



Gender Inclusion in the Workplace Using AI for Sustainable Management

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Abstract Workplace gender inclusion is a fundamental issue in developing and enhancing workplace diversity equity and inclusion (DEI) across industries. Due to the prevalence of AI systems in Human Resource, many AI driven research initiatives have been pushing for the cause of gender equality in organizational settings. This literature review paper relies on thematic analysis, and highlights relevant themes related to AI technology by collecting and analyzing 20 relevant articles. The review highlights how organizational settings rely on AI for efficient recruitment processes and evaluation, and career advancement while minimizing gender discrimination and pushing for equality in the hiring process. The problem that arises in spite of AI making several Human Resource processes easier, algorithmic biases exist, and ethical considerations such as transparency must be taken into account. An AI powered workforce must look into ethical frameworks and consistent monitoring of AI systems. This review literature aims to highlight the measures that can be taken for gender inclusivity in organizational settings. The study contributes knowledge to executives, public officials and researchers who want to use AI for achieving equal workforce control and persistent gender inclusion policy development.

Keywords: Management practices, gender equality, SDG, Anti-Discrimination in the workplace

1 Introduction

Diversity and inclusion practices have been a common discussion in the Human resource sector, and has naturally led to the rise in discourse related to Gender inclusivity in organizational settings. The common notion that is understood, is that diversity plays a role in innovation, economic development, productivity and economic growth [1]. However, it has been difficult to implement gender diversity policies due to the fact that employees in organizational settings fall victim to hidden biases and systematic barriers based on traditional recruitment processes. Artificial Intelligence can be used as a tool to facilitate gender neutrality in recruitment and other related Human Resource practice, and promote career growth [13]. This literature review examines 20 existing literature papers, related to AI in the organizational setting, and aims to highlight how it can be used for sustainable practices.

Human resource management (HRM) utilizes increasing AI technology to improve its functions which include recruitment and employee performance monitoring and staff engagement. The AI-driven recruitment system improves hiring decisions through competency-based resume analysis that does not consider demographic information [2]. AI uses objective assessment metrics to evaluate personnel performance which allows organizations to establish fairer practices for promotions and compensation [3]. The implementation

of AI for workplace management faces difficulties because algorithms receive biases from their historical data sources which ultimately supports existing gender disparities instead of addressing them [21]. By bringing forth the adoption of sustainable AI-driven management should include constant monitoring alongside ethical decision-making and human control to maintain fairness and inclusive practices.

2 Purpose of the study

This review of literature, aimed to provide an in-depth view of how Artificial Intelligence can be used as a tool to support gender inclusivity, in organisational settings, while also highlighting its implications in sustainable management. The review of literature also aims to underscore cases in existing literature, in which Artificial Intelligence has been used to reduce gender biases. The selected review articles focus on gender inclusion in relation to areas such as career growth, transparency, performance assessment, employee engagement and related human resource procedures. The literature review will highlight areas where AI has come in handy with avoiding bias, but will also cover literature that speak about the problems related to using AI tools such as lack of transparency and algorithmic bias in recruitment processes. The selected studies in this literature review will also highlight practices related to accountability and fair use in organisations that use AI tools.

When gathering suitable papers for this literature review, there were studies which spoke about algorithmic bias as a product of AI algorithms being fed with data sets containing traditional practices of recruitment, This led the study into delving deeper into how AI tools, while having a history promoting gender bias, can be used to oppose the same, and avoid systematic bias. Thus, by carefully examining relevant literature, AI and its efficiency in career advancement, gender equality and equal pay can be brought to light. While doing so, this can also highlight the measures taken to create ethical frameworks to avoid gender bias. One of the last goals of this study is to understand sustainability of these AI tools used in recruitment as well as the extent to which they can be used for gender inclusiveness. The findings of this study can help in the development of gender-neutral AI Algorithms that will support diversity inclusion practices and mitigate gender bias.

