

The State of AI in Talent Management and Acquisition

Foreword

AI is a complex and evolving technology, and the way forward with it – while exciting – will be difficult for talent practitioners unless they get the right foundations in place first. That means being strategic about using AI that drives outcomes at the business level – not just buying AI for its own sake. According to McKinsey, “AI high performers” (those who see the highest impact of AI on the bottom line) are more likely to follow all AI best practices, many of which we will outline here.

Ultimately, buying AI is not the primary goal of talent teams: hiring the right people and keeping them in the business is. Talent teams need to be crystal clear about what they’re trying to achieve, how their tech stack works, the right processes to have in place, and where to use AI (or not) in order to drive positive business outcomes and ROI. They also need to be ready to address the potential pitfalls of AI: answering important questions about bias, transparency and ethics.

READ THIS REPORT TO FIND OUT:

- What AI actually is: The fundamental concepts of AI and the technical foundations talent teams need in place to get started.
- What AI does for talent teams: How AI can help achieve KPIs around recruiter efficiency, candidate quality, workforce management, and Diversity and Inclusion.
- How AI can improve the experience for candidates
- How to deploy AI solutions: Use cases and applications across the HR function and talent lifecycle.
- How to mitigate risk: Understanding and addressing the potential pitfalls of using AI, and complying with new regulations.
- How to evaluate AI providers: Which questions to ask in your RFP, and how to find the right fit for your business goals.



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Why Talent teams should care about AI

AI ADOPTION BY TALENT TEAMS IS ACCELERATING

AI is everywhere. Over the last few years, it's revolutionized almost every industry and business function: [56% of organizations globally](#) have adopted AI solutions in at least one function, up from 50% in 2020. Now, it is coming for talent acquisition. To date, AI tools for HR and talent teams have been comparatively few, and uptake of them slow. But that tide is starting to turn, and fast.

That acceleration in adoption has, at least in part, been driven by the pandemic. There have been big shifts in the ways businesses manage their people. They've been forced to flex around mass layoffs, remote working and changed employee priorities. Agility has become a top priority, and talent leaders are turning to AI solutions for more efficient and effective ways to manage their workforces. It's no surprise that the global HR technology market is [predicted to grow from \\$24.04 billion in 2021 to \\$35.68 billion in 2028](#), as companies prioritize investments in AI to optimize business processes and reduce costs.

8% of those [surveyed by McKinsey](#) (who were using AI in their business) said they were using it for optimization of talent management. 8% said it was being used for performance management.

What HR and talent leaders are starting to recognize is the transformative potential of AI in helping them manage their ever-increasing remit. With the right tools applied in the right ways, AI can make talent experiences more personalized, more valuable and more effective. Against the backdrop of a spiraling skills shortage and with HR teams under more pressure than ever ([78% of recruiters state that](#) it is harder to find talent this year than last year, and 60% of companies say they do not have the skills in their workforce to be successful), that capability is critical.



AI ADDS HUGE VALUE – BUT ONLY WHEN APPLIED STRATEGICALLY

But AI isn't a silver bullet, nor a one-size-fits-all solution.

Undoubtedly, the growth in tech solutions will open up a world of opportunity for HR leaders to add value to their businesses. But the proliferation of options means it's imperative they think critically about the core principles of AI before investing.

Implemented intelligently, AI-led talent management and acquisition tools can:

-  **Improve data-based decision making (and quality of hire)**
-  **Improve the candidate and employee experience**
-  **Automate burdensome manual tasks**
-  **Cut operational overheads**

But AI also introduces complexity around bias and data security, as well as a whole host of as-yet unanswered ethical questions. Talent teams that fail to perform thorough due diligence at the evaluation stage could find themselves facing serious financial, legal and reputational risk.



Understanding AI

AI is a broad term and, to non-technical people, often a vague one. For talent leaders new to using AI-based solutions, it can be difficult to understand what it does and how it works.

But it's important to get to grips with the basics. Without understanding the difference between types of AI, and the functionality that they offer, it's impossible to assess whether solutions will deliver the business outcomes HR and talent teams are looking to achieve.

