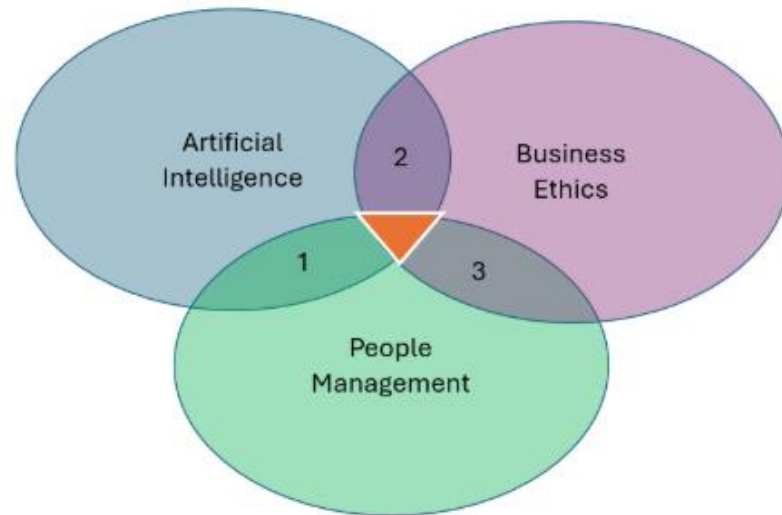


# EU AI Act and People Management: Regulatory and Ethical Challenges

Den doktorandů FIS 2026

Prague University of Economics and Business

# Content



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**1** Introduction to the problematic

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**2** Research Questions

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**5** Discussion

# Problematic



- European Commission's Ethics Guidelines for Trustworthy AI were published in 2019. EU AI Act followed and entered into force recently (2024). Employment & workers' management topics are covered in Annex III.4



- Growing AI usage in HRM. 2025 Gartner report evaluates that "the share of HR leaders who are actively planning or already deploying GenAI has jumped from 19% in June 2023 to 61% by January 2025"



- Example of other AI Regulations around the world:
  - United States - The Blueprint for an AI Bill of Rights (US White House Office, 2022)
  - Canada - Artificial Intelligence and Data Act (Government of Canada, 2022)
  - Australia - Voluntary AI Safety Standard (Australian Government, 2024)
  - Japan - AI Governance (Expert Group, 2021) and AI Guidelines for Business (Japan, 2024)
  - United Nations - Ethical Use of AI (United Nations, 2022)

# Research questions

1. What gaps remain for AI-powered people management in the EU AI Act?
2. Is the EU AI Act stricter or looser than others on ethics/enforcement?

# Methods



Systematic literature review methodology guided by the PRISMA-2020 framework (Page et al., 2021)

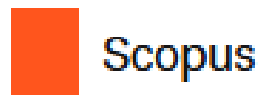


Quantitative text analysis: a programmatic textual comparison (inspired by the work of by Cambria et al. (2017))

Cambria, E., Das, D., Bandyopadhyay, S., & Feraco, A. (Eds.). (2017). *A Practical Guide to Sentiment Analysis* (Vol. 5). Springer International Publishing. <https://doi.org/10.1007/978-3-319-55394-8>

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *Systematic Reviews*, 10(1), 89. <https://doi.org/10.1186/s13643-021-01626-4>

# Methods Search Strategy



Criterion	Inclusion	Exclusion
Abbreviation AI Act	EU AI Act	Different meaning
Type of paper	Research paper, conference paper, book	Any type of review, abstract-only, ...
Timeframe	From 2020	Before 2019
Full Text	Available	Not Available
Languages	English, French	All other languages
Research Topic RQ1	The AI Act & the use of AI in People Management	Articles discussing other topics such as Education, Healthcare,...
Research Topic RQ2	Comparison of the AI Act and other regulations	Different comparisons
Subject Area	<ul style="list-style-type: none"> <li>- Computer Science</li> <li>- Social Sciences</li> <li>- Business, Management and Accounting</li> <li>- Economics, Econometrics and Finance</li> <li>- Engineering</li> </ul>	Other subject areas
Multiple versions	Latest version	Previous versions

