



**AI50: 50+ HR Technology Firms
Leveraging Artificial Intelligence to Hire,
Engage, and Retain an Inclusive
Workforce**



AI50: Companies Advancing AI Usage Across HCM

First, A Confession

I never meant to become the “AI guy.”

Seriously. It wasn’t my intent or plan, but it’s become part of who I am and what I speak about at conferences, workshops, and webcasts. Honestly, when I continued to see misinformation, hype, and fear around the conversation of what AI is and what it can do, I knew someone needed to step up and correct that.

Someone not just with a technology perspective, but a practical and human one.

I talk about AI not for its own sake, but for the value it can bring to us as practitioners and leaders in HR, talent, and learning, as well as the value it can bring to the workforce and candidates we are striving to serve every day.

I hope this list of providers and case studies helps to illuminate some of the companies (60+ are listed below) that are putting in the work to support business leaders with actionable, relevant technology.

Please note that every effort has been made to ensure accuracy of the information below. It is our job as an independent firm to highlight noteworthy technologies and the companies that create them, but if you would like a more personal conversation about which technologies are right for your organization, please [reach out to our team](#) at any time. In addition, if you feel your company is not represented in this list and should be, please contact us for review.

Thanks for your interest in this cutting edge technology that is reshaping how we care for the workforce as HR leaders.

Ben Eubanks

Ben Eubanks
Chief Research Officer
Lighthouse Research & Advisory

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Company Name	Category	Brief Insight
Talent Acquisition		
Modern Hire	Talent Acquisition - Assessments	Modern Hire is a screening platform focusing on realistic job previews.
SHL	Talent Acquisition - Assessments	SHL is an assessment platform supporting talent acquisition and leadership development and mobility.
Vervoe	Talent Acquisition - Assessments	Vervoe is a flexible assessment platform.
HireVue	Talent Acquisition - Assessments	HireVue is a combination video interviewing and assessment platform.
Pymetrics	Talent Acquisition - Assessments	Pymetrics is a gamified assessment tool.
Curious Thing	Talent Acquisition - Assessments	Curious Thing is an automated phone screen-based screening tool.
Harver (formerly OutMatch)	Talent Acquisition - Assessments	Harver is a combination video interviewing and assessment platform.
Daxtra	Talent Acquisition - Resume Parsing	Daxtra powers resume parsing and job/skill matching for multiple enterprise-level talent technologies.
Phenom	Talent Acquisition - Job and Skill Matching	Phenom is a talent experience management platform with a history in hiring but increasing focus on mobility, gigs, and development
Talemetry	Talent Acquisition - Job and Skill Matching	Talemetry is an enterprise recruitment marketing system.
Beamery	Talent Acquisition - Job and Skill Matching	Beamery is an enterprise recruitment marketing system.
Talvista	Talent Acquisition - Diversity Hiring	Talvista is a screening tool that blinds applications for fairer hiring decisions.

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Textio	Talent Acquisition - Diversity Hiring	Textio is a tool that scores job postings on gender equity.
HiredScore	Talent Acquisition - Diversity Hiring	HiredScore is a hiring tool for increasing equitable hiring decisions.
Jobvite	Talent Acquisition - Applicant Tracking Systems	Jobvite has a suite of products serving SMB to enterprise needs. The system helps to score job postings for gender equality.
Loxo	Talent Acquisition - Sourcing Tools	Loxo is an automated sourcing tool combined with an applicant tracking system.
Hiretual	Talent Acquisition - Sourcing Tools	Hiretual is an automated sourcing tool.
Talenya	Talent Acquisition - Sourcing Tools	Talenya is an automated sourcing tool.
Fetcher	Talent Acquisition - Sourcing Tools	Fetcher is an automated sourcing tool with a human in the loop.
HiringSolved	Talent Acquisition - Sourcing Tools	HiringSolved is an automated sourcing tool.
Gem	Talent Acquisition - Sourcing Tools	Gem is an automated sourcing tool.
Paradox	Talent Acquisition - Chatbots	Paradox is a conversational recruiting tool for screening and scheduling.
Symphony Talent	Talent Acquisition - Job and Skill Matching	Symphony Talent is an enterprise recruitment marketing system.
Cronofy	Talent Acquisition - Scheduling	Cronofy is a system focused on interview scheduling and complex use cases.
Talroo	Talent Acquisition - Programmatic Advertising	Talroo is a programmatic advertising platform for marketing jobs to potential candidates.
Pandologic	Talent Acquisition - Programmatic	Pandologic is a programmatic advertising platform for marketing jobs to potential

