MODULE OVERVIEW

Fairness on your team: What hybrid work and AI change

Adaptive module | ~20 min

Many organizations have a stated equality policy, but hybrid work and AI are opening new gaps: informal opportunities that go only to those on site, and algorithms that copy past biases. The EU AI Act also makes fairness a core principle. This module addresses equity at team level: spotting signs of inequity, running an equity circle every quarter, and adjusting decisions day to day.

LEARNING OBJECTIVES

01 Distinguish equality, which treats everyone the same way, from equity, which adjusts resources to actual needs.

02 Spot signs of inequity: lasting pay gaps, the glass ceiling, missing accommodations, and lack of transparency in decisions.

03 Counter the affinity, visibility, and eloquence biases that distort decisions in hybrid work, and ensure fair access to opportunities.

04 Run an equity circle every quarter, and keep both sides of AI in view: it can amplify bias as much as it can reveal gaps.

WHO IT'S FOR

Managers who want a team where equity is part of daily work, and team members who want transparent decision criteria.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Equity theory (J. S. Adams, 1963); organizational justice (J. Greenberg, 1987).
- The "advice process" – F. Laloux, Reinventing Organizations (2014).
- Confidence vs competence – T. Chamorro-Premuzic.
- Afthonios framework: a grid of 3 levels of action + quarterly equity circles.

SOURCES & REFERENCES

- Deloitte, Global Gen Z & Millennial Survey 2025 (23,482 respondents, 44 countries): about 40% have already turned down an employer or an assignment for ethical reasons
- EU AI Act (Regulation (EU) 2024/1689): phased application from 2025, obligations for high-risk systems from August 2026
- Kelly Services, Equity@Work program (launched in 2021), including people with a criminal record
- Shore et al. (2011) – inclusion, belonging, and uniqueness within teams

Module created by Afthonios.com.

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