fully enter the intelligence era. The “Kill, Keep or AI-Ify “. Then, very quickly, it will be time to sort through them to bring clarity and optimize solutions.

With AI, everything accelerates. Everything evolves. Everything remains to be learned. Organizations must prepare to reinvent their service delivery models and structures. HRIS are beginning to offer code generation to customize solutions. Even system implementation is now facilitated by AI agents from integrators.

HR leaders play a triple role in preparing for an agent-based AI strategy:

- Predicting the workforce of tomorrow, which will combine humans, AI agents, and robotics.
- Designing the teams and the work of the future.
- Cultivating organizational agility and skills development.

As agentic AI accelerates its automation of HR processes, the HR function must fully integrate these technological levers. They support new organizational models and the HR services of tomorrow. AI acts as a catalyst in an already complex HR ecosystem. To generate tangible results, it must be deployed according to clear operational priorities. The challenge now lies in creating strategic flexibility to reposition itself and sustainably support this unprecedented acceleration.

VALÉRIE FICHELLE
Co-Founder of Nexa RH Inc.
Senior Consultant in Digital Strategy and HR Transformation

Sample & Methodology

The national survey was conducted from October 1 to November 30, 2025:

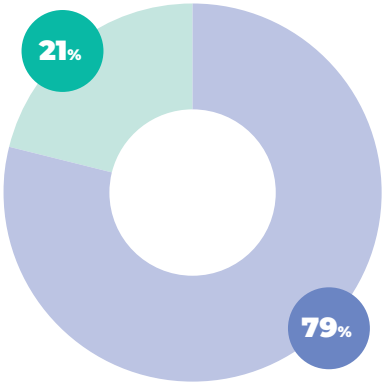
- The survey was available in French and English, at the respondent's choice.
- 29 mandatory questions, totaling 147 response options, representing 49,392 data points.
- Respondents solicited by email were HR decision-makers (vice presidents, directors, department heads). The survey was also open to other HR profiles, by invitation, in Quebec, Ontario, and other Canadian provinces.

Respondent profile:

- 336 Canadian respondents.
- 80% of respondents are HR professionals within organizations.
- 20% of respondents are service providers (education, continuing professional training, consulting, professional orders, institutions, HR technology integrators, etc.).

CHART 23

Q1. You are...?

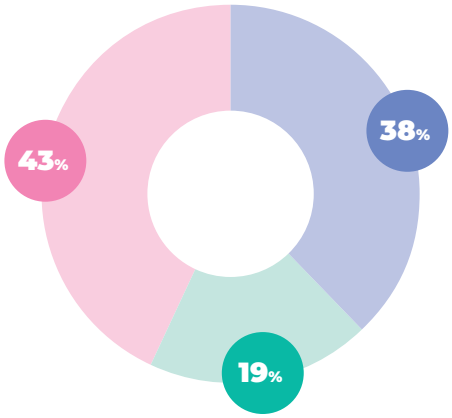


HR PROFESSIONAL IN AN ORGANIZATION

PROFESSIONAL AT AN HR SERVICE PROVIDER

CHART 24

Q3. How many people work in your organization?



LARGE ENTERPRISE (>1000 EMPLOYEES)

MEDIUM ENTREPRISE (250 TO 999 EMPLOYEES)

SMALL ENTREPRISE (<250 EMPLOYEES)

CHART 25

Q4. What is the size of the HR team in your organization?

