

sapia

Making Inclusion an HR and not PR priority

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Want to *actually* remove bias from recruitment
and not just talk about it?

www.sapia.ai



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Introduction

Bias in the recruiting¹ process has existed as long as modern-day hiring practices have. Recently though there has been a welcome focus on removing bias from hiring as continued evidence has rolled in that homogenous teams are less productive and innovative than ones that embrace and support diversity.

Hiring companies originally addressed bias with 'blind applications' – a trend that gained traction a few years ago. This was largely limited to removing names on applications – the thinking being that it would remove any gender or racial profiling.

It made a difference, but bias still existed as those recruiting still made decisions according to the schools that people attended, as well as past experience² they may have had—and access to both prestigious schools and impressive work experience is plagued by bias and favours those with privilege.

It's worth noting that both experience and schools that people attended are two aspects that have now been shown to have no impact on a person's ability to do a job.

At Sapia, building the most inclusive platform for hiring is a mission that drives us every day.

We know that humans need help removing bias, and this is why we firmly believe that technology has to be part of the solution. Yes, technology can amplify 'humanity' if we use it correctly. It's true that Artificial Intelligence has a checkered history in helping remove bias.

Early attempts still ran through CVs³ and amplified biases based on gender, ethnicity and age. It's worth being familiar with the 'Amazon experiment' - it highlighted just how flawed relying on CVs is as a quality and fairness filter for hiring.⁴

This highlighted a second fundamental belief for us at Sapia - when it comes to using data to build predictive models to inform and guide decision-making, you need the right input data.

A common question asked of AI is – if it's built by humans, how can it not be biased? The idea that a human can encode their own biases in the AI — well it's just not true if the right science is followed.

AI especially predictive machine learning models, are an outcome of a scientific process. It's no different to any other scientific theory where a hypothesis is being tested using data (for instance, think about how the science around climate change has evolved).

The beauty of the scientific method is that every scientific theory is falsifiable, a condition first brought to light by the philosopher of science Karl Popper.

A predictive machine learning model is no different.

¹ <https://www.nber.org/papers/w9873> ; ² <https://hbr.org/2019/09/experience-doesnt-predict-a-new-hires-success> ; ³ <https://hbr.org/2014/07/resumes-are-messing-up-hiring> ;

⁴ <https://www.predictivehire.com/blog/all-disruption-has-to-fight-against-fear/>

The three decisions that are made by a human in building that scientific experiment are:

1. Forming a meaningful hypothesis
2. The data collection methodology
3. The data you rely on to test the hypothesis.

One can argue 2 and 3 are the same, as if the methodology is not sound the data collection wouldn't be either. That's why there is so much challenge and curiosity as there should be about the data that goes into an algorithm.

The surest way to build trust in your scientific method is to share your findings with the broader scientific community.

Publish in peer-reviewed mediums as we have done at Sapia⁵. Especially in Ai, it is also important to keep testing whether your hypothesis holds over time as new data may show patterns that lead to disproving your initial hypothesis. This can be due to limitations in your initial dataset or assumptions made that are no longer valid.

For example, assuming the only information in a resume related to gender are name and explicit mention of gender. This is an assumption that got Amazon almost in trouble in the aforementioned experiment.

- Algorithms will be biased if the data they are built with is biased.
- Algorithms and data can be tested for bias. Humans can't be.
- Algorithms can be trained to remove bias⁶. Humans, truthfully can't be.
- We acknowledge that biases we can test are the ones we assume to know, like gender and race. What if the data has other biases? Again, the beauty of having data is that we can test these hypotheses.

We have a once-in-a-lifetime opportunity to extend and enable better, fairer thinking through careful and conscious Ai-assisted decisions. The impact this could have on our world and the livelihoods of so many should not be underestimated.

It is about removing institutional racism, ageism and sexism, and the mechanisms that have been used to enforce it. Lack of fair and equal employment opportunities is one of those, and a fundamental right that we believe is worth advocating for. Further, denying that solutions exist to address this are just ways of maintaining the status quo.