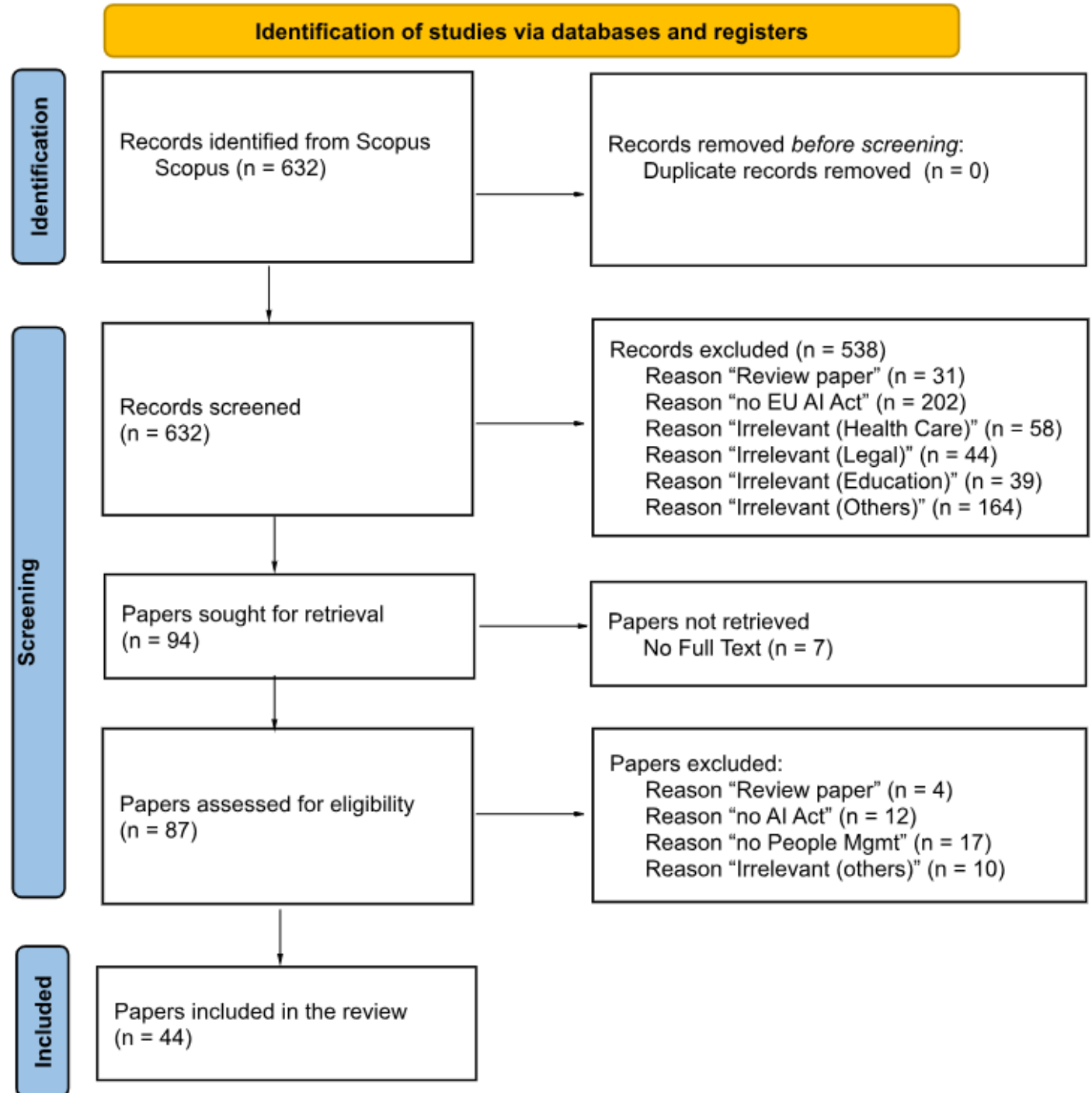
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TITLE-ABS (
  ("AI Act" OR "European Legislation"
   OR "Guidelines for Trustworthy AI"
   OR "Artificial Intelligence Act"
   OR ("AI" AND "ethics" AND "guidelines")) )
AND (
  (
    ("Ethics"
     OR "Ethic"           OR "Ethical"
     OR "Éthique"         OR "Éthiques"
     OR "Ethique"         OR "Ethiques"
     OR "Moral"           OR "Morality"
     OR "Principles"      OR "Principes"
     OR "Values"          OR "Code of conduct"
     OR "Conscience"      OR "Deontology"
     OR "Virtue"          OR "Rectitude"
     OR "Integrity"       OR "Righteousness"
     OR "Morale"          OR "Déontologie"
     OR "Valeurs"         OR "Probité"
     OR "Vertu"           OR "Intégrité" )
    AND
    ("Artificial Intelligence" OR "AI"
     OR "Intelligence Artificielle" OR "IA"
     OR "Machine Learning" )
    AND
    ("People Management" OR "Leadership"
     OR "HRM" OR "Human Resource Management"
     OR "Gestion du Personnel"
     OR "Gestion des Ressources Humaines"
     OR "Gestion des Talents"
     OR "DRH" )
  )
  OR
  ("metrics" OR "measuring" OR "compare"
   OR "comparative" OR "Analysis" )
)
AND PUBYEAR > 2019
AND LANGUAGE (french OR english)
AND DOCTYPE ("ar" OR "cp" OR "bk" OR "ch")
AND SUBJAREA (COMP OR SOCI OR BUSI OR ECON OR ENGI)

