



## GEN AI IN HR: THE FUTURE OF FAIR AND INCLUSIVE WORK ENVIRONMENTS

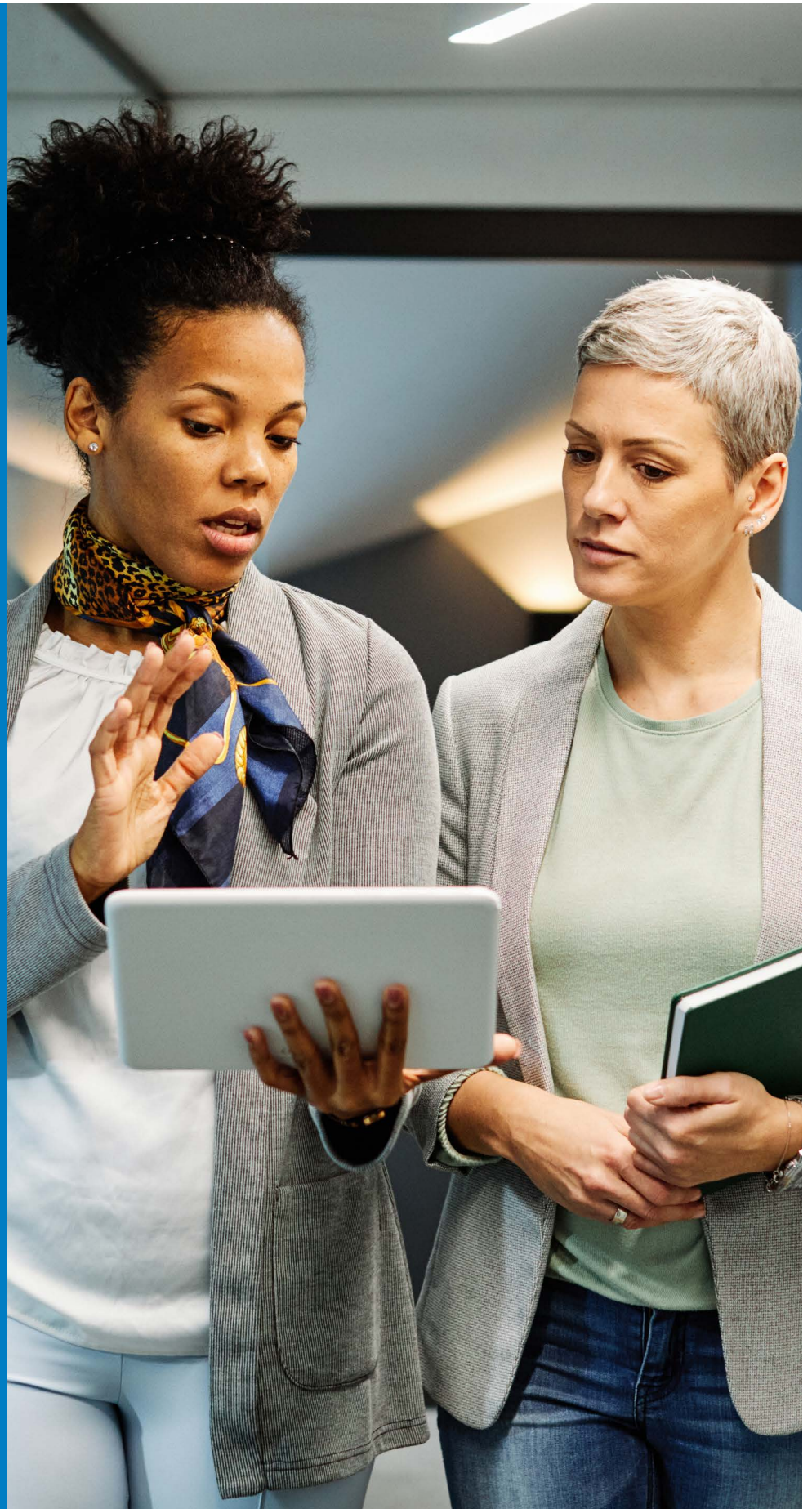
### Abstract

Generative AI (Gen AI) is helping make modern workplaces more diverse and inclusive by transforming HR operations and removing bias from the hiring process. Leveraging AI for bias reduction, companies are anonymising biographic information about the candidates, standardising interviews, and providing equal access to information and resources in the initial stages to ensure a level playing field for all. Additionally, AI-powered HR technology is also supporting personalised learning opportunities for employees and monitoring employee well-being to promote a culturally intelligent workforce. Although certain challenges remain – such as algorithmic bias and evolving regulations, Gen AI has the potential to drive effective Diversity, Equity, and Inclusion (DEI) measures and long-term success through inclusive hiring practices

Workplaces today are evolving rapidly as businesses get easy access to international markets and a globalised talent pool. Human Resource (HR) operations have also evolved to adapt to the changing needs of these workplaces. From automated candidate screening to employee performance management, HR technology has transformed how businesses approach various facets of employee management and engagement. Artificial Intelligence (AI), particularly generative AI (Gen AI), has played a vital role in this transformation and augmenting the capabilities of HR teams.

