Artificial Intelligence in Work

Chaired by Lee Barron MP

MODERNISING EMPLOYMENT ALL-PARTY PARLIAMENTARY GROUP

Thank you for joining, we will be starting shortly…

The Better Hiring Institute (BHI) is building the UK's national hiring frameworks designed to make UK hiring Faster, Fairer and Safer. To learn more about the work of the BHI, and support the Better Hiring Charter, use the QR to help us create a faster, fairer, and safer world at work.

To stay up to date with the work of the Modernising Employment APPG, and register for our upcoming events, follow the link via the QR code for the latest updates.

The APPG on Modernising Employment is supported by Reed Screening, the UK's favourite employee screening business. UK family owned and open 24/7, working 1 day a week for charity.

Agenda

1. **Chair's Welcome**

   Lee Barron MP

2. **Speakers**

   Lord Kulveer Ranger, House of Lords
   Keith Rosser, Chair of the Better Hiring Institute & Director of Reed Screening
   Chris Browne, Head of Product Management, Tesco
   Dr Huw Fearnall Williams, Lecturer, Lancaster University
   Mary Towers, Policy Officer, TUC
   Estelle McCartney, Chief Growth Officer, Arctic Shores

3. **Open questions and discussion**

4. **Conclusions**

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Lord Kulveer Ranger

House of Lords

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Keith Rosser

The Better Hiring Institute & Reed Screening

Artificial intelligence in numbers...

31% of people in the UK are worried about AI taking their jobs.

37% of people in the UK have now used AI at work.

4.8% greater labour productivity growth in sectors more exposed to AI.

Jobs that require AI skills carry up to a **25%** wage premium on average.

Skills required for AI-exposed jobs are changing **25%** faster than in less-exposed jobs.

56% of those aged 16 – 24 with jobs have used AI in their work

The UK's first industry-led guidance on AI in hiring...

Released to an employer community of 15,000

Download the guidance here:

Includes information on how hirers and work-seekers are using AI and recommendations on this.

Recommendations from AI in Hiring

Create a strong policy on AI approach and communicate this effectively.

Understand how AI changes hiring processes to identify & combat any potential bias or weakness.

Commit to using AI as a tool for inclusion by providing guidance on AI use in hiring.

Ensure Humans are always involved in the hiring process.

Monitor AI systems in use by auditing the recruitment process and publish an annual statement on use.

Ensure that all systems are compliant to legislation such as EHRC and UK GDPR.

Organisations should have a Chief AI Officer or a responsible person for AI at board-level.

Rethink candidate selection processes and shift the focus from skills to skill-enablers.

appg

Making UK hiring faster, fairer & safer...

Artificial Intelligence can make hiring **faster**, but **fairer** or less fair, but **safer** or less safe.

Recruiters save an average of **4.5** hours per week using AI

70% of recruiters say that AI is improving their hiring decisions

8 million UK workers are currently at risk of being replaced by AI

Continue the conversation, join the BHI for free today...

The Better Hiring Charter

The Charter is designed to help get more people in to work by making UK Hiring faster, fairer, and safer. To boost the economy, improve productivity, and enhance the UK's competitiveness abroad, UK Hiring needs to be better for everyone.

Charter Point 6: 'Follow best practice guidelines on the use of AI in Hiring'

Use this QR code to support the Better Hiring Charter and be a trail blazer in hiring!

Artificial Intelligence in Work

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Chris Browne

Tesco

Evolution of AI @ Work.

TESCO

AI @ Work

How AI in the workplace in evolving.

1 New AI Features

Smarter products. Your existing recruitment tools gain AI features, making them smarter and more efficient.

e.g. Video interviews now offering transcription and note-taking etc.

2 New AI Products

Reimagined with AI: Existing recruitment products redesigned with AI at their core

e.g. AI-powered job ad writing, screening, and assessment tools.

3 AI Assistants

Conversational AI: A new product category and interaction paradigm

e.g. Task-oriented chatbots that help hiring managers understand hiring processes, policies, and tools. Or

Multi-modal AI that understands your screen and helps you navigate recruitment workflows across different apps.