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# Methodology & Tools

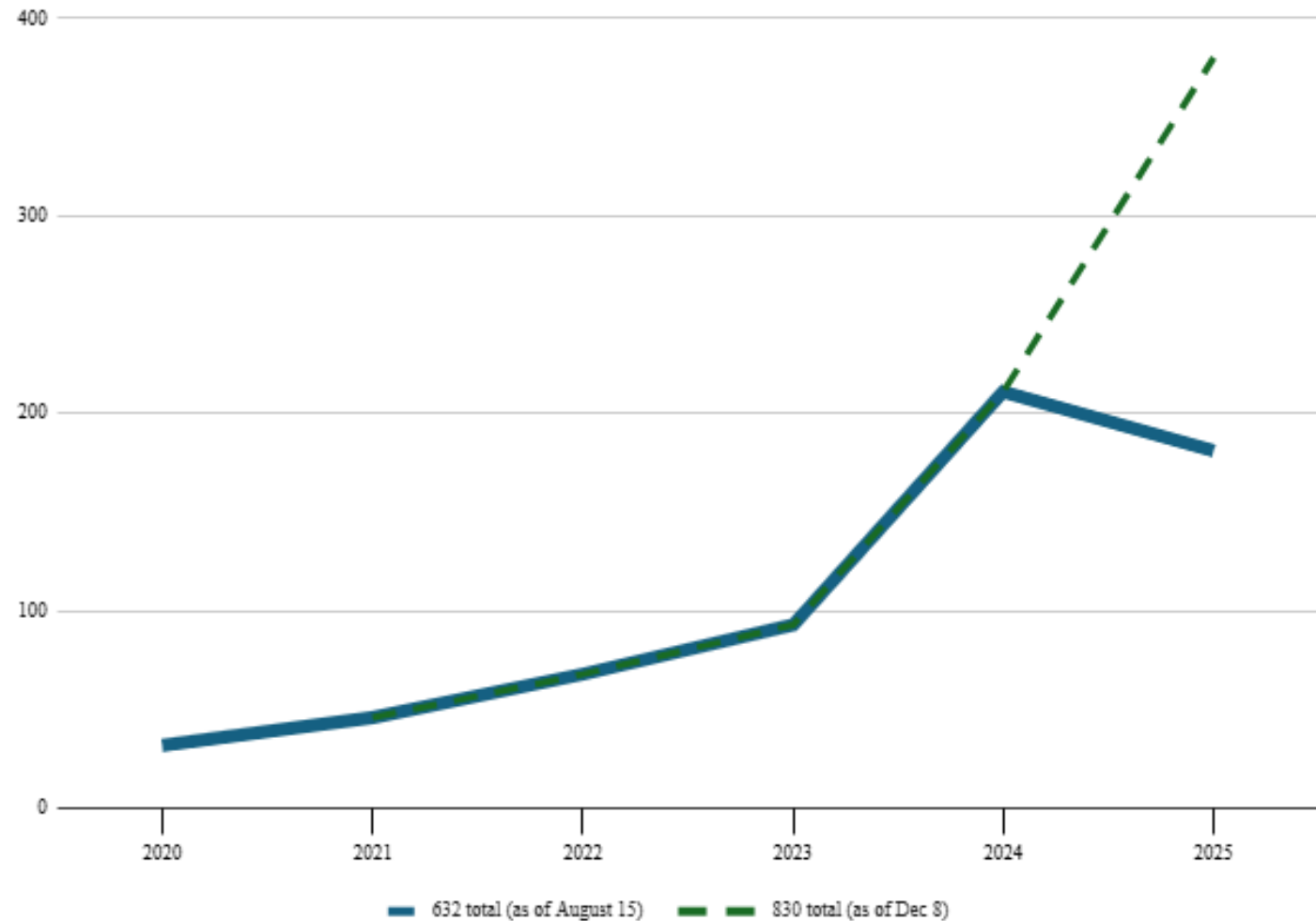
rayyan



# Preliminary Results

Number of Scopus papers retrieved  
(by Pub. Year)

→ growing interest of the scientific  
community





# Preliminary Results – RQ1 (n=25)

People management use case	Count	%
0: People Management in general (used when not specific)	4	9%
1: Recruiting / Hiring	18	43%