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	Advertising	candidates.
Appcast	Talent Acquisition - Programmatic Advertising	Appcast is a programmatic advertising platform for marketing jobs to potential candidates.
Brighthire	Talent Acquisition - Interview Analytics	Brighthire is a solution that enables visibility and intelligence into interview content in a powerful, actionable way.
Humanly	Talent Acquisition - Interview Analytics	Humanly is an interview analytics tool with a built in chatbot.
Clovers	Talent Acquisition - Interview Analytics	Clovers is an interview analytics system.
Learning and Talent Development		
Degreed	Learning Experience Platform	Degreed is a learning experience platform designed to capture all learning that happens in the course of work.
Edcast	Learning Experience Platform	Edcast is a learning experience platform designed to emphasize learning as a key part of work.
Fuel50	Talent Mobility Solution	Fuel50 began as a talent mobility solution and has added other capabilities to support building skills ontologies, gig marketplaces, and more.
Eightfold	Talent Mobility Solution	Eightfold is a talent mobility solution with talent acquisition capabilities.
Hitch	Talent Mobility Solution	Hitch is a solution supporting internal employee mobility and career growth.
Patheer (PeopleFluent)	Talent Mobility Solution	Patheer, part of the PeopleFluent talent solution, supports internal employee mobility and career growth.
Gloat	Talent Marketplace	Gloat is a talent marketplace solution for enterprise firms.

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Retrain.ai	Reskilling Solution	Retrain is a system that brings skills, development opportunities, and reskilling conversations to life.
Benefits		
BusinessSolver	Benefits	BusinessSolver is a benefit solution featuring an AI chatbot for engagement and employee support.
League	Benefits	League is a benefit solution to simplify the experience for employees.
Springbuk	Benefits	Springbuk is a solution to enable workforce analytics for
Mobile Health	Benefits	Mobile health is an engagement and communication tool to drive adoption for benefit solutions.
Performance and Talent Management		
Cornerstone	Talent Platform	Cornerstone is a talent platform covering the full lifecycle of the employee from hiring to performance to development and beyond.
Avature	Talent Platform	Avature is a talent platform covering the full lifecycle of the employee from hiring to performance to development and beyond.
Workcompass	Performance Management	Workcompass is a performance and OKR solution with natural language processing embedded to support fair and accurate reviews.
MightyYou	Performance Management	MightyYou is a performance management solution embedded into daily work tools with natural language processing incorporated for fair and accurate reviews.

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Workforce Management, People Analytics, Global Payroll		
Legion	Workforce Management	Legion supports complex organizational scheduling use cases.
Replicon	Workforce Management	Replicon supports employers with scheduling and other workforce management needs.
Visier	People Analytics	Visier is a global HCM analytics provider, offering insights for virtually every talent practice and decision.
IntelliHR	People Analytics	IntelliHR makes workforce analytics easy to understand and digest for leaders inside and outside HR.
Immedis	Global Payroll	Immedis is a global solution to solve complex multicountry payroll challenges.
Neeyamo	Global Payroll	Neeyamo is a solution designed to consolidate and simplify multicountry payroll.
Global HCM Suite		
Workday	Global HCM Provider	Workday is a provider of global HCM technology for enterprise firms with AI embedded in multiple areas of the product.
UKG	Global HCM Provider	UKG is a provider of global HCM technology for a full spectrum of firms with AI embedded in multiple areas of the product.
Ceridian	Global HCM Provider	Ceridian is a provider of global HCM technology for midsize to enterprise firms with AI embedded in multiple areas of the product.
Oracle	Global HCM Provider	Oracle is a provider of global HCM technology for enterprise firms with AI embedded in multiple areas of the

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		product.
Engagement Surveys, Voice of the Employee		
Peakon (a Workday company)	Engagement	Peakon is a survey and engagement platform provider helping employers to understand their people more effectively.
Perceptyx	Engagement	Perceptyx is a survey and engagement platform provider helping employers to understand their people more effectively.
Tivian	Engagement	Tivian is a survey and engagement platform provider helping employers to understand their people more effectively.
Joyous	Engagement	Joyous is an owned feedback platform providing insights into worker inputs, enabling conversations at scale.
Compensation		
Salary.com	Compensation	Salary.com is a compensation management data and technology provider for market pricing and job management.
Payscale	Compensation	Salary.com is a compensation management data and technology provider for market pricing and job management.
Willis Towers Watson	Compensation	Willis Towers Watson has multiple products across compensation management, skill insights, and more for enterprise firms.
Syndio	Compensation	Syndio is a pay equity solution designed to enable better, sustainable pay practices.