3 Methodology

In the present study, a qualitative approach was applied in order to analyze the 20 selected research articles, in which Artificial Intelligence was used in organizational settings to bring about gender inclusivity, in sustainable management. The reviewed articles consisted of, of existing literature which included peer-reviewed articles, conference proceedings, and institutional reports published in the last 20 years, in order to maintain relevance to the study. The literature that was gathered, originated mainly from academic databases with the help of relevant keywords such as “Management practices” and “gender equality,”. The researchers selected thematic analysis as the suitable form of analysis in order to organize the results into suitable themes. These sections included the following six major themes that arose from the critical and evaluative analysis of the selected papers: Gender bias of Artificial Intelligence in Human Resource Recruitment, Accountability of bias in Artificial Intelligence algorithms, AI in performance evaluation and pay equity in Human Resource management, AI in career growth advancement, AI in organizational culture and facilitating employee engagement and AI as a tool for intersectionality and diversity inclusion.

3.1 Objectives

- To Evaluate the Role of AI in Promoting Gender Inclusion in the Workplace
- To Identify and Analyze Ethical and Algorithmic Biases in AI Systems
- To Provide Recommendations for Policy Makers, Researchers, and Corporate Leaders

4. Discussion

Upon careful and critical evaluation of the 20 selected papers, and in accordance with thematic analysis as the methodology for this literature review paper, 6 major themes related to Artificial Intelligence and gender inclusion in the work force were formed in order to help organize the findings in a suitable format.

4.1 Gender bias of Artificial Intelligence in Human Resource Recruitment

The studies that were observed showed that Artificial Intelligence tools used in recruitment did have the ability to reduce explicitly observed forms of gender bias, but the more subtle forms of discrimination. In the mixed studies methodology followed by Smith & Lee [12], Artificial Intelligence tools were shown to be incapable of diluting less prominent gender bias, while eliminating directly observed forms of gender discrimination. Thus, this suggests a need for sustained monitoring of these Artificial Intelligence tools to ensure they are updated, aligned with a focus on ethical design. The meaning behind this is that if organizations use AI tools, it must be done so with a commitment to fairness, to reduce prejudice in the process [12].

Several of the selected studies also reported that training artificial intelligence algorithms with existing data sets can result in reinforced gender discrimination. This means that while the algorithm tries to find the best suitable applicant, it might do so in a way where it favors males over females. It was shown that in organizations which used Artificial Intelligence tools to screen applicants, there was a positive bias to the male gender. As a result it is suggested that instead of purely relying on Artificial Intelligence for recruitment there must be human oversight on the process from the organizations. The studies also showed if data sets analyzed by artificial intelligence involved outdated organizational practices, then gender bias has a good chance of cropping up [5], [11].

A solution proposed by the reviewed studies was to train Artificial Intelligence tools using a personality based prediction system in order to reduce the chances of gender biases appearing in the recruitment process. This helps as it focuses mainly on traits of the applicants that are suitable for the workplace and can contribute to the growth of the organization, as opposed to drawing conclusions on the basis of gender. These favorable traits can include conscientiousness or problem solving skills. This can help recruiters with gaining a balanced level of selected applicants while doing away with bias, but careful monitoring is required as even traits can carry gender discrimination [26]. The analysis by some of the studies revealed that gender bias in these Artificial intelligence recruitment systems can be avoided with an ethical framework in place. This would involve continuous monitoring of recruitment procedures such as recruitment and training. The studies also suggest that ethical safeguards must be in place such as balanced data sheets, novel data sets being fed into the algorithms, as well as human oversight in the process [13]. The studies also urge for a sense of

transparency when using Artificial Intelligence recruitment tools as there is always an existing chance of discrimination bias arising. These studies have cited cases where hidden biases have shown up in instances where AI tools were used in recruitment. The suggestions to avoid this included implementation of ethical frameworks and making explanations for the models used more understandable [3], [5].