One of the biggest concerns businesses today have is fostering a diverse and inclusive workforce. DEI is no longer just a moral imperative but has become a source of significant business advantage. With its advanced capabilities, Gen AI has the potential to transform how businesses approach inclusive hiring practices and build cultural intelligence. Gen AI tools are helping employers identify and eliminate unconscious biases from the hiring process to ensure a streamlined and inclusive recruitment process.

But how is Gen AI paving the way for a more inclusive and diverse workforce?



## HR technology to transform modern workplaces

HR technology and Gen AI tools have taken HR management beyond traditional practices, offering deeper, more meaningful insights into the company's human capital and enhancing the overall efficiency of the HR teams. Companies are using Gen AI chatbots and agents to engage prospective candidates, shortlist potential recruits, assess employee experience, and more.

**AI-powered data analytics tools and real-time feedback** capabilities are paving the way for more engaging, fulfilling, and inclusive work environments. This allows businesses to unlock the true potential of their workforce and increase overall productivity. As a result, the integration of Gen AI tools in HR operations has gone up from **19% in 2023 to 38% in 2024**.

Beyond augmenting the capabilities of HR teams and enhancing their efficiency, Gen AI has emerged as a key tool to eliminate bias from the recruitment process and address challenges associated with workplace diversity and inclusion. Various ways companies are using AI for bias reduction include:

### Enhancing accessibility

AI tools have played a key role in enhancing accessibility and bridging the communication gaps for individuals with disabilities. Text-to-speech, speech-to-text, and image recognition solutions are enabling visually and deaf individuals to access information effectively and breaking down barriers to job entry. These solutions are contributing to a more inclusive future where everyone can contribute to the active workforce on an equal basis.

### Removing bias from decision-making

AI tools can remove the human element from the decision-making, which, in theory, could remove subjectivity and bias from hiring and other employment decisions. Organisations can attract better talent by removing biased language from

job descriptions and any recruitment-related communication. Moreover, the algorithmic nature of AI-based screening can help ensure candidates with skills and experience best matched to the job role advance in the hiring process instead of recruiters selecting or rejecting candidates based on demographic information.

### Anonymising candidate information

An extension of the point above, using AI for bias reduction can anonymise aspects of candidate information that can allude to a candidate's association with certain protected classes. Removing this information from the screening process ensures everyone has equal access to the available job opportunities. Industry trends show that displaying biographic information only after the candidates meet set metrics leads to an increase in the diversity of candidates appearing for interviews.

### Standardising virtual interviews

AI-powered HR technology can help companies conduct standardised virtual interviews to ensure individual bias does not creep into the interview process. A human interviewer may deviate from the interview script; however, an AI tool is more likely to stick to the script, ensuring everyone gets the same opportunity to put their best foot forward.

Ensuring equal access to information  
AI-powered chatbots provide consistent information to applicants, advancing diversity by ensuring equal access to information and resources during the hiring process. This ensures all candidates are on a level playing field regardless of their background or demographics.

### Personalising learning and training

Beyond recruitment, AI tools can help create personalised training initiatives and learning experiences tailored to the learning patterns, preferences, and performances of individual employees.

This promotes continual growth and career development for every employee, irrespective of their unique learning needs or goals.

### Preventing negative behaviour

AI-powered tools can help businesses foster cultural intelligence by taking a proactive approach to prevent any negative behaviour across workplace communication channels. Natural Language Processing (NLP) and sentiment analysis tools can flag inappropriate content, such as offensive language, hate speech, or bullying. Addressing these issues in real time can help create a safer, more respectful, and inclusive working environment for all employees.

### Monitoring employee well-being

With AI-powered monitoring tools, companies can take a proactive approach to safeguarding employee well-being and mental health by detecting early signs of burnout, stress, or other concerns. By identifying patterns that may disproportionately affect certain groups, employers can design prompt interventions, providing the necessary support and resources to all, culminating in an inclusive workplace where everyone can thrive.

