

AI EUROPEAN BAROMETER BY **JFD**

AI: real factor of progress or vector of inequality?

13th Annual JFD Study
February 2025

Editorial

2023 marked a turning point in Artificial Intelligence, bringing tools accessible to all into the hands of the general public.

2025 promises to be full of new developments, with technologies and uses progressing ever faster, a world that is multipolarizing, with everyone concentrating on their own territory, a potential concentration of major players, the disappearance of promising players, and a challenging regulatory context...

While the **battle over the major Large Language Models (LLM)** may seem complicated to win on the European side, the challenge for European companies is to **use them to transform their business** and their sector.

Through this barometer, we seek to measure how artificial intelligence can be a **real factor for progress**, if companies use it in the right way. By progress, we mean making a significant contribution to improving various aspects of human life, society or the environment, while respecting ethical principles.

For this reason, we have defined **five pillars** to measure progress in a multi-dimensional way, and to reflect on what needs to evolve for European companies to properly grasp the topic and develop or use AI responsibly and effectively.

For this first part of the study, we are further developing **two pillars** which are the inclusion of women in AI and the use of AI by companies for the benefit of a real transformation of their sector.



**Delphine
Remy-Boutang**
Founder & CEO
JFD



**Jean-Christophe
Liaubet**
Partner,
EY Fabernovel



**Caroline
Martin**
Partner,
EY Fabernovel



“Artificial intelligence reflects a certain vision of the world. In France and Europe, we advocate for **AI that serves everyone**.

The AI Action Summit 2025 is a unique opportunity to unite global efforts around this ambition.”



Clara Chappaz

Minister for Artificial Intelligence
and the Digital Economy
in France





FABERNOVEL

WOMEN RAISING

Study

AI EUROPEAN BAROMETER BY JF D



EURATECHNOLOGIES
EUROPE'S STARTUP BUILDER

L'ORÉAL
GROUPE

{EPITECH}

RÉPUBLIQUE
FRANÇAISE
Liberté
Égalité
Fraternité



LinkedIn

arver
DARE THE FUTURE



EURAZEO



sanofi

meotic
europe

GROUPE
Casino

bpifrance

France
Digitale
Jeunes collectifs



opinionway

Executive summary

Women remain significantly **underrepresented in the AI ecosystem**, comprising only **26.3% of the AI workforce in Europe** and **22% globally**. Leadership roles reflect similar disparities, as only **29% of AI department heads** in European companies are women. In terms of AI adoption, the gap persists : worldwide, ChatGPT has a female user share of **33%**.

This is more than an issue of fairness—it is a **structural and technical challenge** with far-reaching societal implications. A lack of diversity in AI development **reinforces biases**, amplifies stereotypes, and stifles innovation. Equally important is AI adoption; if women do not actively engage with AI, they **risk being left behind**, **further widening the gender gap** in the professional landscape.

Despite these challenges, a **blue ocean of opportunities** exists for women at the **intersection of technology and business**.

Encouragingly, numerous **corporates** and **startups** founded or led by women are **driving change**. These organizations are **shaping the future of AI** by developing innovative solutions, integrating AI into their businesses, and training employees to navigate this evolving ecosystem.

Initiatives such as **the Margaret** by JFD, the only women's tech prize under **under the High Patronage of the President of the French Republic**, annually honors women entrepreneurs, intrapreneurs, and young girls, paving the way towards a more inclusive, innovative, and unbiased future.

Methodology

Conducting qualitative interviews with more than 20 c-level executives, experts and CTOs.

Administration of a quantitative survey of 400+ European C-level working in companies with more than 250 employees with a good vision of AI in their company.

Organizing three editorial committees with our strategic partners to exchange ideas, challenge perspectives, and gather valuable insights.

Performing desk research by analyzing existing content (studies, papers, podcasts, etc.) and benchmarking transformative AI projects.

In collaboration with

opinionway

A European and multi-sectoral ambition

Countries



France



Italy



UK



Spain



Germany



Sweden



Netherlands



Ireland

Sectors



FMCG (Fast-Moving Consumer Goods)



Banking, Finance & Insurance



Entertainment, Media, Telecommunications



Tech services



Pharmaceutical industry



Automotive & transportation industry



Transport, Utilities and environmental services



Education

This study focuses on two out of the five pillars of our barometer

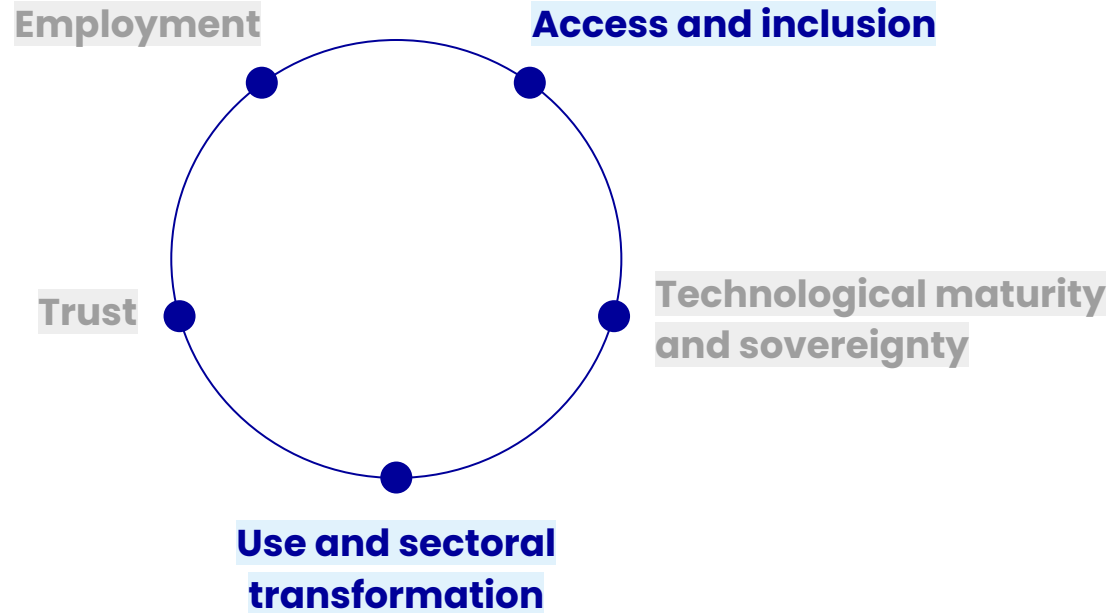


Table of contents

1

Women and AI

Where do we stand?

2

Society and AI

How can AI serve as a driver of innovation across industries?

3

Actions

What concrete steps can we take to make AI more inclusive and responsible?

Women and AI

Where do we stand?

AI EUROPEAN BAROMETER BY JFD

1



FABERNOVEL

WOMEN RAISING

Women in Tech: a legacy of innovation

There have always been women in the field of technology. However, despite their historic achievements, women's roles in shaping technology remain underappreciated. Their contributions are often invisible in mainstream narratives.



Anne L'Huillier

Physicist known for her pioneering work in ultrafast physics on the attosecond scale, which earned her the 2023 Nobel Prize in Physics.

France, Sweden



Margaret Hamilton

played a pivotal role in the success of NASA's Apollo missions through her programming.

USA

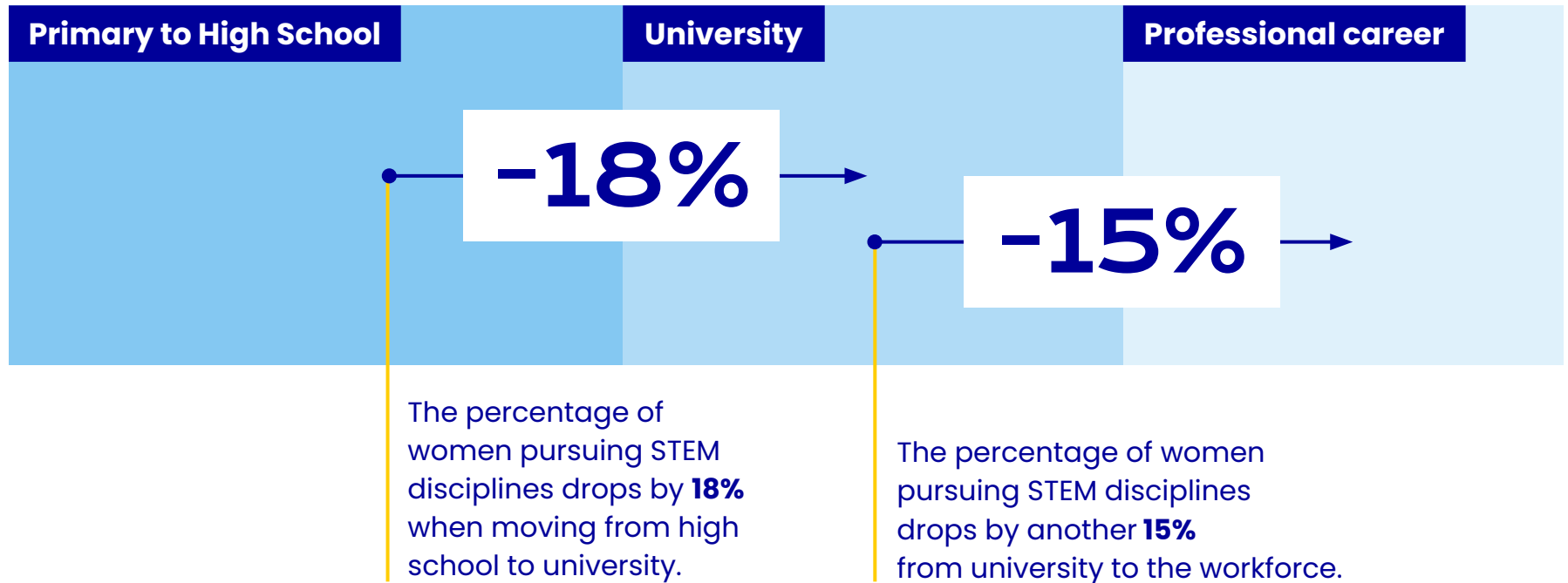


Hedy Lamarr

Actress and inventor who co-developed frequency hopping technology, which later contributed to the development of WiFi, Bluetooth, and GPS

Austria, USA

The decline of women in Tech begins during critical transitions



STEM = Science, technology, engineering, and mathematics

Source: McKinsey x Eightfold AI 2022

Less
than

45% 

of science track's students
in France are girls, returning
to its lowest level since 2002.

The 2021 baccalaureate reform widened
the gap between girls and boys
decreasing the number of girls in
science tracks of over a quarter (**28%**).

Gender differentiation is conveyed
before the age of 7. There is a real issue
with the "**marketing**" of **mathematics**
and scientific subjects for girls.

82%

of women reported facing
gender stereotypes during
their education:

- **64%** were told they were more suited
for human sciences studies
- **44%** were told they were less competent
than boys in maths
- **21%** were explicitly discouraged from pursuing
this path by teachers and parents

...even though **88%** said maths and science were
among their favorite subjects.



“We need to shape children's imaginations, especially those of young girls, around AI and robotics from primary school onwards—after that, it may already be too late.”



Laurence Devillers

Professor of AI & ethics, Paris-Sorbonne University
Researcher, Computer science laboratory for mechanics and engineering sciences (LIMSI) CNRS

Primary to High School

University

Professional career

35.8% 

of STEM graduates in Europe
are women.

Western Europe records the lowest rates, while the rest of Europe—particularly Eastern and Balkan countries—shows significantly higher numbers : Serbia **48.2%**, Albania **44.8%**, Romania **42.5%**, Poland **41.1%**, Greece **40.7%**, and Estonia **40.1%**.

 Women represent only 10%
of Epitech's students.

%

of women graduating from STEM:



42.6%



39%



40.5% (2019)



27.6%



27.8%



37.1%



33.1%



35.8%

Source: Eurostat 2022, EY Fabernovel Interviews

Primary to High School

University

Professional career

22% 

Worldwide, women make up 22% of the AI workforce*, 12% of AI researchers, and less than 14% of senior executive roles in AI.

26.3% 

In the European Union, women make up 26.3% of the AI workforce*

Even though Europe has closed 75% of its overall gender gap, with countries like Sweden and Germany ranking among the top five European economies in closing this gap, this progress is not reflected in their AI workforce.

Source: McKinsey x Eightfold AI 2022, Revelio Labs 2024, World Economic Forum 2022, LinkedIn AI in the EU 2024

%

of women in the AI workforce in Europe:



25%



30.9%



24.1%



22.7%



20.3%



22.4%



25.9%



24.1%

*AI workforce includes tech and non tech roles

Primary to High School

University

Professional career

Corporate & startups

65%

of companies interviewed
have a **Head of AI in the
ExCom***

29%

of Heads of AI's are
Women*

Research

12%

of **AI researchers**
worldwide are women

13.3%

of **Heads of AI research
departments** in Europe are
women

Visibility

30%

of women **speakers at the
major AI events** in Europe

Source: EY Fabernovel analysis, *JFD Study 2025 by EY Fabernovel x Opinionway – 400 companies (more than 250 employees) – 8 countries

GAFA's are no exception

				
women employed globally	34%	35%	37%	45%
women in tech roles	25%	24%	25%	N/A
women in AI research staff	10%	N/A	15%	N/A
women in non tech roles	53%	44%	60%	N/A

Source : Diversity Reports – Apple 2022, Facebook 2022, Google 2024, Amazon 2024, UNESCO 2024

Women's presence in AI matters

The underrepresentation of women in AI is not only a matter of fairness but also a **structural and technical problem** with significant consequences for our society.

Some examples of concerning results due to bias



When the GenAI tool Stable Diffusion is asked to produce images of judges, **only 3% of the AI-generated images depict women as judges**, despite women representing 35–40% of judges in the US in reality. Results showcase a stereotypical view of the world.



Amazon used to have an AI-powered recruiting tool that systematically **avored male resumes** due to a bias embedded in the system, based on historical data reflecting a male-dominated hiring pattern.



Apple's early Health app in 2014 **neglected to include menstrual tracking**, making it irrelevant to half of its user base. The omission prompted criticism and led Apple to later integrate menstrual cycle tracking in a future update, a year after its initial release.

Source: L. Nicoletti – Bloomberg 2023

There are two categories of biases

Technical

which stem from issues such as low-quality **datasets or data that fail to represent reality accurately.**

Societal

which are rooted in our worldview, **including cognitive or emotional biases.**

Source: Institut Montaigne Contrôle des biais svp 2023

Bias in, Bias out: how the underrepresentation of women in AI amplifies bias

Such examples demonstrate how the absence of diverse perspectives in development and the presence of biased data lead to tools that **reproduce** and **perpetuate** existing stereotypes and inequalities that exist in our society, taking gender disparities to extreme.

The fact that there are more men in teams responsible for designing, developing, and training AI inevitably introduces biases into the results – mostly are **unconsciously**. A key question here is: Who is responsible or correcting these biases? Should we promote AI that actively de-biases society, or should we let it simply reproduce the existing biases?

To go even further, as Gen AI models improve, their generated images become harder to distinguish from real photos. If these biased images are reused as training data, future models could grow even more biased, creating a **snowball effect** with significant societal consequences.

Source: L. Nicoletti – Bloomberg 2023

The "**coded gaze**"—a term coined by Dr. Joy Buolamwini — describes how the values, assumptions, and biases of developers are embedded into code. It is derived from the term "male gaze", a representation of the world created by men, for men.



Dr. Joy Buolamwini,
AI researcher MIT
Author – Unmasking AI
Founder & Artist in Chief
– The Algorithmic Justice League

Women's adoption of AI matters

Designing AI is only part of the equation;
learning to deal with it effectively
is just as crucial for its true impact.

Mastering AI to avoid widening the gender gap

AI has the potential to transform industries, solve complex problems, and drive innovation. But, without widespread adoption and understanding, its benefits risk being **confined to a select few**.

AI is not just for engineers and tech experts; it is a tool that can be used by everyone. Therefore, it is crucial for women to learn how to harness AI effectively, even if they are not working in tech roles.

In a world where technology is increasingly central to success, learning to navigate AI is no longer optional for women —it has become **essential**. If women don't learn to use and understand this technology, they risk missing out on opportunities AI can offer and being left behind, further widening the **gender gap** in the professional world.

Source: World Bank Group 2024, Censuswide 2024

Worldwide, ChatGPT has a **female user share of 33%**.

In France, 45% of respondents in a study on AI usage report using AI at least once a week. Among them, **men use AI more frequently than women, with 53% versus 40%, respectively.**



“As AI continues to gain ground,
soft skills become increasingly crucial.”



Fabienne Arata-Camps
 Country Manager
 LinkedIn France

AI-related professions extend beyond traditional tech and expert roles

AI

Tech Roles

- Data Architect
- Data Analyst
- Data Scientist
- Data Engineer
- Machine Learning Engineer
- Analytics Engineer
- ...

Non-Tech Roles

- AI Project Manager
- AI Ethics specialist
- AI Consultant
- Product Owner
- Scrum Master
- Prompt Engineer
- DPO
- ...

AI engineers are the most widespread emerging role globally, appearing in over 2/3 of growing job lists. They rank 1st in the U.S., the Netherlands, Singapore, and the U.K.

Head of AI roles have tripled in 5 years, while AI-related job postings have more than doubled in 2 years and nearly tripled in France.

Soft skills such as management, communication, and teamwork rank among the top 5 most sought-after skills in France.