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Case Studies

The case studies and examples of these technologies at work are incredible, frankly. They range widely and come in all areas of talent, from learning content recommendations and resume screening to workforce planning and employee listening. Below we have included a few examples from our own research library featuring award winners in our [HR Tech Awards](#) program.

Case Studies:

- [Phenom: Hiring Agility](#)
- [Tivian: DEI and Employee Experience](#)
- [Cornerstone: Internal Mobility and Skills](#)

AI Case Study: Phenom

Company Name:	Phenom
Website URL:	https://www.phenom.com/
Key Customers:	Southwest Airlines, Land O'Lakes, Newell Brands, Mercy, MGM Resorts International, Life Time, Mars, Kuehne+Nagel, Radian Group Inc., AXA, North Highland, CSG
Category:	Talent Acquisition

About The Company

Phenom is a global HR technology company that delivers its AI-powered Talent Experience Management (TXM) platform to enterprises, enabling organizations to help candidates and employees initiate the next phase of their career, recruiters identify and engage the right talent, and management optimize HR strategy, process, and spend.

Phenom's purpose has always been to help a billion people find the right job. Built on their native AI infrastructure, the Phenom TXM platform is a unified solution that personalizes and automates every talent experience. As a result, recruiters can be more productive, managers can be more informed, and talent can be placed in the best position for success.

As talent expectations and demands heighten, technology must evolve and deliver. In addition to releasing industry-first features that help candidates find the right fit, they support the employee experience with powerful automation technology and actionable data. It's never been more important



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for employees to upskill and reskill. Their platform helps them wield their versatility in a way that advances their careers and their company's goals.

After all, the talent experience doesn't end after an accepted offer. Candidates become employees and employees become leaders, while recruiters and managers continue to fuel a healthy talent lifecycle.

Problems The Technology Solves

Candidate Experience

Phenom solves candidate pain points by equipping employers with the tools they need to deliver hyper-personalized experiences to job seekers, including an AI-powered career site that helps talent find the right fit faster with:

- **Intelligent search:** A candidate's ability to find the right job depends on the career site's ability to deliver accurate, relevant job results based on candidate data, such as location, browsing history, viewed jobs, and profile creation. This type of search functionality seeks to understand language the same way a human would.
- **Conversational chatbot:** This technology relies on AI and machine learning to provide talent with accurate and relevant job recommendations. It uses natural language processing to ensure it comprehends candidates' intent and serves accurate answers.
- **Event management/university recruitment technology:** they support both on-site and virtual recruiting events. Recruiters can now integrate Phenom seamlessly with 1-to-many video tools to connect with candidates virtually.
- **Content management system (CMS):** This technology gives candidates an exemplary experience while showcasing a company's employer brand with engaging employee-driven content.

Recruiter Experience

Phenom helps recruiters do more with less using sophisticated technology that automates routine tasks so they can focus on the moments that matter.

- **CRM:** Recruiters can utilize this AI-powered tool to manage their talent pipeline like never before. AI analyzes data from present and past candidates to quickly deliver best-fit talent, while automating more routine tasks so recruiters can focus on relationship building.
- **Automated email campaigns/ SMS communication:** Candidates can be easily reached in the channels where they engage most frequently, making it easy to generate applications and accelerate the process while providing a positive experience.



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- Conversational scheduling: Automated scheduling powered by AI ensures interviews are scheduled quickly, without the manual back-and-forth between candidates, recruiters, and hiring managers.

Employee Experience

Phenom empowers employees to own their careers within an organization, boosting retention, reducing hiring costs, and expanding talent pools through resources like:

- Internal Talent Marketplace: Employees gain more visibility into opportunities at their organization through an intelligent employee portal that recommends next-step positions based on their profiles.
- Gigs: Managers are empowered to create short-term projects for internal employees to complete as they pursue professional development and upskilling opportunities.
- Career Pathing: Employees are able to chart the recommended skills they need to capitalize on career opportunities and make referrals with a tool that presents perfect-fit candidates from their networks.