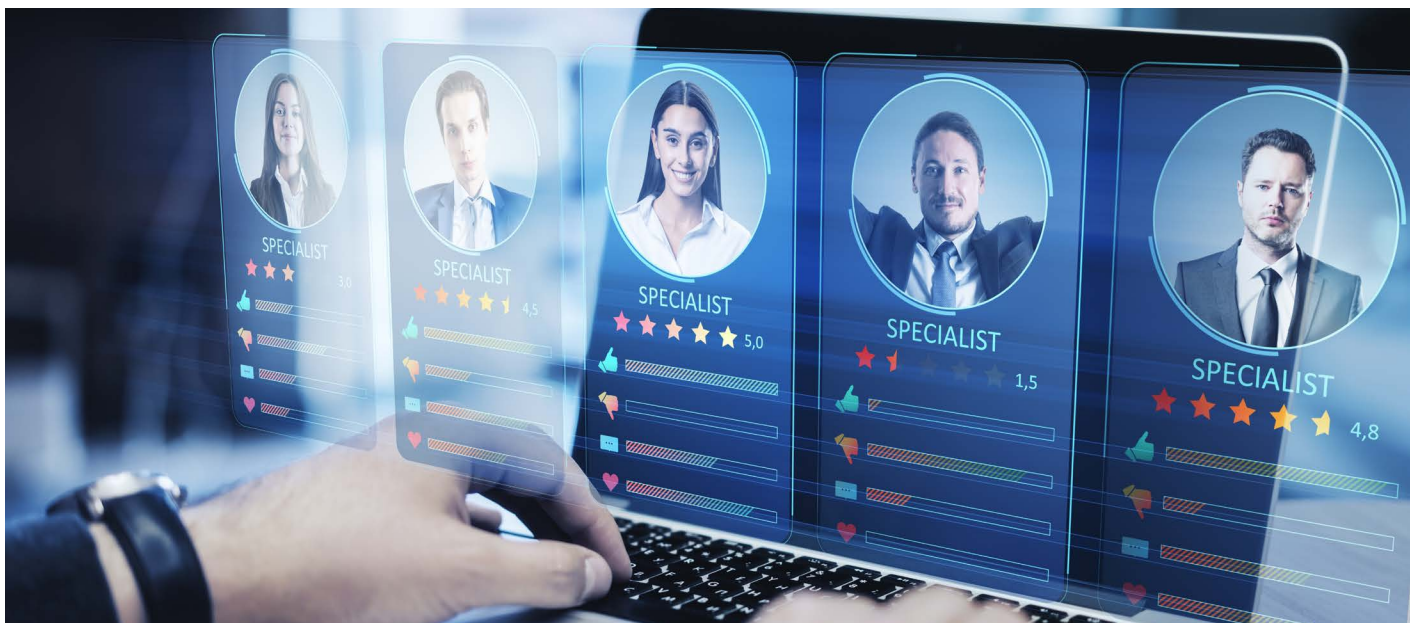
The AI paradigm contributes to an enhanced candidate and employee experience, which not only improves the employer brand but also allows a company to build diverse teams. These are critical in today's dynamic market environment, where diverse insights and perspectives are crucial for growth and success.

## Challenges and risks of AI when promoting inclusive hiring practices

Despite the host of benefits AI offers for removing bias from the hiring process and promoting inclusive HR practices, it is not without challenges. Companies can face legal consequences in case of intentional or unintentional discrimination against protected classes by the AI tools they use. If the training data is poor or biased, the AI model can replicate and perpetuate the same biases, which is counter-productive to inclusive hiring efforts.

On the other hand – for instance – if the AI tool uses neutral criteria, such as commuting distance from the office, it can limit the pool of applicants by geographical distance. This can also result in an unintentional bias, as some regions are highly correlated with ethnic groups. Additionally, the legal landscape surrounding AI tools is constantly evolving. The growing popularity and prevalence of AI tools have resulted in a demand

for increased oversight and regulatory measures for using AI in the employment domain. For example, New York City has been one of the first to implement regulations for employers requiring an [annual bias audit](#) of their AI systems and publish the results summary. Although the law promotes transparency and fairness, it can be challenging for employers to stay on top of the evolving regulations.



## Building cultural intelligence with Gen AI tools

Gen AI tools are playing a vital role in building diverse and inclusive workplaces that are built on mutual respect, open communication, and enhanced cultural intelligence. Employers can also take steps to leverage Gen AI to mitigate employment discrimination risk and promote inclusivity, such as:

- Identify the specific diversity goals - for example, enhancing the diversity of the applicant pool. This will guide the selection of the appropriate AI tool to support the DEI efforts.
- Design and implement clear AI policies and practices to ensure a responsible

and legally compliant use of AI in the hiring process. These guardrails will help corporations strike a balance between regulatory requirements, AI's potential to build a diverse workforce, and the "soft" nuances only human judgement can catch.

- Train the HR team on the uses and limitations of the AI tool of choice to make sure they can not only use the tool to its full potential but also stay protected against associated risks.
- Regularly monitor and audit the HR technology and AI processes to proactively identify and address

potential discriminatory outcomes or intentional misuse and ensure transparency and accountability.

- Track the changing AI legislations and regulations to stay on top of the evolving legal environment and ensure compliance.
- Although the key utility of AI is for bias removal, human oversight remains essential to understanding the complex nuances of human interactions and ensuring that AI's decision-making aligns with organisational values, goals, and mission.

## Conclusion

HR technology, especially Gen AI-powered tools, is revolutionising how businesses approach diversity and inclusion in the workplace, starting from the hiring process to learning and career development opportunities. From enhancing accessibility and standardised screening interviews to monitoring employee well-being and preventing negative behaviour,

Gen AI offers powerful tools to eliminate bias and foster an equitable workplace for all.

There are implementation challenges, including potential bias in training data, unintentional discrimination from neutral criteria, and the evolving legal landscape. Still, AI has the potential to further DEI efforts for everyone to thrive.

Understanding and navigating these challenges, developing clear AI policies, conducting regular audits, and ensuring proper human oversight can help businesses harness the full potential of AI to implement inclusive hiring practices, build diverse teams, and drive long-term success.

For more information, contact [infosysbpm@infosys.com](mailto:infosysbpm@infosys.com)



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