

0. AI vision

Empowering Growth is our mission: growth of people and growth of organizations is what we strive for. At World of Talents (WOT) / House of Talents (HOT), we believe that growth can be achieved by combining our expertise in talent with the power of today's technology and more specifically - AI.

WOT/HOT views Artificial Intelligence (AI) as a strategic enabler that supports people in their work and contributes to better services, higher quality, and greater efficiency. AI is not an end in itself, but a means to strengthen professionals, experts, and support functions in their day-to-day work.

Our vision is that AI is used in a human-centered, (ethically) responsible, and transparent way. Human judgment, expertise, and accountability always remain leading. AI supports analysis, creation, and decision-making, but critical decisions always require human oversight. Hence WOT/HOT believes the power of AI lies in the combination of technology and human expertise.

Within WOT/HOT, we encourage practical innovation embedded in our operations: within domains, teams, and client contexts. At the same time, it is necessary to apply central guardrails to limit risks and ensure consistency.

WOT/HOT deliberately chooses to be a learning organization in which the use of AI is continuously evaluated and improved. AI literacy is a critical prerequisite. AI can only be applied in a safe, ethical, and valuable way with sufficient knowledge and awareness.

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1. Why an AI Policy?

WOT/HOT operates in a complex environment where staffing and consulting intersect with strict laws, regulations and high expectations from client organizations. Every day, we handle the personal data of candidates and experts, confidential client information, and data from client environments. The use of AI in this context represents opportunities, but also significant risks.

Laws and regulations such as the GDPR (General Data Protection Regulation) and the EU AI Act set clear requirements for processing data, transparency, human oversight, and responsible use of AI. Incorrect or uncontrolled use of AI can lead to data breaches, legal consequences, reputational damage, and financial impact.

In addition, client organizations, candidates, and partners expect WOT/HOT to handle their data and processes with care, professionalism, and transparency. Clients trust that AI will not result in unwanted data sharing, automated decision-making without oversight, or uncertainty regarding responsibilities.

An explicit AI policy is therefore necessary to:

- Provide clarity on what is and is not permitted;
- Protect employees and experts against unexpected risks;
- Provide clients with assurance about responsible use of AI;
- Comply with laws and regulations and audits;
- Prevent bias and discrimination in AI applications and ensure equal treatment;

Our AI policy thus serves as a key foundation for our services and our reputation as a reliable partner in the market.

What about governance? Each country operates an IT & AI Board, composed of the Country CEO, the local IT Manager, and the Group CTO. This board ensures strategic alignment between business and technology, governs IT and AI usage, manages risks, and prioritizes initiatives in line with group standards and local needs.

2. Opportunities of AI

AI offers WOT/HOT significant opportunities to further strengthen its position in the secondment and consultancy market. By using AI responsibly, processes can be executed smarter, faster, and more consistently, while the quality of service to clients, experts, and employees is maintained or even improved.

Significant opportunities include:

- **Recruitment and matching:** AI can support the analysis of profiles, job descriptions, and competencies, making matching more efficient and consistent.
- **Consultancy & delivery:** experts can use AI for analysis, documentation, knowledge processing, and preparation, creating more time for client interaction and substantive advice.
- **Commercial effectiveness:** AI can help prepare proposals, client conversations, and market analyses.
- **Knowledge sharing:** best practices and learning experiences can be scaled more quickly across domains via AI-supported tooling.
- **Productivity:** productivity tools support employees in their daily work.

However, these opportunities can only be realized when AI is used safely, transparently, and with sufficient knowledge. That's why WOT/HOT combines technological capabilities with clear guidelines, central tooling, and mandatory AI literacy training.

If you spot AI opportunities within your area of expertise or department and would like to get started with an AI use case, please contact:

- The Netherlands: the AI Taskforce, AI@houseoftalents.nl
- Belgium: via the "Digital idea box" which can be found in the Talentzone (<https://www.houseoftalents.be/nl-be/form/drop-it-while-it-s-hot>).

3. Purpose and scope

The purpose of this AI policy is to create clear guardrails for the responsible use of AI within WOT/HOT. The policy encourages innovation and productivity while also managing risks related to privacy, compliance, ethics, and reputation, and it complements existing policies (including Data Privacy and the Code of Conduct).

More concretely our policy aims to:

- Support employees and experts in using AI safely;
- Provide transparency towards clients and partners, candidates, and experts;
- Comply with relevant laws and regulations;
- Facilitate knowledge sharing and scaling of AI use cases;
- Create clarity about responsibilities.

The scope of this policy includes:

- all employees, experts, and external parties working for WOT/HOT;
- all domains, clusters, and support departments;
- all forms of AI use—see the Definitions chapter—both internally and in a client context.

This policy applies to both existing and future AI applications and is a living document that is periodically evaluated and updated in line with new developments.

4. Definitions

An AI system is a machine system that, for explicit or implicit purposes, uses the input it receives to determine how to generate outputs, such as predictions, content, recommendations, or decisions that can influence physical or virtual environments.