2: Workforce planning	3	7%
3: Employee performance (evaluation, monitoring, and termination)	11	26%
4: Employee training	2	5%
5: Employee Retention (inc. Turnover prediction)	4	9%

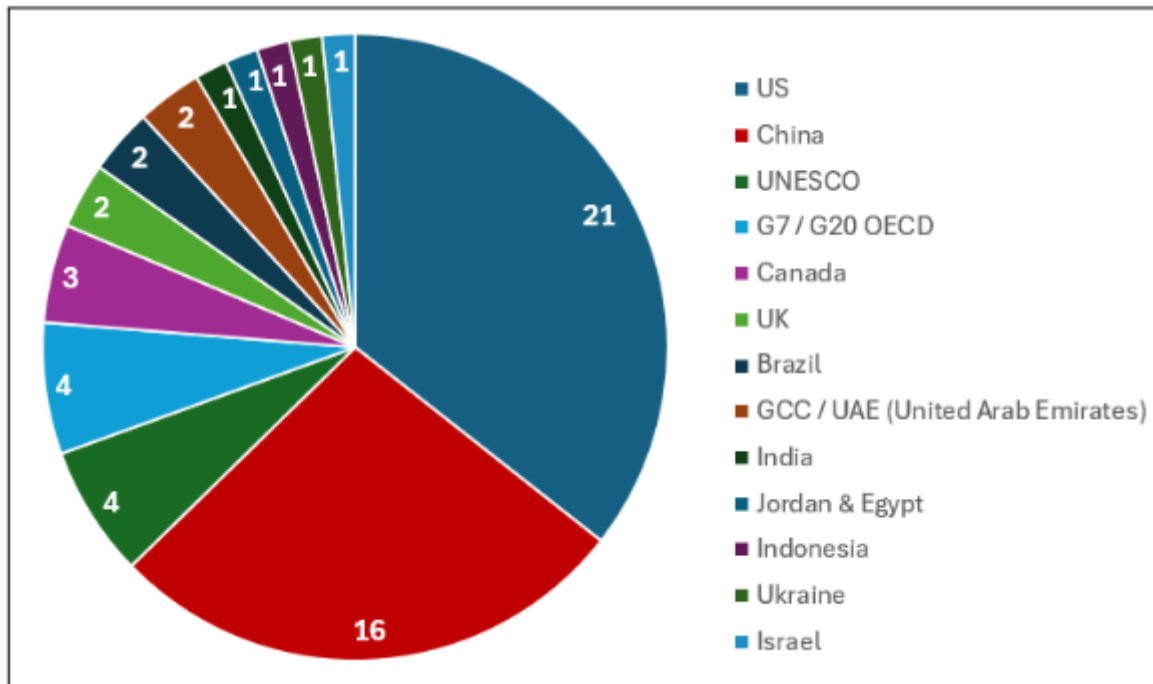
- The literature focuses on employee recruiting (hiring) as well as employee performance use cases
- other aspects of HRM like workforce planning, employee training, and employee retention are rarely covered.