4.2 Accountability of bias in Artificial Intelligence algorithms

In some of the studies [21], it was revealed that bias can appear in any stage of recruitment if AI tools are used in the recruitment process. The solution to avoid this is continuous monitoring of these systems and including processes like bias interference with human oversight involved. The main highlight of this study was that mitigating bias is not a one time instance but one that needs to be continuously monitored through reviewing of data, and re-training of models to keep these AI tools updated [21]. In order to ensure that accountability is held by the organizations that use AI tools in recruitment, studies suggest that ethical governance through transparency procedures and regular data auditing is a must [3], [7]. It was also shown that systematic bias is an ongoing problem that extends beyond just data in AI tools used in recruitment. If anything, most of the biases stem from stereotypes, and not necessarily algorithmic flaws of these tools. This means that the biases of the algorithms are a product of external factors, and not just the data sets they analyze. To avoid this, organizations must take accountability for their own practices they implement alongside the use of these AI tools in the recruitment procedures [15]. A recurring problem of AI in diversity inclusion practices is that most algorithms only take into account gender, but ignore other influencing factors like age, race and disability status. This poses a deeper problem as it negates the presence of marginalized women by attempting to achieve neutrality in the recruitment process.

The study by Thompson & Green [14], suggested that there must be legal regulations for those organizations that use AI tools, This means that Organizations must adopt practices like bias testing and that transparency auditing can help with accountability. In all, human judgement is important even if AI tools are used in Human Resource, and this can be achieved by ethical frameworks and inclusive practices [3], [12].

4.3 AI in performance evaluation and pay equity in Human Resource management

While it is revealed that AI tools do provide consistency, there does lie the problem of bias in the encoding process. AI tools in recruitment focus on using standardized assessments when it comes to gender, there is still a possibility of hidden bias favoring stereotypes. An example of this would be algorithms that have been trained in outdated datasets, they might favor traits of males over women and score them higher. In order to avoid this it is important these tools are consistently reviewed and do not show biased preferences based on gender coded traits [9]. Davis & Robinson [4] state that even though AI can be used to detect pay gaps compared to manual methods, there is a chance of certain values being disregarded such as salary bonuses, so the data accuracy is important to ensure that AI tools do not lead to misconceptions. Johnson & Rivera [9], state that while AI taking an objective approach towards Human resources is a step forward, conversations about equal pay is one that needs human intervention. An example of this would be a scenario where women in an organization are being underpaid, it is up to the HR team to take a humanistic approach to understand the spruce of this problem. The literature implies that, it is recommended that ethical panels are present in the reviewing process of these AI algorithms. In order to ensure that pay gaps can be minimized, AI tools must consistently conduct pay gap analyses, at least at an annual frequency to keep a tab on progress. This provides a longitudinal perspective that can help monitor the growth or reduction of pay gaps [4].

4.4 AI in career growth advancement

Studies in the literature review indicate that AI can be useful in empowering women's career growth in organizational settings. The study by Martinez & Evans [10], in particular pointed out that platforms related to assessment of skills and AI powered mentorship towards women in tech, showed that AI can help match suitable mentors to the applicants, so they can grow into leadership roles. However, an important precaution to be kept in mind, is to ensure the squats sets fed to the AI tools, must be gender neutral. This is because not using novel data sets can lead to positive bias towards males. This can be avoided by implementing diverse data training. The study by Eagly & Carli [6], too, showed that AI tools trained in non gender neutral data sets, favored male traits. This poses a problem as it ignores traits such as openness to collaboration or emotional style more commonly found in women. The suggestion to avoid this is to train AI to recognise different leadership styles, and organizations must alter the criteria used by their AI tools to be more inclusive of varying competency traits. By creating a more inclusive AI algorithm that caters to different leadership styles, and focuses on personality based traits, significantly reduces gender bias. This is advantageous, as Organizations will evaluate their employees, solely on the basis of their personality factors. This can help create an even playing field by reducing gender bias [26]. Thus, the conclusion with this highlighted theme, is that HR recruiters must look into using AI, as an option for efficient recruitment processes, but must do so with inclusive policies to reap the most benefit [13].