I'd love to hear from you if you'd like to share how you have created more equitable hiring and promotion outcomes in your organisation. You can find me on: barb@sapia.ai



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P.S. At the end of this handbook you will find a suggested list of questions—think of it as a [cheat sheet](#). It will help you test whether the tech you are using to make all of this easier for your organisation is going to make things better or worse when it comes to fairness.

⁵ <https://ieeexplore.ieee.org/document/9121971> ; ⁶ <https://www.predictivehire.com/our-inspiration/notes-from-the-frontier-tackling-bias-in-ai-and-in-humans/>

A hiring process you can trust

Simon Sinek suggests that the best leaders make their employees feel safe. Psychological safety means regardless of your class, colour or position, your voice can be heard, and every voice is valued.

From this place of safety to be you comes trust- the most powerful ingredient for a healthy culture⁷. So too, the best hiring process should make candidates feel safe, comfortable and confident to be their true self. Trust is the backbone to any relationship, therefore the hiring process presents the perfect opportunity to build trust early.

As humans, we often don't trust what we can't see and we can't trust what we don't understand. At Sapia, ***we believe that if an algorithm affects someone's life, you need to see how that algorithm works.*** Transparency and explainability are fundamental ingredients of trust, and there is

plenty of research to show that high trust relationships create the most productive relationships and cultures⁸⁺⁹. We believe there is a formula for trust when it comes to interviewing:

- Blind screening
- Using inclusive and engaging
- Technology
- Apply a consistent assessment rubric
- Explainable and relatable process
- Relying only on data consensually given by the candidate
- Final human decision supported by objective data.

Or more simply →

Trust = (Inclusivity + Transparency + Explainability + Consistency) - Bias

If the assessment being used is one which feels intuitive and familiar to the candidate and offers a two-way dialogue → trust will come easily.

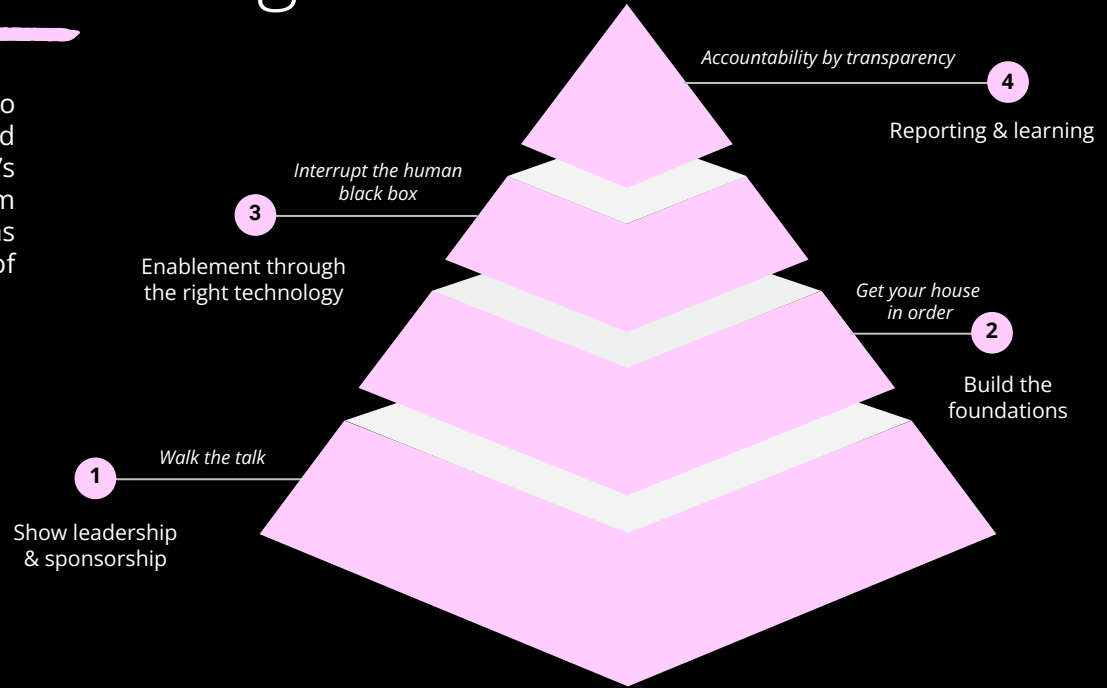
And by the way, trust also matters for those who are administering this process - your recruiters and hiring managers.