And there are more serious implications, too. Increasingly, regulators expect businesses to be able to explain how and why their AI works, and to prove they are mitigating against the risk of bias or data breach. Those that can't might find themselves facing not only financial, but legal and reputational issues.

So, what do we mean when we talk about AI?

THE FUNDAMENTAL CONCEPTS OF AI

Artificial Intelligence is any technique that allows machines to mimic human behavior. It allows recruiters to do more of the same things, but also to do things better. AI can be split into 3 fundamental concepts: automation, machine learning and deep learning.



Automation: Automation is rule-based. It applies the same rules ("if this, then that") to every input, allowing processes to be run faster and at scale, without the need for human intervention. For example, Chatbots. Rule-based chatbots would return candidates the right FAQ page or schedule based on specific keywords



Machine Learning: Machine Learning (ML) is more intelligent than automation. It's not rule-based: ML is the ability for an algorithm to learn from a dataset how to perform a task, and then keep learning to do it better over time. One example could be in job/candidate matching. Automation would only group candidates based on explicit, pre-programmed rules. ML would be able to infer additional similarities, and to adapt as the skills found in a job title changed over time, without algorithms needing to be re-written.



Deep Learning: Deep Learning goes even further. It is able to look at a data set and figure out what is most useful and interesting about it in order to solve a task. CV parsing might be one example. Deep Learning can look at unstructured data (like a CV) and learn to identify the elements that might suggest a candidate is a good fit for a role, without being told what they are. Deep Learning can often identify important similarities between candidates that human recruiters might miss.



Artificial intelligence

Technology, that enables machines to mimic human behaviour



Rule-based Automation

technology that runs a process without human intervention by applying the same rules to everything



Machine Learning

The ability of an algorithm to apply statistical methods in data in order to learn how to perform a task and then do it better over time.



Deep Learning

The ability of an algorithm to determine without human intervention what is of interest in the data to solve the task.

LAYING THE FOUNDATIONS FOR AI ADOPTION

Knowing what AI does is only part of the challenge for HR and talent teams. They also need to get some fundamental technical foundations in place to ensure they're ready to adopt and effectively implement solutions.

Data quality

All AI – whether it's rule-based or built on machine learning – relies on huge volumes of high-quality data, which it uses to recognize patterns and learn to perform tasks like a human would. For that process to work properly, the data the AI learns from needs to be:

- ✓ **Accurate, uniformly structured and up-to-date**
- ✓ **Complete and easily surfaced**
- ✓ **Accessible and explainable**

Poor quality data can be incredibly costly for businesses. Recruiters spend a lot of time performing manual tasks, including looking for data, cleaning up mistakes and checking for duplicates. And that's before you factor in the knock-on effects of less efficient hiring practices, including poor team engagement and a longer time to hire. Potential non-compliance with legislation like GDPR adds further cost and risk.

To ensure you are training your AI with high quality data, it is important to bring all your data together.



Data platforms

Data platforms make it much easier to maintain good data hygiene. A Talent Data Platform, such as the Universal Skills Platform from Beamery, is defined as:

“An integrated technology solution that allows data located in databases to be governed, accessed, and delivered to users, data applications, or other technologies for strategic business purposes.”

In essence, data platforms are a single source of truth for disparate talent data points from across the business. They unify and standardize data in one place, so that talent teams can easily surface meaningful insights from it. These data platforms for talent teams will also contain a number of underlying technologies that help with cleaning, deduplicating, parsing and enriching data in a user-friendly interface.



Data storage

The quality of data for HR and talent teams also depends on the way in which it is stored.

Data can be stored in a number of ways, not all of which are a good fit for the specific needs of talent acquisition and management. Broadly speaking, data can be stored in tables (relational databases), documents or knowledge graphs.

Tables and documents aren't agile enough to deal with evolving organizational models, the growth in structured and unstructured data, or technologies like ML. Graphs are more useful for talent teams, especially when it comes to understanding exactly which data points are influencing outcomes.

Integrations

Talent teams rely on a diverse range of talent, recruiter, job, business and market data in order to do their jobs well. But this data usually exists in different systems and siloes, and is structured in different ways, making it hard to leverage and draw insights from. This means important data can fall through the cracks, or lose meaning as it is migrated between systems. It also poses a challenge in terms of maintenance: if systems don't speak to each other, updates need to be made in multiple places, every time they are needed.

