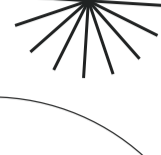# BIAS

Mitigating biases of AI in the labour market

AI in HR Management

Insights from Expert Interviews

This infographic is based on research conducted for the BIAS reports **"The intermediate report of the mapping, survey and expert interviews"** (D2.4) and **"Final report on mapping, survey, interview."** (D2.3)

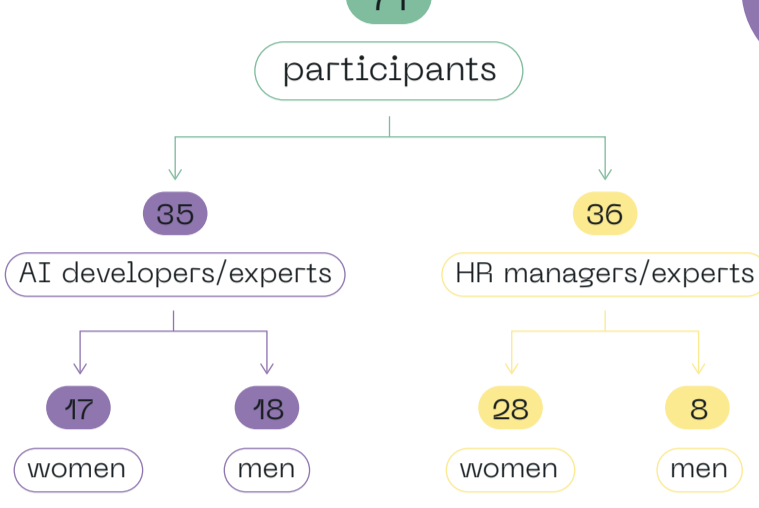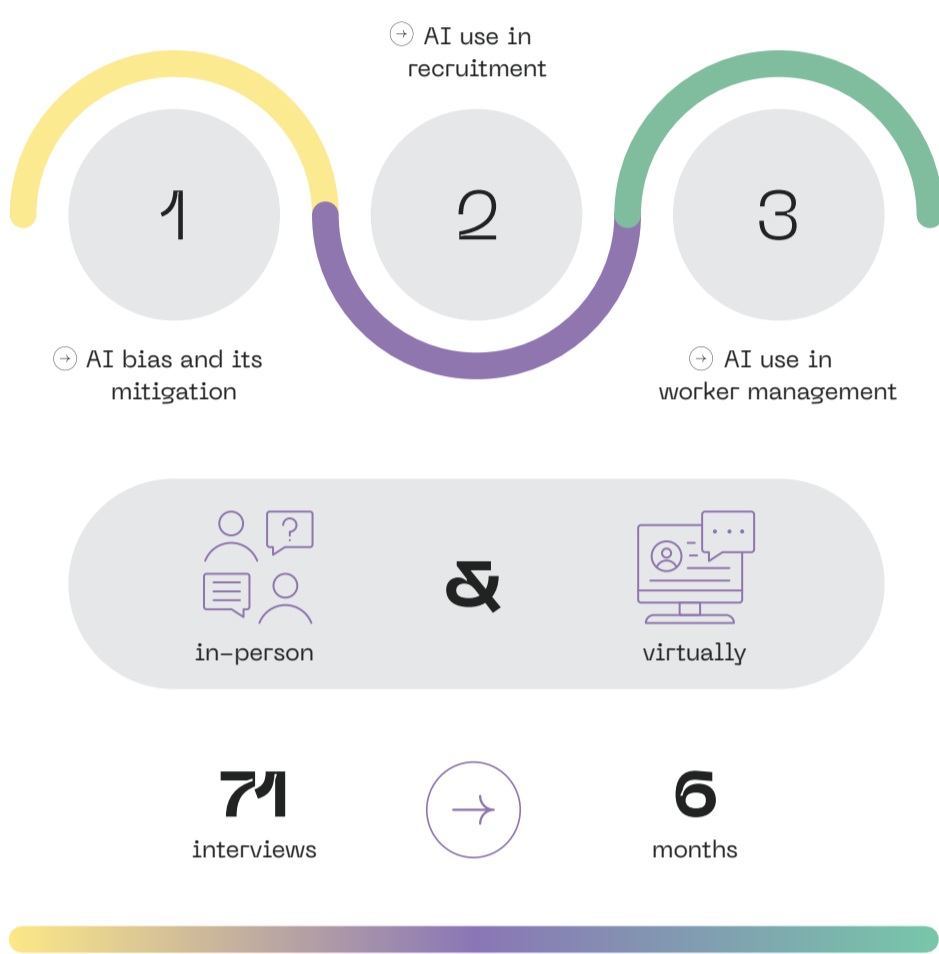## OUR GOALS

The primary objective of the interviews was to explore the professional expertise and attitudes of AI and HR experts.

