

The use of artificial intelligence and discrimination in the labour market

Abstract

This article uses desk-based research to explore the issues raised by artificial intelligence in the labour market concerning its potential impact on vulnerable groups already experiencing discrimination such as women, older workers and disabled people. It looks at the EU's AI Act and the Council of Europe's Framework Convention on the issue, the first attempts to develop institutional regulation in the field, as well as the situation across the western Balkans and expressly in North Macedonia. The vast majority of jobs now require basic digital skills, but there are huge gaps with regard to the number of women accessing career roles within STEM, as well as in terms of employer perceptions of the ability of older people to understand new technology and the lack of involvement of disabled workers in the design of adaptive technology. All these represent major issues for society in ensuring that the economic development potential of AI is realised in full. The article concludes that, despite progress at institutional level, further measures are needed to adapt and create a new working environment in the era of AI.

Keywords: artificial intelligence, regulation, discrimination, labour markets, Digital Europe, workplace learning, training

Introduction

Up to now, there has been no single accepted definition of artificial intelligence (AI) and, consequently, it has been very hard for lawmakers to adopt legally binding regulation in this field. Despite that, international organisations have accepted that AI should be regulated within a compulsory legislative framework. Policymakers have encountered significant challenges in balancing the need to safeguard citizens and governments from the potential risks posed by AI with the imperative of ensuring that each can still benefit from these growing technologies. Regarding the European Union (EU), the AI Act is the name of the forthcoming EU regulation on artificial intelligence that has been discussed and negotiated since 2021.

The EU's AI Act

In 2022 all 27 member states of the European Union reached a compromise agreement under the Czech presidency of the EU Council. In March 2024, the European Parliament (2024) approved the final agreed version of the AI Act, with a view to protecting fundamental rights, democracy, the rule of law and environmental sustainability from high risk applications of AI while boosting innovation and estab-

lishing Europe as a leader in the field.¹ The AI Act seeks to regulate AI as a product, setting up horizontal rules applicable in both the public and the private sectors for all AI systems placed on the European Union's internal market.

Additionally, private organisations, in line with the UN Guiding Principles on Business and Human Rights, are under a corporate responsibility to respect human rights across their operations, products and services. Indeed, there are a number of international instruments which directly focus on the need for businesses to comply with human rights and ensure responsible technological research and innovation. Over the past years, such organisations have shown a strong interest in advancing the responsible development and use of AI systems, acknowledging not only the opportunities but also the risks raised thereby. They have not only contributed to the proliferation of guidelines on AI ethics, but some have also explicitly argued in favour of a regulatory framework which enhances legal certainty in this domain.²

The AI Act entered into force on 1 August 2024 and will be fully applicable two years later, with some exceptions: prohibitions will take effect after six months; the governance rules and the obligations for general purpose AI models become applicable after 12 months; and the rules for AI systems embedded in regulated products will apply after 36 months. To facilitate the transition to the new regulatory framework, the Commission has launched the AI Pact, a voluntary initiative that seeks to support future implementation and which invites AI developers from Europe and beyond to comply with the key obligations of the Act ahead of time. The European AI Office, established in February 2024 within the auspices of the Commission, is to oversee the Act's enforcement and implementation in member states. It aims to create an environment where AI technologies respect human dignity, rights and trust (European Commission 2025).

In order to distinguish AI from simpler software systems, Art. 3(1) of the Act defines an AI system as:

... a machine-based system that is designed to operate with varying levels of autonomy and that may exhibit adaptiveness after deployment, and that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments.

The Act establishes obligations for providers, importers, distributors and product manufacturers of AI systems with links to the EU market (Hickman et al. 2024), and classifies AI according to its level of risk:

- 1 European Parliament (2024) Legislative resolution of 13 March 2024 on the proposal for a regulation of the European Parliament and of the Council on laying down harmonised rules on Artificial Intelligence (Artificial Intelligence Act) and amending certain Union Legislative Acts, accessed 30 September 2025 at: https://www.europarl.europa.eu/doceo/document/TA-9-2024-0138_EN.html.
- 2 See UN Guiding Principles on Business and Human Rights, particularly principles 18 and 19. See also the OECD Due Diligence Guidelines for Multinational Enterprises and the OECD Due Diligence Guidelines for Responsible Business Conduct.