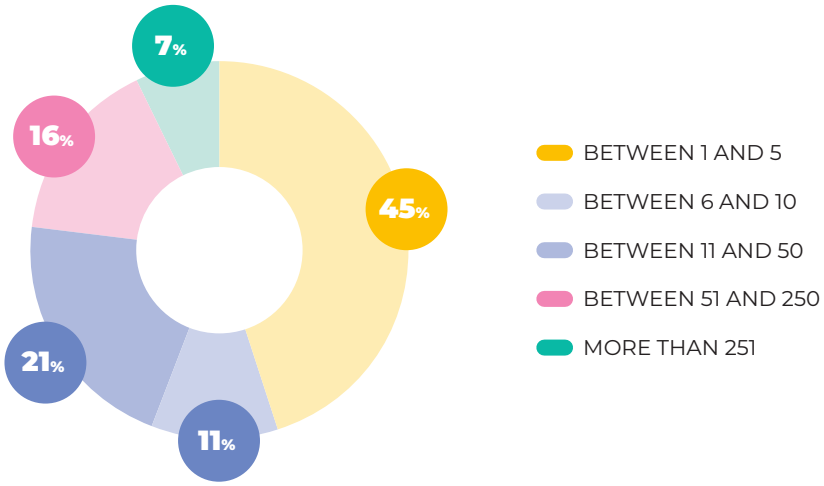


CHART 26

Q5. What is your current geographic area?

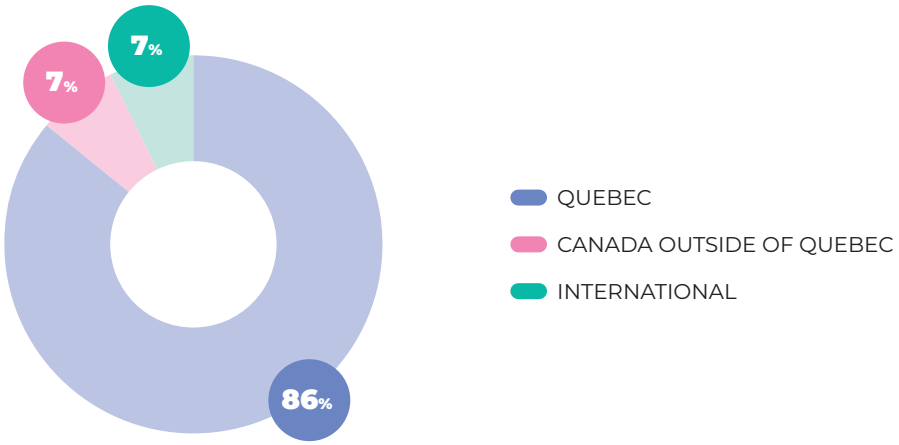
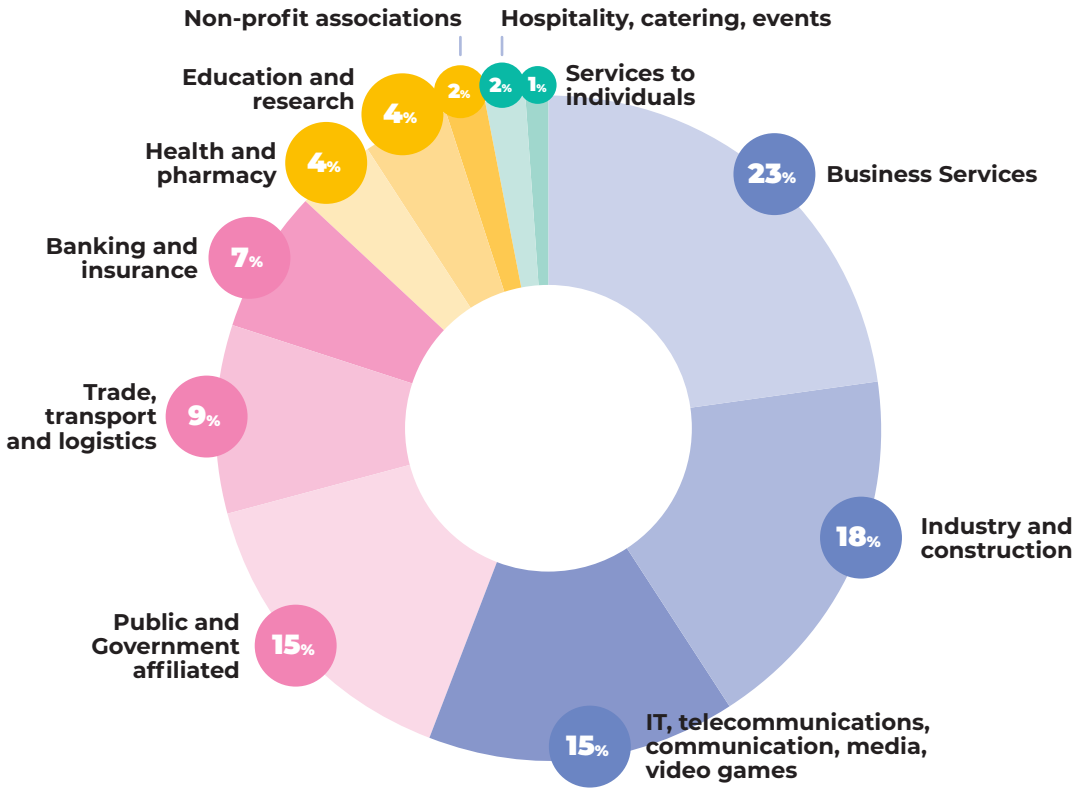