Source: LinkedIn 2025



“Women who will succeed in AI and be part of the revolution of this century are the ones who know how to **connect the dots between technology and business.**”

This is the blue ocean of AI: a vast space filled with opportunities waiting to be seized by women.”



Delphine Remy-Boutang

Founder & CEO

JFD – Join Forces & Dare

Society and AI

How can AI serve as a
driver of innovation
across industries ?

AI EUROPEAN BAROMETER BY JFD

2



FABERNOVEL

WOMEN RAISING

A powerful lever for business reinvention, already delivering breakthrough results

95% of respondents*

project that AI is likely to transform their **sector**

93%

estimate that AI is likely to transform their **company**

80%

believe that AI has **already transformed** their **company**

99%

have invested in AI

Among them:

- **40%** allocated between 1 and 5% of their revenue in AI
- **33%** allocated between 6 and 10% of their revenue in AI

88%

will increase their investments in AI in the next 12 months

*Source: JFD Study 2025 by EY Fabernovel x Opinionway – 400 companies (more than 250 employees) – 8 countries

“As artificial intelligence reshapes the contours of our society, the role of women in this field remains a crucial question. Although still underrepresented, they play a key role in building **inclusive and sustainable innovation.**”



Julie Huguet

GM Mission FrenchTech
French Ministry of Economy

While the representation of women in the AI sector and the overall figures may not be as high as we would hope, there are still **inspiring organizations making notable progress** in the field.

Many of these organizations are led by women, actively **engaging with AI** technologies, **experimenting** with innovative solutions, and, **training their employees** to understand and address the challenges and opportunities this new technology brings.

Let's take a closer look, sector by sector, at how this progress is taking shape.

Banking, Finance & Insurance

AI EUROPEAN BAROMETER BY JF



FABERNOVEL

WOMEN RAISING

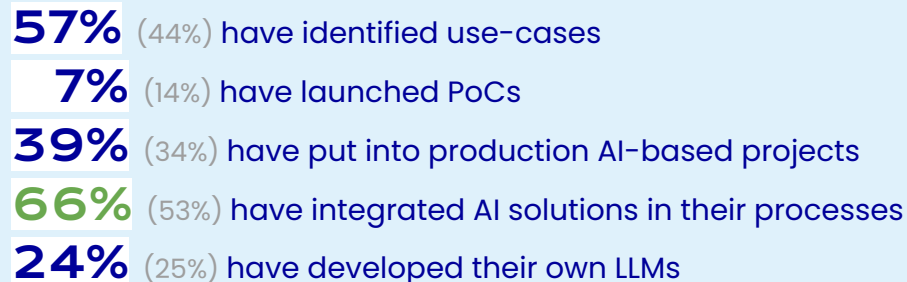
Key figures of the sector

(panel average)

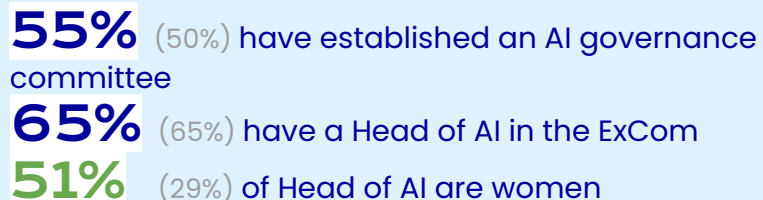
Maturity level



Adoption

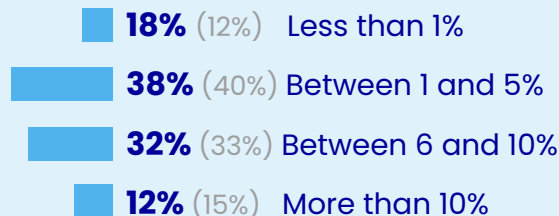


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway



“At Allianz France, we firmly believe that gender parity and AI are **key drivers of innovation**. By joining forces with JFD and through its first European AI Barometer, we are strengthening our commitment to promoting female talent. In doing so, we contribute to shaping a more inclusive and cutting-edge insurance sector.”



Isabelle Hébert

Member of the Executive Committee
in charge of Data, Engagement, Marketing and Strategy
Allianz

Allianz strategically places data and AI at the core of their business transformation



As a central asset to their insurance core business, Allianz has been leveraging **data for a long time**. In 2017, they established a Data & AI division, with a strong belief that Data & AI drive real transformation and affect all stages of the value chain contributing to **commercial, technical and operational excellence**.

The Data & AI team is centralized in Paris, close to Allianz's Senior Management, with a cross-functional and solutions-oriented approach. As of today, **7/20 Data & AI team members are women**, primarily in senior roles.

Allianz also **values training on AI** not only for their technical experts but for everyone in the organization. "AI is for those who make it AND for those who use it." 30 non AI scientists per year receive **200h of training** to benefit from AI in their current role.

Regarding governance, Allianz has established a **Data Charter** and two key committees: the **Responsible Data Use Committee** and the **Algorithm Compliance Committee**, both of which are consulted throughout the development process of AI projects

Use case

Ask Forensic – Fraud Detection in Claim Processing

Claims processing heavily relies on photo evidence to assess damages and validate claims. With the rise of AI-generated content and advanced image editing tools, fraudulent claims have become more sophisticated and harder to detect.

Allianz developed Ask Forensic, an AI tool to analyze each photo and flag any suspicious anomalies. The tool can detect AI-generated or edited images, identify previously used photos in past claims, ensure the image was not sourced from Google, and validates metadata consistency such as GPS location and timestamps.



"AI offers new opportunities for product coverage, but also and above all, new solutions to enhance customer experience through simplification and personalization, for both internal and external customers."



Laurence Bronner
Chief of staff to the Head of Data, Engagement, Marketing & Strategy, Allianz



Mélanie Conrard
Brand Partnerships Manager, Allianz



“The finance and performance forecasting industries are rapidly adopting these new technologies. To stay ahead, **mastering them** is crucial—being left behind is not an option!”



Domitille Doat

Chief Digital and Information Officer
Eurazeo

Eurazeo aims for scalability-focused AI approaches to drive value creation

EURAZEO

For the past 18-24 months, **the creation of value through AI** has been a priority for Eurazeo. It won't revolutionize deal sourcing or scoring but it changes drastically LP relations and fund operations.

Eurazeo has developed a platform with different features to leverage AI and automate process, particularly : LP Questionnaires, LPA Side Letters, Document Summarizer and Anomaly detection (coming soon). Eurazeo integrated a **Carbon Consumption indicator** on their AI platform to raise awareness about the carbon footprint of these tools.

10 out of their 80 LBO companies are undergoing major AI-driven transformations. The **CTO's role** is crucial in the value creation and ensuring scalability, driving AI transformations. Strong business acumen is essential. However, female representation in AI and tech leadership is still **low**, with **cultural and systemic barriers** limiting their rise to CTO roles.

Use case

Automating LP Questionnaire Analysis

In private equity, **Limited Partner (LP) questionnaires** are essential tools to evaluate fund management and ensure operational transparency. Analyzing LP questionnaires is highly time-consuming. At Eurazeo, 30 employees were previously dedicated to this task.

Eurazeo has now implemented an AI-powered solution to absorb, vectorize, anonymize, and process LP questionnaires, reducing the number of analysts needed for this task **from 30 to 2**. The technology is leveraging different LLMs : Claude and Mistral, with plans to test OpenAI models as well. The solution is available as **white-label** for other funds.



“Value creation requires both technical expertise and business acumen – this is a key lever for women to carve out their place in tech.”

Domitille Doat

Chief Digital and Information Officer, Eurazeo

Eléonore Crespo co-founded Pigment to transform business planning with AI-driven insights



2019

> \$1 billion
valuation

<https://www.pigment.com/>

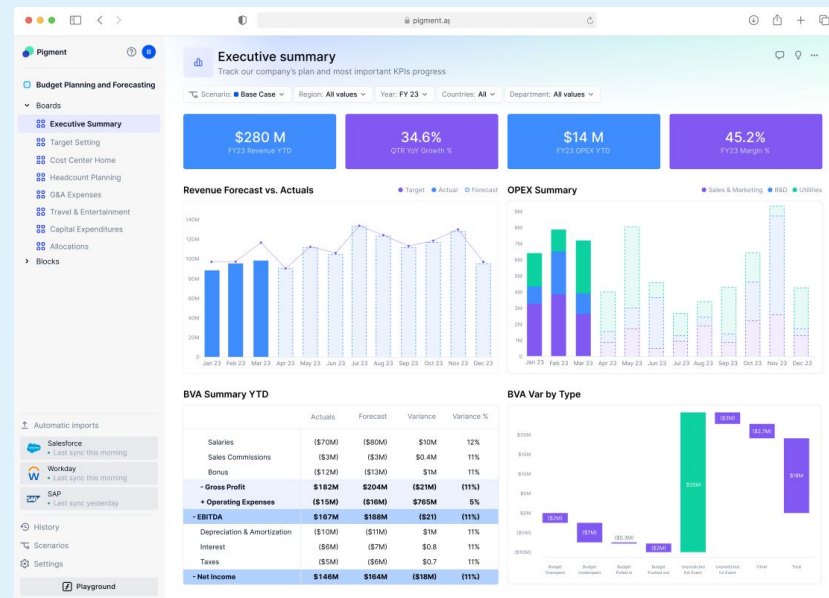
Pigment is revolutionizing business planning by providing companies with real-time data visualization, scenario modeling, and AI-driven insights to enhance decision-making. It is a flexible business planning tool designed for CFOs and finance teams to create reports and budgets with ease. Beyond finance teams, Pigment also supports sales teams in setting quotas and tracking performance against targets, while HR teams can use it to scale workforce planning based on strategic and financial objectives.

In April 2024, the company raised \$145 million, bringing its valuation to over \$1 billion.



Eléonore Crespo – Co-founder & Co-CEO of Pigment

Prior to launching Pigment, Eléonore Crespo worked at Index Ventures and Google.



Joanne Safo created Lukango to revolutionize insurance accessibility for small businesses leveraging AI



2021

£275k raised

<https://www.lukango.com/>

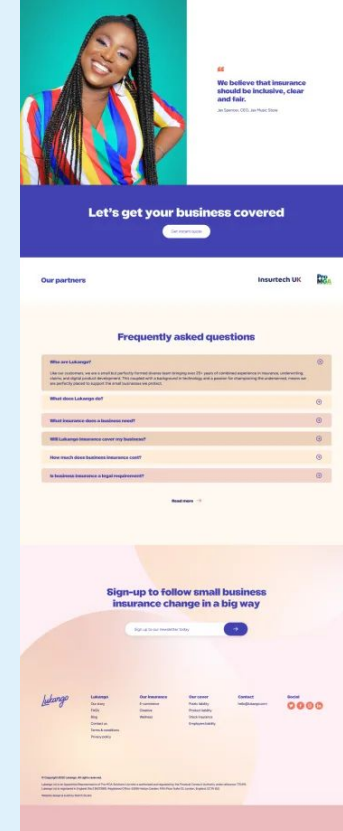
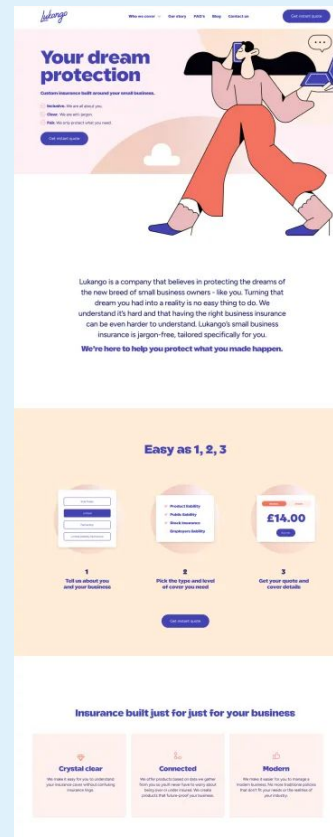
Lukango was created in response to the lack of inclusive and flexible insurance options tailored for the evolving landscape of micro-businesses, solopreneurs, and freelancers.

Lukango leverages technology, AI, and data analytics to offer personalized, flexible, and easy-to-understand insurance:

- Analyze business needs dynamically.
- Recommend tailored coverage based on evolving trends.
- Provide clear, transparent explanations of insurance terms.



Joanne Safo – Founder & CEO of Lukango. Experienced in insurance, risk management, and technology, Joanne raised £275,000 in pre-seed funding.



Ghizlaine Amrani revolutionizes Real-Time Economic Intelligence with AI with QuantCube



2013

Series B funding

<https://www.quantcube.com/>

QuantCube is a startup that specializes in providing advanced macroeconomic analysis through the use of Big Data and artificial intelligence.

QuantCube leverages sophisticated AI technology and extensive data processing capabilities to deliver real-time macroeconomic insights. Artificial Intelligence is leveraged through:

- Natural Language Processing (NLP)
- Machine Learning Algorithms
- Deep Learning for Image Analysis
- Geospatial Data Analytics
- High-Performance Computing



Ghizlaine Amrani- Founder & COO

Her background in psychotherapy and the knowledge she's gained in AI & data analytics, has helped her to set up and grow a diverse and inclusive teams.



Education

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Key figures *

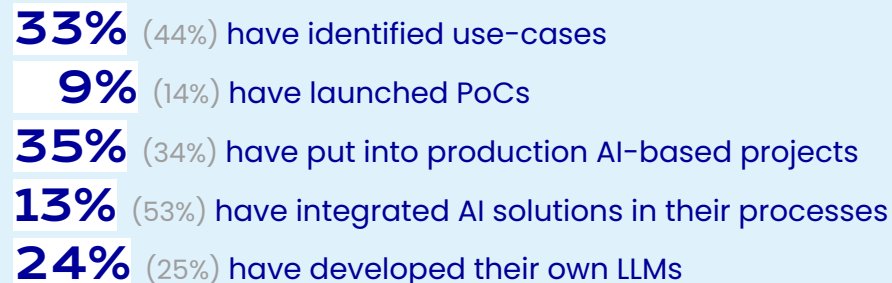
(panel average)

*these figures should be treated with caution due to the limited number of respondents working in this sector

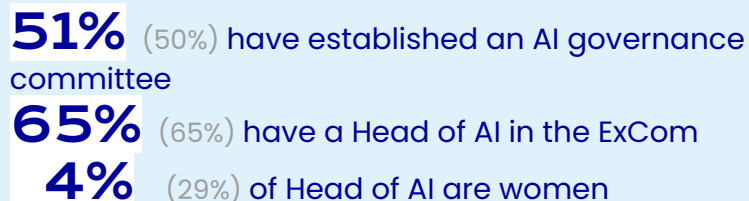
Maturity level



Adoption

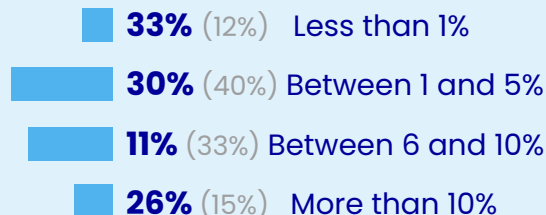


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway



"I am a role model for women and men. I owe my appointment as head of Epitech to my ability to **combine tech and business**, which is why I am also expanding our AI training to support companies and their employees."



Laura Hassan
Managing Director
Epitech

Epitech's deeply integrates AI into its pedagogy and strengthens its AI training program for professionals



Epitech **widely integrates AI** into its pedagogy, using it to free up educators from tasks where their expertise is less essential, allowing the school to scale its vision effectively. The institution acknowledges that bias in AI remains a challenge **requiring regulation** and relies on mitigation methods, public partnerships, and robust processes to ensure transparency and compliance.

Under the leadership of Laura Hassan, the first female CEO of Epitech, the school is strongly committed to gender equity, aiming to increase female student enrollment from **10% to 30%** by 2030 through mentorship and support programs. Additionally, Epitech organizes a yearly internship program for 1,800 high school students, ensuring gender parity and introducing them to careers in tech and AI.

As a leader in AI and digital education in France, Epitech is strengthening its **continuing education programs** in AI. The school supports companies and their employees in developing essential AI skills, addressing the growing demand for expertise in artificial intelligence and digital transformation.

Use case

Epitech Bachelor Degree – Tech, Business & Management – a business driven program

Epitech has expanded its academic offerings alongside its Grande École Program (PGE) with 5 specialized Bachelor's degrees, including Tech, Business & Management.

Unlike traditional computer science programs, this curriculum focuses on leveraging technological excellence and artificial intelligence **to serve various industries**, such as fintech, environmental sustainability, and digital transformation. This shift in narrative has attracted a diverse pool of students, **notably women**, eager to explore tech-driven business innovations. This Epitech program achieved **30% female student enrollment** in just two years.



"As a pioneering school, we have a key role to play in making tech careers more inclusive and accessible. Education is a crucial response to the diversity challenges in the tech industry. Our partnership with JFD reflects our commitment to encouraging more women to join Epitech programs and equipping them with the necessary tools to succeed in rapidly evolving fields."