4 AI Agents

Goal-Oriented AI: AI with increased autonomy and access to tools to achieve specific recruitment goals.

e.g. Managing complex interview scheduling and room booking

AI Ecosystems*

Collaborative AI Agents: Multiple AI agents working together to plan and execute complex recruitment tasks autonomously.

e.g. Planning and executing an early careers hiring campaign, where agents collaborate to define strategy, design campaign landing pages, and buy ad keywords

TESCO

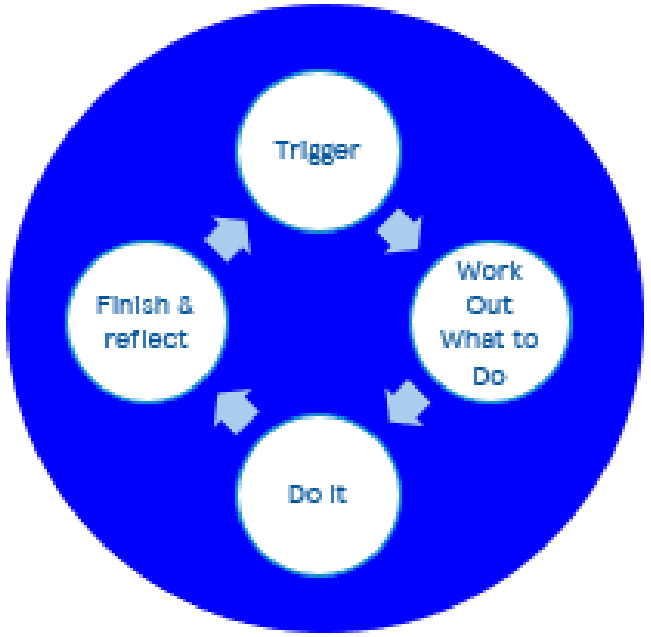
Responsible AI & Governance

Maximising benefits, whilst minimising risk across your business.

	Description	Example	Example scenarios
FAIR	The AI technology should not have an unfair negative impact upon the individuals the AI will serve	We can evidence that we have considered the impact of the AI on the full range of our customers and colleagues and that the data that helped create the AI was not sourced or used unfairly.	Ensuring AI training data is diverse to avoid reinforcing existing biases
EXPLAINABLE	No disproportionate or unnecessary 'Black Box' computing. We should be able to appropriately explain what attributes go into the AI tool and how those attributes contribute to the AI output.	We can evidence and explain in non-technical terms (and as appropriate to the context) how the AI tool calculates its output based on the input it receives.	Applicant scoring weighting Workforce planning analytics could be skewed by unrepresentative COVID-era hiring data
ACCOUNTABLE	AI use is documented and managed.	We have a central register and record AI usage in the business to help us prevent duplication of effort or inconsistencies and to ensure we use AI technology that serves our customers and colleagues in ways they would expect.	A central register helped us identify and repurpose an in-house AI tool to write web accessibility Alt text
SAFE	Secure and no unforeseen harms.	The AI has been tested in a standard way to ensure that it cannot be used in a way that can harm its users or the data involved is a risk to the business	Sensitive and personal data is kept secure
TRANSPARENT	Clear with users.	We have ensured that there is sufficient information about the use of the AI which means customers and colleagues are aware of how we use AI in each specific context and what benefits it brings.	Users speak slower and thus get better responses when they know they're talking to an AI
SUSTAINABLE	The AI model/application stays up to date and accurate.	We have a process (or a commitment from the relevant supplier) for the regular review of the underlying AI models/code to ensure that it remains accurate and effective in what it delivers.	UK labour market moves quick, AI needs to stay relevant.

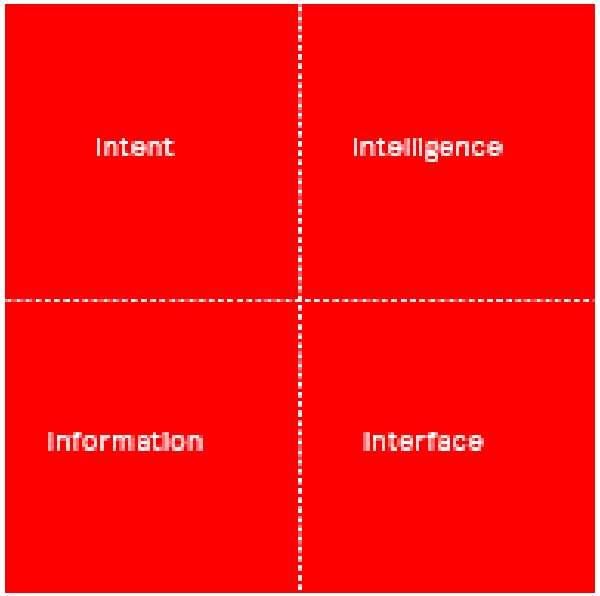
Where to start.