CHART 27

Q2. What is your organization's industry?



Workshop Conversation:

To enrich statistical analysis, a workshop conversation with HR VPs and HR AI Managers was held on November 12, 2025. Virginie Bernal facilitated this two-hour exchange. The activity allowed the editorial team to collect qualitative information and refine our analysis during the preparation of this report.

Disclaimer:

- The analyses are segmented to reflect the structural realities of the HR market.
- The results should be read as a snapshot in time.
- As AI is evolving very rapidly, regular updates of trends will be necessary.
- The Barometer aims to create a framework to understand the evolution of the HR function in a world where AI is becoming ambient.

POSTFACE

AI in HR : three paths, the same turning point

Nuanced trajectories, but toward what destination?

Comparing France, Québec, and English-speaking Canada in the context of AI in HR reveals three distinct movements, three cultural dynamics, and three different speeds. Each has its own rhythm, similarities, and differences, yet all are approaching the same strategic inflection point.

In France, HR professionals already appear highly acculturated to AI. 96 % report being familiar with AI, 83 % use it individually, and 87 % anticipate a profound transformation of their profession. However, collective adoption remains limited.

Main use is still largely individual, focused on content creation, basic automation, and a few conversational agents, while organizations themselves are progressing cautiously. The French market reflects a productive tension: a strong appetite for experimentation, uneven levels of technical maturity, and organizational deployment struggling to keep pace.

France therefore stands at the threshold of a shift, the era of structuring.

In Québec, the dynamic is almost the opposite. Optimism is equally strong, nearly incandescent. AI is perceived more as a promise than as a structured transformation initiative. The risk lies in uneven maturity, amplified by a significant gap between large organizations that are already equipped and SMEs that remain hesitant.

English-speaking Canada is moving forward more cautiously. Less expansive and more methodical, it is building solid governance, clear frameworks, and safeguards. This caution, however, may slow the concrete adoption of AI use cases in the near term.

Three trajectories, no absolute leader. Three paths. But toward what destination?

The meaning that CHROs want to give to their profession!

At its core, the question is not technological; it is purposeful.

If HR is conceived primarily as a transactional function, AI that sorts, administers, optimizes, streamlines, rationalizes, and automates becomes a powerful lever, sometimes even to the point of substituting the HR function itself.

If, on the other hand, HR is envisioned as a relational function, one that is interactional, experiential, and even emotional, then AI becomes an equally powerful ally and a form of liberation. It gives back time, attention, and human presence.

AI does not merely redistribute tasks. It reveals intent.

This may ultimately be the point of convergence between France and Canada: technology does not define the destination.

It illuminates what each CHRO chooses to make of it.

And you, deep down, what do you want to do with it?

THOMAS CHARDIN
Founding leader of
Parlons RH, Baromètre IA en RH France 2025 Edition

Parlons RH is the leading media outlet for the HR function and a marketing agency specializing in supporting HR service providers. We analyze trends, highlight innovation, and amplify the ideas and leaders shaping the future of HR.

Our mission: to decode, connect, and drive momentum.

