

18th Equality, Diversity, & Inclusion conference
AI and diversity in a datafied world of work: Will the future of work be inclusive?
7th – 9th July 2025, Athens, Greece

Stream:

HR strategies for a more inclusive workplace: The role of AI

Convenors

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The field of management is experiencing a period of profound transformation. In this stream, we will examine how managers are adapting to the rise of Artificial Intelligence (AI) while addressing critical contemporary issues such as sustainability (Agarwal, Mathiyazhagan, Malhotra & Saikouk, 2022), gender equality (Bao, Huang & Lin, 2024), wellbeing (Kaaria, 2024), and migration (Beduschi, 2021). The scope of this stream will extend beyond a mere discussion of the existence of AI, delving into its practical applications across diverse fields and its potential to empower data-driven management decisions. Moreover, it is imperative to deliberate the formulation of responsible management practices that promote Equity, Diversity and Inclusion (EDI), thereby cultivating a more inclusive and ethical future for all.

As organizations worldwide adopt AI-based tools for recruitment, talent management, and decision-making, it is imperative to examine how these technologies influence EDI outcomes (Meenatchi & Ramakrishnan, 2024). A central question pertains to whether AI systems are effectively mitigating unconscious biases or, alternatively, amplifying existing inequalities. Furthermore, it is imperative to explore the potential of AI to empower HR leaders in fostering diverse and inclusive work environments (Rambe, 2024). Furthermore, it is imperative to explore the necessary safeguards to ensure the ethical use of AI in EDI-focused applications (Özbilgin, Erbil & Gündogdu, 2024).

The potential of artificial intelligence (AI) to transform the landscape of human resources (HR) strategies is significant, with the capacity to foster inclusive work environments. In the context of recruitment and hiring, AI can play a crucial role in mitigating bias through various methods (Mohamed, 2023). One such method involves the anonymization of applications through the redaction of identifying information, thereby enabling recruiters to prioritize qualifications over other factors. The employment of artificial intelligence (AI) tools enables the analysis of job descriptions to identify and flag instances of biased language (Sonderling, Kelley, & Casimir, 2022). This practice ensures a more inclusive appeal to a diverse range of candidates. Furthermore, the employment of AI algorithms, predicated on predefined criteria, enables the objective evaluation of candidates, thereby mitigating unconscious bias in the

selection process. The present study aims to understand how HR&S is adopting this tool in practice and what impressions are being raised in terms of performance.

In the context of talent management, artificial intelligence (AI) facilitates personalized learning and development by analyzing employee data to recommend customized training, thereby promoting equitable opportunities for professional growth. The implementation of AI in performance reviews has been shown to provide objective insights, thereby mitigating potential biases in assessment and promotion decisions (Houser, 2019). The analysis of salary data with the aid of AI facilitates the identification and correction of gender or race-based pay disparities (Green, Ahuja, Sundrup & Quinn, 2023). While this theoretical framework appears valid, a critical question remains: How is this approach being implemented in actual practice?

AI also plays a crucial role in cultivating an inclusive culture (Murugan, Dev, Kumari, et al., 2025). By examining communication patterns within the workplace, it is possible to identify potential instances of microaggressions or exclusionary behaviors. Employing sentiment analysis of employee surveys and feedback enables Human Resources to address concerns and enhance the overall culture. AI-powered tools facilitate real-time translation and transcription, enhancing accessibility for employees with disabilities or from linguistically diverse backgrounds (Chauhan, 2024). The present study explores the role of AI in facilitating the acculturation process for immigrants.

Nevertheless, it is imperative that AI be utilized in an ethical and responsible manner. Human Resources (HR) professionals must prioritize data privacy and security, ensuring compliance with regulations and protecting employee information. A critical component of this responsibility is the auditing of AI algorithms for bias, ensuring fairness across demographic groups (Patel & Uddin, 2022). Ensuring transparency regarding the role of AI in decision-making is paramount to ensure that employees understand these systems. Finally, human oversight remains vital; AI should augment, not replace, human judgment, with HR professionals retaining the final decision-making authority on critical issues. By strategically implementing AI in conjunction with the maintenance of ethical standards, human resources can foster the development of truly inclusive work environments in which each individual feels valued, respected, and empowered.

We welcome submissions that explore these questions and more from a variety of disciplinary perspectives, including but not limited to:

- AI and inclusive recruitment: Applications of AI in removing bias from hiring processes and improving representation.
- Algorithmic bias and fairness: Identifying and addressing biases embedded in AI systems that impact workplace equity.
- AI for workforce analytics: Leveraging AI to measure, track, and improve EDI initiatives.
- AI-driven learning and development: Enhancing accessibility and inclusion in employee training programs through AI.
- Ethics and accountability in AI deployment: Frameworks for responsible use of AI in EDI-related HR practices.
- Intersectionality and AI: Ensuring AI applications address diverse and intersectional identities.
- Case studies: success stories and challenges in using AI to promote inclusion and equity in organizations.

References

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Submissions to this stream can be in the form of long abstracts (up to 1500 words), developmental papers (3000-5000 words, including references) or full papers (9000 words) by the deadline of 1st April, 2025. Please process your registration and paper submission online via the EDI registration page. Paper submissions for this stream to be emailed in Word format to rosana.reis@isg.fr and ylenia.curzi@unimore.it. The deadline for feedback to authors about paper acceptance or rejection is 14th April, 2025.