This analysis aimed to map the current practices of AI in HR management, specifically in the areas of recruiting job applicants and managing employees, with a particular focus on the creation, identification, and mitigation of diversity bias.
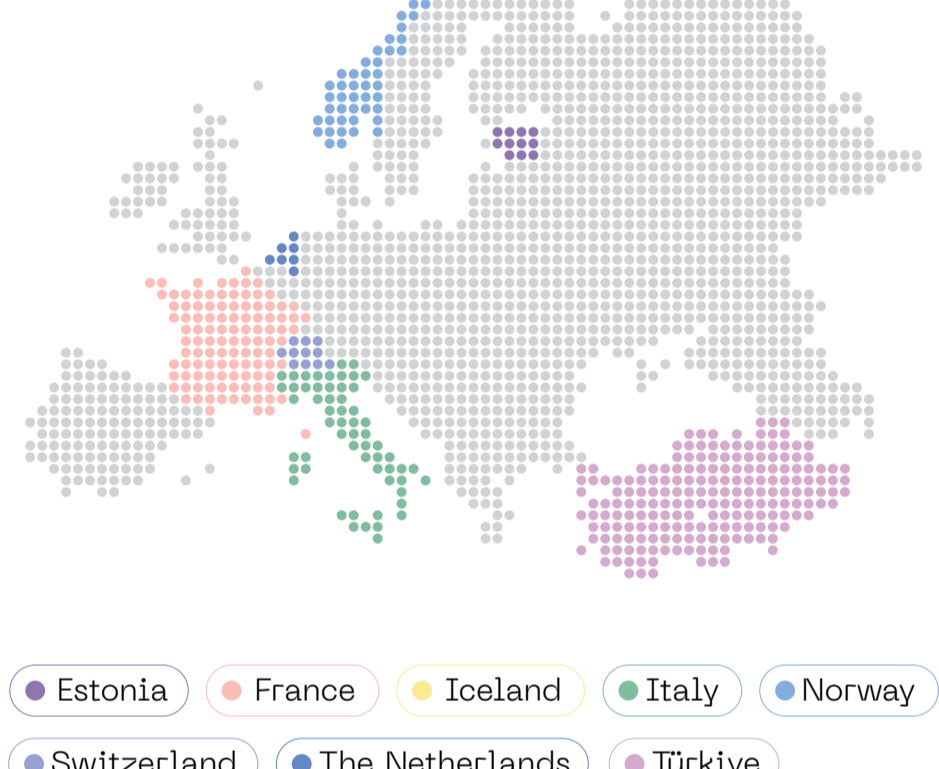
ABOUT THE PARTICIPANTS

71
participants

35 AI developers/experts
- **17** women
- **18** men

36 HR managers/experts
- **28** women
- **8** men

INTERVIEWS STRUCTURE

1 AI bias and its mitigation

2 AI use in recruitment

3 AI use in worker management

in-person **&** virtually

71 interviews → **6** months

December **2022**
May **2023**

- Estonia
- France
- Iceland
- Italy
- Norway
- Switzerland
- The Netherlands
- Türkiye

MAIN CONCLUSIONS

AI AND BIAS

- Societal biases are present in AI training data and thus lead to AI algorithms reiterating and reinforcing these biases.
- The under-representation or over-representation of certain groups in the training data leads to bias.
- AI bias could stem from a faulty AI model, such as its margin of error and input parameters.
- There is the risk of AI developers and HR recruiters harbouring unconscious bias that could affect algorithmic decision outcomes.
- Bias related to one's gender, race, ethnicity, nationality, origin, skin colour and disability were reported as the most common forms of diversity bias in recruitment.
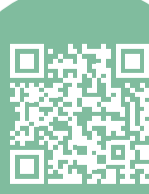
AI AND WORKER MANAGEMENT AND RECRUITMENT

- Some organisations do not use AI for worker management and control, partly due to privacy regulations, strong trade unions, desire for fairness, and cost of use.
- AI is more commonly used in larger companies and countries than smaller ones.
- AI should be used to assist rather than control employees.
- Human intervention where AI is used is essential as there are aspects of the HR process beyond the scope of AI.
- Acceptable use of AI is contingent on transparency, human oversight, explainability and conditions of safety and security.

BIAS MITIGATION STRATEGIES

- Developing a bias mitigation system.
- Having diverse AI development and HR management teams.
- Having diversity quotas during recruitment.
- Raising awareness on bias.
- Examining the training data and anonymising the recruitment data.
- Transparency and human involvement.

scan
to review the **full deliverables**