To consolidate and synthesize data, good integrations between systems are instrumental. Not all integrations are created equal. Some of them work in one direction only, or don't pull all the fields of information that are needed from one system to another, or are only updated intermittently. This can interfere with the quality of datasets, and by extension, the outcomes AI delivers.

Again, Talent Data Platforms perform better than integrated HR tech stacks in this regard. Using a tech stack comprising multiple different tools means that, no matter how good the integrations, there are still several gateways that data has to pass through. A talent data platform is a separate structure that receives and serves up data to these different tools, no matter how structured or unstructured it is, without losing any of its relational meaning.



DE&I

70% of job seekers want to work for companies with an explicit commitment to diversity. That's why many companies are increasing investment in diversity, even against budget cuts elsewhere. According to The Hackett Group, businesses on both sides of the Atlantic are planning to double their spend on diversity by 2025.

The key capability for HR and talent teams is to be able to protect and promote DE&I at scale. It's relatively easy to manage bias in one-to-one context, but gets much harder when candidate volumes expand.

Avoiding Bias

Using AI, models can be built to exclude bias in algorithms either explicitly (by removing identifiers like name, age and gender) or implicitly (by removing things like address, education or salary).

AI can also be baked into candidate scoring systems to ensure consistent and equal weighting across data points, ruling out the possibility of over-reliance on a single factor.

AI unlocks solutions to problems that would otherwise be impossible. Job descriptions are proven to be rife with unconscious bias, but rules engines, analytics and manual processes aren't sophisticated enough to read data and understand which wording will ensure the most diverse slate of candidates. AI is able to analyze and respond to the changing market at speed.

Explainability

The risk of bias in talent management is high, and can have serious knock-on impacts not just for businesses, but for people. After all, hiring decisions determine the course of their career. The right AI can help talent teams provide transparency for candidates and employees about which data points have driven which decisions, both positive and negative.

That transparency can also promote inclusion by suggesting career paths that may not otherwise have been obvious, especially for minorities who may not be as well-represented at the senior level, or within particular teams.



The role of AI in talent management and acquisition

For AI-powered solutions to generate successful results, there's one final – but critical – element that HR and talent teams need to consider. At least as important as laying strong technical foundations is ensuring that AI solutions are being applied to the right use cases. The addition of AI to the talent tech stack unlocks important business results, and directly impacts specific, identifiable talent metrics – but only when it's applied thoughtfully and strategically.

AI might be becoming ever-more-ubiquitous, but there's no point in buying it for its own sake, or to keep up with what competitors appear to be doing. To be able to compete for the best talent, HR teams need to understand how to make the most of AI, and find the most valuable ways of implementing it.

So far, the primary applications of AI in the talent sphere have focused around the basics of candidate scoring, prioritization and sourcing automation. Now, solutions are starting to drill deeper to support the ever-growing mandate of HR and talent teams, including workforce planning and management, and Diversity, Equity and Inclusion (DE&I). There are 5 main areas that AI solutions can be implemented to add value for HR and talent teams: recruiter experience, candidate experience, employee experience, workforce planning, and DE&I.

RECRUITER EXPERIENCE

AI can help recruiters become more productive and efficient, by enabling them to reach high volumes of candidates, and by helping them narrow the field of available options more accurately and efficiently. Used properly, AI can surface the ideal candidate for each role. Critically, these historically manual processes can be replicated automatically, with custom rules built to prioritize high-value tasks and roles. It means talent teams can put their limited human resources to better use, improving their own performance and creating a positive business impact in a much shorter time.

Sourcing: Intelligent sourcing tools can suggest candidates from outside recruiters' usual talent pools, identifying relevant skill sets in people with roles or backgrounds recruiters might not think to consider. AI-driven talent tools can also automate data collection and parsing, automatically matching candidates to roles to create large, rich and compliant talent pipelines. Because the quality of data is better, so too is the predictability of hiring results: strong candidates can be sourced at scale, reducing time-to-hire.

