IAPP AI Governance Global Europe 2026

LABELED G7 FRANCE ÉVIAN 2026

Training 1-2 June

Workshop 2 June

Conference 3-4 June

DUBLIN

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Hiring to Wiring: How AI is Changing HR

What you will learn:

- **Practical application of the AI Act's provisions on AI for recruitment and in the workplace.**
- **Risk-spotting and international regulatory expectations for responsible AI deployment in an employment context.**
- **Applying AI risk management strategies to common HR use cases.**

AGENDA OUTLINE

I. Session Outline
II. Welcome and Introductions
III. The legal fundamentals
IV. What use cases are we seeing in practice?
V. Scenarios
    i. Recruitment
    ii. Performance
VI. Questions and Answers

WELCOME AND INTRODUCTIONS

Helen Graham,

Head of Privacy, IVC Evidensia UK

Katie Hewson,

Partner, Stephenson Harwood

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Senior Director, Legal Counsel, Global Privacy Office, EMEA Lead, The Coca-Cola Company

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Are you using AI for HR purposes today?

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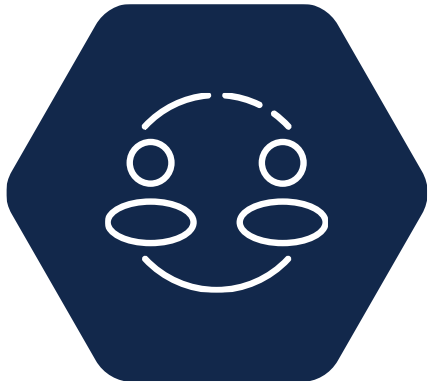
The legal fundamentals

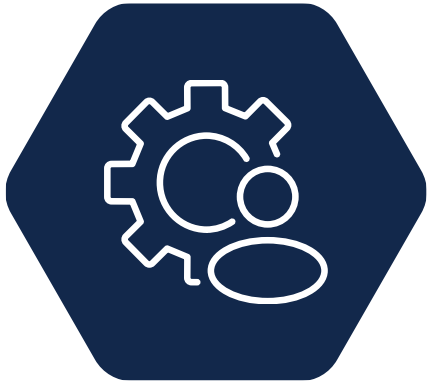
- AI Act high risk requirements
- Practical implications for HR teams
- Deployer responsibilities
- Connections to privacy risk management
- Impact of the Digital Omnibus
- Other legal risks

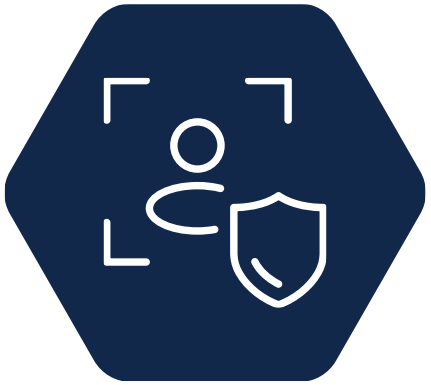
What use cases are we seeing in practice?



Common HR AI use cases

Common governance controls to manage risks





Key risks of HR AI usage

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You are a multinational retail business with high staff turnover.

HR wants to deploy a vendor AI tool that ranks candidates and predicts who will stay longer than average.

What do you do first?

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As the SteerCo, what do you do?

Checklist – key questions and conditions

Some key questions for SteerCo to ask

- What business decision is this supporting, and is AI truly necessary?
- Who will be accountable for the tool?
- What evidence do we have that the tool is reliable, monitored and fit for use?
- What is the risk of unfair bias or discrimination across candidate groups?
- Are data protection obligations satisfied? Is the tool sufficiently explainable?

Some conditions for SteerCo to consider

- No fully automated decisions; meaningful human review must be in place.
- DPIA, legal review, and HR approvals are worked through.
- AI Impact Assessment/Fundamental Rights Impact Assessment are completed.
- Training data is representative and bias testing thresholds are met.
- Clear notice and an appeal or challenge process are provided.
- Ongoing monitoring, incident escalation processes and vendor controls are in place.

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HR wants to use an AI tool to flag performance risk and predict absence, using productivity metrics, scheduling data, and manager notes.

The idea is for system to be “decision support”.

Which two red flags worry you the most?

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As the SteerCo, what are your red flags?

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Checklist – red flags and mitigations

Red flags	Potential mitigations
Automated decision-making	Meaningful human review and documented decision processes/training.
Employee monitoring	Tighten scope to proportionate data inputs and set clear limits on workplace surveillance.
Inferred sensitive data	Test whether outputs indirectly reveal health or other sensitive data.
Risk of misuse	Train managers on appropriate use to avoid prohibited practices such as emotion recognition.
Lack of transparency	Require a plain-English explanation of inputs, logic, limitations, and appropriate use by managers.
Lack of contestability	Put in place an escalation route so employees and managers can challenge or override outcomes.
Data quality and bias	Require validation of productivity, scheduling and other relevant data before deployment decision.
Vendor access to data	Minimise access and use through contractual controls, security review and retention limits.

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Q&A

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How Did Things Go? (We Really Want To Know)

Did you enjoy this session? Is there any way we could make it better? Let us know by filling out a speaker evaluation.

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Thank you!