Unifying AI across your teams.



1. **EXAMINE** your existing workflows

2. **EXPLORE** how AI could improve them



2. **ESTABLISH** your AI capability and solutions.

Top 3 learnings.

1

~~*Artificial*~~
"Augmented Intelligence"

AI works best alongside humans

2

Accuracy
"Trust but verify"

Human review drives insights and discussion

3

Agility

Develop your People and Processes for future proofed AI adoption.

TESCO

Thank you.

Artificial Intelligence in Work

Chaired by Lee Barron MP

Mary Towers

TUC

TUC

Changing the world of work for good

AI at Work

Presented by Mary Towers, Policy Officer

Introduction

- What is AI?
- TUC tech project - algorithmic management
- The worker experience
- TUC AI Bill
- Unions and the AI value chain
- AI policy landscape

What is AI?

- Artificial intelligence (AI) means when computers carry out tasks that you would usually expect to be completed by a human. For example, making decisions or recognising objects, speech and sounds.
- A system with different components: data and data processing, predictive models generated using the data, decisions made using the predictive models, a response or output based on the decisions.
- Generative AI: AI that produces new content (sound, text, image), AI that reasons

TUC Tech Project – algorithmic management

- Background
- Working group
- Reports and guidance

The Worker Experience of AI at work

- Algorithmic management

Health, well-being, equality, transparency, explainability, consultation

- Automation and transformation of role

Job loss and change, inequality of impact, training and skills, consultation

- Data

Intellectual property, imbalance of power

TUC AI Bill process

- Taskforce
- Advisory committee
- Drafting

Key provisions

- High risk
- WAIRA
- Consultation
- Transparency
- Explainability
- Review
- Data equality

...key provisions

- Prohibitions
- Equality
- Right to disconnect
- Unfair dismissal
- Regulators
- Innovation and micro-business

Unions and the AI value chain

- Legislation
- Impact assessment participation
- Collective agreements
- Democratising AI
- Training and skills
- Standardisation technical committees

AI policy landscape

- UK
- USA
- Europe

For copies of all our reports and the TUC AI Bill: https://www.tuc.org.uk/artificial-intelligence-ai

Mary Towers: Mtowers@tuc.org.uk

TUC

Changing the world
of work for good

Artificial Intelligence in Work

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Dr Huw Fearnall-Williams

Lancaster University

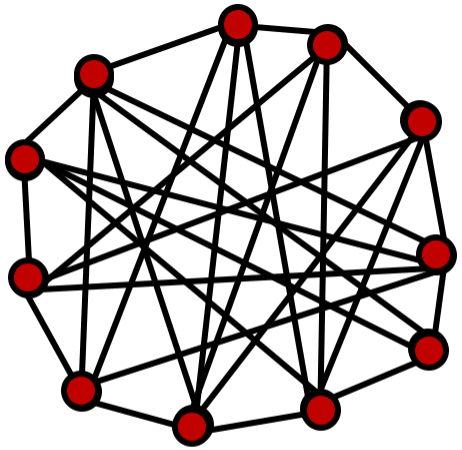
Lancaster University
Management School

Generative Artificial Intelligence in the Workplace: Emerging Insights from the Academic Literature

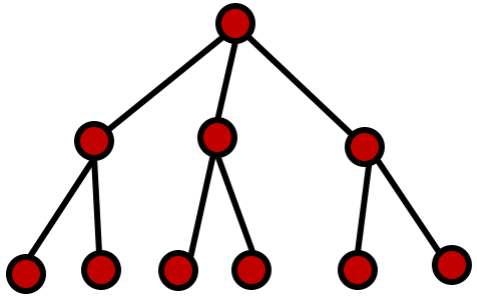
Dr Huw Fearnall-Williams
Lecturer in Organisation, Work & Technology

Current use of GenAI in the workplace

Lancaster University Management School



"Bottom-up"



"Top-down"

More discussions than (organisational-led) implementations?

Employees**: Early adoption often happening in the shadows (Stacey, 2024), concealed and unregulated use (Humlum & Vestergaard, 2025), **bottom-up adoption.

***Organisations**: benefits of productivity and efficiency. Yet, concerns: data privacy violations, confidential company information leaks, quality control, accuracy, bias, copyright infringement, and reputational risks.*

*Larger organisations, **top-down adoption** with secured in-house systems (LLMs/ AI systems), and/or procuring the use of approved external AI tools. Current safeguards include: policies and guidelines for acceptable AI use. Introducing a 'real-time' authorisation process for employee prompt requests to external tools.*

Why are employees using GenAI in the workplace?