Management Experience

Phenom helps leadership make better hiring decisions to strengthen overall productivity and profitability.

- Talent analytics: Managers can analyze real-time data easily in interactive dashboards, track where potential candidates are in the hiring pipeline, identify bottlenecks, and evaluate ROI and business impact.
- Forecasting: Managers can compare historical data across teams, enterprise, and industries to project where their needs will be over time to fill gaps and support initiatives like increasing diversity, equity, and inclusion.
- Succession planning: With AI-powered employee insights, managers can gauge leadership potential from the start of the talent journey to ease transitions, reduce costs, and maintain employee engagement.

Phenom Case Study

While hiring needs were all over the board in 2020, the critical demand for frontline workers in the medical field exemplified the importance of efficient sourcing and hiring across the health care industry. And the type of efficiency required is simply not possible without the right recruitment marketing technology to support talent acquisition and management efforts.



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Mercy — one of the largest Catholic health systems in the US — was able to adapt quickly during the pandemic because its TA team was already well versed in leveraging their HR tech to meet nursing shortages. In fact, the company is an inspirational model for others looking to automate certain recruiting tasks to meet talent deficits, while also providing an exceptional candidate experience for job seekers.

I first learned how Mercy was using their recruitment marketing technology during a vetting of Phenom customers whose impressive use of their Talent Experience Management (TXM) platform would make an impactful case study. Working with Kayla Drady, Mercy's Director of Talent Acquisition Strategy & Operations, I discovered the details of their approach and was blown away by their amazing results.

Before partnering with Phenom, Drady, who specializes in new recruitment marketing strategies and platforms like text recruiting, event planning, and virtual career fairs, was looking for a modern solution to Mercy's ongoing TA pain points: a sustained nursing shortage, hard-to-fill positions, lack of a qualified talent pipeline, low applicant conversion, and inability to communicate in real-time with candidates.

Drady knew her team needed to work smarter, not harder. With the goal to increase recruiter efficiency and proactively engage candidates, Mercy selected an AI-powered solution and quickly began reaping the rewards of a robust solution.

Empowered by their CRM, Mercy's talent scouts can now see exactly where candidates are in the application process, share profiles with recruiters, send targeted email blasts to segmented populations, and track who's opening and clicking on specific campaigns. Being able to view where candidates are on their talent journey—and adjust content and channels accordingly—has been instrumental in driving more traffic to Mercy's refreshed career site.

Since implementing TXM, Mercy experienced a 500% increase in career site traffic, 72% apply clicks with chatbot, and 69% CRM campaign conversions.

Additional efficiency wins include leveraging Phenom Events and University Recruiting to streamline both virtual and on-site recruiting events. Previously, collecting candidate information at on-campus events was disorganized and inefficient, with long lines and talent scouts having to manually input collected resumes and potential leads later. Now, talent scouts can conveniently access everything they need to register and capture candidate information instantly from an app on their phones. This functionality has also helped increase recent graduate nursing hires. By tagging students from virtual or on-site career fairs in the CRM and nurturing them with targeted content, Mercy can then actively recruit them for open positions as they approach graduation.



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Mobile-friendly features such as SMS have also been a game changer for the team. For example, Drady sent a text blast highlighting an upcoming career fair for a hard-to-fill location, and in less than 1 hour they had 10 new candidates register for the event. Even more notable: setting up the campaign took 5 minutes, reached 625 people, garnered 40 total registrants after a follow-up text blast, and resulted in 7 new nursing hires.

More recently, Mercy began utilizing Phenom's Employee Experience to maximize internal mobility to give Mercy employees the same job searching experience as external candidates.

It's also being used to retain nurses who are looking to make a move within the Mercy footprint without the heavy lifting. Instead of tasking talent scouts to spend up to 2 hours a week distributing flyers and cards asking for referrals, they can send an email blast in a few minutes and be well on their way to a referral bonus.