Julien Perez
Program Director, "Artificial Intelligence and Pedagogy", Epita & Epitech Lab

Alexia Kidemba launched IFWS to make language learning immersive, with AI-driven conversation practice



2024

Incubated at
EuraTechnologies

<https://www.ifws.fr/>

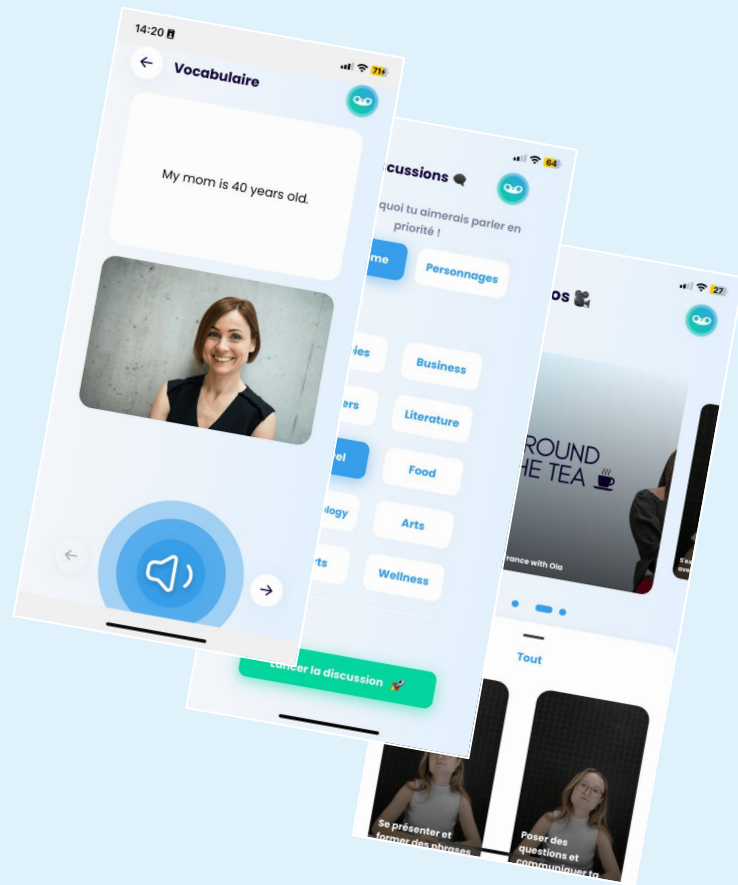
IFWS (In Foreign We Speak) is an AI-powered language learning application designed to help users improve their English skills through interactive and contextual learning.

The solution offers instant conversation practice, engaging vocabulary exercises, and educational videos. Artificial Intelligence is leveraged through:

- Natural Language Processing to understand human-like text
- Speech Recognition and Synthesis
- Machine Learning Algorithms to personalize learning paths
- Chatbot Functionality to simulate real-life conversations.



Alexia Kidemba – Founder & President of IFWS.
Passionate about linguistic education and cultural exchange Alexia also serves as a Youth Ambassador for France at the Women's Forum.



Pharmaceutical industry

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Key figures *

(panel average)

**these figures should be treated with caution due to the limited number of respondents working in this sector*

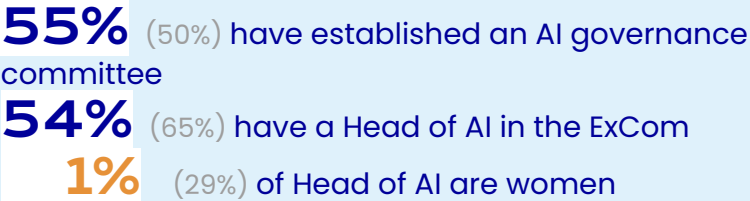
Maturity level



Adoption

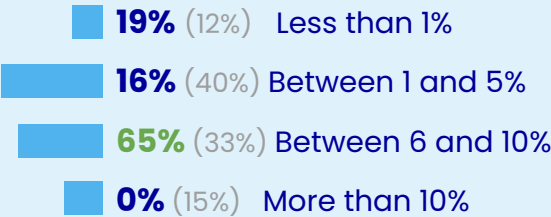


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway



“At Sanofi, **AI is everywhere, in all hands,**
and here to stay for the long run.”



Karine Boullier

Global Head of Upskilling
Manufacturing and Supply
Sanofi

Sanofi's AI strategy is business-driven, ensuring that ethic remains at the core of its transformation

Sanofi uses AI as an accelerator for drug discovery, clinical trial design, and manufacturing and supply performance. Their goal is to **make medicines and vaccines more accessible** by optimizing production and reducing waste.

Sanofi ensures AI adoption is ethical, responsible, and compliant through its **RAISE program** (Responsible AI in Sanofi for Everyone), tackling ethical AI Governance, bias mitigation and transparency.

Sanofi's AI charter is integrated into the company's **code of conduct**, outlining key principles, do's/don'ts and core values. Robust **training programs** are also deployed to help teams understand AI concepts, risks and opportunities.

Sanofi is among the **Top 25 companies** worldwide for gender equality. Internally, they implemented multiple initiatives such as paid parental leave regardless of gender. Externally, they are committed to spend over **1.5 billion euros** with small and diverse businesses by 2025 and doubling the number of **women-owned businesses** they work with.

Use case

Simply – AI-powered yield analytics platform

Thanks to AI, Sanofi is maximizing yield—which translates into more doses produced to benefit even more patients around the world. With Simply, Sanofi's AI-powered yield analytics platform, Sanofians on manufacturing sites spend exponentially **less time crunching data** themselves, and **more time taking action** based on data insights.

By proactively assessing data trends and identifying production outliers, Sanofi **optimizes the use of raw materials and improve quality, with higher yield and lower environmental impact.**

***"We're all-in on AI
—bold from the start,
built to scale,
and ready to go big."***



Inna Ben-Anat

AVP, Global Head of Smart
Factories
Manufacturing and Supply

Emmanuelle Rolland-Martiano co-founded AQEMIA to revolutionize drug discovery



2019

\$100 million total funding

<https://www.aqemia.com/>

AQEMIA generates one of the world's fastest-growing drug discovery pipeline. Their mission is to discover new drugs by combining unique physics and generative AI to create truly innovative treatments for diseases that are untreated or poorly treated.

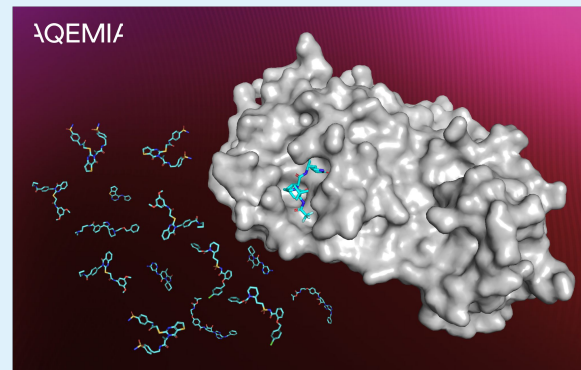
In December 2024, AQEMIA secured an additional \$38 million in funding, bringing its total funding to \$100 million paving way to clinical trials and global expansion starting with London.

In 2023, Sanofi and AQEMIA announced a partnership aimed at combining Sanofi's global R&D expertise with AQEMIA's quantum-inspired physics algorithms and generative AI platform to accelerate and enhance drug development.



Emmanuelle Rolland-Martiano – COO &
co-founder of AQEMIA

Before founding AQEMIA, she worked at BCG. She holds engineering degrees from CentraleSupélec and Imperial College London.



Dr. Claire Novorol founded Ada Health to support personal health management with AI



2011

\$1.2 billion of market value

<https://ada.com/>

Ada Health offers an AI-powered health companion app that provides medical guidance, aiming to make healthcare more accessible and equitable. Ada's platform assists users in understanding their symptoms by providing possible causes and guidance on appropriate next steps.

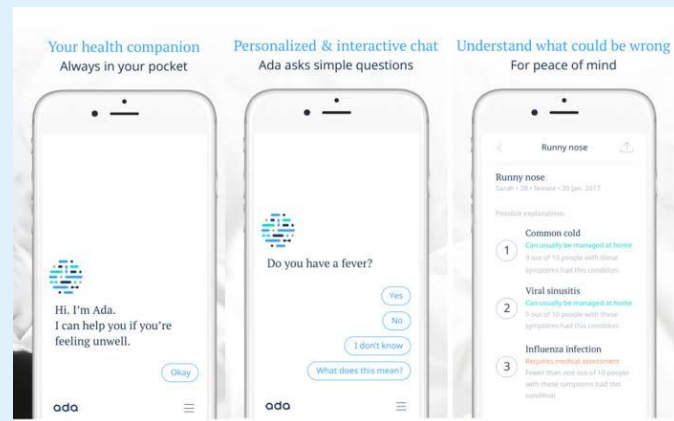
Ada's AI has been shown to be 35% more accurate than other assessments, covering 3,600 conditions and 30,000 ICD-10 codes, rare diseases, women's health, pediatric, and mental health conditions.

Ada is headquartered in Berlin, with offices in Boca Raton, London, and Toronto. As of October 2024, Ada's app is available in 148 countries and 11 languages, serving over 13 million users worldwide.

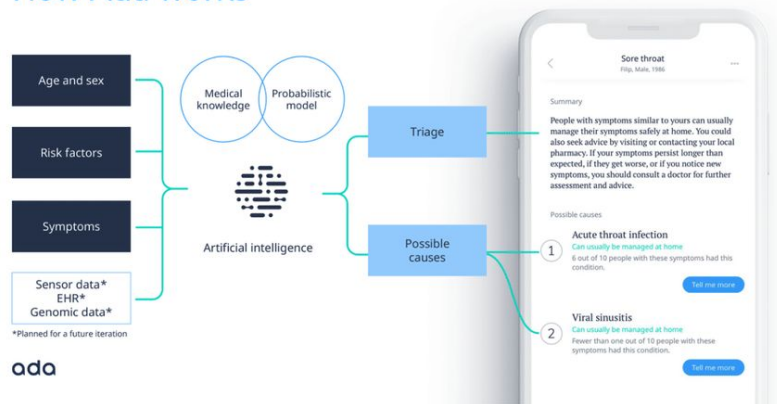


Dr. Claire Novorol – Co-Founder of Ada Health

Dr. Claire Novorol is a UK-trained medical doctor, worked as a pediatrician in London and later specialized in clinical genetics within the UK's National Health Service (NHS)



How Ada works



FMCG

Fast-Moving Consumer Goods

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Key figures

(panel average)

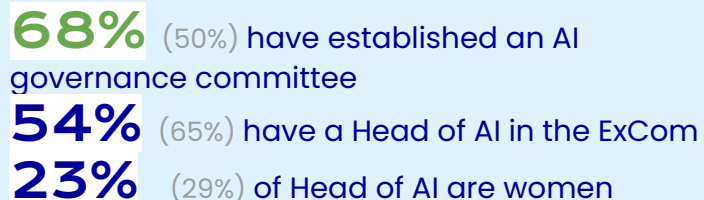
Maturity level



Adoption

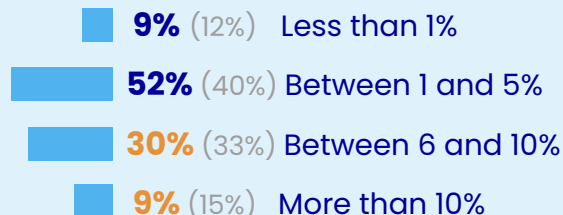


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway



“We have a smart, eco-design approach to AI, using it where it delivers **real value** and making sure it meets our responsible requirements and our values.”



Ariane Thomas

Global Tech Director of Sustainability
L'Oréal Groupe

L'Oréal Groupe is transforming the beauty experience with a strong human-centric AI approach

L'Oréal Groupe leverages advanced science and latest technologies to bring personalized, inclusive, and responsible beauty at scale. The Group has placed AI at the heart of its **Beauty Tech transformation** initiated in **2018**.

Ethics being fundamental at L'Oréal Groupe, the industry leader aims for an ethical and responsible use of AI and Gen AI, as established in the **responsible framework for trustworthy AI** defined in 2021. Its 7 key principles have been shared globally in 2022 to provide guidance across the whole organization. Trustworthy AI Governance is presented to the **Global Diversity and Inclusion board**, a group of **external experts**, to limit bias.

They created a **Gen AI taskforce** 2 years ago, and launched **L'Oréal GPT** at the end of 2023, an internal AI assistant used by 55K employees – including 20K weekly users. Its unique feature is that users can select the LLM that best suits their needs, to let them experiment Gen AI in a secure place.

Finally, **upskilling** plays an essential part of L'Oréal Groupe's transformation, with 181K learning hours on tech, data & AI in 2024, and already 42K employees upskilled on Gen AI through the **Gen AI for all** e-learning and masterclasses.

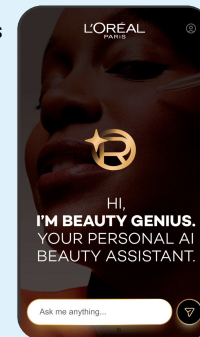
Use case

Beauty Genius – the Personal Beauty Assistant

Finding the perfect beauty product can be a challenge: 70% of shoppers struggle to find the right products without personalized assistance. L'Oréal Paris – the world's leading beauty brand – launched Beauty Genius in the US in October 2024 to revolutionize online beauty shopping.

Available on L'Oréal Paris website, this Gen AI-powered personal beauty assistant offers AI-powered diagnostics, virtual try-on, and personalized tutorials through a seamless, enjoyable user experience with a friendly tone, intuitive emojis, and interactive features.

Beauty Genius gets the same high-impact social media treatment as brand's hero products launches, with Eva Longoria & Cara Delevingne promoting this new service. Beauty and technology are now inextricably linked, ushering in a new era of personalized beauty experiences.



"At L'Oréal Groupe, we believe in the power of beauty tech by humans and for humans, to create beauty for each, more personalized, inclusive and responsible."

Beatrice Dautzenberg
International Director
Beauty Tech Services



“AI is a game-changer for retail, but technology alone is not enough. Success lies in how we embed **AI into our culture**, upskill our teams, and ensure inclusivity in innovation.”



Arnaud Grojean

Chief Data & Analytics Officer
Carrefour

Carrefour is optimizing operations with AI while enhancing customer experience



Carrefour's AI strategy is focused on **transforming its operations**, **enhancing customer experience**, and ensuring measurable **value creation**. The company leverages AI across critical areas to optimize supply chain management, streamline logistics, and tailor in-store assortments, all while maintaining compliance and operational efficiency.

Two key priorities drive Carrefour's AI initiatives:

- **Focusing on Core Business** – AI is used to optimize product assortments, refine pricing consistency, and personalize promotions. Advanced algorithms analyze purchasing patterns and product relationships to make data-driven decisions that boost operational performance and improve customer satisfaction.
- **Making AI Accessible to All** – Through the launch of Carrefour.IA, a secure and easy-to-use platform, the company is democratizing AI for its employees. This initiative aims to empower teams, enhance innovation, and foster a deeper understanding of AI, helping employees integrate these tools seamlessly into their daily work.

AI is a tool for **operational leaders** and no longer reserved solely for engineers. It serves as a facilitator, not an end in itself, and must be integrated to transform professions, improve customer experience, and support competitiveness. Carrefour views AI as a structural initiative rather than just a technological one, positioning it as a cornerstone of sustainable growth and leadership in the retail sector.

Use case

Personalize the shopping experience

At Carrefour, AI is transforming the shopping experience by **optimizing product assortments** and **personalizing online recommendations**. In-store, AI analyzes sales patterns and product interactions to determine the ideal assortment—should certain products coexist, or does one cannibalize the other? These insights help tailor assortments to better align with customer needs.

Online, 80% of cart additions come from AI-driven recommendations, offering personalized alternatives that support healthier eating and budget-friendly choices. Constantly evolving, Carrefour's AI solutions adapt daily to customer needs, ensuring a seamless, efficient, and relevant shopping experience—both in-store and online.



"When you train an AI, you choose which data to use and which knowledge to integrate. Our sovereignty also depends on our ability to shape our models in our image: relevant, ethical, and free from bias."

Vania Pecheu-Bovet

Head of global data & AI strategy
Carrefour



“At Casino Group, AI is a daily tool that supports teams and drives practical use cases”



Stéphanie Zolesio

CEO Casino Immobilier & FinTechs

Member of the Casino Group Executive Committee

Casino Group is Committed to a Responsible, Business-Centric AI Strategy



Casino Group's AI strategy is part of a broader drive for operational transformation, combining accessibility, accountability, and innovation. It is grounded in concrete, business-driven initiatives, with the ambition of turning AI into a performance lever.

Two pillars support this approach:

Democratizing AI

The AI Academy has helped raise awareness among employees about AI usage through a 1-day training session. Already, 400 employees have been trained. A secured prompt platform supports everyday use while reinforcing best practices.

Deploying high-impact use cases:

- **Legal:** ImmoChat automates the analysis of legal leases, enabling Casino Immobilier to save considerable time.
- **Retail:** Since 2023, Cdiscount has used AI to generate product sheets from images and improve its search engine. AI also helps optimize customer risk scoring.
- **Supply Chain:** Monoprix launched an AI project to forecast sales based on historical data, weather, and operational constraints. Predictive staffing was also implemented using the Timesquare
- **Marketing:** Automatic content generation.
- **Customer Support:** Analysis of customer emotions in exchanges.

Finally, a **responsible usage charter** frames the use of AI within Casino Group. Human input remains central, with strong safeguards to ensure ethical use.

Use case

ImmoChat: AI Supporting Business Teams

At Casino Immobilier, AI is revolutionizing the **analysis of legal leases**, a task that was traditionally performed manually by legal professionals and was both time-consuming and labor-intensive. After initial trials with open-source models such as Mistral, LLaMA2, and Hugging Face, the teams quickly identified the limits—hallucinations and the need for constant verification. These early experiments, however, proved valuable for skill-building.