They also need to understand how the technology is screening candidates and be able to trust the recommendations, and most of all, explain them. Consider how many of these same ingredients you look to when your leaders make decisions that affect you.

⁷ <https://www.predictivehire.com/blog/trust-is-the-leadership-and-organisational-trait-for-the-times/>; ⁸ <https://hbr.org/2020/05/begin-with-trust>; ⁹ <https://hbr.org/2017/01/the-neuroscience-of-trust>

A pathway to fairer hiring

Like anything worth fighting for, the path to inclusive and fairer hiring can be tough and requires focus, persistence and commitment. It's important to build a practice of inclusivity from solid foundations and increment upon these as your organisation embraces the benefits of diversity.



Show leadership & sponsorship

*Walk
the talk*

Alignment between what you say and what you do and how genuine you are in your rhetoric are the building blocks of organisational trust. We know the aphorisms well.

'The standard you walk past is the standard you set,' 'What you do is who you are'. Recruiting is still a deeply human activity, and hiring managers are still people, not machines. Your people should be your most authentic advocates so having them see and believe that their leaders, your values, your culture are all pointed to the same true north on inclusivity matters.

The best way to build an employer brand that is known for inclusivity is to have your frontline, your hiring managers mirroring your own commitments to candidates.

Authenticity comes from having your people do the right thing when nobody's watching. The impact of hearing a hiring manager share a story in an interview about where they have visibly seen inclusivity at work is more impactful than any public pronouncement about 'Black Lives Matter'.

So engage your people in the cause. Have your leaders own-up to the lack of progress and make inclusivity a lived value by baking it into your values and screening for it in every role.

Level 1

Build the foundations

*Get your
own house
in order*

Whilst we would all love to see Diversity, Equity and Inclusion (DE&I) mainstreamed through our organisations- where every leader models that commitment and behaviour in every decision - we are a long way from that reality. The first step is investing in dedicated capacity and expertise to design and support your strategy towards an inclusive and diverse culture. You are not done when you appoint your Chief Diversity Officer. That's just the start.

Having a team with a budget dedicated to researching, implementing and measuring a range of DE&I initiatives across the business is table stakes for any mature business.

This calls for experienced leaders with a real budget who are relentless in identifying the most effective route to creating a genuinely inclusive culture inhabited by diverse teams.

The taxonomy of HR products that usually come with such a team typically includes the annual unconscious bias training, a spread of policies, flexible work, embedding the importance of inclusive leadership in annual engagement surveys, and the like. It may even include diversity targets.

Level 2

Enablement through the right technology

*Interrupt
the human
black box*

Diversity leaders can schedule all the unconscious bias training in the world and write the best policies, but not one of these initiatives is scalable or enduring or as some research has shown especially effective in moving the needle¹⁰. They are still important as they normalise the topic, but they do not address the unconscious bias that underpins our everyday people decisions. That's inherent in the very phrase - the biases are 'unconscious'.

Many organisations would lay claim to having built the foundations laid out in Level 2. Still, there would be few that would declare they have nailed equity in hiring and promotion, the two decision processes that ultimately shape your culture. Positive intent to remove disadvantage is not enough. Structural intervention is required. This needs to be scalable, reliable and most of all, fair to the candidate. It calls for a technological intervention to interrupt the human 'black box' of decision-making.

Ai, the right kind of Ai can be that bias interrupter we are all desperately seeking.

We are all familiar with the worst kind of Ai - the kind that weaponises our choices and removes our power. When a machine can understand you better than you can understand yourself, you lose your power. You lose choice. But not all Ai is equal. Sapia Ai gives candidates back their agency because every single candidate gets something back - personalised feedback that motivates and empowers. It's the end of asymmetry in hiring. The end of being ghosted. And because it masks all those attributes that attract bias in the first place, it interrupts the bias at the earliest stage possible - in screening at the top of the funnel.

This is how technology can both simultaneously interrupt the bias in human decision-making and humanise the process.