4.5 AI in organizational culture and facilitating employee engagement

The prevalence of AI tools being used in the organizational sector has been becoming more and more prominent. Surveys related to employee engagement and feedback have shown varying gender effects. Studies show that AI tools can be used to bring underrepresented voices to the surface. An example of this would be how anonymised feedback from women, can be used to push for gender neutral policies. However, there is a possibility of algorithmic error if fewer women participate. To avoid this, organizations must rely on focus groups, to ensure data collected is a presentation of all levels of employee agreements. To create a more inclusive organisational culture for women, Algorithms must follow a gender sensitive framework. This is because it was proven that when AI tools are personalized in the workplace, they tend to provide gendered responses. An example of this would be AI tools offering men tips on leadership, whereas women are offered tips on wellbeing [20]. In order to create a healthier organizational culture, trust is important, and with AI becoming more prevalent, it can lead to employees being apprehensive of employee engagement. To help mitigate this, Model transparency can play an important role to provide assurance to the employees [7].

4.6 AI as a tool for intersectionality and diversity inclusion.

The problem with a lot of AI-inclusive research initiatives is that they look at gender from a narrow perspective and tend to not take into account the layers of intersectionality underneath. This can result in cases where women of minorites, such as those of color tend to get exempted from the discourse. In order to ensure inclusivity, the AI algorithms should be trend with data sets that take into account these diverse identities, including race, disabilities and other demographic factors, not just gender as a sole variable [16]. The narrow perspective that AI carries towards gender as a lone variable does create issues in excluding individuals from other gender identity groups in the LGBTQ+ community. According to Jethwani et al. [19], the "Queer in AI" movement highlighted suggested that non-binary and transgender identities should be recognised, and not just offer male and female as options on resumes. They also advocate that AI should avoid drawing stereotypes or assumptions on the basis of gender identity and sexual orientation. In order for these intersectional approaches to come to light, there must be a presence of diversity in AI development teams. If tools are developed by individuals from homogeneous backgrounds, it defeats the purpose as it can lead to biases passing through [8].

5. Results

The results of this literature review, based on thematic analysis, emphasized on a need for continuous monitoring, because while AI tools were successful in removing directly observable gender bias, it failed to do so when it presented itself in subtle ways. To avoid this, adding safeguards while training algorithms with gender neutral and diverse data sets is advised. The finding through thematic analysis also highlighted recurring occasions of bias occurring frequently, denoting that it is more than a onetime occurrence. To avoid this, the suggestion is to have human oversight be present when these AI tools go about analysis, and also retraining them with updated data sets. While it is efficient in highlighting pay gaps, it does ignore extraneous data such as pay benefits or bonuses. This creates a problematic scenario where there is data inaccuracy, and to avoid this, human oversight must be present. The selected studies which reviewed also showed that women were receptive to AI platforms that provided them opportunities for growth in their profession as well as training programmes. This means that AI tools have the capacity to create an inclusive environment when carefully tailored to the needs of a specific population. One of the gaps of AI as pointed out by Jethwani et al. [19], is that it carries a narrow perspective of gender, and excludes non-binary and transgender identities. Thus, it is suggested that algorithms are trained in data sets that include these minorities to avoid exemptions, and focus on personality traits as compared to assumptions on gender identity and sexual orientation.

6. Ethical considerations, challenges, and the complexities of intersectionality with AI and gender bias.

When Artificial intelligence is being used in organizational settings that include DEI practices, it comes with several ethical implications, especially with regards to marginalised identity. It is important that if Artificial Intelligence technologies are used in Human resource processes, like recruitment, then it has to be designed with inclusivity in mind, otherwise it would reinforce pre-existing gender stereotypes, and not take nuances into consideration. This means that a critical concern on how Artificial Intelligence tools have the capacity to reflect biases when being trained with data sets that contain bias and lack inclusivity. This is especially important when taking into consideration queer women of color as well as disabled and gender nonconforming individuals, as there is a possibility that AI will reinforce stereotypes on these marginalized groups. An example of this would be, training an Artificial Intelligence algorithm, by providing it with data sets that favor heteronormative individuals, and binary genders. This would make recruitment processes favor candidates who exhibit those traits.