Lancaster University Management School

Technological Affordances (Leonardi, 2011)

'Jagged technological frontier'

"AI can complement or even displace human work; outside of the frontier, AI output is inaccurate, less useful, and degrades human performance."
(Dell'Acqua, McFowland III, Mollick, et al., 2023: 1; *cf.* Frey & Osborne, 2023)

Table 2. ChatGPT affordances: What participants use ChatGPT for

Affordance	Description	Illustrative prompts: Creating a marketing campaign proposal
Searching for information (37 participants)	Finding information; Seeking advice; Filling blanks	Please conduct research on client xyz's industry. Identify key trends, opportunities, and challenges that impact the industry's growth and potential.
Structuring content (35 participants)	Asking to summarize content; Asking for an outline	Please summarize the following marketing report into one paragraph, followed by three key takeaways.
Brainstorming ideas (36 participants)	Asking for initial ideas and options that are then narrowed down and expanded upon	Give me five suggestions for a marketing campaign slogan that is timely and memorable.
Writing a first draft (34 participants)	Creating an initial, basic version of a draft that can be edited	Write me a project proposal for a marketing campaign, and include the following information…
Embellishing text (16 participants)	Adding flourishes to existing text	Add descriptive adjectives to the following copy, in the style of a 1950s advertising campaign.
Proofing work (25 participants)	Feeding work in to check if spelling or grammar is correct; Checking for tone; checking and correcting for bugs in computer code	Please check whether the campaign proposal is in professional English, with appropriate use of slang for a creative industry context

Table source: Retkowsky, Jana, Hafermalz, Ella and Huysman, Marleen (2024) 'Managing a ChatGPT-empowered workforce: Understanding its affordances and side effects', *Business Horizons* 67(5), 511–523, Available from: https://www.sciencedirect.com/science/article/pii/S0007681324000545 (accessed 19 December 2024).

Key emerging issues surrounding GenAI use in the workplace

Lancaster University Management School

1. Grey area of GenAI use in the workplace – employees using the technologies in the absence of, or in violation of, company policies. Managers lacking both knowledge of, and oversight, surrounding employee shadow AI use (Waters-Lynch et al., 2024).

2. New cybersecurity implications: (a) LLM Prompt injection attacks: divulging sensitive training data, or information contained in prompts/chatlogs. (b) Jailbreaking LLMs, overriding the system guardrails potentially for misuse and abuse. (Gupta et al., 2023)

Key emerging issues surrounding GenAI use in the workplace

Lancaster University Management School

4. Effects on Organisational Learning, skill/knowledge acquisition processes disrupted, problems of over-reliance on AI tools – cognitive offloading (Gerlich, 2025), and potentially reduced employee socialisation – knowledge sharing (Retkowsky et al., 2024).

5. Reconfiguring work roles (Retkowsky et al., 2024), tasks, and boundaries (Faulconbridge et al., 2023).

6. Human domain expertise required to check, validate and improve outputs. Questions of ensuring quality. 'AI interrogation practices' (Lebovitz, Lifshitz-Assaf & Levina, 2022).

Recommendations

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Academia:
More research needed to examine the adoption and use of AI in the workplace.

Organisations:
Offering more learning and development opportunities for employees to enhance their AI literacy and critical AI skills. Educate employees on reasons behind policies. Retaining and strengthening knowledge ties and skills (expertise, organisational learning).

Government:
Policies to support 'human-AI collaboration' rather than automation and displacement.

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Lancaster University Management School

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Artificial Intelligence in Work