- unacceptable risk is prohibited (e.g. social scoring systems and manipulative AI)
- most of the text addresses high-risk AI systems, which are regulated
- a briefer section handles limited-risk AI systems, which are subject to lighter transparency obligations
- those systems posing minimal risk are unregulated.

Providers of high-risk AI systems must (Future of Life Institute n.d.):

- establish a risk management system throughout the system's lifecycle
- conduct data governance, ensuring that training, validation and testing datasets are relevant, sufficiently representative and, to the best extent possible, free of errors and complete according to the intended purpose
- draw up technical documentation to demonstrate compliance and provide authorities with the information to assess that compliance
- design their system around record-keeping to enable it automatically to record events relevant to identifying national level risks and substantial modifications throughout the system's lifecycle
- provide instructions for use to downstream deployers to enable the latter's compliance
- design their system to allow deployers to implement human oversight
- design their system to achieve appropriate levels of accuracy, robustness and cybersecurity
- establish a quality management system to ensure compliance.

Regulation within the Council of Europe

The Council of Europe (2020b) also started a process of regulation in 2020 with its ad hoc Committee on Artificial Intelligence and, in March 2024, its Parliamentary Assembly adopted a proposal for an AI Framework Convention on artificial intelligence and human rights, democracy and the rule of law (Council of Europe 2024), drafted also in line with a risk-based approach. However, the Convention establishes general principles for states rather than for developers, manufacturers or users of AI systems, as is the case in the EU's AI Act. The Convention – which is a milestone globally for a harmonised AI regulation – is open for signing not only among members of the Council of Europe but also among non-members and the European Union. It was adopted in Strasbourg during the annual ministerial meeting of the Council of Europe's Committee of Ministers, which brings together the ministers for foreign affairs of the 46 member states of the Council of Europe. In order to ensure its effective implementation, the Convention establishes a follow-up mechanism in the form of a Conference of the Parties, while also requiring each party to establish an independent oversight mechanism to ensure compliance, raise awareness, stimulate informed public debate and carry out multi-stakeholder consultation on how AI technology should be used. The Convention was opened for signature in Vilnius, Lithuania, on 5 September on the occasion of a conference of justice ministers. Regarding implementation, activities within the lifecycle of AI systems must comply with the following fundamental principles:

- human dignity and individual autonomy
- equality and non-discrimination

- respect for privacy and personal data protection
- transparency and oversight
- accountability and responsibility
- reliability and safe innovation.

The European Court of Human Rights has not yet developed any specific case law on AI systems and currently it has no known relevant cases that are pending. Existing case law in connection with this topic concerns algorithms in general and violations of Article 8 of the European Convention on Human Rights (right to respect for private and family life), Article 10 (freedom of expression) or, in a more indirect way, Article 14 (prohibition of discrimination) on cases dealing with, for example, mass surveillance, the editorial responsibility of platforms and electoral interference. In *Egill Einarsson and others v. Iceland*,³ a prosecuting authority used statistical data processing techniques to process large amounts of information and establish evidence in an economic and financial case. The question raised concerned access by the defence to data from which incriminating evidence had been inferred. Other decisions of the Court have dealt with the consequences of the algorithmic mechanisms used to prevent the commission of infringements. In 2006, the Court stated in *Weber and Saravia v. Germany*⁴ that any potential abuse of the state's supervisory powers was subject to adequate and effective safeguards and that, in any event, Germany had a relatively wide margin of appreciation of the matter.

The use of AI in the context of workplace discrimination

In this new era of the increasing use of artificial intelligence, women, the elderly and disabled people may face multiple challenges and discrimination. With the rise of the digitalisation of the economy and the rapid transformation of the labour market, almost 90 % of jobs require basic digital skills.

Looking first at women, it is unfortunate that women represent only 17 % of ICT students in the EU (Eurostat 2020) and only 36 % of STEM graduates (European Parliament 2021), even though the latest evidence is that girls at 14 years old perform better than boys in digital literacy (European Commission 2024). This gap was intended to be addressed in a 2019 declaration on Women in Digital (European Commission 2019), while the updated Skills Agenda for Europe should have helped tackle horizontal segregation, stereotypes and gender gaps in education and training. The Commission's proposal for a recommendation on vocational education and training, made as part of its 2020–25 Equality Strategy (European Commission 2020), also sought to improve gender balance in traditionally male or female-dominated professions and to tackle gender stereotypes. The share of men working in the digital sector is 3.1 times higher than the share of women, while only 22 % of AI developers are

3 Judgement, *Egill Einarsson v. Iceland* (Application no. 24703/15), accessed 30 September 2025 at: <https://hudoc.echr.coe.int/eng#%7B%22itemid%22:%5B%22001-178362%22%7D>.