Assessment: AI can be used to enrich candidate profiles with publicly-available supporting information, ready to hand over to interviewers. In addition to serving recruiters more sourcing options, the technology can also help recruiters narrow down the options they have, or quickly select the best next steps in their workflows. Talent teams can use AI to create objective scoring and assessment mechanisms that simplify and speed up the assessment process, and make it easier to move candidates through the steps.



CANDIDATE EXPERIENCE

Delivering an excellent candidate experience – both for those who win positions, and those who don’t – is critical to maintaining a good employer brand, and attracting talent in a competitive marketplace. AI can help personalize and streamline the talent experience, so candidates feel desired, empowered and engaged from day one. Not only does this help deliver against key metrics like reduced time-to-hire, it can also have a knock-on effect to long-term employee retention.

Personalization: AI can help talent teams understand what signals people are sending as they move through the pipeline, so they can send customized content and targeted recommendations for job roles with every new visit. This helps candidates understand the ‘why’ of the business and their fit within it, increasing engagement and conversion rates and filling roles faster.

EMPLOYEE EXPERIENCE

In order to fill skills gaps faster, some companies are starting to cut their recruitment budget and increasingly turning to internal investment on L&D, reskilling and upskilling, and moving to project-based cross-functional work to make better use of their existing workforce.

Internal mobility: AI enables talent teams to identify personalized internal mobility paths for employees. It can infer skills from roles and job titles, suggesting tailored growth paths for employees that improve retention. AI can also spot the valuable skills that already exist in-house, and that HR could invest in developing to meet future needs. Optimizing available skills within the existing workforce means businesses can execute on plans faster, and encourages retention. That’s important: our report with Aptitude Research notes that 78% of companies have lost talent due to a lack of career development opportunities.

WORKFORCE PLANNING

Predictive analytics can analyze business goals and automatically translate them into forecasts and job openings. It can also provide insights into the costs and sticking points across the talent lifecycle, helping find areas for improvement. AI helps talent teams think more flexibly about the ways they can activate human potential, too. Talent teams can often fall into copy/paste mentalities and end up hiring the same people in the same ways, rather than exploring different labor types. AI can help break down job specifications to find the most equitable and inclusive ways to hire, eg. reducing a job description from 5 years experience at a higher level to 3 years at a mid level, filling the gaps via the gig workforce and enabling the person with 3 years’ experience to continue their career development in-role.



Risks and rewards

Like any new technology, AI brings with it new types of risk, and can even increase the scale of impact of existing ones.

Globally, legislation is being created to help manage the use of AI and mitigate present and future risks. In the UK, the AI code was established in 2018 to try and influence the development of the AI industry, rather than “passively accept its consequences”. More recently, the EU’s plans for AI regulation were leaked to the press, revealing their intention to limit some types of AI in order to protect individuals and remove ambiguity. In the States, while no comprehensive federal legislation exists, [New York City passed a law in 2021](#) (coming into force during 2023) that will prohibit the use of AI and algorithm-based technologies for recruiting, hiring or promotion without those tools first being audited for bias.

It's the responsibility of HR and talent teams to ensure they keep abreast of new legislation and stay compliant. While AI providers are accountable for their own governance, trying to pass the buck if issues arise won't cut it. Talent teams need to understand the risks posed by the technology they buy, and to be able to mitigate them. The only way to do that is to thoroughly understand their stack, train teams to use solutions responsibly, and constantly prioritize candidate and employee rights.

There are 3 critical areas about which HR and talent teams need to stay vigilant.



SECURITY AND PRIVACY

Unsurprisingly where large volumes of data are concerned, security and privacy are paramount. With the introduction of GDPR, and repeated headlines about breaches and losses, data security is already front of mind for most organizations. They know that data needs to be stored safely, and that they need thorough and provable due diligence processes to stay out of trouble with regulators.

But AI brings in an additional level of risk. AI only works when it's trained with large volumes of data. That means the onus is on businesses to think critically not only about how they store data, but how they use it. A core principle in the UK's AI code, for example, is that "Artificial intelligence should not be used to diminish the data rights or privacy of individuals, families or communities". Talent teams need to ensure they're using data sensitively, appropriately and in ways that won't introduce unconscious bias.