Eight custom commands were developed—from email summarization to targeted data extraction—and integrated into the **ImmoChat** tool, leading to a significant time savings. In parallel, a data room powered by a vectorized RAG engine was created to facilitate document research. Thanks to a well-structured and hierarchized database built over years, the AI is now able to provide reliable and contextual answers, making legal analysis more fluid, faster, and efficient.



"AI is an efficient member of the team that shouldn't be underestimated."

Stéphanie Zolesio

CEO Casino Immobilier & FinTechs
Member of the Casino Group Executive Committee

Athénaïs Oslati creates Ontbo, the new generation AI that understands and connects emotions with business



2021

\$2.26M raised

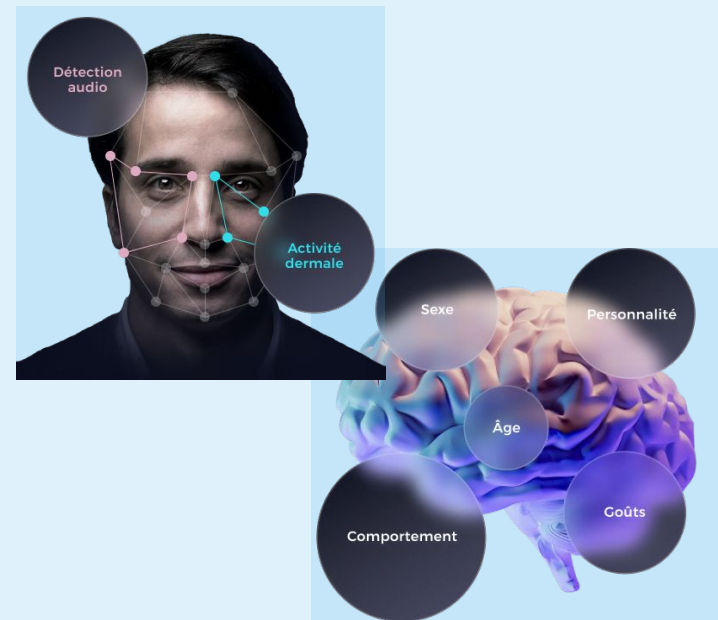
<https://ontbo.com/>

Ontbo specializes in empathetic and ethical AI, redefining human-machine interactions through next-generation technology that understands cognitive aspects such as emotions, behaviors, and intentions. Supported by Microsoft, this deeptech company develops proprietary AI models that blend NLP (Natural Language Processing), GenAI, Deep Learning, and Symbolic AI with context awareness and empathy to create truly intuitive solutions. With an ethical, open-architecture, and open-source approach, Ontbo ensures transparency, adaptability, and seamless third-party integration. By transforming data into actionable insights, Ontbo empowers businesses to foster deeper connections and unlock new opportunities.



Athénaïs Oslati- Founder & CEO

With a background in medicine and mechanical engineering, she focuses on developing empathetic AI to detect and interpret cognitive data. In 2024, she was named in Forbes 30 Under 30 for her work in AI.



Tech

AI EUROPEAN BAROMETER BY JF D



FABERNOVEL

WOMEN RAISING

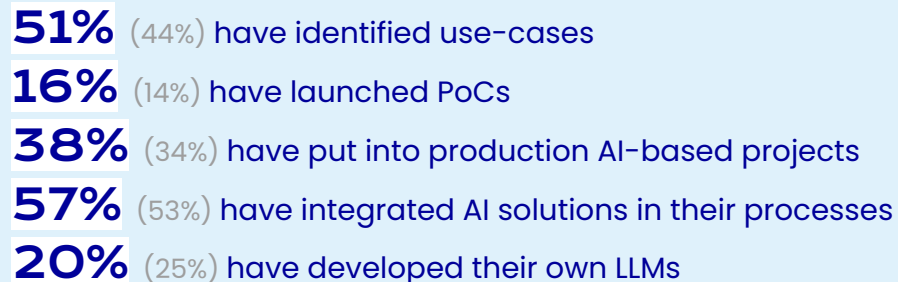
Key figures

(panel average)

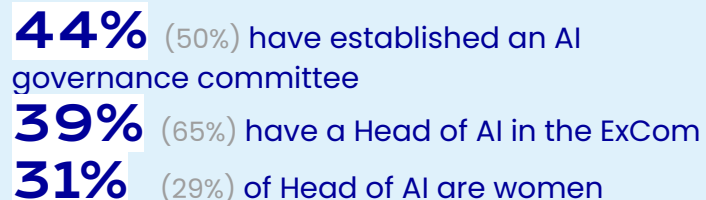
Maturity level



Adoption

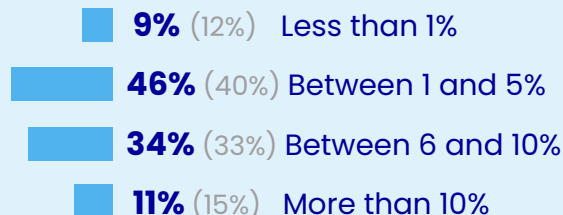


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway



“AI is not just about performance—it’s about **responsibility**. At IBM, we build AI that companies can trust and scale, ensuring it serves businesses, employees, and society with transparency and impact.”



Béatrice Kosowski
President
IBM France

IBM envisions AI as a productivity enabler, ensuring human oversight and inclusivity in AI deployment



IBM views AI as a catalyst for business transformation, automating processes, improving decision-making and enhancing productivity. IBM follows a **structured AI adoption framework**: Process Redesign, Simplification & Automation and Organizational Adaptation.

IBM's top investment priority is **innovation**. IBM empowers every employee to leverage new technologies with a strong focus on **positive productivity**: aiming to free up time for more complex, client-focused tasks. IBM targets €3 billion in savings by the end of 2025—€2 billion have already been achieved by the end of 2024.

The IBM **AI Ethics Board** ensures AI centralized governance, evolving over a decade from a discussion group into a resource-backed body with decision-making power. It is composed about 20 members across all business units. The board drives high-level AI ethics principles and integrate risk assessment processes into business processes. To mitigate bias, IBM relies on education but also frameworks such as the AI Fairness 360 or the developer's playbook.

Use case

AI-Powered Automation in Employee Support

IBM's global operations require efficient, scalable IT and HR support. With **thousands of employees making daily requests**, traditional support teams were overwhelmed, leading to slow response times and inefficiencies.

IBM developed "**AskIT**", a ChatGPT-like AI for IT support, capable of handling the 200 most common IT issues. **70% of IT support** requests are now automated, cutting **resolution time by 26%**.

Following the pace, IBM made a **HR self-service tools** which now resolve **94% of employee HR queries**, reducing dependency on HR personnel. HR adoption rate is 95%, and NPS increased to 75.



"AI research shifted from 5–10-year cycles to 12 months. If a proof of concept works, we scale it—fast."



Alexandra Ruez
VP & Senior Partner, Business Transformation Services
Leader IBM Consulting

Francesca Rossi
IBM Fellow and AI Ethics
Global Leader



"People don't need to be experts in AI but they need to understand its capabilities, limitations, and risks."



"AI is fundamentally changing how companies are built. This is an incredible moment—probably **the best time to be an entrepreneur.**"



Koussée Vaneecke
CEO
EuraTechnologies

EuraTechnologies is driving AI among startups to solve real-world challenges

EuraTechnologies positions itself as a catalyst for AI-driven startups, reshaping entrepreneurial approaches. They integrate AI-focused programs into incubation and acceleration initiatives. They facilitate the transition from an **"Internet of Knowledge"** to an **"Internet of Tasks"**, enabling startups to solve real-world problems efficiently, and build concrete, practical solutions for their customers for tangible benefits.

At EuraTechnologies, **50% of startups embedded AI at the core of their solutions** and 80% integrate AI into their business processes for efficiency gains. Women-led startups are gaining traction in fields like **EdTech** and **HR**.

EuraTechnologies fosters an organic and dynamic AI learning model with peer-to-peer learning (**AI CTO Club** with 40 members), self-training culture and corporate AI education programs to bridge knowledge gaps and upskill professionals.

They recently launched with JFD a Club for **100 women entrepreneurs**. They organize frequently **coding and robotic courses** for children while always respecting gender parity (8000 alumni).

Use case

AI for CRM & Startup Sourcing

EuraTechnologies supports hundreds of startups, and keeping track of their **evolution**, needs, and **opportunities** is a challenge for this giant startup hub, ranked n°1 in France by the Financial Times. Their CRM must remain updated with relevant startup data for investors, partners, and teams.

They are building an AI-powered CRM, integrating **web scraping** and data enrichment tools to automatically **update startup profiles**. It uses AI to optimize how startups are selected and prioritized to match potential investors and corporate clients needs.



"The strength of an incubator like EuraTechnologies lies in enabling leaders to exchange ideas, learn from others, move faster, and avoid mistakes."



Koussée Vaneecke
CEO
EuraTechnologies

Laëtitia Sauvage launched ABOUT Ü with an AI functionality to reduce biases in executive recruitment



2022

Incubated at
EuraTechnologies

<https://aboutu.fr/>

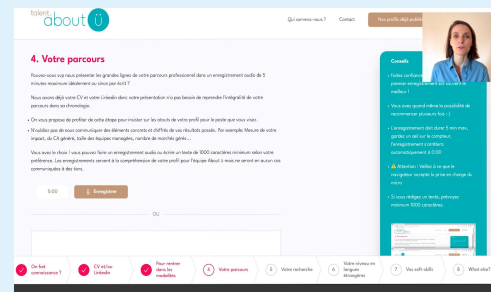
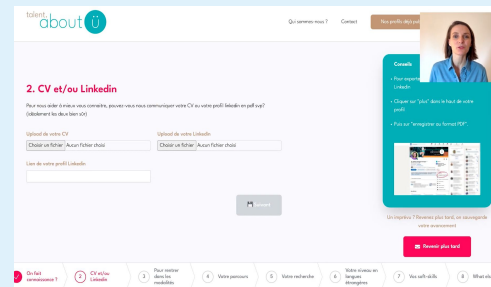
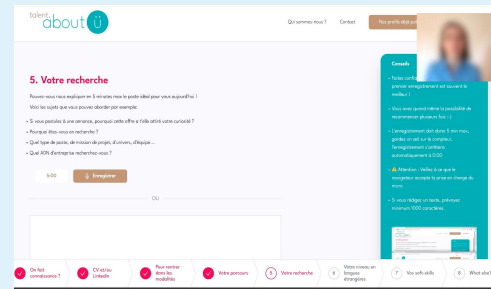
ABOUT Ü is a secure and anonymous job-matching platform. The startup uses AI to align candidate CVs with company requirements, offering a confidential and bias-free hiring process by:

- Connecting executives with companies discreetly, without public job postings.
- Reducing hiring bias by focusing on skills and experience, not personal characteristics.
- Helping companies improve diversity naturally, often without them realizing it.



Laëtitia Sauvage – Founder & CEO, ABOUT Ü

With over 15 years of experience in the tech industry, she was Director of Operations and Director of Human Resources in a 100-person startup.



Utilities, Transportation, Environmental services

AI EUROPEAN BAROMETER BY JF



FABERNOVEL

WOMEN **RAISING**

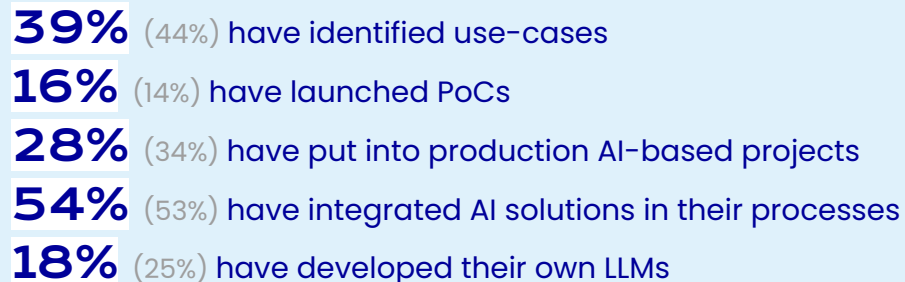
Key figures

(panel average)

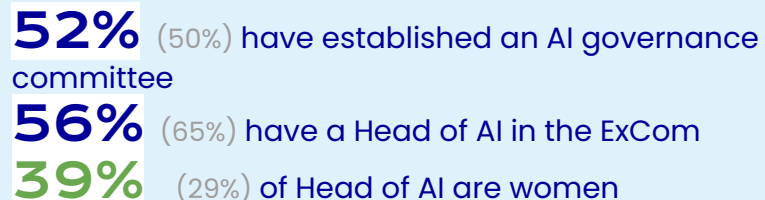
Maturity level



Adoption

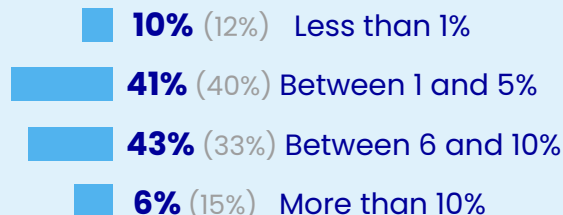


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway



“At La Poste, every innovation we deploy must be useful to both our customers and our postal workers. Digital technology, artificial intelligence, and generative AI enhance our daily lives, simplify them, give us all greater autonomy, and ultimately serve our human collective. This is our ethics and our vision. These areas of expertise, which are a strong asset within our group, contribute to the quality of service—both for our public service missions and our offerings—and ensure our development, **always in line with our values of trust and proximity.**”



Nathalie Collin

Deputy Director General
Groupe La Poste

Le Groupe La Poste is making AI a driver for positive transformation for all, across French territories

Le Groupe La Poste's data transformation begun 10 years ago. Today, AI is embedded into various operational areas: Logistics & Postal Services, HR & Workforce Management, Financial Services and Legal department. They encourage AI initiatives at all levels through a convergence of **bottom-up** and **top-down** approaches.

Le Groupe La Poste puts a lot of emphasis on upskilling:

- **Objectif IA** - a training program developed with Institut Montaigne and OpenClassroom for all employees (84K already trained)
- **L'École de la Data et de l'IA** - a certification program for both internal and external candidates, designed to train for Data Science, Data Engineering, Data Analysis and Product Owners. To promote **gender parity** in Data & IA expertise, a strict **50-50 gender ratio** is required for any new cohort.

The Groupe has launched a **Committee for Trustworthy AI** to define key principles and provide an external perspective on how to use data and AI. There is also a team of **internal experts** testing and assessing algorithms to mitigate bias before rolling them out. This assessment is integral to our process, and each individual involved in data projects is required to conduct it.

Use case

AI for Address Recognition & Correction

La Poste processes millions of letters and parcels daily. **Address readability issues** cause delays and misdeliveries, affecting both operational efficiency and customer satisfaction.

La Poste Groupe implemented an AI-powered **optical recognition** systems to improve address reading accuracy. Developed machine learning models trained on vast amounts of historical address data to auto-correct errors in real-time.

It increased **sorting efficiency**, reduce delays, and enhanced overall delivery performance.



"The more we train our employees on data & AI, the more they come to us with ideas. Beyond AI users; we want AI creators. That's why we focus on autonomy, upskilling, and foster widespread AI expertise"



Pierre Etienne Bardin
Chief Data Officer,
Groupe La Poste

Chrystèle Gimaret founded Ekoklean On Demand – the first ethical and eco-friendly cleaning app



2021

B Corp certified

<https://ekokleanondemand.fr/>

Ekoklean On Demand is revolutionizing the cleaning industry with an app that allows users to book services in just a few clicks.

In partnership with Capt IA, it integrates AI to automate service management in businesses, optimizing resources and reducing errors:

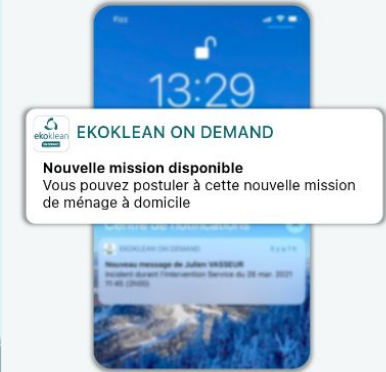
- Smart data entry: Simplified booking through text copy-paste, voice recognition, or document analysis (photos, PDFs, Excel).
- Seamless migration: Automatic integration of operational data for a smooth and effortless transition.
- Real-time tracking & reporting: Dynamic dashboards providing instant access to financial, extra-financial, and operational KPIs.

Thanks to these advanced features, businesses gain efficiency, saving up to 5,000 working hours, equivalent to 2.75 full-time positions. Beyond its economic impact, this technology also reduces the carbon footprint by promoting eco-friendly and local practices.



Chrystèle Gimaret – CEO, Ekoklean on Demand

Chrystèle founded Artupox, an ethical and eco-friendly cleaning company, in 2005 before partnering with Airbnb in 2020 and launching the Ekoklean On Demand app.



Annika Johansson co-founded DecarbAI to accelerate building decarbonization with AI



2020

\$2 million raised

<https://decarb.ai/>

DecarbAI mission is to create adaptable, energy-efficient buildings that contribute to a net-zero future.

They developed an AI-driven platform that integrates various energy systems within buildings. This platform optimizes building performance by turning them into thermal batteries, thereby reducing energy costs and consumption.