After a concerted effort over the past 6 months to improve speed, volume, and quality of hire, Mercy revealed key successes across the board:

- 26% increase in hires from last fiscal year to this year
- 11 day decrease in time to fill for nursing reqs
- 51% increase in total job seekers
- 77% increase in unique leads
- 84% increase in apply clicks from chatbot
- 100% increase in talent community subscribers

The success of Mercy's talent acquisition team showcases the impact that the right recruitment marketing technology can have in meeting traditionally hard-to-source, high-volume roles. Mercy's ability to automate and meet hiring demands at scale has been especially important throughout the pandemic — and is a beacon of hope for other organizations facing similar challenges.

AI Case Study: Tivian

Company Name:	Tivian
Website URL:	www.tivian.com
Key Customers:	SWISS, New York Life, Citi, Boden, Ipsos, John Lewis, Pfizer, Lufthansa, NHS
Category:	Employee Experience

About The Company

Through advanced analytics and cutting-edge AI technology, Tivian helps great organizations capture and harness experience data to drive business listening, deeper insights, and better decision-making. Tivian's intelligent experience management platform increases corporate effectiveness and enables a smarter business world, empowered by insight. Tivian's flexible cloud offering allows organizations to easily integrate real-time experience data and social listening into their existing software solutions, including systems like Salesforce and Microsoft Teams. Built on 20 years of experience in enterprise feedback management, Tivian provides over 400 customers in 35 countries with the ability to take action and achieve their objectives.

Problems The Technology Solves

Most organizations express a firm commitment to equality and inclusion, where all employees have the opportunity to thrive. Despite this commitment, inequalities remain. In the US today, there are significant pay gaps based on gender, race and disability and a dearth of black and minority ethnic (BAME) talent at senior levels. These statistics show that despite decades of focused effort, employers continue to find building diverse and inclusive workplace culture a real challenge. The business case for an approach based on inclusive corporate cultures has never been clearer, and the reputational risk and



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legal exposure of inaction have never been greater. Target setting and affirmative action can help, but they do nothing to address the root causes of inequality deeply ingrained in corporate culture. Good intentions and reassuring words are not enough to improve employee experience in a company.

Tivian expects more companies to be pressed for diversity disclosures, which raises compliance concerns for all stakeholders. The simple but powerful assessment model provides a way of making culture tangible and understandable, establishes a common commitment to action and gives everyone involved a vocabulary to discuss it. Crucially, it also identifies the specific management and leadership behaviors which will help employers to achieve and maintain a truly inclusive culture.

CultureQuest is a multi-award-winning online assessment and improvement management toolkit to help organizations measure and track progress towards building a more diverse and inclusive workplace culture. It is a platform that gathers employee feedback from across an organization, presents the findings back to leadership and employees at all levels while incorporating tools to actively involve everyone in the improvement process.

CultureQuest supports improvement action at all levels. For example, employee feedback is integrated with HRIS data to give a complete picture of employee experience. This can then be used by senior leadership or HR to improve talent management processes or implement leadership development programs for example. The fact that these can be truly evidence-based means that improvement initiatives can be targeted in a way that takes the guesswork out of the equation.

Just as important is the fact that the impact of any improvement initiatives can be tracked in real time. For example, if an employer invests a large amount of time and money in large scale unconscious bias training for managers, the CultureQuest assessment can measure the impact this is having on the experience of the people those trained actually manage. This can help prevent wasting resources on initiatives that are not having the desired impact.

Tivian Case Study

The National Health Service (NHS) is the UK's largest employer, and the third largest employer in the world, with 1.5 million staff. Despite years of intense focus on diversity and inclusion and numerous initiatives, gender and racial disparities at senior levels persist and in 2019, the NHS reported a mean gender pay gap of over 30%. CultureQuest was deployed to provide NHS Trusts with actionable insights into the cultural factors contributing to inequality, pay gaps and the under-representation of women and BAME employees at senior levels.

Employees across 15 NHS Trusts were invited to respond to the online survey in February 2020 and this summary of results is based upon the 5,754 completed responses.

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Results Summary

- #1 | Expectations regarding equality are not being met

When asked to rate the level of commitment to equal opportunity for their current employer, 34% of men and 35% of women indicated their current NHS Trust was “fully committed to equal opportunity for all staff” with 36% of men and 33% of women believing that people succeed on merit at their Trust. These figures are significantly below those for other employment sectors. These findings are largely consistent irrespective of gender, sexuality, or ethnicity, while respondents reporting a disability were least positive.