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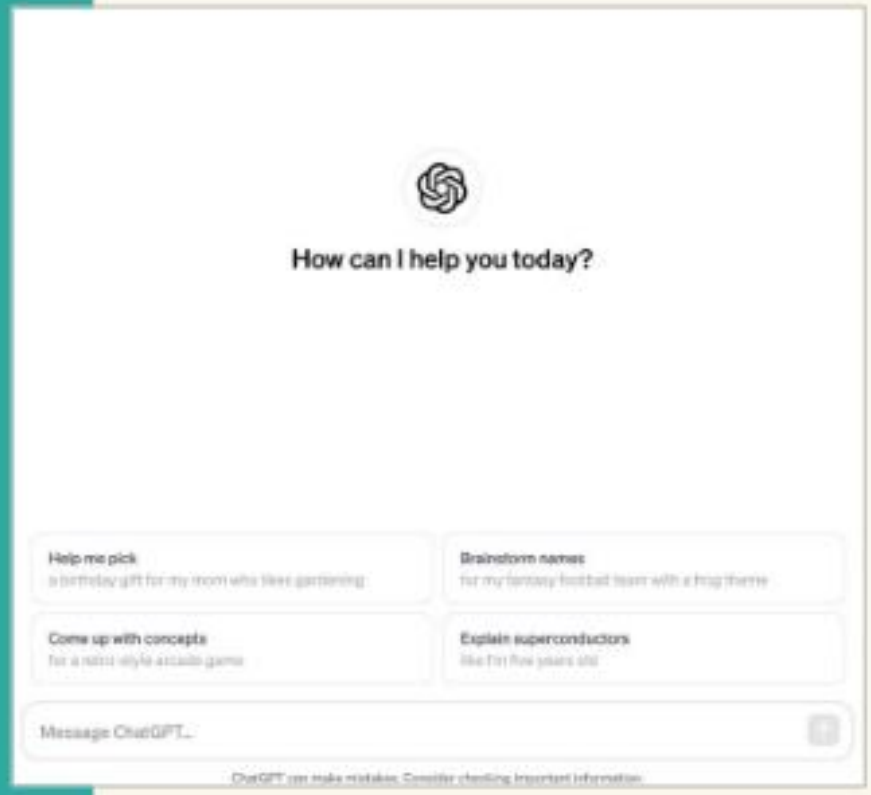
Estelle McCartney

Arctic Shores


ARCTIC SHORES
The growing impact of AI on selection

2023 - the year GenAI burst onto the recruitment scene



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Where we were a year ago

1

Early Careers candidates were *beginning* to use AI in selection and assessments

2

Academic research showed vulnerabilities in traditional recruitment tools

3

The market was undecided about the impact this would have on recruitment

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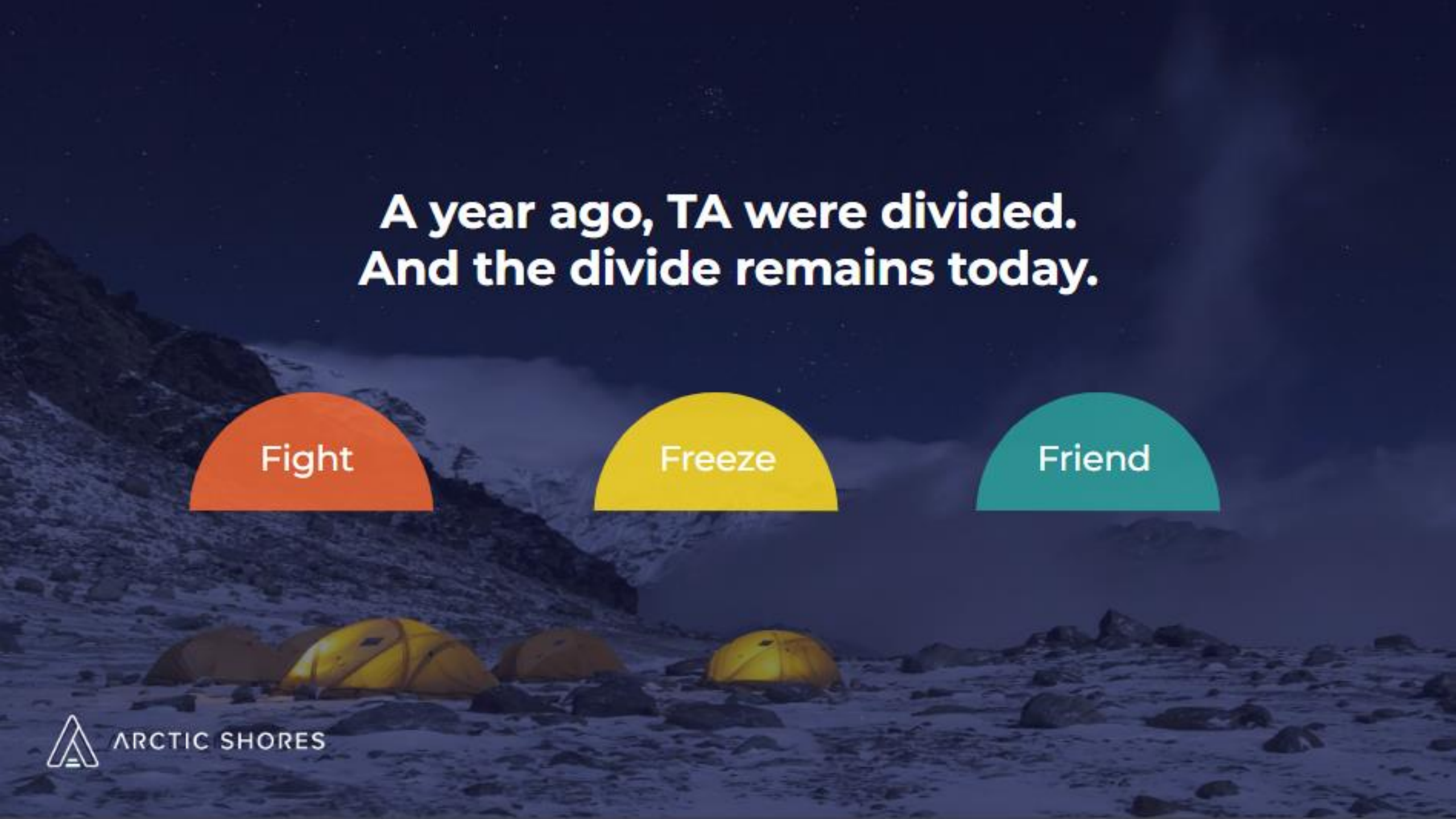
A year ago, TA were divided.
And the divide remains today.
Fight
Freeze
Friend
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ONE YEAR ON