# Preliminary Results – RQ1 (n=25)

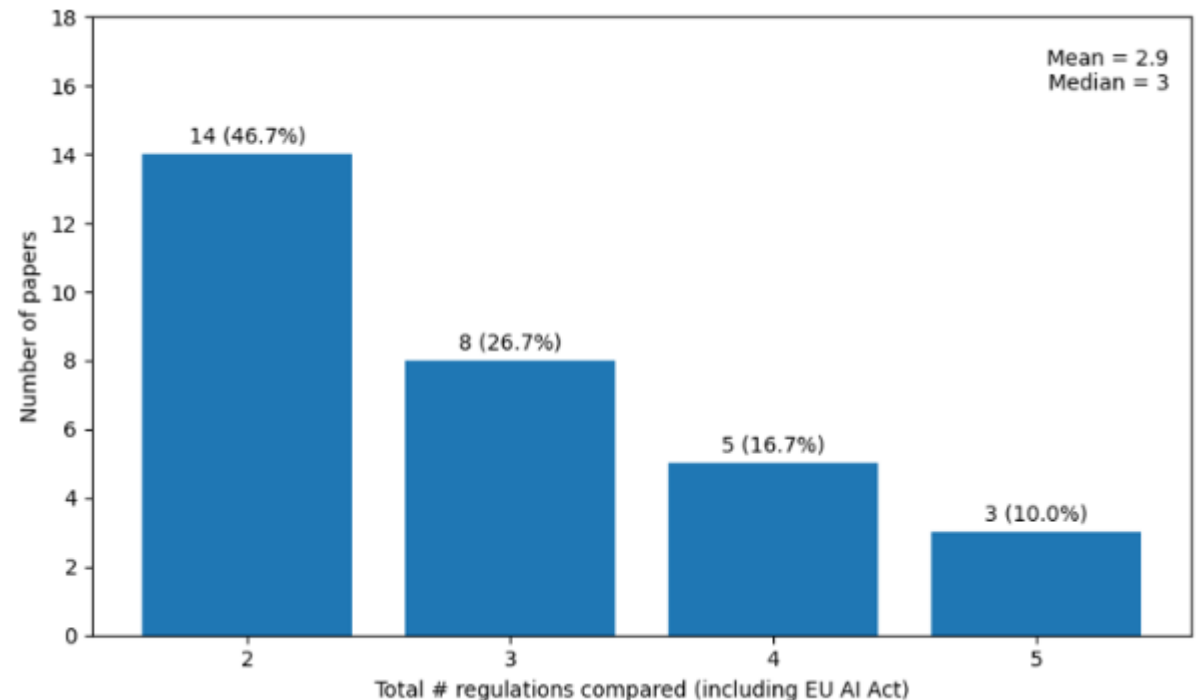
- Empirical evidence: the literature focuses on a few real-world cases:
  1. Amazon AI-driven hiring system, trained on historical data about successful employees, “preferred men over women” and rejected CVs that did not match male-coded patterns
  2. Uber (and Ola) : AI-driven workforce planning and employees’ performance monitoring