4 Decision as to the admissibility of Application no. 54934/00 by Gabriele Weber and Cesar Richard Saravia against Germany, accessed 30 September 2025 at: <https://hudoc.echr.coe.int/fre#%7B%22itemid%22:%5B%22001-76586%22%7D>.

women. This confirms that, with the rise of modern technologies, gender inequality is also increasing and that greater efforts and measures are needed.

Furthermore, more women in these subjects would improve Europe's competitiveness: if Europe increased the share of women working in the electrical engineering field to around 45 % by 2027, this would significantly increase GDP – estimates vary by between 260 and 600 billion euros (McKinsey & Co 2023a). This would lead to a more competitive and prosperous Europe for all: in principle, everyone in Europe should be able to thrive in the digital world, regardless of their background, while diverse and gender-balanced teams are more likely to produce better, fairer and more inclusive digital technology and solutions (European Commission 2019). The Digital Decade aims to double the number of such professionals in Europe from 10.3 million in 2024 to 20 million by 2030.

One of the main problems with emerging technologies is that more than four billion people, or over half the world's population, are still offline. About 75 per cent of this offline population is concentrated in 20 countries including Bangladesh, Ethiopia, Nigeria, Pakistan and Tanzania; moreover, it is disproportionately rural, low income, elderly and illiterate.

A substantial amount of work has been put in at the Berkeley Haas Center for Equity, Gender & Leadership into mitigating gender bias in AI (Smith and Rustag 2020⁵). In addition, during 2024, the negotiations on the UN's Global Digital Compact offered a unique opportunity to build political momentum and place gender perspectives on digital technology at the heart of a new digital governance framework. Without it, the risk is that AI applications will overlap existing gender gaps, causing gender-based discrimination and harm to remain intact – and even to be amplified and perpetuated. To address these risks, the Council of Europe has been consulting on a recommendation on equality and artificial intelligence, offering specific, albeit non-binding, guidance on integrating the principles of equality and non-discrimination into AI systems. The aim is to ensure that AI fosters and enhances gender equality, rather than exacerbating discrimination or violating women's rights.

Older workers also face challenges in using and adopting AI. New research has found that, among older workers in 2025, only about one in seven (16 %) say they use AI to a great or some extent while the vast majority (77 %) describe their use as not very much or not at all (Perron 2025). In contrast, the most common uses of AI among older workers include finding information (48 %), analysing data or information (28 %) and creating content (text, images, audio, videos) (25 %).

Nevertheless, there are natural fears, based around an assumption that older workers are resistant to change or less willing to adapt to new technologies. As leaders strive to integrate generative AI tools and AI agents, the general belief is that younger workers will be better equipped to seamlessly integrate these new tools into their work processes. In the US, the Equal Employment Opportunity Commission,

5 See also 'When good algorithms go sexist: why and how to advance AI gender equity' by the same authors in the *Stanford Social Innovation Review*, accessed 30 September 2025 at: https://ssir.org/articles/entry/when_good_algorithms_go_sexist_why_and_how_to_advance_ai_gender_equity.

a federal agency, took out an action on the grounds of employment discrimination against iTutorGroup for using AI software that discriminated against older candidates (US EEOC 2023). iTutorGroup, a consortium of three companies that offer English language tutoring services to students in China, consequently had to pay \$365,000 and other damages to settle the case. Such instances highlight the need for inclusive practices in the implementation of artificial intelligence, with mid-career and older workers finding it increasingly difficult to find jobs based on their previous work experience. Actively acquiring AI skills and knowledge can help them achieve a successful combination of experience and relevant contemporary skills. Employers also need to do more to get the most out of their experienced workers. Developing use cases that combine work experience with AI tools in the workplace, incentivising employees who are already using these tools to mentor colleagues, and tracking data can lead to greater productivity (Generation 2024). Artificial intelligence is seen as crucial to the future success of business, yet there are significant barriers to its adoption. Ultimately, therefore, the rise of AI adoption is as much about people as it is about technology (De Freitas 2025).