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Academic research on the vulnerability of traditional selection methods has been peer reviewed

International Journal of
SELECTION AND ASSESSMENT

RESEARCH ARTICLE | Open Access

The performance of large language models on quantitative and verbal ability tests: Initial evidence and implications for unproctored high-stakes testing

Louis Hickman, Patrick D. Dunlop, Jasper Leo Wolf

First published: 17 May 2024 | https://doi.org/10.1111/ijsa.12479

"Based on these results, GPT-4 (and perhaps similarly performing models) hold potential to threaten the integrity of unproctored verbal ability assessments."

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Reports of real selection issues are now rife

"We've seen a huge increase in the **volume and quality** of written applications at first sift but a huge **drop in quality at final interview** or assessment centre"

"We're already stretched and now we're manually reviewing application forms vs ChatGPT responses — **80% are copy and pasted from ChatGPT**"

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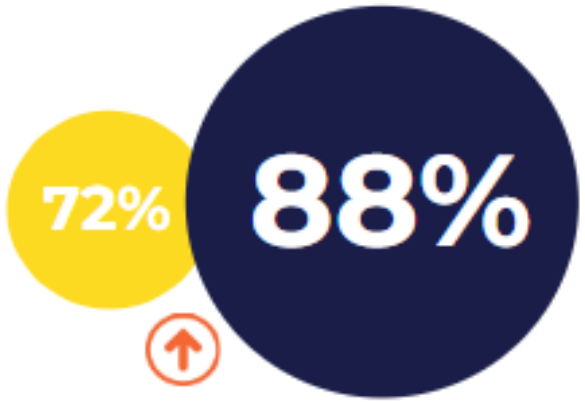
Use and proficiency amongst Early Careers candidates has accelerated



are using GenAI every week, with average use at 1 hour 29 minutes

describe themselves as proficient GenAI users

demonstrate advanced use — having created a Custom GPT

have used or plan to use AI in the hiring process

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June 2024 — Opinium survey of 1,000 students and recent graduates

JUNE 2024 — survey of 1,000 professionals with 3+ years experience

Professional adoption of GenAI is now equally mainstream

61%

are using GenAI every week, with average use at 1 hour 22 minutes

68%

describe themselves as proficient users

58%

have used or plan to use AI in the hiring process

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Future-proofing recruitment in the AI era

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Build internal alignment on AI's role in HR

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Design a hiring journey fit for the AI-enabled candidate

2

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Measure what matters

3

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Three key takeaways

1

GenAI use is mainstream across experience levels and sectors

we have to give guidance

2

We must design our recruitment process to include AI

Review every stage to understand the impact of AI

3

AI in the workplace is changing the human contribution

Problem solving, adaptability, creativity and interpersonal skills matter even more

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Download the latest AI report on our website

www.arcticshores.com

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Open Questions and Discussions

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Concluding Remarks

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