Results: There is a high level of scrutiny and self-criticality across NHS Trusts regarding commitment to equal opportunity and meritocracy. There is considerably less complacency than is seen in other sectors.

- #2 | Non-inclusive traits are valued and rewarded in leadership

Respondents identified the key leadership traits they felt were most valued and rewarded within their trust when it came to decisions regarding hiring, promotion, and performance management.

The relationship between the value placed on these traits and the extent to which these traits are associated with an inclusive culture, indicates a very high correlation at 0.67. Traits such as confidence and assertiveness and competitiveness were seen to be valued in leadership far more than traits such as patience, compassion, and empathy. These findings are true for all demographic groups of respondents and the strength of association increases with seniority.

Results: This preference for traditional, non-inclusive characteristics in hiring, promotion and performance management is likely to unconsciously reinforce stereotypical views of leadership and could be a major factor in preventing the creation of more balanced senior teams. Challenging stereotypical views of leadership and supporting the advancement of women and minority groups in the workplace is required to create more balanced teams, especially at senior levels.

- #3 | Greater emphasis on inclusive leadership traits is needed

When asked what traits should be most valued and rewarded if their Trust is to perform at the highest possible level, respondents placed a much greater emphasis on inclusive traits. These included traits such as open-mindedness, compassion, and empathy. Masculine traits such as competitiveness, assertiveness and confidence were actually considered to be some of the least desirable in leadership.

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Results: Challenging the status quo is required if NHS Trusts are to achieve gender parity. These findings indicate that while the dominance of masculine traits in leadership may be the deeply- rooted norm, but there is a significant appetite for change across participating NHS Trusts.

- #4 | Prevailing culture impacts attitudes and career choices

Female and BAME respondents were less confident than their male counterparts that if promoted, they would be readily accepted within the senior community at their (41% for women vs. 47% for men). This discrepancy was greatest for employees in the higher pay bands. Women and BAME employees earning over £60,000 pa were significantly less likely to believe that the values of senior leadership matched their own (24% for women vs 32% for men).

Results: As women and minority employees progress, the impact of perceptions of leadership culture on attitudes and career decisions increases. Consistent evaluation closed the pay gap.

- #5 | Mixed evidence for ethnicity and disability pay gaps

Demographic profiling of the respondents reinforces the view that the NHS gender pay gap is largely due to a lower proportion of women in the most senior and better paid roles. There is no consistent evidence for an ethnicity pay gap within this sample. The percentage of employees self-identifying as disabled decreases in a linear fashion with increasing pay band.

While 22% of all respondents identified themselves as having a disability, 27% of those earning less than £20,000 pa identified as disabled, falling to 17% for those earning over £60,000. The proportion of women with a disability in the lowest pay bracket is more than twice that in the highest. These figures suggest that there is likely to be a very significant disability pay gap across the participating trusts.

Results: Greater understanding of other potential pay gaps is needed, particularly with regard to intersectionality. The NHS has initiated a program to deal with equality.

Conclusions and Recommendations

Before any action can be taken to address inequality, Trusts need to recognize that there is a problem and appreciate that addressing it is an imperative. Unlike research conducted in other employment sectors, these results show a consistent view of the prevailing culture and the change required within the NHS. This provides a very good starting point taking meaningful steps to address the cultural biases underpinning inequalities.



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Constant scrutiny of procedures and decisions around recruitment, performance management and promotion are needed. Critical evaluation of the language and tone of all materials related to recruitment, competency frameworks, performance management and career development will help to eliminate gender bias such as around the language and tone within job descriptions and the channels used in recruitment.

Informal and unstructured recruitment and assessment procedures are a major source of bias. Ensure structured, skills-based assessments are in place for recruitment and promotion decisions. Rigor in selection based on clear, transparent criteria that stand up to further scrutiny help to eliminate bias.

To drive lasting change, best practice processes need to be in place and enforced. All managers with responsibility for talent management should commit to following simple established best practices, such as providing feedback to unsuccessful applicants. These need to become the expected norm.

This will support the creation of an open, meritocratic culture across the NHS.