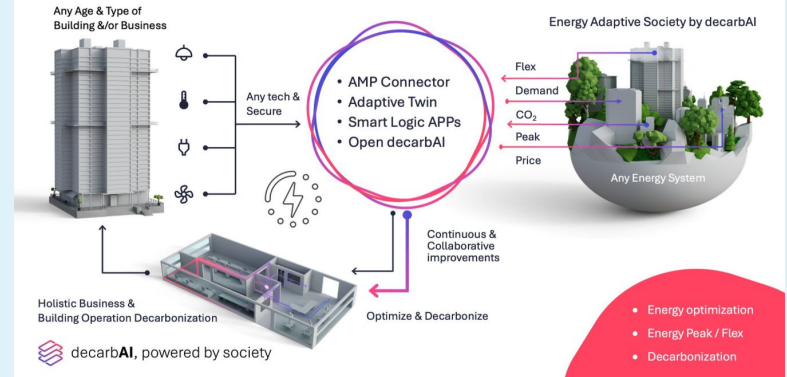
DecarbAI adapts to fluctuations in grid demand, prices, and carbon intensity, collaborating with telecommunications companies and energy providers to manage energy efficiently.



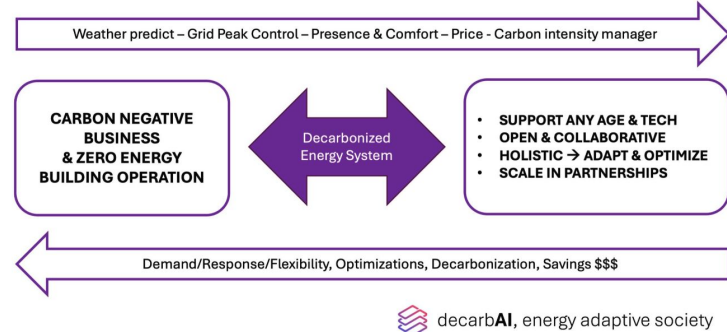
Annika Johansson – Co-founder, DecarbAI

Annika worked in several infrastructure innovation projects before creating DecarbAI (Digital Twins, Robotics...)

Our adaptive & scalable Energy Platform



Enabling the Energy Adaptive Society



Media, Telecom, Entertainment

AI EUROPEAN BAROMETER BY JF D



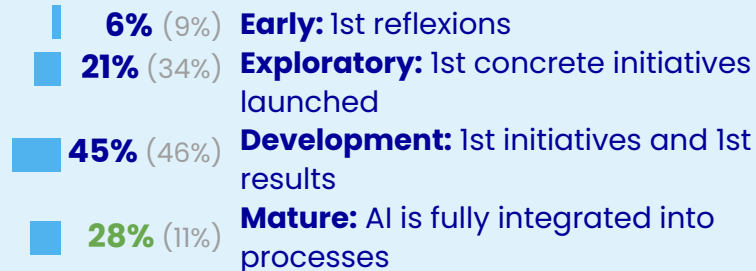
FABERNOVEL

WOMEN RAISING

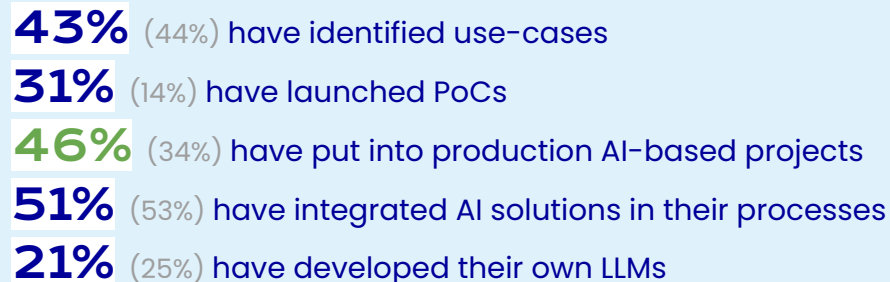
Key figures

(panel average)

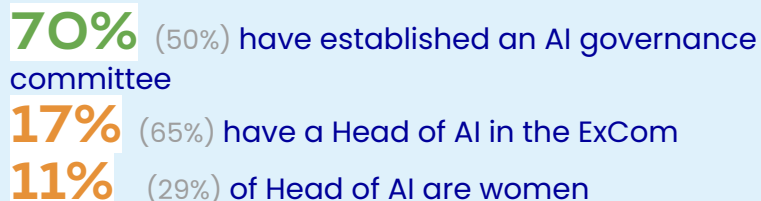
Maturity level



Adoption

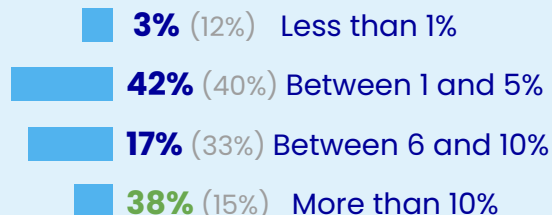


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway

Meetic Leverages AI to Lead the LoveTech Industry

At Meetic, AI is a powerful driver of innovation, enhancing human connections and redefining the dating experience.

Transforming Business & Marketing

AI boosts efficiency and creativity, enabling the delivery of more content, more frequently, and with greater personalization across digital platforms.

Enhancing the Product Experience

AI is at the heart of our dating app, ensuring smarter matchmaking by analyzing user profiles, behaviors, and preferences. Machine learning continuously refines and automates recommendations for a more personalized and satisfying experience.

Ensuring Safety & Trust

Beyond matchmaking, AI plays a crucial role in security, detecting fraud and inappropriate profiles in real time. Combined with our dedicated 24/7 customer care team, we prioritize creating a safe space for singles.

AI & Real-Life Connections

AI complements human interactions, but real-life experiences remain essential. Meetic brings singles together through IRL events, fostering genuine and meaningful connections around shared interests.

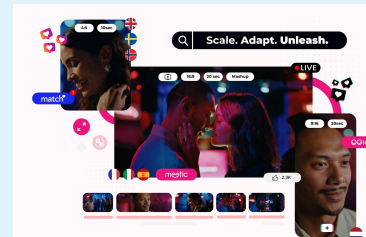
Use case

AI didn't replace creativity—it empowered it.

At Meetic, we love **pushing the limits** of what's possible. For our latest brand campaigns, we needed to **scale high-performing creatives** across multiple European markets, in various formats, online and offline—fast.

So we teamed up with **Aive's** AI-powered solutions. Not to create, but to **automate, optimize, and accelerate**. By streamlining asset deployment, AI **freed up time for what truly matters**: bold ideas, impactful visuals, and high-performing campaigns.

At Meetic, we didn't just boost efficiency—we **unleashed creativity**. Because AI isn't here to replace it—it's here to **take it further**.



"AI helps enhance authenticity by highlighting the unique personality of each single to create real connections. We define ourselves as the pioneers of Love Tech."



Céline Boudière
Marketing & Digital Director
Meetic Europe



Gabrielle Gleysteen
Chief Product Officer
Meetic Europe

Dan Song Co-founded Gleechi to bridge the gap between human dexterity and digital interfaces with AI



2014

\$3.15 million raised

<https://www.gleechi.com/>

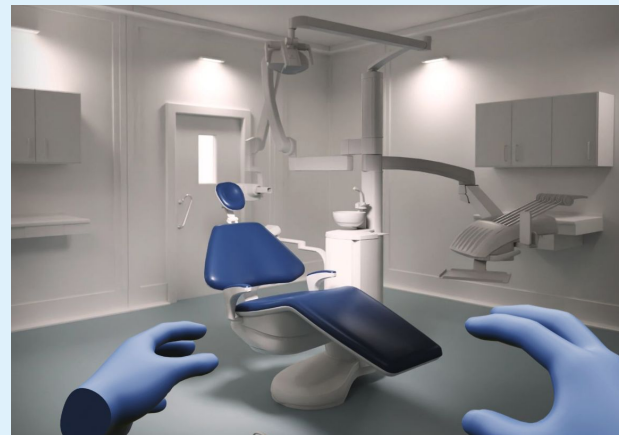
Gleechi uses AI to enable realistic hand interaction in Virtual Reality and robotics. Their AI-powered VirtualGrasp technology allows hands to interact naturally with objects in virtual environments, overcoming traditional limitations in VR hand tracking.

Gleechi's technology is used in training, industrial simulations, and robotics, helping companies create more interactive, adaptive and inclusive experiences. They collaborate with industries like automotive, healthcare, and manufacturing, providing solutions for training simulations, rehabilitation, and robotic control.



Dan Song – Co-founder, Gleechi

Dan has published around 20 scientific papers in the fields of robotics, biomechanics and computational neuroscience



Automotive industry

AI EUROPEAN BAROMETER BY JF D



FABERNOVEL

WOMEN RAISING

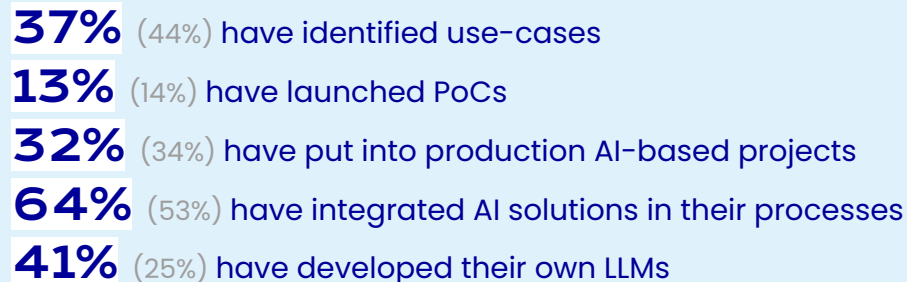
Key figures

(panel average)

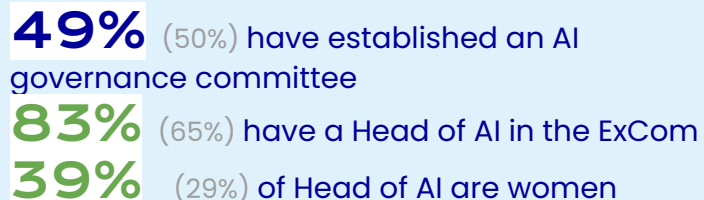
Maturity level



Adoption

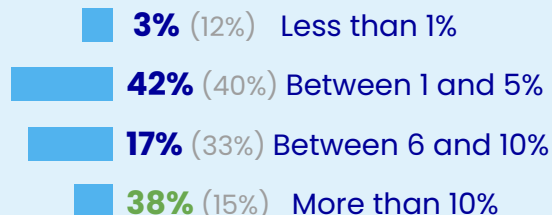


Governance



Investments

Part of the revenue invested in AI



Source: JFD Study 2025 by EY Fabernovel x Opinionway

Estelle Valeri created PrivaMap to enhance safety within industrial places by offering AI navigation capabilities



2021

Incubated at
EuraTechnologies

<https://privamap.com/>

PrivaMap is a digital geoguidance and traffic safety solution designed for industrial, logistical, and high-risk sites. It offers real-time navigation, flow supervision, and alerting to enhance safety and efficiency.

Currently expanding, PrivaMap is available in 14 languages as it is working with Euralogistic, Roquette Lestrem, and HubOne (Paris CDG Airport). The solution has enabled a 15% reduction in time spent on-site.

PrivaMap's goal is to become the leading reference for industrial site guidance in Europe.



Estelle Valeri – CEO, PrivaMap

Estelle holds a degree from EDHEC Business School and has accumulated 30 years of experience in IT commercial management.



Actions

What concrete steps can we take to make AI more inclusive and responsible?

AI EUROPEAN BAROMETER BY JFD

3



FABERNOVEL

WOMEN RAISING

Mitigate Bias

**Increase women
representation**

Mitigate Bias

Mitigating bias in AI is crucial to ensure **fairness, prevent discrimination, avoid reproducing stereotypes** and **build trust** in technology.

While it's impossible to eliminate bias entirely, as AI systems learn from human-generated data, it is possible to limit its impact through careful **design and oversight**.

We have identified **2 major actions** that can be implemented to this effect:

- 1 Ethical Committees and Charters**
- 2 Bias Assessment and Correction**

Mitigate Bias: examples of initiatives



Allianz has established a **Data Charter** and two key committees: the **Responsible Data Use Committee** and the **Algorithm Compliance Committee**, both of which are consulted throughout the development process of AI projects



Ethics being fundamental at L'Oréal Groupe, the industry leader aims for an ethical and responsible use of AI and Gen AI, as established in the **responsible framework for trustworthy AI** defined in 2021. Its 7 key principles have been shared globally in 2022 to provide guidance across the whole organization. Trustworthy AI Governance is presented to the **Global Diversity and Inclusion board**, a group of **external experts**, to limit bias.



Sanofi ensures AI adoption is ethical, responsible, and compliant through its **RAISE program** (Responsible AI in Sanofi for Everyone), tackling ethical AI Governance, bias mitigation and transparency.

Sanofi's AI charter is integrated into the company's **code of conduct**, outlining key principles, do's/don'ts and core values. Robust **training programs** are also deployed to help teams understand AI concepts, risks and opportunities.



The IBM **AI Ethics Board** ensures AI centralized governance, evolving over a decade from a discussion group into a resource-backed body with decision-making power. It is composed about 20 members across all business units. To mitigate bias, IBM relies on education but also **frameworks such as the AI Fairness 360** or the developer's playbook.

Increase Women's Representation

Delphine Remy-Boutang's quote :



***You cannot be what
you have not seen***

underscores the critical role of representation in shaping aspirations, particularly in the field of artificial intelligence where women are significantly underrepresented. The scarcity of visible female leaders in AI can hinder young girls from envisioning themselves in such roles.

However, when women witness other women excelling in AI, it not only affirms their ambitions but also instills a sense of possibility.

Increasing the presence of women who lead and innovate in AI will inspire future generations, demonstrating that a career in AI is accessible to anyone with the passion and talent to contribute. Enhancing representation in AI is essential for cultivating a more inclusive, diverse and creative industry.

Increase Women's Representation

We have identified **3 major actions to improve the representation of women** in the field of AI.

These actions aim to set a positive example, inspire more women to pursue careers in this sector, and enhance the visibility and recognition of those who are already contributing.

- 1 Mentorship and guidance**
- 2 Acknowledge and reward**
- 3 Upskilling**

Increase Women's Representation

1 2 3 Mentorship and guidance



The JFD Club is an international business network that accelerates the growth of **women in tech**, offering access to a community of leaders, investors, entrepreneurs, innovators and media. It provides networking, mentorship, and events to **empower women** and advance their tech careers.



Meetic's Céline Boudière, Marketing & Digital Director, and Gabrielle Gleysteen, Chief Product Officer, have provided dedicated coaching and support to the **2024 Margaret Junior Award winner**.



Sanofi is committed to spend over **1.5 billion euros** with small and diverse businesses by 2025 and doubling the number of **women-owned businesses they work with**.



EuraTechnologies, a leading startup and innovation hub, has launched the **Club AI CTO**, a network where CTOs regularly gather—often joined by AI leaders like OVH or Scaleway—to share their common challenges and solutions.

With the rapid evolution of AI, continuously organizing training sessions is a real challenge. That's why EuraTechnologies focuses on **peer learning**, fostering discussions among experts to share best practices and anticipate technological advancements.

The club includes CTOs and companies such as Feedier, Hektor, Qualineo, Customs Bridge, Metalearn, Coco Veto, Loumo, Astora, Legibus, Skillberg, Datum Locus, Merveilleux, Wimo, Utocat, Diag'n Grow, Kwarto, AboutÜ, and more—some of which are featured in **France Digitale's** 2025 mapping of French AI startups.

Increase Women's Representation

1 2 3 Acknowledge and reward



The Margaret Award, led by JFD and under the **High Patronage of the President of the French Republic**, annually honors women in 3 categories : **Entrepreneurs, Intrapreneurs and Junior** (young girls) from Europe, Africa and Canada, whose innovative projects address major societal challenges. **The 2025 "Women rAising"** cohort will place women at the forefront of the **AI revolution**.



The **"White Shirts" movement**, created by JFD in 2017, continues with EuraTechnologies through the creation of the **EuraTechnologies x JFD Club** and accelerates the necessary change in both local regions and at the European level. The club is composed of **100 women tech entrepreneurs**, to create a european network for women working in tech and artificial intelligence.



[Article](#)

Increase Women's Representation

1 2 3 Acknowledge and reward



This book written by Delphine Remy-Boutang in 2024 – Flammarion Editions – **celebrates women entrepreneurs and business leaders** in the tech sector, showcasing their determination, resilience, and innovative spirit, comparable to that of top athletes.



La French Tech actively promotes female talent through initiatives like the **Parity Pact**, which brings together over **700 signatories**. By signing the pact, companies commit to implementing measures that support equal opportunities for women and men. Today, **30% of the startups** in the French Tech 2030 program are led or co-founded by women, and **34% of the French Tech Tremplin program** winners are also female entrepreneurs.

EURAZEO

At Eurazeo, **all employees** have been trained in AI. Furthermore, the group's digital transformation has been entrusted to Domitille Doat. Eurazeo's AI transformation began with the HR functions, **led by a woman** who successfully combined **technological expertise with business vision**. Her dual perspective, both technical and strategic, was a **key asset** in the project's success, highlighting the importance of an approach that integrates both areas of expertise.

Increase Women's Representation

1 2 3 Upskilling - when at school



JFD launched the first edition of the Margaret Junior Award in 2020. This award **targets young girls** from Europe, Africa, and Canada who **demonstrate innovation and entrepreneurial spirit**, representing the future generation poised to change the world. Their **ambition is to demystify technological fields** and digital careers, making innovation accessible to a broader audience. By doing so, they aim to cultivate a **new generation of leaders**.