Despite similar potential for greater discrimination, AI offers good job opportunities for disabled people who are 2.3 times more likely to be unemployed than those who are not disabled (OECD 2023). Furthermore, the OECD reports a gap of 27 percentage points in employment rates between these groups. While AI has the potential to deepen inequalities if not managed properly, the report identifies that it also offers opportunities to create a more inclusive work environment and break down barriers.

The most frequently cited barrier to the adoption of AI in the context of disabled people is their lack of involvement in the development of AI-based solutions. This results in the development of solutions that are irrelevant because they do not meet real needs and which may be impractical where they are not connected to existing policies, actors and support systems. By improving assistive technologies, however, AI can improve personal mobility, for example by helping to identify accessible routes. Moreover, AI enables communication through eye-tracking and voice recognition software, allowing access to information and education. Digital assistants, speech-to-text software, automatically generated video captions and image descriptions, sign language avatars, prosthetic limbs and even mental health support are a few further examples of how AI may help advance the rights of disabled people.

Even so, there are also significant risks. Some AI tools can create biases and new barriers while the future of work in an AI-driven world can also be difficult and challenging in some sectors for disabled people. The risks of bias and exclusion are likely to continue if artificial intelligence is not properly regulated – in particular, untested algorithms can exacerbate social prejudices and create new obstacles for people looking for work (Akbaraly 2024). The EU's AI Act is the first comprehensive regulation of AI, overseeing the responsible development of AI and the deployment of AI-based technologies in the EU. It is particularly important for disabled people and other marginalised groups as it aims to prevent harm such as discrimination, unfair treatment or the loss of privacy. The EU, as a signatory to the

United Nations Convention on the Rights of Persons with Disabilities, has a legal obligation to protect disabled people from discrimination and to ensure equal access to information and communications technologies (UNRIC 2024).

Digital Europe and western Balkans countries

The Digital Europe programme is focused on bringing digital technology to businesses, citizens and public administrations. With an overall budget of over €8.1 billion, Digital Europe aims to shape the transformation of Europe's society and economy, in line with the EU's goals defined in the communication '2030 Digital Compass: the European way for the Digital Decade' and in the accompanying policy programme – 'Path to the Digital Decade'.

As the digital landscape continues to evolve, the western Balkans have demonstrated significant progress towards integrating digital priorities into their Reform Agendas (2024–2027), marking a key step on their path to EU accession. Notably, the EU's Growth Plan for the Western Balkans (2024–2027) places digital transformation as a central priority for regional integration. All six western Balkans economies are now associated with Digital Europe. By 2025, each country will host European Digital Innovation Hubs to drive the region's twin green and digital transition: as of 1 January 2025, the Digital Innovation Hubs Network has officially expanded to welcome new hubs from Albania, Kosovo, Montenegro, North Macedonia, Serbia, Ukraine and Türkiye. This marks a major milestone in strengthening digital transformation in the EU's enlargement region. These hubs will help local businesses, startups and public institutions access cutting-edge technology, AI expertise and capacities, and funding which will allow them to drive innovation and growth with a particular focus on AI. Furthermore, regional cooperation is likely to be taken a step higher as a result of the programme (Mrdović 2023). The participating countries in the Open Balkan initiative – Albania, North Macedonia and Serbia – have already agreed on starting e-government services related to the electronic identification of their citizens. The European Commission's Economic and Investment Plan for the WB will co-fund up to €9 billion worth of digital transition projects, although western Balkan countries need to be assisted with examples of good practice and successful monitoring of the implementation of projects from inception to completion.

In the Republic of North Macedonia, the Ministry for Digital Transformation is the institution responsible for development, promotion and technical culture including communications, delivering digitalisation courses, security and information systems. In January 2025 a new cyber security strategy was adopted for 2025–2028, while a new strategy for information and computer technologies 2025–2030 is being drafted in which the four main areas for intervention are: information society and audiovisual politics; digitalisation of public administration; common standards for cyber security; and strong digital skills and digital literacy.