Important questions to consider are:

- Why are specific data points used to train models?
- Is all the data being gathered relevant to the model?
- What sources are being used, and why?
- How is data checked for bias before it is used for training models?
- Are there any data points that might introduce bias?
- Is data representative of distribution in the real world?
- What consent was obtained when the data was acquired?
- How is data per customer stored and used between other customers?
- What steps are being taken to ensure data is stored securely and cannot be stolen?

Asking these questions is important to ensure data is stored and used in a safe and compliant manner. But it's also fundamental to ensuring that AI solutions actually work. If data sets are interfered with, it alters the behavior of models and their outcomes. Security is central to the functionality of AI solutions, and to talent teams' confidence in and ability to explain results.

There is also the question of consent and permission. The new rules in New York, for example, state that candidates must be given notice of the fact that an automated employment decision tool will be used in assessing them (as well as the job qualifications and characteristics that the tool will use in the assessment). Candidates need to be made aware of the use of AI, and ideally be given the opportunity to set preferences as to how it is applied in their specific case.



EXPLAINABILITY

Increasingly, the legislative moves are being made away from opaque AI to more transparent models.

AI that HR and talent teams can clearly understand removes risks and improves outcomes for candidates and employees. Opaque models and systems produce outcomes talent practitioners can't clearly and thoroughly explain. It's less of an issue with rule-based algorithms, but those 'if this then that' models don't work well for solving more complex problems. Deep Learning models with layers of neural networks can be incredibly effective, but because they learn without human input, it can be hard for non-technical practitioners to understand exactly how and why they work in the way they do.

That can cause serious problems, especially when it comes to bias. It's lower risk in other contexts. Take Google recommendations: it doesn't really matter too much why it returns the restaurants it does when you search a particular type of cuisine. It does matter why certain results are returned when someone's career is on the line.

Bias can happen when the data AI learns from is skewed. Take email spam filters: they decide which emails to flag based on email provenance and metadata, as well as what users mark as spam. If users subconsciously spam emails from foreign-sounding names more often, AI-powered spam filters will eventually start removing them automatically. It's easy to see how the same could happen with candidate sourcing and assessment.

Explainability means knowing what features and data points led to a recommendation, and having an audit trail to interrogate and justify them.

HR and talent teams need to ask:

- Were all the data points used to evaluate candidates directly related to the job?
- Were those data points the same things that candidates were told they would be evaluated against?
- How much influence do users have over models?
- Are candidates and employees made aware of when AI is used?
- How do models work together and individually to deliver on use cases?
- How are outcomes explained to users?

AI and its decision parameters need to be testable, auditable and documented to stand up to scrutiny. As discussed above, storing data in knowledge graphs, as opposed to tables or documents, can help.

Explainable AI helps talent teams make fair, unbiased decisions. Indeed, it can lead to better decisions being made. Understanding how models are producing results means they can be taught, corrected and optimized.



ETHICS

As HR and talent teams get to grips with AI, they need to think about how it aligns with the broader ethics and values of their organization. That means being explicit and getting aligned around the standards they hold themselves to now, as well as thinking carefully about how they'll evolve as new technologies and use cases emerge.

Losing the human element in talent acquisition and management is a real concern for many. It opens up challenging ethical questions on 2 levels:

 **Is the technology itself ethical?**

 **Are organizations using technology ethically?**

In the case of the technology itself, there are question marks around whether building a talent AI that can infer gender or age from names or resumes would be ethical. On the one hand, it could create shortcuts for some organizations to achieve DE&I goals. But on the other, it could make mistakes, or encourage other biases (like ageism) to creep in.

An organization could use an internal mobility tool to try to predict when employees might be ready for a new opportunity. But the flipside of this positive career pathing is that managers might use it to stop investing in employees who were considered a flight risk. That would constitute an unethical use of otherwise morally neutral technology.

“AI opens up a huge amount of opportunity for talent teams, who are keen to capitalize on its many benefits. But because HR is concerned with peoples’ livelihoods and employment journeys, it’s high-risk. As regulation is developed globally it will help clear up some of the ethical gray areas that currently exist, but talent teams should always ask themselves what data they’re collecting, who’s using it and what for. Documenting what data is being used, and ensuring the process is transparent internally and externally, can help prevent issues.” Megan Butler PhD Candidate, Talent and HR AI expert



EVALUATING AI PROVIDERS

With so much sensitivity surrounding the technology, talent and people teams should never go shopping for AI solutions. What they should be looking for are solutions to business problems. Having a clear understanding of use cases and goals is the only way to find the right solution, and AI won't always be the answer. It shouldn't be implemented needlessly.

