



Shape the future
with confidence

ICMIF HR Forum: HR Technology, Transformation and Artificial Intelligence

November 5th, 2025

■ ■ ■
The better the question. The better the answer.
The better the world works.



Welcome

SPEAKER



JP Tremblay

Partner, People Consulting, HR
Technology & Transformation

EY Canada



- AI in HR Today
- Practical HR AI Use Cases
- Implementation Realities
- Role of the HR Leaders
- Looking Ahead



01

AI in HR Today

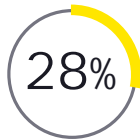
Adoption of GenAI across HR Organizations and HR Professionals is Building Momentum

GenAI is here to stay, becoming an integral part of modern business operations due to its ability to enhance efficiency, accuracy and decision-making across various functions. HR professionals are already embracing AI tools to enhance Employee Experience, Talent Acquisition, Core HR, Workforce Management and Payroll.

Adoption Within HR²



26% of HR professionals now *work in departments that use AI*, up from 15% in 2022



28% of HR professionals are *planning to apply AI in the foreseeable future*, up from 9% in 2022



38% of HR leaders are now either *piloting, planning implementation or have already implemented GenAI in their departments*, up from 19% in 2023

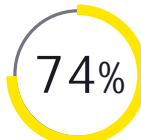
Overall: GenAI for Insurers³



Cost Savings: Most insurers surveyed reported at least a 10% reduction in costs due to AI-related productivity enhancements.



Optimism for the Future: Looking ahead, 55% of insurers anticipate cost savings of 11% to 20% as they continue to integrate AI into their operations.



Predictive Analytics: A significant 74% of firms are investing in predictive analytics, which is crucial for underwriting and claims management.



100% of companies surveyed³ expect GenAI to produce cost savings for HR in the next 1 to 2 years

Sources:

- 1. EY Work Reimagined 2024
- 2. Generative Artificial Intelligence and the Workforce, SHRM and The Burning Glass Institute (2024)
- 3. [GenAI in Insurance Key Survey Findings | EY - US](#) (Sept 2025)

02

Practical HR AI Use Cases



AI Use Cases Across HR Processes

Over the past 2-3 years, many vendors have been expanding their platforms with ready-to-use applications that utilize GenAI, Machine Learning, and Natural Language Processing.



Employee Experience

AI-based quick query resolution

- Allow employees to independently **address common HR requests** or find answers or policies through a **24/7 accessible AI powered Chatbot**, reducing the need for HR involvement in routine inquiries and ensures quicker resolution
- Empower HR agents to **faster ticket resolution with AI assistance** to find similar tickets, draft replies, and suggest KBAs to streamline responses



Recruitment

Personalized candidate engagement

- Enables **realistic chatbots** providing on demand support and offering **personalized job matches**.

Talent Matching and Candidate Screening

- **Match candidates to roles** based on skills, experience, and career trajectory **automatically and at scale**
- Automatically **generate screening questions** based on predefined criteria.



Onboarding

Document checks

- Screens documents required for **new employee integration, including employment contracts, identification documents etc.** to expedite an onboarding process

AI-based chatbots

- **24/7 accessible Chatbots**, offer **prompt replies to user questions** regarding the complete onboarding process helping to resolve concerns raised by new employees



Learning

Streamline course suggestion

- Collects workplace data and assess employee performance to **highlight areas where employees need to improve** and recommend suitable courses to fill the knowledge gap

Automated content creation

- AI creates **captivating learning with quizzes, simulations**, and challenges to foster participant engagement

Questions to Ask Your Vendors

Solution Capabilities and Integrations

- What specific AI technologies do you offer, and how do they integrate with existing systems?
- How customizable is your AI solution to meet our specific business needs?
- Can your solution scale as our business grows or as our needs change?
- Why wouldn't I use Copilot (or another Enterprise Level tool instead?)

Implementation and Change Management

- What is the typical timeline for implementation, and what resources will we need to allocate?
- What kind of ongoing support and maintenance do you provide after implementation?
- How do you measure the success of your AI solution, and what KPIs should we track?

Data, Security, and Compliance

- What measures do you have in place to prevent bias in AI algorithms?
- How do you handle data privacy and security, especially with sensitive information?
- What data sources do you require, and how do you ensure data quality and integrity?
- How do you ensure that your AI solutions are ethical and comply with relevant regulations?

Performance and Future Roadmap

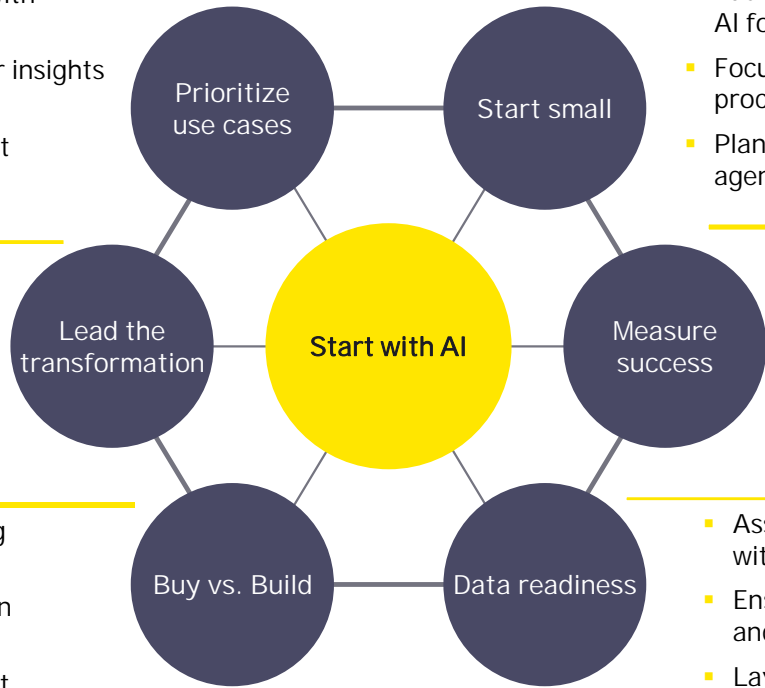
- Can you provide case studies or examples of similar implementations in our industry?
- How frequently do you update your AI models, and how are those updates managed?
- What is your roadmap for future enhancements or features in your AI solutions?
- How do you stay ahead of trends and advancements in AI technology?