EuraTechnologies introduced **EuraTech'Kids**: robotics & coding workshops for children. Thanks to fun **hands-on activities** in **robotics** and **coding**, small group or full-class workshops, and parent-child activities, EuraTech'Kids broaden children's horizons with digital culture by blending play and learning. Gender parity is always respected. EuraTech'Kids has **8,000 alumni**.

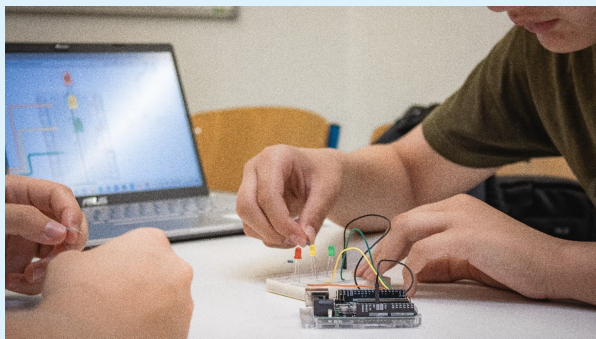


Increase Women's Representation

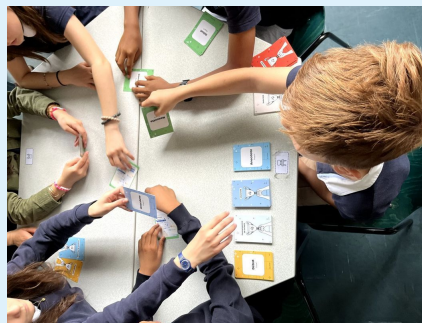
1 2 3 Upskilling - when at school



Epitech organizes a yearly **internship program for 1,800 high school students**, ensuring gender parity and introducing them to careers in tech and AI. .



Through card games, debates, and mini educational games, Latitudes introduce students to **digital careers** and **raise awareness** about the impact of technology and the challenges of AI.



Increase Women's Representation

1 2 3 Upskilling - for professional growth

In-house & external training



Le groupe La Poste puts a lot of emphasis on upskilling:

Objectif IA - a training program developed with Institut Montaigne and OpenClassroom for all employees (84K already trained)

L'École Data & IA - a certification program for both internal and external candidates, designed to train for Data Science, Data Engineering, Data Analysis and Product Owners. To promote **gender parity** in Data & IA expertise, a strict **50-50 gender ratio** is required for any new cohort.



As a leader in AI and digital education in France, Epitech is strengthening its continuing education programs in AI. The school **supports companies and their employees in developing essential AI skills**, addressing the growing demand for expertise in artificial intelligence and digital transformation.



Increase Women's Representation

1 2 3 Upskilling - for professional growth

In-house & external training



Through the launch of **Carrefour.IA**, a secure and easy-to-use platform, the company is democratizing AI for its employees. This initiative aims to empower teams, enhance innovation, and foster a deeper understanding of AI, helping employees integrate these tools seamlessly into their daily work.



labelemmaüs

Label Emmaus launched its own digital school, offering **free education** to promote equal opportunities. **58%** of the students are women, and 79% achieve positive outcomes following their training.



Increase Women's Representation

1 2 3 Upskilling - for professional growth

Events, conferences, inspiring content



JFD conducts Annual **studies**, organizes **events**, and offers **Masterclasses** to promote gender diversity in the tech industry. The latest Annual study, "INVEST IN HER," highlights challenges and opportunities for women in impact startups. JFD has reached **20 million people**, trained 10,000 talents, and supported the growth of over 1,000 startups worldwide.



Conclusion

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Conclusion

Although women remain significantly underrepresented in the AI ecosystem, they have much to contribute to making it more **inclusive, responsible, and ethical**, ensuring it benefits society as a whole.

Numerous initiatives to empower women in AI are already established but these initiatives still need to be **amplified, communicated, and further developed**.

The **collective** engaged in this study plays a crucial role in **driving this change forward**, dedicated to advancing the conversation and pushing the boundaries on this critical issue.

“In life, there are no solutions.
There are **forces** in motion.
Those must be created, and the
solutions follow.”



Antoine de Saint-Exupéry
Author, Aviator



FABERNOVEL

WOMEN RAISING

Thank you

Join forces and dare!

AI EUROPEAN BAROMETER BY JFD

www.joinjfd.com

jfd@thebureau.fr



EURATECHNOLOGIES
EUROPE'S STARTUP BUILDER

L'ORÉAL
GROUPE

{EPITECH}



LinkedIn

arver
DARE THE FUTURE



EURAZEO



sanofi

meotic
europe

GROUPE
Casino

bpi france

France
Digitale
Jeunes collectif



opinionway



FABERNOVEL

WOMEN RAISING

Barometer

AI EUROPEAN BAROMETER BY 



EURATECHNOLOGIES
EUROPE'S STARTUP BUILDER

L'ORÉAL
GROUPE

{EPITECH}

RÉPUBLIQUE
FRANÇAISE
*Liberté
Égalité
Fraternité*



LinkedIn

arver
DARE THE FUTURE



EURAZEO



sanofi

meotic
europe

GROUPE
Casino

bpifrance

France
Digitale
Jeunes collectif



opinionway

Editorial

2023 marked a turning point in Artificial Intelligence, bringing tools accessible to all into the hands of the general public.

2025 promises to be full of new developments, with technologies and uses progressing ever faster, a world that is multipolarizing, with everyone concentrating on their own territory, a potential concentration of major players, the disappearance of promising players, and a challenging regulatory context...

While the **battle over the major Large Language Models (LLM)** may seem complicated to win on the European side, the challenge for European companies is to **use them to transform their business** and their sector.

Through this barometer, we seek to measure how artificial intelligence can be a **real factor for progress**, if companies use it in the right way. By progress, we mean making a significant contribution to improving various aspects of human life, society or the environment, while respecting ethical principles.

For this reason, we have defined **five pillars** to measure progress in a multi-dimensional way, and to reflect on what needs to evolve for European companies to properly grasp the topic and develop or use AI responsibly and effectively.



**Delphine
Remy-Boutang**
Founder & CEO
JFD



**Jean-Christophe
Liaubet**
Partner,
EY Fabernovel



**Caroline
Martin**
Partner,
EY Fabernovel

Methodology

Administration of a quantitative survey of 400+ European C-level working in companies with more than 250 employees with a good vision of AI in their company.

Data crunching of public information (linkedin, reports, financial, etc.).

Analysis of existing research, studies and papers.

In collaboration with

opinionway

A European and multi-sectoral ambition

Countries



France



Italy



UK



Spain



Germany



Sweden



Netherlands



Ireland

Sectors



FMCG (Fast-Moving Consumer Goods)



Banking, finance & insurance



Entertainment, media, telecommunications



Tech services



Pharmaceutical industry



Automotive & transportation industry

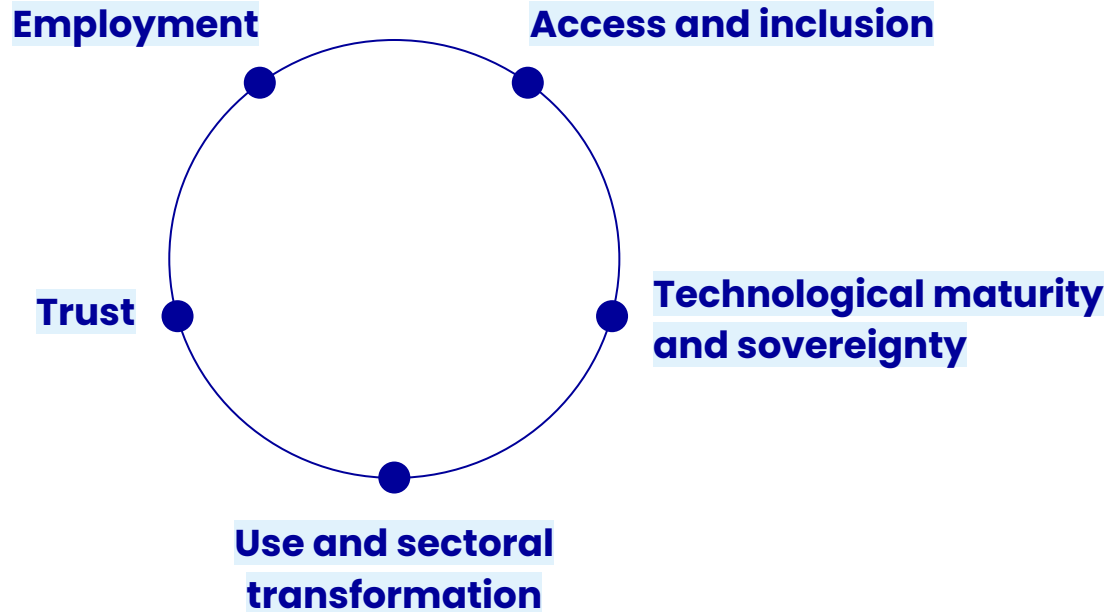


Transport, utilities and environmental services



Education

5 pillars to analyze AI and progress



Executive summary

Overall, the European countries analyzed in our barometer display a **relatively uniform approach to AI**, with two countries standing out: **France and the UK**.

Both France and the UK demonstrate a **high level of maturity** in the field, reporting significant progress in **identifying AI use cases and deploying AI projects**. They also recognize **AI's strategic importance** within businesses, as reflected by the notable number of Heads of AI within their executive teams.

These countries set themselves apart through substantial **national investments** in AI, significantly outpacing other European nations. Additionally, they have **earned recognition** in AI-related innovation rankings worldwide.

France, in particular, has implemented protocols aimed at **reducing bias**, measuring and minimizing the **carbon footprint** of AI projects, and establishing **ethical committees**.

Italy also stands out, particularly as the country with the **highest proportion of women** in the AI workforce. Italy has consistently implemented specific measures to ensure gender equity in AI training allocation. Moreover, Italy has put in place protocols to reduce bias, measure, and minimize the carbon footprint of AI projects.

When examining the results on sectors, all industries acknowledge the impact of AI on their businesses and sectors. The **banking and insurance** sector appears more advanced, with a greater number of use cases, proof of concepts (POCs), and AI projects in production compared to other sectors studied.

Employment

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Employment

One of the first questions that emerges when we talk about AI is its impact on employment.

For the most positive, it will enable employees to **work smarter and more efficiently**. Speed and time savings are often highlighted. We often hear about the increase and liberation of employees – usually in conjunction with assurances that AI will not replace them, and highlighting how it will enable them to spend more time on **value-added, creative and collaborative tasks**.

It's undeniable that more and more jobs, without necessarily requiring you to become an expert on the subject, will require to **master these new technologies or risk becoming uncompetitive** in an already tight job market. The arrival of “agents” could exacerbate the casualization of jobs in sectors or functions where simple, repetitive tasks could be more easily automated.

Impact on employment

It's interesting to examine the proportion of jobs impacted by AI versus those genuinely at risk. As with any technological revolution, some jobs will gradually disappear, **making way for new roles**—some of which may be temporary to support the transition and development of AI. However, these, too, will eventually be replaced by new opportunities in the future.

Productivity

AI has become an essential lever for increasing productivity thanks to its ability to automate repetitive tasks, optimize resources and consequently **dedicate more time to innovation**. While the potential is immense, its deployment needs to be framed to ensure proper appropriation and ethical, responsible use of the technology.

Employment

Impact on employment

40%

of **global employment is exposed to AI** both positively and negatively.

8%

of **jobs could disappear** because of AI.

Source: IMF 2024, Implement 2024,
JFD Study 2025 by EY Fabernovel x Opinionway

Productivity

95%

of respondents report that AI can help **increase employee productivity**.

Functions most impacted by AI :



Access and inclusion

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Access and inclusion

Access to technology and diverse AI teams are essential for achieving true social and technical progress.

Diversity

Diversity in teams working on AI is important to ensure the **quality** of the systems developed and to control their **ethical** and **social** impact.

Diversity must be present throughout the **value chain**, from the collection and processing of incoming data, to the design and training of algorithms.

It helps to limit model bias, integrate more points of view right from the design stage and encourage innovation.

Accessibility

Ensuring accessibility to AI tools has become a **strategic priority** for companies.

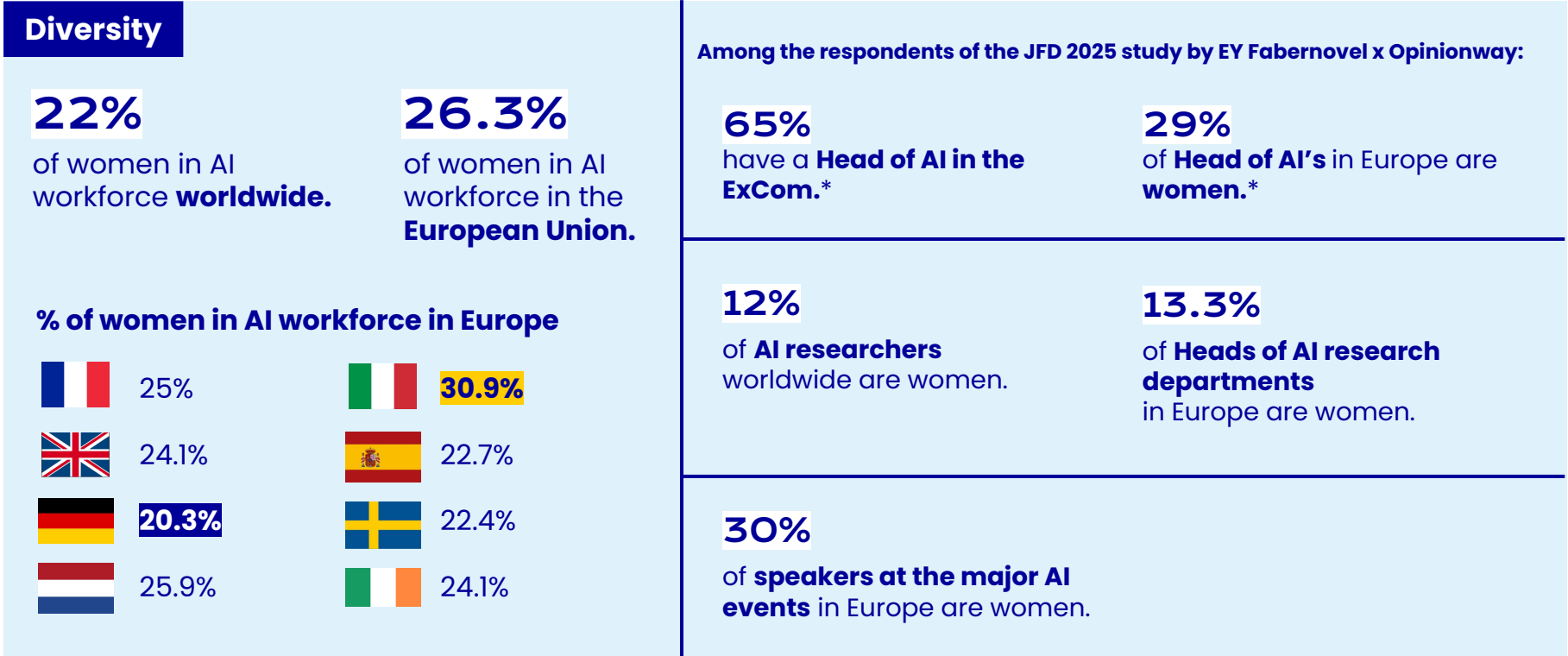
This includes providing broad access, promoting diverse license allocation, and encouraging even the most hesitant to adopt AI efficiently and fairly, preventing anyone from being left behind.

Training

At university education level, AI-specific training must enable students to develop crucial **technical and analytical** skills, while integrating **ethical and societal** considerations for **responsible use** of these technologies.

In companies, training employees in AI improves their ability to adopt and integrate these solutions into their businesses, increasing **productivity, innovation and competitiveness with discernment**. What's more, a better understanding of AI helps anticipate impacts on employment and prepare individuals for evolving roles, fostering a successful transition to the future of work.

Access and inclusion



Access and inclusion

Diversity

29%

of **Head of AI's** in Europe are **women**.*



38%



38%



18%



35%



51%



11%



4%



1%

67%

have put in place specific measures to ensure **gender equity in the allocation of AI licenses**.*



87%



77%



62%



61%



91%



89%



51%



49%

Source : *JFD Study 2025 by EY Fabernovel x Opinionway

Access and inclusion

Accessibility

95%

of respondents provide **access to AI tools** for their employees.*

47%

declare these tools are **accessible to all**.*

Among the companies that provide access to AI tools for their employees:

- **89%** provide AI tools that are **not specifically developed** for the company.*
- **54%** provide **paid subscriptions** to generative AI tools.*
- **48%** provide AI tools **specifically developed** or their company. In France, this rate rises to 62%—the highest among the countries analyzed.*

Source: *JFD Study 2025 by EY Fabernovel x Opinionway

Access and inclusion

Training

35.8%

of **STEM field graduates** in Europe are women.

98%

of universities in Europe provide **AI-specific training**.
(among the 30 largest universities)

54%

of respondents **offer AI training** to their employees.*

Among those companies:

81%

have put in place specific measures to ensure **gender equity** in the allocation of **AI trainings**.*



96%



75%



92%



73%



96%



75%



89%



74%

Source: *JFD Study 2025 by EY Fabernovel x Opinionway, Eurostat 2022, EY Fabernovel analysis 2025

Trust

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Trust

Trust in AI is essential to ensure its **adoption** and a **responsible use**. This trust is based on transparency, ethics, reliability and responsibility. At the same time, regulations are imposing a framework, and companies need to adopt an approach that frames the practice in terms of both design and use. For example, a query on ChatGPT-3 is currently 10 times more energy-consuming than a query on Google, and 15 times more for GPT-4, hence the need to develop employees' critical awareness of the use of these tools in relation to the task in hand.