Glossary

The Fundamentals

- **AI Agents:** AI systems capable of autonomously pursuing an HR objective to analyze a situation, use data and tools (HRIS, ATS, LMS), make decisions within a defined framework, and execute actions, with human escalation if necessary.
- **AI Assistants:** AI tools designed to assist HR professionals or employees in their daily tasks (writing, information search, analysis). They respond to requests and offer suggestions, without acting autonomously or managing end-to-end processes.
- **Knowledge base:** a structured and governed repository of internal content (HR policies, procedures, agreements, FAQs, documents) used by AI to provide reliable, contextualized, and organization-compliant answers, rather than generic responses.
- **Agentic AI:** AI composed of autonomous agents capable of planning, executing, and coordinating complex actions with minimal human intervention, relying on rules, objectives, and interconnected systems.
- **Generative AI:** AI capable of creating content, including new text, images, code, or summaries from existing data; used in HR to accelerate production, communication, analysis, and decision support.
- **Domain-specific AI or Vertical AI:** Specialized AI designed for a specific functional area such as HR, integrated into business processes and based on contextual data to produce directly actionable operational recommendations.
- **Pocket AI:** AI accessible individually through consumer or professional tools; used autonomously by employees to assist with daily tasks, often without formal integration into the HRIS or organizational governance.
- **Predictive AI:** Statistical and algorithmic analysis aimed at anticipating future events such as turnover, performance, workforce and skills need, based on historical data and predictive models.
- **LLM and SLM:** LLMs are large, generalist language models. SLMs are lighter, specialized, less costly, and better suited for targeted and controlled HR uses.

The Impacts

- **Job Apocalypse:** Expression describing the fear of massive job destruction linked to AI, often exaggerated, which obscures realities of role transformation, skill reconfiguration, and the creation of new professions.
- **Fog AI:** A situation where AI is omnipresent but poorly understood, fragmented, and insufficiently measured—a transitional grey area creating decision-making fog for HR leaders due to lack of visibility, clear governance, and reliable indicators.
- **Shadow AI:** Unregulated use of AI tools by employees outside official policies, exposing the organization to risks related to security, compliance, data confidentiality, and uncontrolled decision-making.
- **Slop AI:** Term denoting the massive production of low-quality AI-generated content, often poorly contextualized or erroneous, which degrades informational value and complicates reliable AI use in professional and HR contexts.
- **Augmented HR:** Approach where AI and automation enhance HR professionals' capabilities without replacing them, improving decision-making, productivity, and the quality of human interactions within HR processes.
- **AI-First Strategy:** Strategic approach that involves designing HR processes, services, and decisions by integrating AI from the outset, rather than adding it as an afterthought. The goal is to rethink revenue sources, ways of working, prioritize high-value use cases, and structure governance.

The New Concepts to Understand

- **MCP or Model Context Protocol:** Standard introduced in 2024 that enables AI to securely and controllably connect to HR data systems (HRIS, ATS, LMS). It provides AI with the necessary business context to act reliably, pertinent, and governable, beyond simple textual responses. The value thus lies not only in the tool but in the interconnected architecture that leverages HR data to capitalize on contextual richness to personalize workflows and responses.
- **Intent-based programming or "Vibe Coding":** an AI-assisted development approach where the user-programmer describes the functional intent in natural language, with the AI automatically generating the code, reducing reliance on traditional technical skills. This approach enables HR solution administrators to customize forms, workflows, or applications.

Technical Notes

No AI was used in the writing of the report by the authors.

However, we used AI to:

- Categorize the 336 respondent comments.
- Generate several images for this report.
- Translation of the 54-page report into Canadian English.

The workshop conversation led by Virginie Bernal was recorded and resulted in a transcription of the MP3 file and an AI-generated summary, which was provided to the participants.

The analysis of the raw survey results allowed us to test certain solutions (ChatGPT, Microsoft Copilot, Manus.ai, Claude). However, all figures presented here were processed and analyzed by Valérie Fichelle.

Acknowledgment

We warmly thank all contributors to the survey and the report of the first AI Barometer in HR in Canada.

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