Level 3

¹⁰ <https://scholar.harvard.edu/files/dobbin/files/an2018.pdf>

Report and learn

*Accountability
through
transparency*

Transparency of results accelerates change. Remember Tracey Chou? The Pinterest engineer who forced Silicon Valley tech firms to come clean on the paucity of females amongst their engineering teams?

That data until then had been kept secret even within those organisations.

The act of capturing and sharing that data put the topic of the lack of women in engineering on the agenda. It forced those companies to make visible what had long been invisible.

Lead and lag indicators on your **DE & I progress** ought to be tracked, shared and discussed internally. Lead indicators might be engagement results and internal mobility stats contrasted for different cohorts or groups.

Lag indicators include your hiring and promotion ratios, churn stats, pay rates and award outcomes.

Most of your people processes have the potential to reveal bias, and so mainstreaming DE & I means looking at all of your key people metrics through the lens of each minority group in your organisation.

So, what are the practical solutions?

Is there a real pathway to a hiring process imbued with trust and with the least amount of room for bias?

Level 4



A fairer path to recruitment considers the experience of the candidate at every single step: from discovering an opportunity through to offer. It addresses bias, inclusivity and fairness.

And ideally, it makes recruiters' lives easier.

— **Discover** — **Engage** — **Assess** — **Interview** — **Decide** — **Validate** 

A fairer path to recruitment



Discover

If you keep advertising the same roles, in the same way, in the same places, you will unsurprisingly, attract the same kind of people you always have.

If you're serious about creating a more diverse team, find new job boards or other ways to reach potential team members. Referrals are a great source of candidates, but will in all likelihood, build a homogeneous workforce.

Is there a local school or university you could work with, or a social media channel you haven't tried yet?

Chances are some of your ideal potential employees are also your customers.

How is your marketing team getting in front of them?

Candidates aren't only looking for a job with opportunities for progression. Many are trying to assess whether a workplace will be an inclusive and safe place to work for them. How can you reassure them before they apply?

Tips to help people discover your jobs:

- ✓ Create accessible advertising tailored to minority audiences
- ✓ Remove 'required' qualifications or experiences to increase equity
- ✓ Remove gendered language from advertisements
- ✓ Use alternative job boards designed to reach minority audiences.

Engage

Once you've got a potential candidate's attention, it's essential to engage them. Think of this as the first step in the relationship your organisation builds with a candidate over the years. This is the time to share what's important to you, so they can gauge whether it resonates with them. Think about the foundations you can lay for a successful relationship.

Daniel Pink introduced his 'Motivation 3.0' vision back in 2009 in his book, *Drive: The Surprising Truth About What Motivates Us*. The three pillars of intrinsic motivation he identified are: autonomy, mastery and purpose.

What can you share with candidates about what it's like to work at your organisation? Consider stories told by employees who were once in the same shoes as the candidate. Where has their career led them? Leave stories of the kegs, foosball and beanbags out. Zone-in on stories that clearly illustrate your organisation's purpose. You can have the best perks and packages on the block, but nothing beats meaning.

This McKinsey and Company article, *Centered leadership: How talented women thrive*¹¹, explores the benefits of being in a role that aligns with your personal values, but we've all seen the leap in creativity, loyalty and satisfaction from a team member whose purpose aligns with your company's. Include video and written content in your chat experience so candidates can get to know your organisation as you get to know them.

Tips to engage candidates:

- ✓ Share your organisation's purpose in an authentic way
- ✓ Give people a window into what it's like working at your organisation
- ✓ Use assessment tools that personalise the experience.
- ✓ Select technology tools that mirror everyday life like a text chat with no time pressure over a stressful monologue with video Ai
- ✓ Embed getting to know your company in the recruitment process via chat.

¹¹ <https://www.mckinsey.com/featured-insights/leadership/centered-leadership-how-talented-women-thrive>

Assess

Unemployment rates are at the highest many of us have ever seen. Many more candidates are facing rejections before they end up with a job. Fairness and transparency are at the heart of making every job seeker hopeful. We need to find ways to dignify the job application experience. There are real opportunities for us to do this even when we're inundated with applicants. Every recruiter should be using "data" to support their hiring decisions. But the "data" you use needs to be fair, valid and explainable. We all know that CVs really don't do a good job of identifying a successful new team member without injecting biases into your decision. And if you are dealing with thousands of applicants, is CV a valid first line filter anyway? Better yet, use another means to collect information. One example is using an interactive chat. Chatting online is something every age group is comfortable with. It is central to our everyday lives¹².