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AI Case Study: Cornerstone

Company Name:	Cornerstone
Website URL:	www.cornerstoneondemand.com
Key Customers:	Fossil Group, Dell, Turner, Cornell University, Hyatt, Siemens, KFC, Epson, Walgreens, Wendy's, Sylvan Learning, Canon, KAR Global, County of San Mateo, Kentucky Personnel Cabinet, Organic Valley, American Airlines
Category:	Learning

About The Company

Cornerstone is a people development company that offers organizations the technology, content, expertise and specialized focus to help them deliver the right development and growth opportunities. Featuring comprehensive recruiting, personalized learning, modern training content, development-driven performance management and holistic employee data management and insights, Cornerstone's solutions are used by more than 6,000 customers of all sizes, spanning more than 75 million users across over 180 countries and nearly 50 languages.

Problems The Technology Solves

Cornerstone's Skills Graph is an AI solution that can map 53k unique skills to any of the 250 million profiles across languages and geographies. Additionally, it can scan blogs, metadata, descriptions, resumes, performance reviews, videos and more to weight and tag skills that are present. Using this



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perpetual scanning of web data as well as manager and user input, they predict and surface new skills that a particular role will need to remain relevant to where the market is going.

Cornerstone's solutions then help HR leaders to understand where their teams are and where they need to move to remain competitive with the market. This work used to represent a burdensome lift on HR teams as there is a lot of detail and nuance for not only positions but resources to help develop employees. Cornerstone offers this solution for no additional charge which is a major value added.

Their dataset is unique in their ability to power this functionality. Their model relies on years of data from public and private sources including LinkedIn skills data (prior to the deprecation of the API in 2014), Monster, Indeed and others to represent a base of 2.5 terabytes of skills and their synonyms. They can "intermingle" their AI with the work that a company may have already done with skills by using synonym mapping to integrate it into their model for rapid roll out.

One of the challenges many training departments face is linking training back to skills development and really giving users the seamless user experience between performance, career development and training. Based on what they have seen so far, the capabilities and the skills graph will really help integrate the experience between associate skill gaps, competency based training, and individualized development plans in a way that allows the user to take control of their own career development. This new feature will also give leadership reporting capabilities in terms of operational efficiencies when it comes to skill assessments to identify where more training is needed.

Cornerstone Case Study

Customer: Global Logistics Firm

This Cornerstone customer has hundreds of thousands of global staff and is made up of a family of close-knit business divisions all working together to meet customers' needs.

For this organization, it is important to focus on what excellence looks like in this digital world and how its people can adapt to that change. With the pace of change moving at incredible speed, and new skills becoming increasingly vital in today's world of work, the business leaders turned to AI to help align skills with future challenges for the business.

A major part of the organization's 2025 talent strategy is identifying the skills currently in the team today and uncovering potential skills that are relevant to tomorrow. One of the biggest challenges tied to this objective is how to bring in a skills ontology that can reflect the differences between desk-based roles and field roles, such as those handling and delivering parcels. This is where AI comes into play.



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The business turned to Cornerstone's skills ontology offering – an AI-powered skills engine that identifies capabilities within the organization, which can then be matched to jobs within the company and pinpoint potential skills gaps.

In choosing the right partner, the firm set out clear objectives to answer both the needs of its employees – fluid career paths – and the needs of the business – retaining its talent and futureproofing itself.

The organization uses Cornerstone's technology to see what the next career move might be for an airside handler or supervisor in a warehouse, using AI to pinpoint the transferable skills. Once the skills are out on the table, the employee can then choose what they'd like to develop in order to move up or across into a new career path, opening up many possibilities and mapping out their future with the company.

Choosing this strategic skills-first approach to development means that employees at the firm are continually growing and learning, setting career paths that are not necessarily linear, and instead completely personalized to them.

The Results

- A structured career path. Beyond matching employees to opportunities, the business aspires to offer employees a way to keep career development in sight on an ongoing basis – from planning future roles to receiving suggestions to develop the necessary skills.
- Millions saved on external recruitment costs. As employees are able to envisage their future at the firm, fewer are leaving and there is a decreasing need to hire externally. In fact, the organization has had a drop of 10% in external recruiting resources, saving millions.
- More visibility to internal recruiters. The organization enables its recruiters to have increased visibility of the internal talent pools based on more than received applications for a position. That way, employees will have a way to “raise their hand” if open for new challenges and recruiters will be able to see their matches without a need for an active application.
- Both a talent magnet and talent developer. The business wants its people to grow, and for that to be celebrated. It may feel hard on managers when employees move teams and departments at first, but in the long-term, people are engaged, their experiences are improved and the business is overall more efficient and effective.
- Sense of purpose. Thanks to AI and Cornerstone, employees now feel like they have a sense of purpose in the workplace, which is one of the most important attributes that people look for in an organization today.

