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Concrete best practices (toolkit)

A clear **problem** → **principle** → **action**

Different actions for different stakeholders

Problem: FINDHR's EU-funded multi-year research found that AI hiring systems can reproduce and amplify discriminatory impacts, especially towards women and underrepresented groups whose talents remain hidden to the labor market.

Principle: AI should support hiring decisions that give all talent a fair chance to be hired, which will benefit the job seekers, companies/organizations, and society-at-large.

Action: Develop a stakeholder toolkit to help organizations develop successful hiring practices when using AI tools.

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FINDHR Expert Report, Horizon EU Program 2022 - 2026:
The Quantitative Experiments: Three Tests

Human Recruiters (Deutsche Telekom, tech startups, et al)
Professional reviewed 88 actual resumes
Selected 12 candidates; 5 had non-European names

Basic ATS (open-source software scored same resumes)
Couldn't read resumes properly;
discarded several qualified candidates due to formatting issues
Selected Candidate C (least qualified) over Candidate A (top candidates)
Same job profile, same CV, same AI tool, different outcome

AI Recruiting System
Hundreds of resumes tested: international resumes scored 5+ points lower
"international education" hurt 80% of candidates



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Stories from Job Seekers

Layla: Explicitly told: "it's in your name", she'd never get a management job

Melissa: Using her European middle name instead of her real name got her 50% more interviews

Peter: European name with photo on a CV received zero responses. Without the photo, replies poured in

Why This Happens: Three Types of Bias

Human Bias: Hiring managers favor people who look like current employees

System Bias: AI learns from past hiring data, which already favored certain groups

Tech Bias: Software can't read non-standard resumes, discarding diverse formats

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The Legal Danger Zone (New Laws, Big Fines)

EU AI Act (02.12.2027)

AI hiring tools are classified as "high-risk"
Companies must test for bias, keep detailed logs, have humans who can override AI decisions, document everything. Fines: Up to €35 million or 7% of global revenue

GDPR (Data Protection)
Job candidates have the right to know AI is being used
They can demand a human review their application
"Black box" systems that can't explain decisions are now legally vulnerable

National Discrimination Laws
In Germany, once a job applicant shows some evidence of bias, the company must prove it didn't discriminate

US Lawsuits (Spilling Into Europe)
Major hiring platforms are being sued for age, race, and gender discrimination
Courts are allowing claims that treat AI software makers as "agents" of employers, meaning vendors can be sued directly too

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The Compliance Trap

The Standards Problem

The EU promised technical standards to help companies comply

These standards are delayed, may not exist until months after the deadline

Companies may have to comply with rules that don't technically exist yet

The Transparency Paradox

By now, job applicants know AI will screen their resume so candidates use AI to fit the system; change their names, hide their backgrounds, remove what makes them a good fit

Transparency without fixing the bias just moves discrimination earlier in the process

Community of Practice 2026

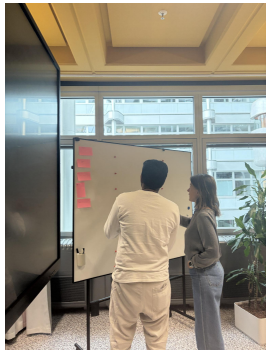
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1. Make AI use in hiring more **transparent** (where and how AI is used in the hiring process)
2. Use AI to better identify **transferable skills**
3. Test **alternatives** to resume-based recruitment, such as "blank slate" applications
4. Organize smaller **analogue in-person** recruitment

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Upcoming Community of Practice (COP) Sessions

Two more workshop sessions; your input gathered for final report out in December 2026

Report & one-pager ideal hiring journey + Dissemination + Test Toolkit

Join us to redefine the hiring journey for the AI age!