Moral principles serve as the base for AI monitoring, and without it, it would make AI pointless in real world applications if they were to not translate out of theoretical frameworks. One of the biggest issues of using AI in a workforce setting is how not much is disclosed about the automation process, and as a result, candidates cannot inquire about the criteria for acceptance or rejection [3].

This layer of secrecy is particularly problematic for those who are already striving to manage multiple marginalizations, lacking in institutional power and access to advocacy mechanisms in such matters [17].

Most importantly, there is a systemic as well as an integral aspect in the manifestation of bias where algorithms are integrated. AI-based tools usually ignore the compounding disadvantage. For example, there are NLP tools that analyze resumes or reference letters that unconsciously penalize applicants for having gendered or racialized vocabulary patterns [18]. Finally, though both AI-specified career development platforms and pay equity systems sound progressive in theory, they risk misdirecting opportunities and resources if underlying data do not capture the complexity of intersecting identities appropriately [20], [22].

Additionally, without any intersectional representation, these AI systems' builders' teams were unable to operate effectively. And, thus, a lack of variable and diverse representation in the AI design phase and testing phase will, in a way, increase the risk of a model that may devalue or misrepresent individuals as to how positionally their tinkering envisages.

7. Conclusion

While the prevalence of AI has helped with making recruitment and related human resources processes efficient and easier, in order to ensure that gender inclusiveness can be achieved, there are necessary procedures that need to be followed by organizations that employ these technologies. The literature review has highlighted these procedures, such as consistent monitoring, ethical frameworks with human oversight and training with gender neutral data sets. It is highly suggested that an intersectional approach is followed while monitoring AI, to help organizations truly be inclusive.

8 Future suggestions

The inclusion of AI in organizational settings can help with optimizing Human resource producers and even push for gender inclusion, but for the latter, an intersectional approach is suggested, align with a focus on the impact of long term ethical AI use, that prevents the inclusion of bias through training with outdated data sets.

8.1 Development of Inclusive AI Strategies

Due to rampant growth in AI technology, research initiatives related of the same, must bring up the need for AI tools to be built from scratch, as this avoid existing bias in outdated data sets from influencing the output of analysis. This also helps in reducing the presence of stereotypes and gender bias to those applicants from minority groups [25].

8.2 The Long-Term Impact Assessment of AI Inclusion Strategies

The selected articles for this literature review, also pointed out the issues that come with the long term use of AI in human resources procedures. It is suggested that future AI research initiatives will focus more on a longitudinal study in order to efficiently highlight gender inclusion, employee engagement and methods to avoid gender bias. Research in these areas would help to understand if AI tools actually helped in accommodating marginalized groups, or if they reinforced bias. Importantly, consistent monitoring and feedback can be set up in AI systems, which help them keep up with changes in Organisational climate [24].

8.3 Responsible implementation of AI and its use.

In order to ensure that organizations use ethical frameworks when using AI tools in their processes, they must have their tools operate alongside human oversight. This ensures continuous monitoring, and creates a sense of accountability, while focusing on fair practices, and transparency of the models used. This can be assured through model cards and data sheets that show the details of each individual model, limitations and decision making processes, so individuals can make informed choices before engaging with a model [24]. To ensure that accommodation is made of individuals of marginalized genders and groups, a human centric approach, along with an inclusivity perspective is suggested, in order to align with human needs, as well as the

organization's objectives. Before any implementation of AI technology tools in an organization, experts in recruitment and related human resource procedures must look into the ethics related to its use. In order to achieve this, anonymity must be maintained, bias detection algorithms must be the norm to glad discriminatory practices, and transparency with models that evaluate employee assessments. This can lead to a more inclusive implementation of AI tools in the workplace.

8.4 Regulation and evaluation of AI through ethical frameworks

Organizations that use AI tools in their Human resource processes must focus on the importance of consistent monitoring of the technology they implement, while also taking into account the evolving landscape of AI systems at the organizational level. An interdisciplinary approach is best suggested, with individuals who specialize in different fields, shaping the guidelines for ethical use [23].

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