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- Plugging the skills gap. From a HR perspective, AI allows the business to identify skills gaps which otherwise would go unnoticed until it is a bigger problem. This better prepares the company for the future and as a result, it becomes a more sustainable business in the long run.

“Cornerstone is an AI-based tool that has really changed the world for us. At the click of a button, they can identify what might be the next career move for an airside handler or a supervisor in a warehouse, and what skills they have that might be transferable to other parts of the business, or that they'd like to develop in order to be an interesting candidate for another division or another country. It opens up endless possibilities.” – VP Group Learning Talent and Platforms, Global Logistics Firm

Customer: Global Pharmaceutical Firm

One Cornerstone client is a global pharmaceutical firm with more than 100,000 global staff. In 2016, the firm's research and development department (10,000+ staff) began an internal reflection to define the future skills the company will need to:

- Help employees project themselves into the company;
- Focus on internal skills - with 80% of recruitments done externally and only 20% in-house.

To achieve this, the organization's HR team in the research and development department wanted to equip HR teams and recruiters with a talent management solution to identify profiles with cross-cutting skills and thus promote internal mobility.

The digital transformation project began with a partnership with a startup specializing in AI in HR, which was acquired by Cornerstone in 2020. In 2018, the business had launched its AI-based i-match interface, which is available to HR and recruiters. There are nearly 70 people with a perimeter of about 5,000 employees who could identify profiles either according to open or vacant positions in the future.

In 2019, the organization had wanted to go further by opening the platform to the employees of the department so that they can be a player in their development. The goal is that they build their careers and plan better within the group. On i-match, they have visibility on their profile (with their CV, skills) and can incorporate their career wishes into it. The AI then sends them job recommendations in relation to their skills, while indicating which ones they have (and therefore corresponding to the position) but especially those they need to acquire or develop - through personalized training suggestions.

Finally, the job recommendations allow employees in the research and development department to become aware that their profiles can correspond to positions outside of research and development.

The Results

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- Simplifying internal mobility. One of the main benefits of the platform is the recommendation of positions. Only offers with a minimum match rate of 55% are sent to employees (about every 15 days), each time between one and three new recommendations that have not been offered to them before. Employees receive job proposals that they had not thought of before. Finally, they can apply directly in i-match, thus improving the employee experience.
- An enhanced human resource team. If employees take charge of their careers, the role of the HR manager remains paramount. Thanks to AI, he/she benefits from data, concrete information from the SIRH and which serve as the basis in their exchanges with employees and managers. The HR function evolves and supports employees and managers, being more involved in coaching, consulting and identifying soft skills.

"The use of an artificial intelligence tool was essential for HR, but above all to streamline the employee experience and allow them to gain autonomy," explained the Head of Global Organizational Development in the firm's Research and Development function. "All the added value of AI is on the personalized recommendation of skills and positions. Based on the information provided by the employee about their career wishes or the skills they want to acquire or improve, the platform automatically sends them suggestions. This is a way for them to customize their profiles and be more proactive with their career plans."



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About Lighthouse Research & Advisory

Lighthouse Research & Advisory is a modern analyst firm dedicated to setting the standard for excellence in talent, learning, and HR. By providing compelling research and actionable insights for business leaders, our team's mission is to navigate the rapidly changing field of human capital management to support today's talent and learning functions. From establishing frameworks and defining competitive practices to illuminating the ROI of the employee experience, our goal is to chart a new course for talent.

Ben Eubanks is the Chief Research Officer at Lighthouse, providing insights for today's talent leaders and vendor partners. Prior to joining Lighthouse, Ben worked as a research analyst for another industry firm, focusing on learning, talent acquisition, and talent management. During his tenure, he published more than 100 pieces of research and provided advisory services to executives from some of the largest and most respected organizations in the world.

He also has hands-on experience working as an HR executive, leading both strategic and tactical talent practices. Ben is the host of *We're Only Human*, a podcast focused on the intersection of people, technology, and the workplace. In addition, he runs upstartHR.com, a website serving HR leaders that has reached more than one million readers since its inception.