This includes, but is not limited to:

- machine learning models;
- generative AI-tools;
- chatbots that generate their own responses.

In this AI policy, the following definitions are used:

Artificial Intelligence (AI)

An umbrella term for technologies and systems—including machine learning, deep learning, and large language models (LLMs)—that process and analyze data to perform tasks autonomously or in a supporting manner, such as predicting, classifying, generating, or optimizing.

Generative AI (GenAI)

AI systems that can create new content, such as text, code, images, or summaries (for example, ChatGPT or Microsoft Copilot).

Algorithm

A structured set of rules or instructions followed by a computer system to solve a specific problem or perform a task. In AI contexts, algorithms can recognize patterns, make predictions, or support decisions based on data. Algorithms always operate within the limits of the data, assumptions, and settings for which they were designed.

AI literacy

AI literacy refers to the knowledge and skills required for responsible and informed use of AI. This includes technical, legal, and ethical aspects.

Prompting

Formulating instructions, questions, or context (prompts) to an AI system to obtain a desired output. The quality and accuracy of AI output strongly depend on the quality of the prompt. Prompting requires awareness of data use, context, and potential risks, and therefore falls under responsible AI use within WOT/HOT.

AI solutions

AI solutions formally approved through WOT/HOT governance processes.

AI use case

An AI use case is a concrete scenario in which AI is used to support a specific process or solve a clear problem, with demonstrable added value for the organization.

Personal data

Any information that can be directly or indirectly traced back to a natural person, as defined in the GDPR.

Client data

All information originating from or related to client organizations, including documents, processes, systems, and business information.

5. Guidelines for the Use of AI

These guidelines describe how all WOT/HOT employees use AI in a responsible, safe, and careful manner within the organization. The goal is to realize the benefits of AI while limiting risks for people, the organization, society, and the environment.

For work performed by experts at WOT/HOT clients, additional guidelines apply alongside these guidelines; see Guidelines for AI Use by Experts.

Human responsibility and oversight

Employees always remain responsible for the work and decisions that are (partly) created using AI. AI does not replace professional judgment and will not make high-impact decisions autonomously without appropriate human oversight.

Quality and AI output control

AI outputs are critically assessed for accuracy, completeness, timeliness, and context. Employees must not accept AI results without proper judgment, especially for analyses, advice, or reports that impact clients or decision-making.

Transparency on AI usage

When relevant, employees make it clear that AI was used to prepare analyses, reports, advice, communications, or code/software.

Privacy and confidentiality

Employees act in accordance with GDPR legislation and internal security guidelines. Personal data, confidential business information, or client data must not be entered into non-approved AI tools or external systems. When in doubt, consult your direct manager or the appropriate internal function.

Ethical judgment

Employees are alert to potential prejudices/bias and unwanted effects of AI. AI must not be used in a way that leads to discrimination, exclusion, or other unjust outcomes, or that conflicts with legislation, ethical standards, or organizational values.

Sustainability

AI applications can have a significant environmental impact due to energy and computing power consumption. Employees are expected to be aware of this and to use AI purposefully and efficiently. Unnecessary, repetitive, or excessive use of AI is avoided.

AI Solutions and suppliers

Employees shall only use AI solutions approved by the organization. Using private accounts, unauthorized tools, or bypassing security or policy measures is not permitted.

Knowledge sharing and awareness

Employees contribute to responsible AI use by sharing knowledge, continuing to develop themselves, and reporting questions, risks, or incidents in a timely manner to the AI Taskforce (HOT NL), represented by members from each cluster, or via the "Digital idea box" (HOT BE).

6. AI literacy

WOT/HOT considers AI literacy an essential competence for employees who work with or are affected by AI applications. In addition, since 1 February 2025, WOT/HOT is bound by the EU AI Act's AI literacy requirement.

AI literacy training

WOT/HOT requests all its employees to complete an AI literacy training that explains the basic principles of AI. The objectives of this AI training are:

- To develop an understanding of how AI systems work;
- To recognize and assess risks;
- To apply AI safely, responsibly, and in compliance with laws and regulations.

This AI literacy training can be followed in an accessible way through an e-learning for existing employees. For all new employees, this e-learning is a mandatory part of the onboarding process.

Advanced training:

In the future, the WOT/HOT Academy will offer advanced AI trainings, aimed at specific target groups and applications.

7. AI solutions within WOT/HOT

Within WOT/HOT, AI is used to support the quality, efficiency, and consistency of our work. AI solutions are used only as a tool and never as a replacement for human decision-making, professional accountability, or ethical judgment. Only the following AI solutions are permitted to support work for WOT/HOT and/or its domains. For work performed for WOT/HOT clients and/or its domains by experts, the guidelines for AI use by experts must be followed—see “Guidelines for AI Use by Experts”.

The selected solutions are available relatively quickly and are cost-efficient. WOT/HOT periodically evaluates the use of AI solutions and adjusts the choices when laws and regulations, technological developments, or internal guidelines make this necessary.