Where AI solutions are available and appropriate, talent teams need to ensure they are asking the right questions to evaluate them effectively. A thorough understanding of how AI works is fundamental to ensure it drives ROI against business goals and doesn't just add cognitive load, unnecessary expense and potential data, compliance and bias complications. The lists below summarize our recommended approach in assessing AI solutions, with a deeper dive into the three layers of any AI technology: data, models, and experiences.

	Suitability	Objectivity	Explainability	Validity	Security
	<p>Why are the chosen data points used to train the models? Is all of it relevant for the use case?</p> <p>What sources of data are used? Why?</p>	<p>How is the data checked for bias before it is used for training models?</p> <p>Are there data points that may potentially cause bias, such as gender, race and ethnicity? How are these handled and why are these there?</p> <p>Is the data representative of the distribution in the real world?</p>	<p>How is the data segmented e.g. by geography, industry?</p> <p>How is the data stored and connected? Is it in tables, documents or graphs?</p>	<p>How do you maintain data quality? Is it complete, fresh and deduplicated?</p>	<p>What consent was obtained when the data was used or acquired?</p> <p>How is data per customer stored and used between other customers?</p> <p>What steps are taken to ensure the data is securely stored and cannot be amended or stolen?</p>
	Why were these models chosen over other models? What tests were done to choose these particular models?	How are the models checked for bias? Are there humans in the loop? How often are they checked for bias?	How does each model work individually and together to deliver on the use case?	<p>What quantitative and qualitative methods do you use to check if the models are working optimally?</p> <p>Do you optimize for recall or precision? What about accuracy? Why?</p>	What steps are taken to ensure the models cannot be interfered with?
	<p>How does the AI improve the user experience?</p> <p>Where does it add value and how does it enable users to achieve their goals more effectively than without the AI?</p>	<p>How much influence does the user have over the model?</p> <p>How does user interaction and feedback on the models impact the model training?</p>	<p>How is the AI explained to users? Is it clear on why the AI made recommendations? Is it easily understandable and reassuring?</p>	<p>How is the AI tested as part of the user experience?</p> <p>How do you measure success?</p>	What steps are taken to ensure the AI experience is secure and cannot be interfered with?



What's next?

The HR technology landscape is evolving quickly, and AI opens up a huge amount of opportunity and potential benefit for talent teams.

The capability AI offers will be critical over the next few years: the pandemic initiated a global transformation in the way we think about careers and workplaces, and what the future of work looks like remains in flux. When facing such profound changes, it's imperative for talent teams to be strategic about the way they build moving forward. Getting the right foundations, tools and processes in place early will be critical in order to flex around continued disruption, while fulfilling the talent needs of their organizations.

AI can help talent teams stay on top of the fluctuating talent market and ahead of competition – but success with AI starts with shopping for solutions, not technologies. For talent teams, aligning around business goals and understanding use cases are critical first steps to building robust, explainable and efficient tech stacks.

Beamery can help HR teams get the most out of [explainable, ethical AI](#), and create a personalized experience across the talent lifecycle, at scale. Attract, develop, redeploy and retain talent more effectively and efficiently, with a better understanding of the skills inside your organization.



About Beamery

The Beamery Talent Lifecycle Management Platform is the end-to-end solution that brings together data, AI and intelligence so talent-first enterprises can drive strategic talent transformation, deliver more human experiences for all talent and unlock the skills and potential of their global workforce.

[Speak to one of the Beamery team today to see our solution in action.](#)



Talent Intelligence - Get the insights & analytics you're missing around DEI, pipeline, workforce skills and potential, hiring forecasts and team performance

Talent Experience - Create more human experiences for all talent - candidates, employees and alumni

Talent Data Platform - Unlock better performance and remove bias by connecting billions of data points about talent, skills and potential

HR Ecosystem & Global Talent Data - Connect your global talent data from across your company, career site, ATS, and HR systems for a single source of truth.

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