North Macedonia is part of Digital Europe, having signed a participation agreement with the EU. It has also developed an international project, within the framework of the programme, which will write an app for a digital wallet collecting the major documents of Macedonian citizens and connecting with an electronic database.

In order to participate, North Macedonia is obliged to pay an annual sum of 200,000 euros. North Macedonia was the host of the 7th Western Balkan Digital Summit on 1–2 October 2025 with a special focus on the digitalisation of public services with a presentation of the digital wallet alongside other panels including cyber security, connected citizens, data protection in an AI context and the future of work.

The main future challenges for artificial intelligence and the labour market are:

- adapting educational programmes for the use of AI, with an eye to the benefits and the risks
- developing company training programmes, mainly in the IT sector, for the learning of new skills online and remotely
- adapting company organisational learning departments, including additional training for skills and new jobs
- developing strategic company-level plans concerning the impact of AI, including partnerships with educational institutions and other stakeholders
- creating strong management and leadership programmes that can analyse the potential of AI, plan strategic workforce changes and establish dedicated human resources offices for workforce transformation through AI and generative AI (the use of models to generate further data)
- developing government role models in public services, which could be an important means of showing the way towards human capital development. For example, the French government recently introduced ‘Albert’, a language model assistant designed to help civil servants search for information and formulate specific responses
- implementing new EU and Council of Europe regulations on AI to protect human rights, including workers’ rights, by 2026 and adopting new laws regulating AI and other technologies
- creating inclusive work environments by implementing artificial intelligence technologies that support women in STEM, older people and disabled workers
- taking national measures to combat multiple discrimination in the era of AI for vulnerable groups.

Conclusions

AI systems can provide major opportunities for individual and societal development as well as in terms of human rights, democracy and the rule of law. At the same time, they may have a negative impact on several of the human rights protected by the ECHR and other Council of Europe instruments. Due to the technologies themselves undergoing rapid change, there is no generally accepted definition of artificial intelligence, increasing the challenges to policymakers in adopting legislation.

Recently, however, the Council of Europe adopted its Framework Convention on artificial intelligence and human rights, democracy and the rule of law – the first international legally binding treaty in this field – while the European Union adopted its AI Act, providing mandatory regulation for the first time on the use of AI. The Framework Convention is an enormous step forward in regulating AI in many areas including privacy, data collection, justice, non-discrimination and equality, and the labour market.

With the vast majority of jobs now requiring basic digital skills, there are huge gaps with regard to the number of women accessing career roles within STEM, as well as in terms of employer perceptions of the ability of older people to understand new technology and the lack of involvement of disabled workers in the design of adaptive technology. Since the share of men working in the digital sector is 3.1 times higher than the share of women, while only 22 % of AI developers are women, this confirms that, with the rise of modern technologies, gender inequality is also increasing and that greater efforts and measures are needed. The Council of Europe has been consulting on a further recommendation on equality and artificial intelligence, offering specific, albeit non-binding, guidance on integrating the principles of equality and non-discrimination into AI systems. The aim is to ensure that AI fosters and enhances gender equality, rather than exacerbating discrimination or violating women's rights.

Older workers also face challenges in using and adopting AI; and, indeed, research has found that few are doing so. The result is that there are natural fears, based around an assumption that older workers are resistant to change or less willing to adapt to new technologies, that possible discrimination is on the horizon. Even though there are some benefits for disabled people through using new applications, they are insufficiently involved in the process of adapting these applications.

As set down in the Digital Compass, by 2030 at least 80 % of all adults should have basic digital skills, and there should be 20 million employed ICT specialists in the EU – while more women should take up such jobs.

As regards the western Balkans, there are three integration-rooted initiatives that will assist, at least at the institutional level:

- the EU's Growth Plan for the Western Balkans (2024–2027), which places digital transformation as a central priority for regional integration
- the association of all six western Balkans economies with Digital Europe
- the establishment by 2025 of European Digital Innovation Hubs to drive the region's twin green and digital transition: as of 1 January 2025, the associated network has officially expanded to welcome new hubs from seven different countries from the wider region.

Even so, it is clear that measures in the labour market and education systems are needed to adapt and create a new working environment in the era of AI.