Using Ai allows you to interview every single applicant via chat without prejudice, using a "structured interview" proven to be valid. With Sapia FirstInterview™, you get detailed responses to questions that matter, the answers reveal more about the candidate's personality than any CV ever could. Using natural language processing, we're able to build an accurate profile of that person's traits, communication skills, critical thinking, resilience and more. Most of all, every candidate gets personalised insights on what the Ai learnt about their personality with coaching tips. The feedback we get from our candidates is reflective of how much they value learning about themselves and how accurate we are in capturing their personality. You can find an unfiltered live stream of candidate feedback on our site. [Check it out!](#)

Tips to level the field for candidates:

- ✓ Remove attributes from CVs which could introduce bias (i.e. name, gender, education and ethnicity)
- ✓ Utilise an assessment which is blind to test for fit and apply it equally across all applicants
- ✓ Avoid assessments or hurdles which introduce bias.

¹² <https://www.predictivehire.com/blog/why-text-conversations-work-better-for-graduate-assessment/>

Did you know?



Learning bite

CV data is neither predictive nor fair!

In case you missed it, Amazon did an experiment. They analysed 10 years of CV data to build a predictive model to help filter through what were probably thousands of applications to work at the company.

Because the past successful candidates were mostly male, a model built off this training data naturally ended up mirroring that sample group which meant it preferred male over female CVs¹³. Even after removing direct indicators of gender such as name, CV's can still hold latent patterns of group identity. Sapia did its own experiment to understand how predictive a CV is of both whether someone is hired and whether they are a good performer in the role. We analysed ~13,000 CVs received over a five

year period, all for similar roles for a large sales-led organisation. From this data set, 2,660 were hired and around 9,600 rejected.

What we found:

There was negligible correlation between the CV of a person who got hired and a person who was the best performer. Humans are heavily prone to unconscious bias thanks to our evolutionary history. There are many serious forms of bias. One study showed simply by changing the name of an applicant from a woman's to a man's, with every other detail kept the same, the 'male' applicant was more likely to progress to an interview¹⁴. The exact same CV.

When humans do the screening, they are prone to making snap judgements based on superficialities, ignoring the very many factors that can help actually predict whether a candidate will perform.

This is where data platforms actually have an advantage, by doing 'blind screening' and making the process both faster and fairer.

¹³ <https://www.reuters.com/article/us-amazon-com-jobs-automation-insight-idUSKCN1MK08G> ; ¹⁴ <https://fortune.com/2016/06/08/name-bias-in-hiring/>

Interview

Data is everywhere. But not all data is fair.

You can learn a lot about a candidate from things that happen along the way during an interview process, not just during the interviews themselves. For example, how does the candidate turn up to an interview - flustered or calm? How firm is their handshake; or what is their zoom background? But much of that data when viewed through the prism of the human eye can lead to biased decisions. HBR wrote of the beauty bias or 'lookism' – "the favorable treatment that individuals receive when they are deemed more attractive, regardless of whether this happens consciously or unconsciously".¹⁵

To minimise the risk of these biases creeping in at the interview stage, use screening technology which equips hiring managers with objective data about the candidate. Sapia Ai screens every candidate against the traits required for the role and provides an objective profile on every candidate including the candidate's job match score, a snapshot of their profile against the ideal profile, their ranking in the candidate pool and against the market¹⁶. Having objective data that's accessible and understandable even to the most junior of hiring managers, is a smarter and fairer way to help review a face to face interview outcome.

The candidate profile from Sapia FirstInterview™ gives managers a perspective that can counter unconscious bias. It's important that you continue to collect objective data during these interviews. Having a structured interview and consistent information gathering helps guard against bias and mirror hiring.