AI solutions within WOT/HOT

WOT/HOT adopts a use case-driven approach to deploying AI. The choice of an AI solution is determined by the nature of the process, the underlying platform, and the desired business outcome.

When selecting and deploying AI solutions, all tools are assessed against the same criteria, including:

- Information security and security;
- Data access and privacy;
- Compliance with laws and regulations (including GDPR and the EU AI Act);
- Relevance and expected business impact;
- Usability and adoption rate;
- License costs and total cost of ownership.

Copilot and generic AI solutions

Within the Microsoft environment, Microsoft Copilot Chat is available by default as part of our Microsoft 365 license. It is integrated as a side panel in Word, Excel, PowerPoint, OneNote, and Outlook, and it uses manually uploaded files and web data.

For other, more advanced AI use cases from users with specific needs, where no suitable solution is available within the existing platforms, we provide the following solutions:

- HOT NL: ChatGPT by OpenAI
- HOT BE/WOT: MS Copilot M365 add-on

WOT/HOT sets up separate environments for this purpose for the central organization and the domains. The use of ChatGPT or Copilot M365 outside core platform processes depends on the specific use case and is always assessed based on the selection criteria mentioned earlier.

For AI applications that integrate with the business applications used by WOT/HOT to support its primary processes, the default approach is to use the AI functionalities offered by the relevant platform providers, provided there is a business case.

This includes, among others

- CRM & Recruitment: Salesforce (Agentforce);
- ERP & HR (NL): AFAS (Jonas);
- ERP & HR (BE): Microsoft Dynamics 365 with Microsoft Copilot.

For processes that run on these platforms, the principle is to also use the AI functionality within that same platform. This ensures optimal integration, data management, security, and governance.

Regional differences and harmonisation

In the short term, the concrete implementation of AI use may differ between HOT NL, HOT BE/DE, or WOT, partly due to differences in platform architecture and licensing structure.

In the medium term, WOT/HOT aims for further harmonization of AI use, governance, and tooling across the entire organization.

8. Guidelines for AI use by experts

AI solutions at clients

For work performed for clients of WOT/HOT and/or its domains by experts, the use of AI is strictly bound by the tooling, security, and information security policies established by the client organization.

Experts may only use AI solutions that are explicitly permitted by the client and within the environments set up for that purpose. It is explicitly not permitted to process client data, confidential information, or personal data in non-approved AI systems or external platforms. Experts always remain fully responsible for the content, accuracy, and application of AI-generated output and act in accordance with applicable laws and regulations, contractual obligations, and internal guidelines.

IMPORTANT! Always first check the policy and guidelines that apply at the client where you are assigned. It is extremely important that you follow them. If there is no clear policy or guideline(s), then follow the rules below!

1. Protect privacy and confidentiality

- **Do not enter personal data, confidential business information, or client data** into public GenAI tools. This means you check whether the tool you use handles data securely. Paid versions may offer enhanced data protection features, but this must always be verified. Check whether data is **stored, reused, or shared** by the provider.
- Where possible, work with **anonymized or fictitious data**.
- Always follow **GDPR guidelines**.

2. Be transparent about the usage of AI

- **State openly when GenAI has been used**, for example for texts, analyses, or images.
- Let people know that outputs:
 - Are generated automatically
 - May contain errors or bias

3. Use GenAI as support, not as end responsible

- See GenAI as a **tool**, not as a decision-maker
- **Always review, verify, and edit** the output.
- Have critical decisions (legal, financial, HR, medical) made **by humans**.

4. Be attentive to bias and discrimination

- GenAI can **reinforce existing biases**
- Check output for:
 - Stereotypical assumptions
 - Exclusion or inappropriate language
 - Unfair conclusions

5. Respect copyright and intellectual property

- Assume GenAI output is **not automatically free of rights**.
- Do **not use generated content verbatim** as if it were your own creation without checking it.
- Avoid entering **protected texts, reports, or books** without permission.
- Ask GenAI to list sources and verify those sources.

6. Don't use AI to mislead or damage

Do NOT use AI:

- To spread misinformation
- To manipulate or mislead
- To create deepfakes without clear context
- For fraudulent or unethical purposes

7. Ensure clear agreements and governance

For organizations

- Establish an **AI code of use or guideline**.
- Define:
 - What is allowed / not allowed
 - Which tools are permitted
 - Who is responsible
- Train employees in **AI skills and ethics**.

8. Continuous learning. Be critical.

- GenAI is evolving quickly—so are rules and risks.
- Stay up to date on:
- New legislation (such as the **EU AI Act**). For more information, see:
<https://www.europarl.europa.eu/topics/en/article/20230601STO93804/eu-ai-act-first-regulation-on-artificial-intelligence>
- Limitations of models.
- Best practices.

Document version 1: April 2026

If you have any questions or concerns regarding this Code, you may always contact your commercial representative at World of Talents or esg@worldoftalents.group.

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