

4th Working Group Artificial Intelligence

Istanbul, 28 April 2026

Minutes

Ville **LEPPANIEMI**, Chair of AIWG, welcomed the participant for the 4th AIWG.

Item 1: AI Governance and Ethics in Workforce Management

Dr. Mehmet HAKLIDIR presented its research on AI Governance and Ethics in Workforce Management (*Circular 102/26*)

The presentation opened a Q&A session which started with a focus on Article 26(7) of the EU AI Act, which is often overlooked. It was emphasized that workers must be informed when AI systems are used; informing them is not optional. The group highlighted the importance of accountability across the entire chain—from the first actor to the last—particularly regarding consent and responsibility for outcomes. It was noted that Turkish legislation contains similar provisions.

Lorenzo **DELLACQUA** asked to provide Mehmet **HAKLIDIR** opinion on a scenario comparing the obligations of deployers and providers in the EU and the US and China. Mehmet **HAKLIDIR** replied that, from a regulatory perspective, the key issue is the use of the system, not the data center. Consent is required for using the system, and operating without consent is not acceptable. He added that China also has relevant regulations, creating an interesting contrast with the US. Mehmet **HAKLIDIR** noted that although the AI Act is the first comprehensive AI law in the world, its approach to reducing high-risk systems through classification may not be ideal. Generative AI currently lacks clear consent and accountability mechanisms, which may require future regulatory attention.

Nina **GRYF** mentioned an example on shift management systems are considered high-risk, and explained that the UK is expected to introduce its own regulation soon. The question was raised about how much alignment will be required. Mehmet **HAKLIDIR** stressed that this work will be valuable for Turkey, both in the public and private sectors. It was also noted that when the AI Act was drafted, UK law was not included, but it remains part of ongoing discussions (*reference to circular 102/26*).

Item 2 – National Round Table

Çağatay **OZDEMIR** reported ongoing work on an AI strategy for SMEs.

Lorenzo **DELLACQUA** presented the example of Nokia, which developed a system enabling continuous training where physical training rooms are not available. Using AI, they built virtual

training environments and generated additional scenarios to improve virtual classroom experiences.

Franck **GAMBELLI** explained that it currently has no legal framework for AI in this area. There is a risk of heavy sanctions, and it is difficult for companies that are not AI providers to comply. The EU is waiting for France's national implementation to determine whether companies may use AI in HR management.

Nina **GRYF** shared its experience with change management by Atlantic group. AI has been used for two years, including video-based quality control. Initially, workers were afraid of video installations, leading to significant contestation. Ensuring a human-in-the-loop approach helped build trust. Training included self-learning modules. A passionate CEO helped drive adoption. Once workers saw the benefits, they became supportive and even encouraged managers to visit the technology center to identify the right talent.

Ville **LEPPANIEMI** (in addition to the example of Wartsila (*Circular 102/26*)) emphasized that companies are focusing on added value rather than worker replacement, highlighting collaboration and the use of tools such as Copilot.

Çağatay **OZDEMIR** reported ongoing human resources pilot projects involving algorithmic management. The question was raised whether these pilots will expand further. Turkish companies now have HR specialists focusing on AI. For example, in recruitment, 200 CVs may be received per application, and AI selects 10—similar to tools used in many countries. Ville noted that although many companies claim to have adopted AI, this is often based on statistics, and the actual performance—especially among SMEs—is uncertain. Resource limitations remain a challenge.

Item 3 – Update on AI at EU level

Pauline **DUBOIS GRAFFIN** presented the last updates on:

- The BULA report was voted on in plenary on 17 December 2025. The final report calls on the Commission to submit a proposal on the management of algorithms in the workplace.
- The IMET project which has come to an end with a disclaimer from the employers' side due to the one-sided publications that did not take the employers' perspective into account.
- The EEI – AI@Work project which has come to the mid-term period after the publication of several factsheets and business cases. In addition to explaining the next steps of the project, Pauline **DUBOIS GRAFFIN** shows to the participants in details the AI & Competitiveness study, which compares US, EU and China on AI development.
- The GDPR Omnibus which is under the analyse of the European Parliament. However, Ceemet is not following this file.
- The AI Act Omnibus which seems to know some issues at the Council level. Nevertheless, Pauline **DUBOIS-GRAFFIN** explained that Ceemet followed the development of this proposal and did a close coordination with Orgalim to improve the MET industries lobbying.

Franck **GAMBELLI** added that retroactivity under the AI Act means existing AI systems must be brought into conformity. For large machinery, this is manageable, but adding AI systems raises legal safety questions. Companies must ask providers whether future compliance with the AI Act is guaranteed, but details remain unclear. This creates legal uncertainty for companies wishing to upgrade machinery or negotiate with providers. There are also limits on extending non-safety functions, and a lack of designated speakers complicates the issue.

Çağatay **OZDEMIR** presented best practices in HR:

- Design phase: Define clear objectives for optimization, prioritize worker well-being, inform workers, and conduct bias testing without adding unnecessary features.
- Development phase: Assess how AI affects work, determine the level of AI involvement, evaluate human capacity, and calibrate deployment.
- Ongoing governance: Establish governance structures and conduct regular reviews of AI systems.
- Ensure clear processes, decision-making structures, and management responsibilities.
- Address concerns that AI will eliminate jobs by demonstrating how it can also create accessible employment opportunities.

Participants also discussed developments in China. It was noted that there is no collaboration with China or Korea in Turkey regarding algorithmic management. In China, AI systems often replace human roles, and the model is applied at the end of the production chain, transforming production processes across companies.

Item 4 A.O.B

A Doodle will be sending the participants to find a date for the next online meeting in autumn 2026.

Enclosure 1 – 19/02/2026

4th Artificial intelligence working group meeting

28th April 2026, Istanbul

List of Participants

FINLAND
TIF

Mr. Ville **LEPPANIEMI**

FRANCE
UIMM

Mr Franck **GAMBELLI** (Online)

GERMANY
Gesamtmetall

Mr. Robert **THURM**

HUNGARY

Mr. Laszlo **DEAK**

ITALY

Assolombarda

Mr. Lorenzo **DELLACQUA**

Ms. Federica **PERRICCIOLI** (Online)

SWEDEN

Tekniforetagen

Mr Andreas **EDENMAN**

TURKEY

MEXT

Mr. Çağatay **OZDEMIR**

UK

MakeUK

Ms. Nina **GRYF**

Ceemet

Mrs. Pauline **DUBOIS-GRAFFIN**