Bias and transparency

Trusted AI needs to be **understandable**, with algorithms and decisions that can **be explained**. The companies that develop them must put in place the mechanisms to test their data and algorithms, and document how they work.

Ethics and regulation

Providing a **framework for the use** and development of AI is essential to avoid misuse, or uses that have a negative impact on business, society, individuals and the environment. The **EU AI Act** classifies AI according to its level of risk. Depending on criticality, AIs must meet strict requirements in terms of transparency, security and data management.

Cyber Security

AIs can be targeted by **attacks** aimed at manipulating behavior, stealing sensitive information or compromising their integrity. **Security tests** can be put in place to ensure the robustness of AIs.

Environment

There are growing concerns about the impact of AI, not least because of the **energy consumption** associated with its operation (data storage, computing power, training, etc.). Some companies are starting to take steps to limit this impact: model compression, algorithm optimization, edge computing, educating employees in the use of AI...

Trust

Bias and transparency

Among respondents:

51% implemented protocols to **test and correct their biases and mechanisms.***



53% implemented procedures to **document the algorithms and/or data used.***



Source: *JFD Study 2025 by EY Fabernovel x Opinionway

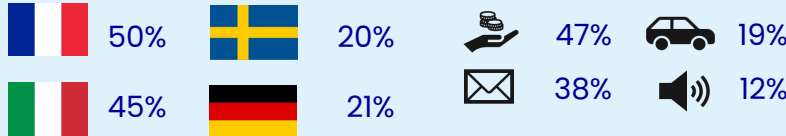
Cyber Security

58% conducted security tests.*



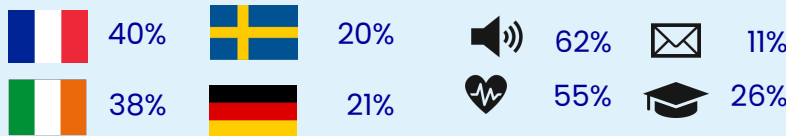
Environment

29% established processes to **measure & limit the carbon footprint** of their AI projects.*



Ethics and regulation

33% set up an **AI ethics committee.***



Technological maturity and sovereignty

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Technological maturity and sovereignty

Europe's position in terms of major AI models is being questioned and debated. Although it seems to be lagging far behind the USA and China, Europe is continuing to invest heavily in this field and to define an innovative and ethical regulatory framework. Today, for some LLM users, it is important to test and diversify the use of these different tools, as their functionalities and performances are evolving rapidly and the future of the structures developing them is uncertain. Should we encourage the use of European solutions, even if this means more limited performance, or should we concentrate on the most effective tools?

Are we heading for a proliferation of specialized LLMs, where Europe could develop a strategic position with models that comply with ethical and data protection standards, or will the large generalist models that are very expensive to maintain take over the lion's share of the market?

Models

Specific AIs call on Large Language Models, whose rapidly evolving functionalities and performance are gradually becoming essential foundations. What will be the winning models once the market stabilizes?

Investments

Developing and maintaining AI requires high levels of investment (infra, data, HR, training, maintenance...), the sector is very capital-intensive and even profitable companies often continue to raise funds to maintain their edge and finance their growth.

Intellectual Property

Patent applications in the field of AI have risen sharply in recent years. Optimization methods for learning LLMs or uses in specific fields are intellectually protected. In Europe, for example, software as such is not patentable unless it makes an additional technical contribution.

Technological maturity and sovereignty

Models

74%

of European companies **have not developed their own LLM** (Large Language Model),*

although **61%** of them **consider developing their own** LLM in the future.*

14%

of the **28 most used LLMs** in the world are European.

Intellectual Property

2%

of the AI patents granted worldwide were **European**. China and the USA accounted for 61% and 20% respectively (2022).

62%

increase in granted AI patents between 2021 and 2022 worldwide.

Source: *JFD Study 2025 by EY Fabernovel x Opinionway, EY Fabernovel Analysis 2025, Stanford AI index 2024

Technological maturity and sovereignty

Investments

65%

of European Union member states **have implemented an AI investment strategy.**

Amount of investment strategy

	€3 billion		€600 million
	€1.5 billion		€200 million
	€1.16 billion		€95 million
	€1 billion		€27 million

25%

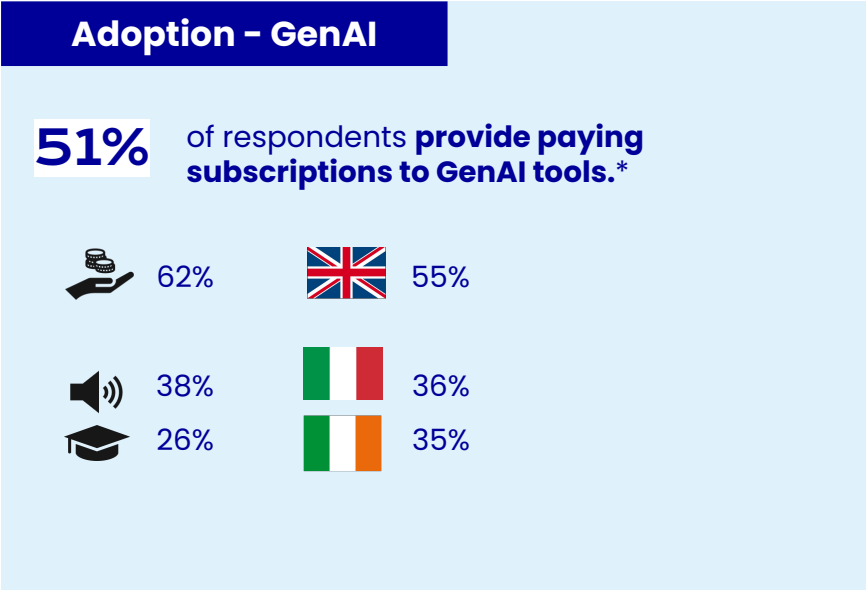
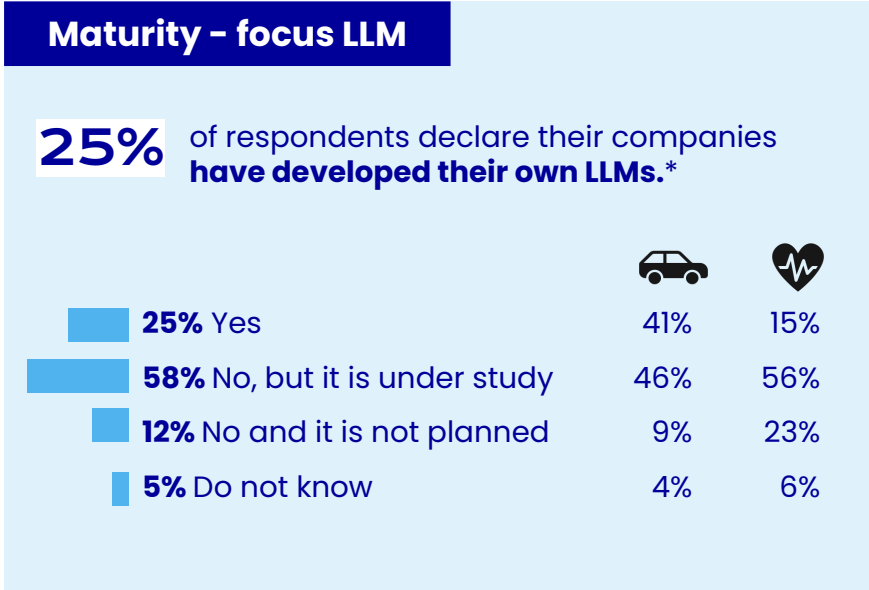
of Europe's total **venture capital investments were made in AI startups in 2024**, an increase of **15%** compared to previous years.

Global AI Vibrancy Ranking (AI Index – Stanford)

	2nd		15th
	6th		17th
	9th		19th
	11th		23rd

Source: EY Fabernovel Analysis 2025, Opentools 2024, Stanford 2023

Technological maturity and sovereignty



Source: *JFD Study 2025 by EY Fabernovel x Opinionway

Use and sectoral transformation

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Use and sectoral transformation

While Europe is struggling with the issue of large language models, it is crucial to **win the battle of use**. In other words, the ability to master the tools needed to develop applications that will make all the difference in the sector, or that will boost productivity and enable us to concentrate on more value-added activities. Are we going to create a certain interdependence with the major models in the future, which will enable us to deploy a high-performance ecosystem at the service of use cases, or are we heading for self-sufficient European ecosystems that will handle the entire value chain?

Impact on sectors

AI has the potential to profoundly transform sectors, redefining many processes, improving productivity but above all opening **up new development perspectives** to address subjects that were previously impossible to address.

Adoption

While some companies are still in their first steps when it comes to AI, others have been working on the subject for many years, and have organized themselves to **go beyond the PoC stage** and integrate AI into their processes and the services they offer their customers, in order to develop a real competitive advantage in their market.

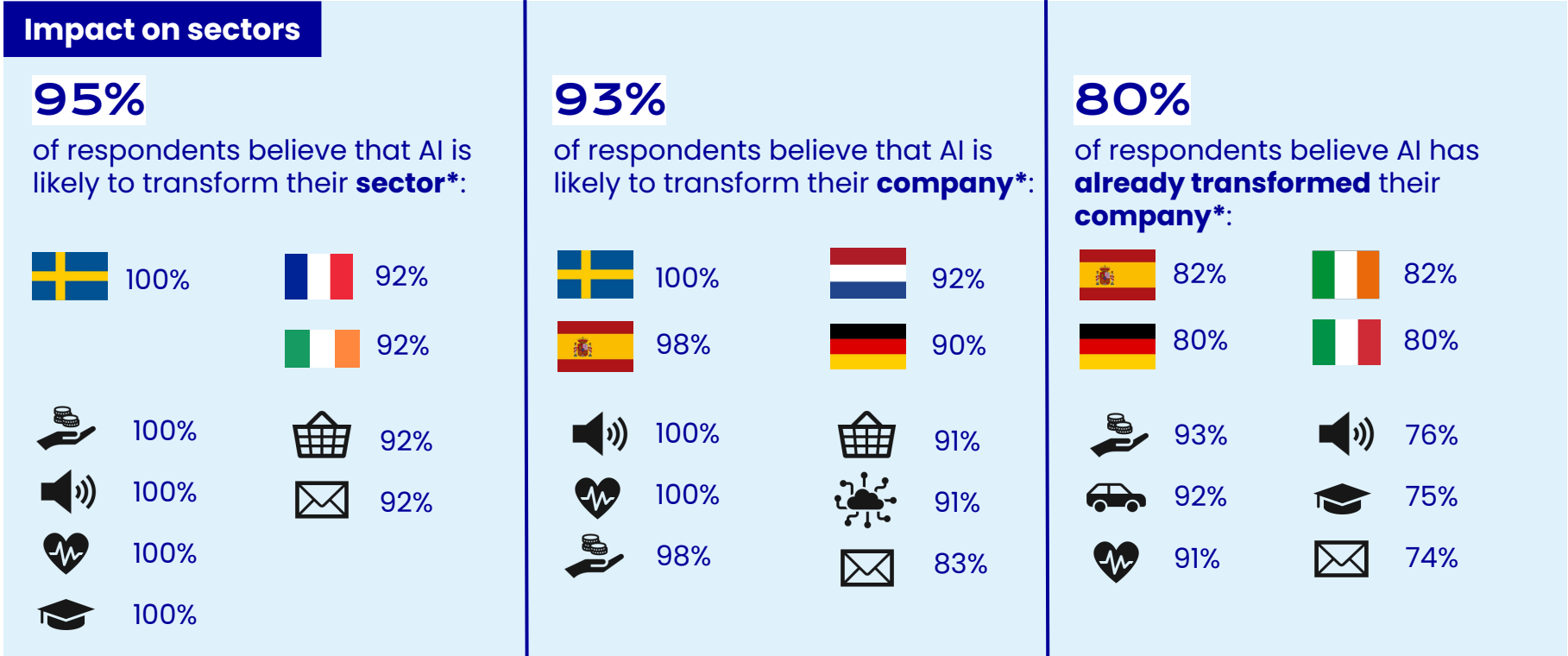
Investment

To develop real competitive advantages, the question of **investment is crucial**, and while AI can enable productivity gains, it can also be expensive (consumption of tokens, purchase of licenses, costs linked to design, training, etc.), with financial models set to evolve over the coming years.

Governance

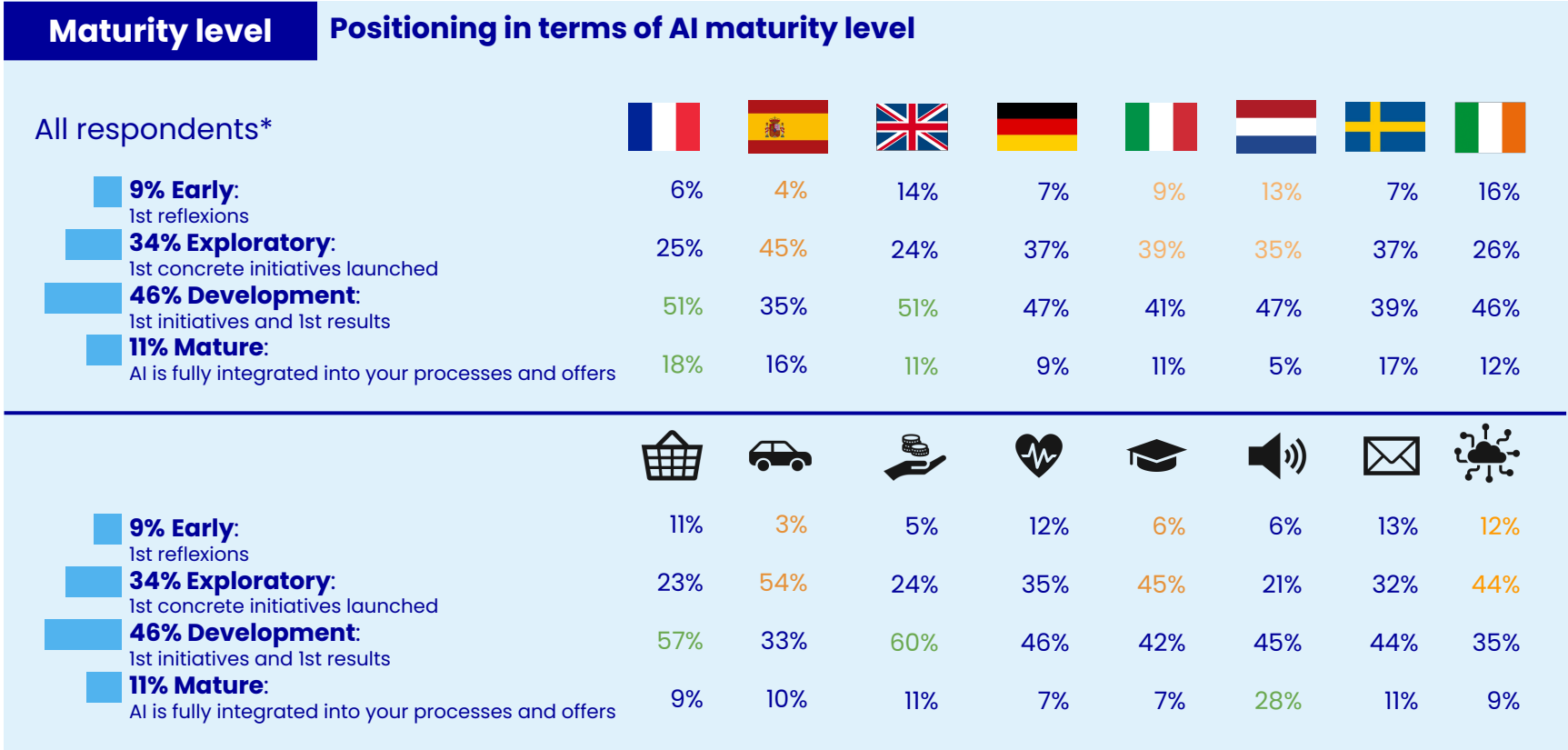
As AI becomes strategic, it seems logical that this "function" should be represented at the **highest decision-making levels**. The outcomes are investments strategies and governance. Head of AI, CEO of tomorrow?

Use and sectoral transformation



Source: *JFD Study 2025 by EY Fabernovel x Opinionway

Use and sectoral transformation

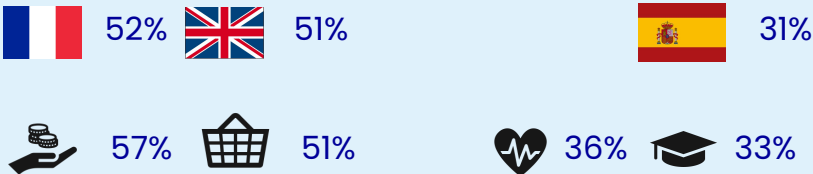


Source: *JFD Study 2025 by EY Fabernovel x Opinionway

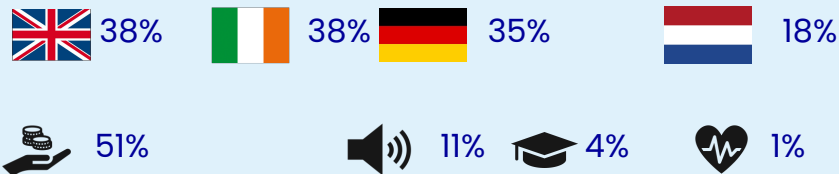
Use and sectoral transformation

Adoption - 1st level

44% of respondents*
have identified use-cases for their company.