03

Implementation Realities

Key Considerations

- Identify AI use cases aligned with business goals.
- Engage stakeholders to gather insights on pain points.
- Focus on high-value, low-effort opportunities for quick wins.



- Launch pilot projects to build a strong AI foundation.
- Focus on augmenting existing processes initially.
- Plan for gradual automation with agentic AI later.

- Position HR as the driving force for AI adoption.
- Facilitate cross-departmental training and collaboration.
- Foster a culture of understanding and acceptance of AI.

- Set clear metrics for ROI and performance tracking.
- Regularly review metrics to assess effectiveness.
- Make data-driven adjustments to align with business goals.

- Evaluate the complexities of buying vs. building solutions.
- Partner with vendors for support on compliance issues.
- Consider a hybrid approach to meet specific needs.

- Assess and improve data quality within the organization.
- Ensure data is accurate, complete, and well-organized.
- Lay a strong foundation for effective AI applications.

04

Role of the HR Leaders



New Organisational Challenges

As AI becomes embedded in daily operations, HR drives AI strategy by adapting to new roles and aligning with business goals, leading a people-centered transformation alongside CIOs/CTOs to integrate AI into daily operations.

Change Management

HR leaders must guide employees through AI adoption, addressing emotional responses and fostering trust in AI-driven processes. Enabling employees to adapt to new ways of working, manage expectation, and foster collaboration in decision-making.



Governance and Ethics

CHROs must promote ethical application, establish AI policies, address biases, protect employee privacy, and ensure transparency in AI-driven decisions.



Upskilling and Reskilling

Artificial intelligence influences every role and generates new possibilities. To maximize business performance, it is essential to reconsider workforce structure, engage in strategic workforce planning, and offer targeted learning opportunities.



Cultural Enablement

HR must champion open dialogue and collaboration to lead the cultural shift from fear and resistance towards curiosity and experimentation with AI.

HR Plays a Leadership Role to Support the AI Journey Across Functions



Business Leaders

Business leaders are looking to HR to be a deeper, more insightful partner throughout the business.



HR Leaders

HR leaders are GenAI business enablers accelerating the organization transformation

Carry the organization's future vision of AI

Balance GenAI with the human experience

Successfully deploy GenAI across your enterprise by fostering adoption and enabling changes in behaviour.

Transform your Service Delivery Model

Position your function to support the execution of your business strategy by leveraging technology.

Lead the Transformation in your business

By being a coach, setting the right culture supported by the right talent programs and building change as a capability.

Learn to navigate the vendor landscape

Compare your current vendors' GenAI abilities with those available in the market. Figure out your gaps and prioritize accordingly.

Embrace the evolution of HR's roles

Handle the growing complexity by shifting from an administrative function to a strategic one. Collaborate actively with the CFO and CTO as a business operator and take a leadership role as the talent authority to handle technology moving at speed

05

Looking Ahead

Four Takeaways for Responsible GenAI Adoption in HR



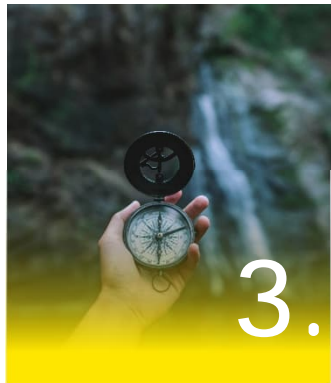
Begin by setting a foundation

- Stabilize your HR Systems and focus on data quality
- Run small AI pilots to test feasibility and measure tangible impacts



Aim to enhance, not replace

- Use GenAI to elevate decision quality, consistency, and speed - not to eliminate human expertise
- Validate efficiency gains through evidence before scaling



Be Practical in your approach

- Prioritize GenAI Use Cases that enhance employee experience or decision quality. Aim for quality, not quantity
- Look at your current vendors and evaluate their offerings carefully.



Lead the Transformation

- Drive AI adoption across HR and business functions through practical, hands-on enablement
- Reinforce change through transparent communication and visible leadership support

Contact



JP Tremblay
Partner
EY Canada

514-874-4633
jp.tremblay@ca.ey.com



ICMIF HR Forum

EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

© 2025 Ernst & Young LLP.
All Rights Reserved.

4738524

This publication contains information in summary form, current as of the date of publication, and is intended for general guidance only. It should not be regarded as comprehensive or a substitute for professional advice. Before taking any particular course of action, contact Ernst & Young or another professional advisor to discuss these matters in the context of your particular circumstances. We accept no responsibility for any loss or damage occasioned by your reliance on information contained in this publication.

ey.com/ca