Tips for a fair selection event:

- ✓ Ensure a diverse selection panel
- ✓ Pair or buddy applicants with minority employees for coaching
- ✓ Utilise objective data to drive consistency and transparency of assessment
- ✓ Conduct open calibration with assessors to minimise opportunities for unconscious bias
- ✓ Consider performance of minorities relative to advantage.

¹⁵ <https://hbr.org/2019/10/attractive-people-get-unfair-advantages-at-work-ai-can-help> ;¹⁶ <https://www.predictivehire.com/solutions>

Did you know?

Learning
bite

About the only one in the room?

We can do as much as we like to hire for diversity, but if an organisation isn't inclusive, it's a waste of time. Inclusion has many facets, but one we can influence as recruiters is ensuring people aren't 'the only one' in the room.

We recently heard McKinsey & Company senior partners Celia Huber and Vivian Hunt discussing this on the podcast: Corporate diversity: if you don't measure it, it won't get done. Huber explains on the podcast: "So what do I mean by 'only'?"

For those of you who have ever been the only person like you in a room: in your office, in your university, it's probably a pretty obvious point.

But let us give you some statistics:

- 20% of women said that they were the only women in the room for most of their work lives
- 45% of people of colour said that they were the only
- 70% of lesbian women and gay men said that they were the only¹⁷.

And the more common experience for senior-level women and people of colour is women in technical roles, 40% of them would say that they're the only. So you might not start-out as the only, but if you succeed, you often end-up as the only.

Now why does this matter?

We found that if you are the only, you're more likely to be looking to leave your job and find something else. The environment, the culture, is less conducive to having you feel included. So as managers we've all spent a lot of money trying to recruit and sponsor and retain people of diverse backgrounds and yet we can get to a point where we're actually creating an environment that makes them feel more excluded, not less.

Don't let anyone be the 'only' in a room. The only woman, the only transgender person, the only person of colour. It's exhausting for them—and statistically, they're more likely to leave.

¹⁷ <https://podcasts.apple.com/gb/podcast/corporate-diversity-if-you-dont-measure-it-it-wont-get-done/id1422814215?i=1000460314074>

Decide

The question of what criteria is really relevant rears its head again when deciding on who to offer roles to.

Stick to your documented criteria and the data you've captured. Now's not the time to switch to 'gut feel' and invite in all the biases we've been trying to avoid. With the information gathered in the FirstInterview™ and LiveInterview™, you'll have objective, consistent data for each candidate and be able to make an informed, unbiased decision.

The data will be benchmarked to a scoring rubric and can easily be tested for bias. Stick to the objective data and don't be tempted to 'calibrate' by having five team members go out for coffee with the candidate to test for 'culture fit'.

Know in advance if you'll accept a candidate with minor flags in background checks, or character references in place of professional ones.

Stick to the decisions when you're in those situations. Consider how you'll contact not only successful applicants, but how you can delight unsuccessful applicants.

Chances are your candidates are also your customers, so getting communication right really pays off.

Tips to reduce bias in your hiring decision:

- ✓ Consider character references over professional
- ✓ Consider behavioural or personality attributes over experience (you can train the technical, but it's hard to change behaviour!)
- ✓ Consider remuneration equity
- ✓ Provide for flexibility in remuneration structure.

Did you know?

Learning
bite

Inclusive hiring means ensuring that the assessment itself is inclusive. That means it works fairly for all types of candidates.

You could argue that better looking people have a distinct advantage over others when video interviewing is the assessment tool.

Similarly, video screening may also unfairly advantage those who are native English speakers, or perhaps have had the benefit of a certain type of upbringing or education.

This is why true blind screening tools and data-driven approaches are so important to ensure opportunity really is democratised¹⁸.

To test whether the Sapia chat interview recommendations have any adverse impact on different groups of people, we conducted a study using Amazon Mechanical Turk Platform (Mturk) to survey people with questions resembling our FirstInterviewTM and collecting demographic information.

Using over a thousand responses, we tested for any adverse impact on protected attributes, namely race, gender, age, disability status, medical conditions such as Autism and Dyslexia.

Most adverse impact tests are limited to gender and race. Our models are tested for gender and race bias by default in model development and in-use stages. We wanted to go beyond those to find whether FirstInterviewTM outcomes have an adverse impact on a broader set of demographic attributes that are usually not available from live candidates.