References

- Aboulezz, Omar (2021) How Zoom won the pandemic, HBS Digital Initiative, accessed 30 September 2025 at: <https://d3.harvard.edu/platform-digit/submission/how-zoom-won-the-pandemic/>.
- Akbaraly, Moise (2024) 'The impact of AI on employment for people with disabilities', accessed 30 September 2025 at: <https://www.docaxess.com/en/blog/the-impact-of-ai-on-employment-for-people-with-disabilities/>.
- Chavkoska, B (2023) 'Work from home – challenges in the period of global pandemic' *Journal of Law and Politics* 4(1): 13–19.

- Costa Rui, Zhaolu Liu, Christopher Pissarides and Bertha Rohenkohl (2024) ‘Old skills, new skills: what is changing in the UK labour market?’ Institute for the Future of Work, accessed 3 September 2025 at: <https://www.ifow.org/publication/s/old-skills-new-skills---what-is-changing-in-the-uk-labour-market>.
- Council of Europe (2019) ‘Declaration by the Committee of Ministers on the manipulative capabilities of algorithmic processes’ accessed 30 September 2025 via: <https://www.coe.int/en/web/data-protection/-/declaration-by-the-committee-of-ministers-on-the-manipulative-capabilities-of-algorithmic-processes>
- Council of Europe (2020a) Recommendation CM/Rec(2020)1 of the Committee of Ministers to member states on the human rights impacts of algorithmic systems, accessed 30 September 2025 at: <https://rm.coe.int/09000016809e1154>.
- Council of Europe (2020b) Ad Hoc Committee on artificial Intelligence (CAHAI) Feasibility Study Council of Europe, 17 December, accessed 30 September 2025 at: <https://rm.coe.int/cahai-2020-23-final-eng-feasibility-study-/1680a0c6da>
- Council of Europe (2024) *Framework Convention on Artificial Intelligence and Human Rights, Democracy and the Rule of Law. Explanatory Report* CM(2024)52-final, accessed 30 September 2025 via: <https://www.coe.int/en/web/portal/-/council-of-europe-adopts-first-international-treaty-on-artificial-intelligence>
- De Freitas, Julian (2025) ‘How to increase AI adoption in the workforce’ webinar summary, Harvard Business Review, 28 May, accessed 30 September 2025 at: <https://hbr.org/webinar/2025/06/how-to-increase-ai-adoption-in-the-workplace>.
- European Commission (2019) ‘EU countries commit to boost participation of women in digital’, Shaping Europe’s digital future news release, 9 April, accessed 30 September 2025 at: <https://digital-strategy.ec.europa.eu/en/news/eu-countries-commit-boost-participation-women-digital>.
- European Commission (2020) ‘A Union of Equality: Gender Equality Strategy 2020–2025’ accessed 30 September 2025 via: ‘Gender equality strategy’ (webpage) at: https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en.
- European Commission (2024) ‘Lagging digital literacy among 14-year-olds across the EU, study finds’, European Education Area news release, 13 November, accessed 30 September 2025 at: <https://education.ec.europa.eu/en/news/lagging-digital-literacy-among-14-year-olds-across-the-eu-study-finds>.
- European Commission (2025) AI Act (webpage), accessed 30 September 2025 at: <https://digital-strategy.ec.europa.eu/en/policies/regulatory-framework-ai>
- European Parliament (2021) ‘Tackling the under-representation of women in science and engineering’, Briefing 3 June 2021, accessed 30 September 2025 at: <https://www.europarl.europa.eu/news/en/agenda/briefing/2021-06-07/20/tackling-the-under-representation-of-women-in-science-and-engineering>.