# Preliminary Results – RQ2 (n=30)

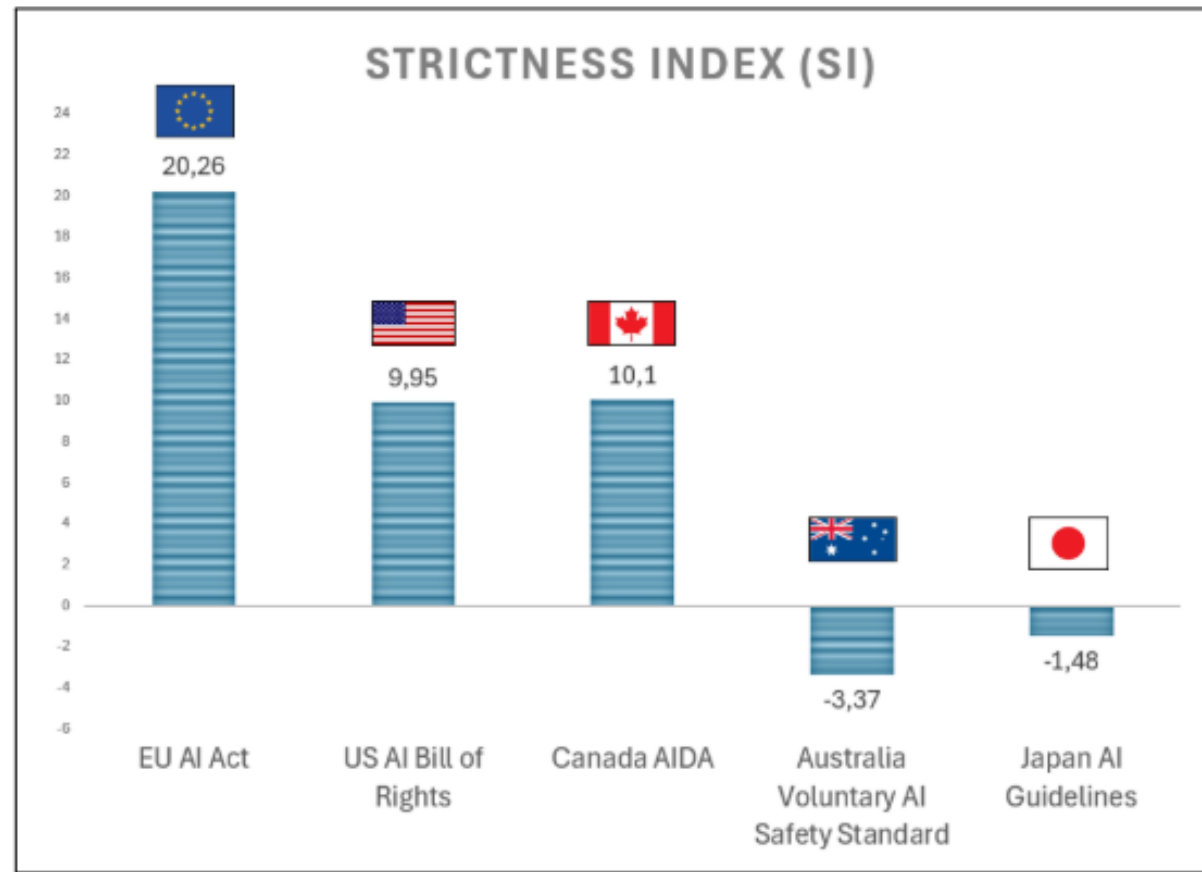
- EU AI Act & Comparative studies in the literature