If you are interested in learning more about the bias testing we conduct, please get in touch.

¹⁸ <https://hbr.org/2019/10/attractive-people-get-unfair-advantages-at-work-ai-can-help>

Validate

To ensure your process is working, it's essential to measure your success. We're all familiar with candidate satisfaction scores, and they're an important part of the mix. We also need to dive into our diversity data.

At Sapia, we don't collect attributes which could attract bias, so we build that data using Namsor (www.namsor.com) in order to validate the effectiveness of our platform. Namsor takes names of applicants and derives gender and ethnicity, and we use that data to understand how effective we have been at achieving diversity at each step of the path.

One of the advantages of using artificial intelligence (Ai) in the early stages of recruitment is that it's so easy to measure and adjust processes.

- Known Ai biases are testable, hence fixable. Both training data and Ai models can be tested for bias. The appearance of any bias can lead to corrective actions or disposal of the model altogether.
- Ai can be trained to ignore demographic information such as gender, race and age. Continuous monitoring of candidate data, predictions and post-hire performance of employees leads to a better understanding of bias and further enhanced predictive models.

If your process and algorithms are in order, and you're still not seeing a difference in hiring diversity, check your processes and the stages that humans make decisions. It's not uncommon for people to fall back into bad habits at the decision phase.

Tips to keep your recruitment process bias free:

- ✓ Regularly check each stage of the recruitment process for bias, including the decision stage
- ✓ Adjust algorithms and processes if needed.

Did you know?

Changing behaviors is hard.

It is made a lot easier when you have the data to reveal the behaviour. To really drive change in DE & I, the CHRO should manage bias like the CFO manages the financials.¹⁹

When you use Sapia, you get up close and personal with your candidates, with visibility of every feedback comment they share about their experience, and for the CHRO and CEO, transparency on bias through the funnel.

The data that can really drive change is the real-time tracking of bias through the funnel.

Imagine if you could see where potential bias was happening and how big a problem that is.

Learning
bite

Is there Bias?

Track real me where the bias is by vacancy, by BU, by leader



¹⁹ <https://www.predictivehire.com/blog/chro-manage-bias/>

With Sapia you get access to your own personalised dashboard 'DiscoverInsightsTM'. By vacancy, by geography, by campaign, by time-period, you can analyse key metrics such as the gender and race mix of your hires compared to your applicants. The bias is trackable and visible at the micro-level, so your CHRO can hold the mirror up to every manager to show their bias. A game-changer for changing behaviours.

Something no amount of bias training will give you. Quality of hire is another valued recruitment metric. Easy to track when every candidate is scored for fit to the ideal profile enabling your Head of Talent to have real-time visibility of the quality of hiring decisions by role. HR has been craving a 'seat at the table' to prove the value of the function to real business outcomes. Now they can.

DiscoverInsightsTM enables HR to show cost savings from using AI to screen, and candidate satisfaction, which can also be a proxy for contribution to brand equity if your candidates are also your customers.

The case for Sapiai:

- Using AI to screen people has to be motivated by more than efficiency. Whilst no one's time is served well by screening thousands of CVs, 100% blind screening for hiring and promotion makes business sense. And it's the right thing to do.
- It's giving everyone a fair go. Democratising opportunity in a world of structural inequality.
- It's maddening how that aspect of AI vs. human screening often gets neglected when evaluating the merits of the technology by the media.
- Being a member of a minority group and being a job seeker in today's environment is way more challenging. Imagine if the way you hired and promoted made it easier and fairer for those groups.
- Easier because you don't need to sit in front of a video for judgement.
- Fairer, because the only thing that matters is who you are. Not what you are.

Can we help?

We really believe that now more than ever we need to address bias, inclusivity and fairness in recruitment. We need to hire with heart.

Our Ai-driven candidate screening algorithms, utilising research in Natural Language Processing (NLP) and personality theory, take care of the burden of sifting through thousands of candidates to select the best ones to engage.

By giving an interview to every candidate, you are democratising opportunity in a world of structural inequality. By giving your recruiters and hiring managers objective data on each candidate, you are empowering them and making it fairer for everyone. Not only is the process efficient and effective at reducing bias, but candidates also LOVE it. Take a look at our website where we live-stream candidate feedback.

