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PURPOSE AND SCOPE

- Guidance for social partners: employers and employers' associations, trade unions, works councils and workers' representatives in the European metal industries.
- Focus: Artificial Intelligence (AI) in recruitment, performance evaluation, workforce analyses, scheduling and other Human Resources Management (HRM) functions.
- Objective: to integrate AI into HRM in a way that improves organisational effectiveness while respecting legal rights, equality, privacy and dignity at work

WHY HRM IS A HIGH-SENSITIVITY DOMAIN?

- HRM decisions affect careers, incomes, evaluation, progression, dismissal, respect and voice at work.
- AI may reproduce historical bias, intensify surveillance and reshape power asymmetries.
- Creates informational asymmetries: workers may be assessed by unknown metrics they do not know and/or cannot meaningfully contest.

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EFFECTS IN WORKPLACES

- Practical categorisation by effects of AI deployment in workplaces: support for workers, partial replacement of workers, support for decisions in personnel management and independent takeover of decisions.
- Current systems remain narrow (task-specific) rather than general intelligence.

OPPORTUNITIES

- Improved matching in recruitment and identification of skills.
- Personalised training and learning pathways.
- Organisational diagnostics and workflow optimisation.
- Potential to reduce repetitive tasks and support skill development.

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RISKS

- Discrimination and unfair treatment driven by biased or inaccurate input data.
- Illegitimate surveillance and expansion of monitoring beyond strictly work-related purposes.
- Work intensification, psychosocial strain, loss of autonomy and risks of significant task reconfiguration.
- Opacity and limited contestability of decisions affecting hiring, scheduling, evaluation or dismissal.





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AI-BASED WORKER MANAGEMENT AND ALGORITHMIC MANAGEMENT SYSTEMS

- As an umbrella term, AI-based Worker Management and Artificial Algorithmic Management Systems may denote labour-management technologies; however, they differ in autonomy, transparency and oversight.
- AI-based Worker Management assists human managers and augments decision-making.
- Artificial Algorithmic Management Systems are often fully autonomous, replacing human oversight in scheduling, monitoring and performance evaluation functions.
- Key dividing lines: degree of autonomy, transparency and availability of appeal mechanisms.

GENERATIVE AI

- Generates synthetic content and can increase productivity in writing and other tasks.
- Remains prone to “hallucinations”, may create reputational problems and compliance risks.
- Gender effects: women are over twice as likely as men to be affected by automation.
- In the metal industries, impacts are more visible in support functions than in core technical roles.

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SOCIAL DIALOGUE AS GOVERNANCE REQUIREMENT

- Governance principle: early and transparent communication between employers, trade unions and employees to steer restructuring and reduce anxiety.
- Collective bargaining can operationalise rights through enforceable rules on transparency, monitoring limits, contestability and training.
- Relevant at workplace, company, sectoral, national and European levels.

BALANCE OF RIGHTS AND RESPONSIBILITIES

- This involvement does not imply a transfer of managerial decision-making powers.
- Investment and procurement decisions remain the responsibility of employers.
- Information, consultation and monitoring rights of workers' representatives must be respected throughout the AI lifecycle.

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OPERATIONAL SEQUENCE



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- Stage 1 – Audit and Mapping: establish a repository of systems, purposes, data flows and risks.
- Stage 2 – Procurement Safeguards: limit systems that sell or disclose worker data to third parties; and support on-site data storage where feasible.
- Stage 3 – Implementation Oversight: ensure a human remains in command and that transparency and explainability obligations are fulfilled.
- Stage 4 – Monitoring: ensure an ongoing feedback, adjustment and intervention loop, including periodic review, representative access, protection against retaliation when raising concerns and a default assumption of system error rather than worker error when issues arise.



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