AI Regulation (geography) compared with the EU AI Act in the selected RQ2-relevant literature (30 papers)



# Preliminary Results – RQ2



Strictness Index  
(higher value indicates regulation stringency)

# Discussion – Theoretical contribution

- Working on an aggregation of the recurring operational “pain points” reported across the selected literature, such as:

Exact understanding of what is “High Risk”

Limited enforceability

Different Ethical Compass

Insuring real human oversight

Data sufficiency and performance validity

# Discussion – Practical Implication

A list of persona-driven recommendations for practitioners, such as:

- **Executive leaders** (aka. “Directors and above” in a corporation)
- **HR professional** (HR partner + recruiters)
- **People Managers** (first line managers, those with subordinates as work labor):
- **Regular employees**
- **AI System Designer** (SW vendor)
- **AI Auditors** (future role)

# Thank you!

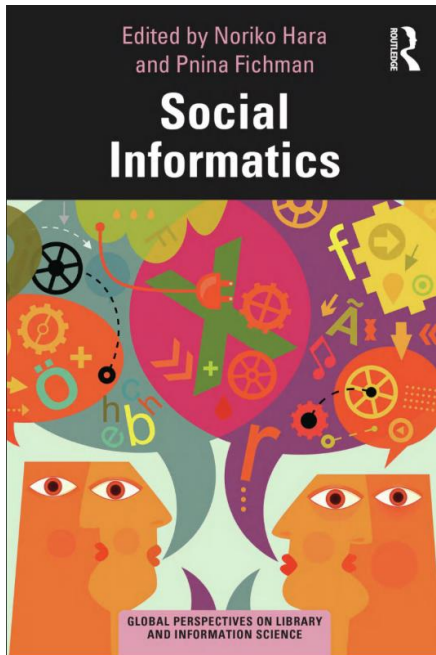
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# Why the focus on Scopus ?

We limited our search to the Scopus database. It is described as a “high-quality bibliometric data source for academic research in quantitative science studies” by **Baas et al. (2020)**, and it has more sources than the world-renowned citation database, Web of Science (WoS), and at the same time, most of the high-quality sources in WoS are also indexed in Scopus.



# Why does this belong to “Informatics” ?



This research can be associated with the scientific field of **social informatics** which “refers to the study of social aspects of computerization, including the role of information technology in social and organizational change, the use of information technologies in social contexts, and the way that the social organization of information technologies is influenced by social forces and social practices” (Hara & Fichman, 2025)

Actually, the majority of selected papers (44) in this SLR that belong in COMP (in Scopus), and/or were published in computer science journals, including:

- Journal of Artificial Intelligence Research
- Ethics and Information Technology
- Communications in Computer and Information Science
- Lecture Notes in Computer Science
- AI and Society
- Discover Artificial Intelligence
- International Journal of Intelligent Information Technologies

Additionally, our target journal (\*) for publication is also classified as Computer Science

(\*) Target publication journal is Scopus Q2 journal "Artificial Intelligence and Law (Springer)", plan to submit by summer 2026

# Next Steps

Spring 2026

## Finalize & Submit this SLR

- 1/ Refresh the results set  
(~900 papers now vs. 632)
- 2/ Finalize section 4
- 3/ Submit to journal (\*)

Summer 2026

## Close PhD. Year 2

- 1/ Graduate course OP\_904
- 2/ Clarify artefacts

Fall / Winter 2026

## Year 3 activities

- 1/ Another SLR (AI Ethics x HRM)
- 2/ Start of Empirical Research

(\*) Target publication journal is Scopus Q2 journal "Artificial Intelligence and Law (Springer)", plan to submit by summer 2026