The hardest job in the world is applying for a job. Today, that job is harder than ever. Imagine if the way you hired and promoted made it easier and fairer for everyone.

- Easier because you don't need to sit in front of a video for judgment.
- Fairer, because the only thing that matters is who you are. Not what you are.

If you have more ideas about how we can start solving bias now, and have an impact quickly, we'd love to hear from you. And of course, if you'd like to explore how Sapia can help your organisation, we'd love to chat.

If you haven't already try out our FirstInterview™ experience yourself!

Try chatting with **PHAI** >

Stay safe and well, and let's start hiring with heart today.



Our commitment to ethical AI

So you're about to interact with a chatbot for a job interview. You know that your answers are then going to be analysed by AI. It's quite normal to have questions, and it's something we encourage.

As with any job interview, we want you to feel safe and comfortable doing your interview and confident to be your true self.

To that end, we have developed **Our Commitments**, that puts you, the candidate first, that empowers you to have a fair and equal chance of getting a job, that is not based on your appearance, your gender, your ethnicity, or even your past experience.

It's important that everyone has a fair chance of getting a job, and we advocate for that.

Here is our Ethics commitment to you:

1. Inclusive: Everything we do must be designed to be as inclusive as possible.

Example:

- We check our AI chat assessment regularly to understand and improve the experience of minority groups including; people who speak English as a second language, Aboriginal and Torres Strait Islanders, people with dyslexia and people with autism.
- We use text chat, which is a user-friendly approach, especially when compared with standard personality tests, video or game-based assessments.
- We use a text chat with no time limit to minimise the pressure of facing an assessment (compared to timed tests based on video or games which may advantage some demographics over others)
- Every candidate is given personalised feedback.

2. Fairness for all: We consider fairness to be the lack of favouritism towards an individual or a group based on protected attributes such as age, gender, and race. In other words, we do not add bias, and work to reduce it through technology that is continually tested for biases.

Example:

- Models are tested for gender and race bias before and after deployment.
- We test training data for underlying biases
- We provide objective data around soft-skills (personality, communication skills and in some instances, past experience) to a recruiter to make an informed decision.

Our commitment to ethical AI



3. Explainable: While our technology is complex, our communication must be clear to both recruiters and candidates.

- Recruiters see a breakdown of final scores and are given all of the individual inputs which go into calculating the score.
- For candidates, we outline what the algorithm inferred from their responses (and given them a chance to respond).

4. Transparent: We always let people know when they are communicating with Ai.

- We don't pretend to be human.
- We provide helpful guidance for you to get the most out of your answers.
- We publish research on how our technology works and what our Ai findings are.

5. Privacy always: We respect and protect the data rights of each individual. We comply with all relevant privacy and security requirements.

- We are an ISO27001 certified vendor. We have a responsibility as custodians of data to ensure it is kept secure and private.
- We implement controls to respect the sovereignty, privacy and data subject rights for the global jurisdictions where we operate
- Our architecture ensures data sovereignty is respected, so that client and candidate data is kept in the region of the hiring organisation.

6. Holding ourselves to account: We measure ourselves against these commitments and share the results with our customers.

- All customers have real-time visibility of assessment scores by gender for every vacancy.
- Bi-annually, we conduct detailed bias analysis by vacancy which we share with our customers.
- We publish our research and encourage peer-review.

We know that only by living by these commitments, will we earn and keep your trust that we are using Ai responsibly and ethically.
Still want to know more?

Click [here](#)

Let's chat

To find out how you can hire with heart, let's chat!

Ask Your Ai vendor:

1. What training data do you use?
2. Can you explain why 'person y' was recommended by the Ai and not 'person z'?
3. What assumptions and scientific methods are behind the product? Are they validated?
4. What are the bias tests that you use and how often do you test for bias?
5. How can you remove bias from an algorithm?
6. On which minority groups have you tested your products?
7. What kind of success have you had in terms of creating hiring equity?
8. What is the composition of your team building this technology?

To learn more, download 'A buyers guide to navigating Ai Hiring Solutions'.

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