- Eurostat (2020) ‘Girls and women among ICT students: what do we know?’ accessed 30 September 2025 at: <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/EDN-20200423-1>.
- Future of Life Institute (2025) EU Artificial Intelligence Act ‘High level summary’ (webpage), accessed 30 September 2025 at: <https://artificialintelligenceact.eu/high-level-summary/>.
- Generation (2024) ‘Age-proofing AI: enabling an intergenerational workforce to benefit from AI’, accessed 30 September 2025 at: https://www.generation.org/wp-content/uploads/2024/10/AgeProofingAI_Generation_FINAL.pdf.
- Henneborn, Laurie (2023) ‘Designing generative AI to work for people with disabilities’ *Harvard Business Review*, 18 August, accessed 30 September 2025 at: <https://hbr.org/2023/08/designing-generative-ai-to-work-for-people-with-disabilities>.
- Hickman, Tim, Sylvia Lorenz, Constantin Teetzmann and Aishwarya Jha (2024) ‘Long awaited EU AI Act becomes law after publication in the EU’s Official Journal’, *White & Case* (webpage), accessed 30 September 2025 at: <https://www.whitecase.com/insight-alert/long-awaited-eu-ai-act-becomes-law-after-publication-eus-official-journal>.
- Kambovski, Igor and Elena Stojanova (2024) ‘Research of the effect of new technologies, with special reference on artificial intelligence and human rights and developing ethical standards for the protection of human rights to the Internet in automatic decision-making’ *Fondacija za internet i opstevstvo Metamorphosis: Skopje* (in Macedonian) accessed 30 September 2025 at: https://eprints.ugd.edu.mk/34289/1/finalno_istrazivanje-za-efektot-na-veshtackata-inteligencija-vrz-ch-ovekovite-prava.pdf.
- McKinsey & Co (2023a) ‘Women in tech: the best bet to solve Europe’s talent shortage’ accessed 30 September 2025 at: <https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/women-in-tech-the-best-bet-to-solve-europes-talent-shortage>.
- McKinsey & Co (2023b) ‘The economic potential of generative AI: the next productivity frontier’ accessed 30 September 2025 at: <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/the-economic-potential-of-generative-ai-the-next-productivity-frontier>.
- McKinsey & Co (2023c) ‘Generative AI and the future of work in America’ accessed 30 September 2025 at: https://www.mckinsey.com/mgi/our-research/generative-ai-and-the-future-of-work-in-america#.
- McKinsey & Co (2024) ‘Jobs lost, jobs gained: what the future of work will mean for jobs, skills, and wages’, accessed 30 September 2024 at: <https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>.

- Mrdović, Petar (2023) 'The role of digitalisation in transforming Western Balkan societies', WB2EU policy brief 6 July, accessed 30 September 2025 at: <https://www.oegfe.at/policy-briefs/the-role-of-digitalisation-in-transforming-western-balkan-societies/>.
- OECD (2023) 'Using AI to support people with disability in the labour market. Opportunities and challenges', OECD Artificial Intelligence Papers, accessed 30 September 2025 at: https://www.oecd.org/en/publications/using-ai-to-support-people-with-disability-in-the-labour-market_008b32b7-en.html.
- Perron, Rebecca (2025) 'How AI is impacting the future of work among adults age 50-plus', article updated 25 May 2025, accessed 30 September 2025 at: <https://www.aarp.org/pri/topics/work-finances-retirement/employers-workforce/workforce-trends-older-adults-artificial-intelligence/>.
- Smith, Genevieve and Ishita Rustag (2020) 'Mitigating bias in artificial intelligence: an equity fluent leadership playbook', accessed 30 September 2025 at: https://haas.berkeley.edu/wp-content/uploads/UCB_Playbook_R10_V2_spreads2.pdf.
- UN Regional Centre for Western Europe (UNRIC) (2024) 'Building an accessible future for all: AI and the inclusion of persons with disabilities', 2 December, accessed 30 September 2025 at: <https://unric.org/en/building-an-accessible-future-for-all-ai-and-the-inclusion-of-persons-with-disabilities/>.
- US Equal Employment Opportunity Commission (EEOC) (2023) 'iTutorGroup to pay \$365,000 to settle EEOC discriminatory hiring suit', accessed 30 September 2025 at: <https://www.eeoc.gov/newsroom/itutorgroup-pay-365000-settle-eeoc-discriminatory-hiring-suit>.
- Vinuesa, R, H. Azizpour, I. Leite, M. Balaam, V. Dignum, S. Domisch, A. Falländer, S. D. Langhans, M. Tegmark and F. F. Nerini (2020) 'The role of artificial intelligence in achieving the Sustainable Development Goals' *Nature Communications* 11, 233, accessed 30 September 2025 at: <https://www.nature.com/articles/s41467-019-14108-y>.
- World Economic Forum (2023) 'The future of jobs report 2023' Geneva: World Economic Forum, accessed 30 September 2025 at: <https://www.weforum.org/publications/the-future-of-jobs-report-2023/>.



© Biljana Chavkoska