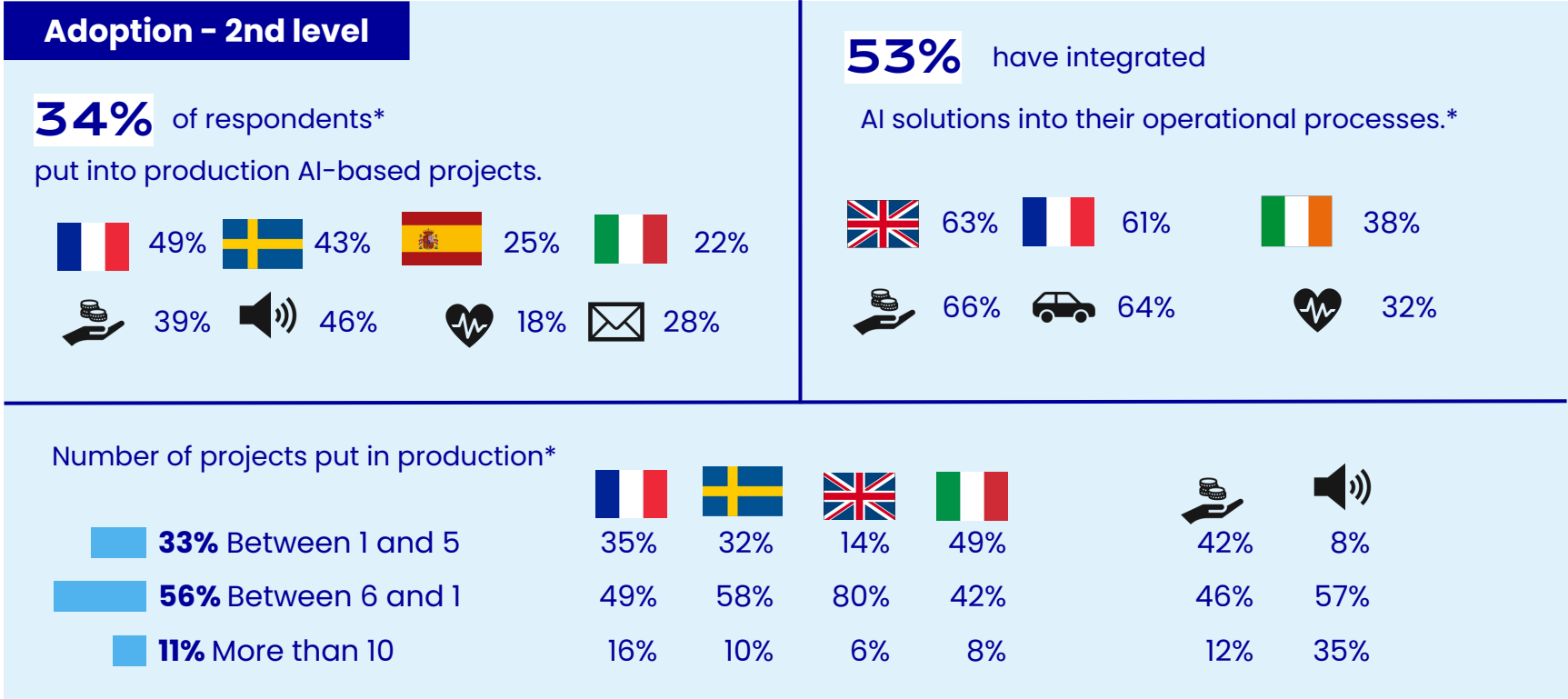


14% of respondents*
have launched PoCs.



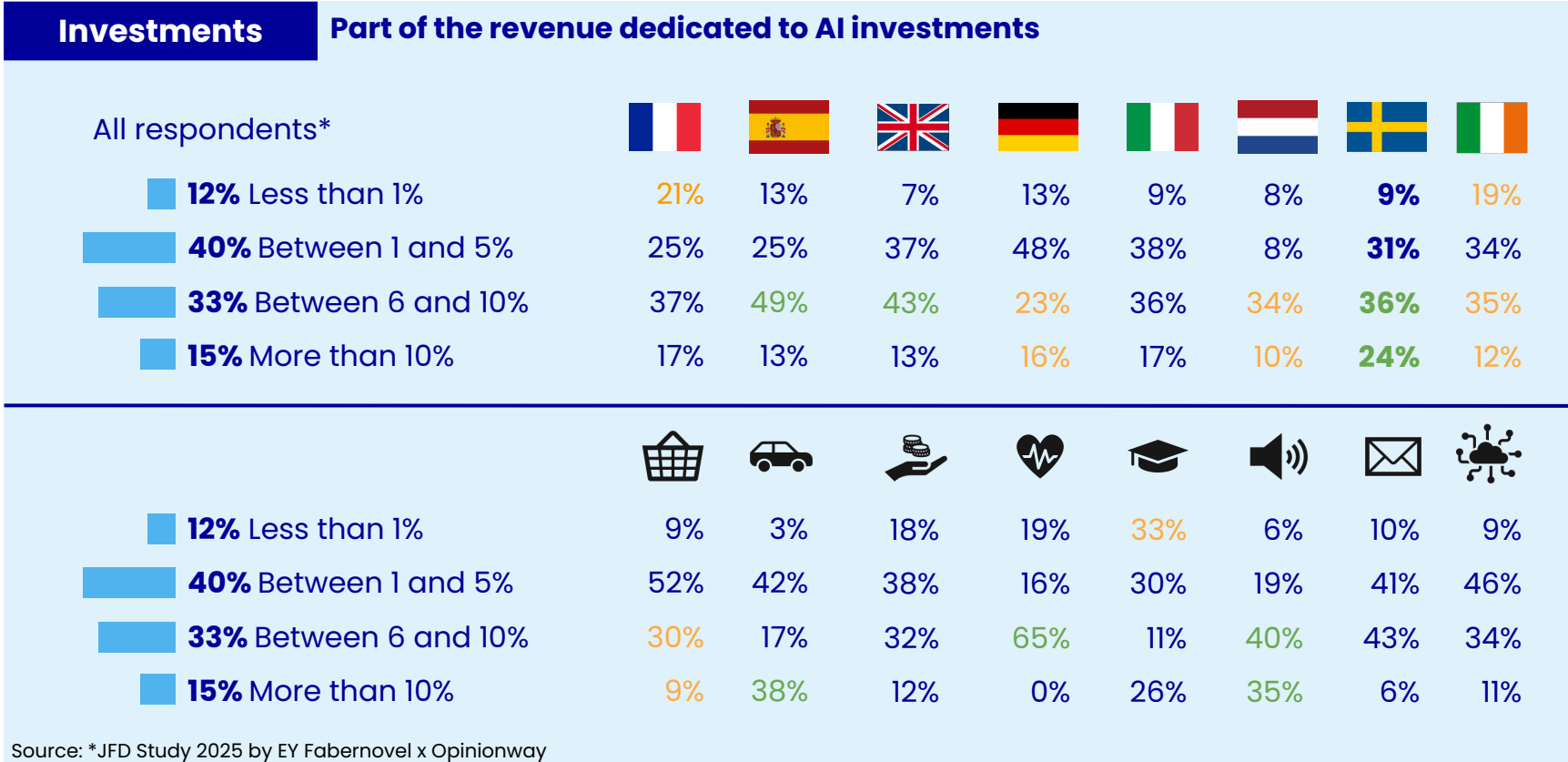
Source: *JFD Study 2025 by EY Fabernovel x Opinionway

Use and sectoral transformation



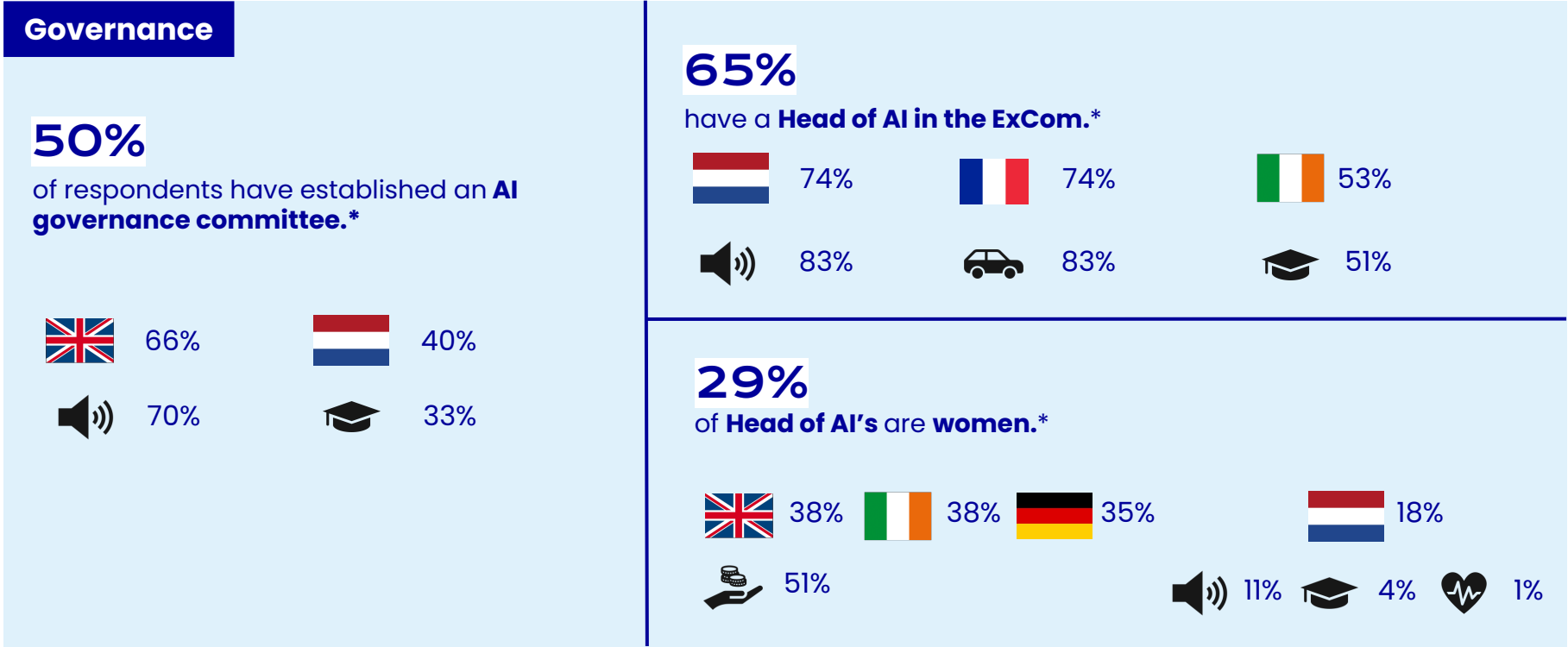
Use and sectoral transformation

88% will increase their investments in AI in the next 12 months.



Source: *JFD Study 2025 by EY Fabernovel x Opinionway

Use and sectoral transformation



Source: JFD Study 2025 by EY Fabernovel x Opinionway

Key insights

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Key insights on each pillar of the barometer

Employment

40% of global employment is exposed to AI both positively and negatively.

95% of respondents report that AI can help increase employee productivity.

Trust

51% of respondents implemented protocols to test and correct their biases and mechanisms.

29% of respondents established processes to measure & limit the carbon footprint of their AI projects.

Use and sectoral transformation

53% of respondents have integrated AI solutions into their operational processes.

34% of respondents put into production AI-based projects.

88% of respondents will increase their investments in AI in the next 12 months.

Access and inclusion

29% of Head of AI's in Europe are women among respondents.

95% of respondents provide access to AI tools for their employees.

47% of respondents declare these tools are accessible to all.

Technological maturity and sovereignty

25% of respondents declare their companies have developed their own LLMs.

14% of the 28 most used LLMs in the world are European.



FABERNOVEL

WOMEN RAISING

Thank you
Join forces and dare!

AI EUROPEAN BAROMETER BY JFD

www.joinjfd.com

jfd@thebureau.fr



EURATECHNOLOGIES
EUROPE'S STARTUP BUILDER

L'ORÉAL
GROUPE

{EPITECH}

RÉPUBLIQUE
FRANÇAISE
Liberté
Égalité
Fraternité



LinkedIn

arver
DARE THE FUTURE



EURAZEO



sanofi

meotic
europe

GROUPE
Casino

bpi france

France
Digitale
Innov'collectif



opinionway

Annexes

AI EUROPEAN BAROMETER BY JFD



FABERNOVEL

WOMEN RAISING

Contributors



Delphine Remy-Boutang
Founder & CEO
JFD



Matthieu Olivier
Transformation & Innovation
Director, Data & AI
Groupe La Poste



Vania Pecheu-Bovet
Head of global
data & AI strategy
Carrefour



Koussée Vaneecke
CEO
EuraTechnologies



Ariane Thomas
Global Tech Director
of Sustainability
L'Oréal Groupe



Beatrice Dautzenberg
International Director
Beauty Tech Services
L'Oréal Groupe



Vanessa Masliah
L'Oréal Beauty Tech
Communication Director
L'Oréal Groupe



Laura Hassan
Managing Director
Epitech



Isabelle Hebert
Member of the Executive
Committee in charge of Data,
Engagement, Marketing and
Strategy, Allianz



Laurence Bronner
Chief of staff to the Head
of Data, Engagement,
Marketing & Strategy, Allianz



Mélanie Conrard
Brand Partnerships
Manager, Allianz



Domitille Doat
Chief Digital
and Information Officer
Eurazeo



Stéphanie Zolesio
CEO Casino Immobilier &
Fintechs - Groupe Casino



Alexandra Ruez
VP & Senior Partner,
Business Transformation
Services Leader IBM Consulting



Karine Boullier
Global Head of Upskilling,
Manufacturing & Supply
Sanofi



Céline Boudière
Marketing & Digital Director
Meetic Europe



Gabrielle Gleysteen
Chief Product Officer
Meetic Europe



Fabienne Arata-Camps
Country Manager
LinkedIn France



Julie Huguet
GM Mission
FrenchTech



Caroline Chopinaud
General Manager
Hub FranceIA

Contributors



Team



Delphine Remy-Boutang
Founder & CEO
JFD



Stéphanie Elbaz
Head of Content
JFD



Laurence Lucas
Head of Partnerships
JFD



Mélissa Rancé
Head of Communication
JFD



Jean-Christophe Liaubet
Partner
EY Fabernovel



Caroline Martin
Partner
EY Fabernovel



Melina Skourias
Manager
EY Fabernovel



Inès Sahli
Junior Consultant
EY Fabernovel

About JFD

JFD – Join Forces & Dare – is an international company founded in 2012 by Delphine Remy-Boutang.

A tech accelerator, JFD has been committed for over 10 years to fostering the emergence of role models and leaders of tomorrow. Active in Europe, Africa, and Canada, JFD brings together private and public sector players, as well as media, to empower women in the tech industry.

In 2025, JFD has placed boldness and collective action at the heart of its mission to ensure the rise of inspiring women in AI through its women rAising campaign. For more than a decade, JFD has led flagship initiatives such as the "Les Margaret" awards under the high patronage of the President of France, the Margaret Foundation, the JFD Club, its events, and the White Shirts Movement.

Through its actions, annual studies, and influential publications—including its latest book, *Athletes of Innovation*, published by Flammarion—JFD has reached 20 million people, trained over 10,000 talents, and supported the growth of more than 1,000 startups.

About Opinionway

Founded in 2000 and a pioneer in the digitalization of research, OpinionWay has been at the forefront of transforming practices in the marketing and opinion research industry. Its mission: to make the world intelligible in order to take action today and envision tomorrow.

With continuous growth since its inception, the company has consistently expanded into new horizons to better address all marketing and societal challenges, both B2C and B2B. It has integrated innovative methodologies such as Social Media Intelligence, smart data analysis, creative co-construction dynamics, community-based approaches, text mining, and storytelling into its research processes.

About EY

EY is committed to building a better working world by creating long-term value for our clients and employees, as well as for society and the planet as a whole, while reinforcing trust in financial markets.

By leveraging data analytics, AI, and emerging technologies, EY teams help build the trust our clients need to shape a future that withstands today's and tomorrow's most pressing challenges.

With a wide range of services spanning audit, consulting, tax, strategy, and transactions, EY teams apply their expertise across more than 150 countries and territories. An in-depth understanding of industries, an international and multidisciplinary network, and a vast, diverse ecosystem of partners are key strengths that enable EY to contribute to the creation of a more balanced world.

Together, we create a future full of opportunities.

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 on how EY collects and uses personal data, as well as the rights of individuals under data protection laws, can be found at ey.com/privacy. EY member firms do not engage in legal practice where prohibited by local laws. For more information about our organization, please visit ey.com.

EY Fabernovel is an international company specializing in strategic transformation consulting and the creation of innovative products and services. Founded in 2003 by Stéphane Distinguin, Fabernovel became EY Fabernovel on July 5, 2022, following its merger with EY Consulting to become the leading force driving the convergence of digital and ecological transitions in Europe.

© 2025 – Ernst & Young Advisory
All rights reserved.
SCORE No. 2025-018
ED None

This publication is for general information purposes only and should not be considered as a substitute for professional advice in accounting, tax, legal, or other matters. For specific inquiries, please contact your advisors.

ey.com/fr