

PREPARING FOR AN INCLUSIVE WORKFORCE IN A FUTURE WITH GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI)

KEY TAKEAWAYS

- GenAI is reshaping white-collar jobs via augmentation (complementing work done by humans) and automation (substituting work done by humans)
- In the US, female, White, and Asian workers tend to be in roles with higher exposure to GenAI, compared to male, Black, and Hispanic workers
- Gender gaps in GenAI adoption are emerging, which may limit skill development and future job competitiveness for women
- Unclear policies and GenAI bans disproportionately dissuade use by women
- Removing barriers to GenAI adoption will benefit workers and organizations

Continuing our *AI & Future of Work Roundtable Series*, SODI and Monash University held the second interactive roundtable on February 26, 2025. Top researchers presented cutting-edge research on GenAI adoption & labor market impacts. With companies rapidly adopting GenAI technologies in the workplace, understanding key policies and practices that promote inclusion and innovation is essential. Top DEI and Human Capital executives as well as leading educators, ethicists, technologists and academics, discussed the practical implications of current research for organizations and policymakers.

“Companies have made lots of investments in GenAI technology and I am seeing more and more of the discussion moving from cost-cutting to long term value creation.”

Prof. Robert Seamans, Leonard N. Stern School of Business, NYU

“We’ve certainly taken action within IBM to be really explicit about usage - not only are you allowed to use GenAI, but we’re giving you the tooling, and we are encouraging you. And what we are seeing is that women are absolutely embracing it, and particularly young women.”

Karolin Nakonz, Partner, Gen AI leader, EMEA Strategic Sales, EMEA Focal to the IBM AI Ethics Board, IBM Consulting

HIGHLIGHTS FROM RESEARCH PRESENTED

GenAI exposure is greatest in highly educated professions especially those reliant on language and communication, and visual and spatial abilities

- Post-secondary educators, legal professionals, interior designers, architects, and engineers are likely to see large impacts of GenAI in their work
- Female, White, and Asian workers are in occupations more exposed to AI-driven changes, than male, Black and Hispanic workers

Men are adopting GenAI tools faster than women, similar to past tech disruptions like the Internet

- The gender gap in adoption of GenAI exists in both higher-ed and workplace settings, and is particularly pronounced among top performing women
- Within post-secondary education:
 - Female students are more likely to consider use of GenAI as cheating
 - Female students are less likely to persevere when GenAI fails to give appropriate answers
- Increased engagement with GenAI and normalization of their use can reduce gender adoption gaps

Restrictive and unclear policies on GenAI add to the digital gender divide

- Women are more likely to comply with bans against GenAI (men are more likely to ignore them), putting women at a disadvantage; particularly among high-performing women
- Clear policies that promote engagement with GenAI are essential to minimize gender disparities

GenAI skills are becoming essential for career growth

- GenAI skills boost hiring likelihood among strong female candidates
- Promoting GenAI skills is more beneficial for women than it is for men
- Productive use of GenAI can increase the likelihood of career advancement

FEATURED PRESENTATIONS

OCCUPATIONAL HETEROGENEITY IN EXPOSURE TO GENERATIVE AI

Professor Robert Seamans, NYU

WILL ARTIFICIAL INTELLIGENCE GET IN THE WAY OF ACHIEVING GENDER EQUALITY?

Dr. Catalina Franco, Norwegian School of Economics

IMPLICATIONS & CONSIDERATIONS FOR BUSINESS LEADERS

Roundtable participants explored key insights for practical action:

- **Develop clear, explicit AI policy** that articulates what is and is not allowed
 - Formulate robust GenAI governance policies and guidelines in partnership with legal, ethics, L&D, and technology teams
- **Leverage internal GenAI adoption data** to identify disparities across groups and specify steps to promote balanced adoption
- **Provide proactive support.** When organizations promote GenAI use and offer training and resources, more women embrace GenAI and gain valuable skills
- **Offer best practices with evidence-based insights.** Without this guidance, people may use GenAI in ways that reinforce outdated approaches that fail to leverage its full potential
- **Redefine academic integrity standards** in the GenAI era to guide responsible adoption by educators and students
- **Develop ‘GenAI readiness playbooks’** to help guide re-skilling and internal job mobility
- **Use GenAI not just for efficiency gains but to spur innovation,** creating differentiation in the market

RELATED RESEARCH, REPORTS, & RESOURCES

[“The business of AI startups.” Boston Univ. School of Law, Law and Economics Research \(2023\).](#)

[“Beyond AI exposure: which tasks are cost-effective to automate with computer vision?.” \(2024\).](#)

[Jobs for the Future \(JFF\), The AI-Ready Workforce: How Leaders and Workers Can Prepare for a Reshaped Future of Work. 2023.](#)

[Superagency in the Workplace: Empowering People to Unlock AI’s True Potential. McKinsey Digital. January 28, 2025.](#)

[The Impact of Generative AI on Black Communities. McKinsey Digital. 2023.](#)

[The Economist. “How AI will divide the best from the rest.” The Economist, February 13, 2025.](#)

[Jobs for the Future \(JFF\), AI for Economic Opportunity and Advancement: A Call to Action. 2025.](#)

[AI Risk Atlas. IBM watsonx. Updated February 7, 2025.](#)

ABOUT SODI

The Science of Diversity & Inclusion Initiative (SODI.org) brings together industry leaders and top behavioral scientists to form a “living laboratory.” This coalition of innovators designs, tests, and scales new solutions to advance diversity, inclusion, and belonging. If you are interested in learning about SODI’s future events, roundtables, and convenings, please register at <https://sodi.org/request/>

ABOUT MONASH

[Monash Business School](#) is a global academy for leaders, innovators and change-makers. It is internationally recognized for excellence in research and education as ranked by some of the most prestigious and highly regarded international rankings of world universities.

FEATURED RESEARCH—SELECTED FIGURES & TABLES*

TABLE 1: Industry Exposure to Advances in GenAI (Language Modeling)¹

Note: The AI Occupational Exposure (AIOE) is a measure of each occupation’s “exposure” to AI. The term “exposure” as used is agnostic as to the effects of AI on the occupation, which could involve substitution or augmentation depending on various factors associated with the occupation itself. We construct an AI Industry Exposure (AIIIE) by taking a weighted average of the AIOE using industry employment based on the four-digit NAICS classification. Highest-scoring occupations are ranked in descending order based on the AIIIE Measure. Lowest-scoring occupations are ranked in ascending order based on the AIIIE Measure. Data for the tables available at: <https://github.com/AIOE-Data/AIOE>

Rank	<u>Highest Scoring Industries for Exposure to Language Modeling</u>	<u>Lowest Scoring Industries for Exposure to Language Modeling</u>
1	Legal Services	Support Activities for Crop Production
2	Securities, Commodity Contracts, and Other Financial Investments	Logging
3	Agencies, Brokerages, and Other Insurance Related Activities	Foundation, Structure, and Building Exterior Contractors
4	Insurance and Employee Benefit Funds	Fiber, Yarn, and Thread Mills
5	Nondepository Credit Intermediation	Software Publishers
6	Agents and Managers for Artists, Athletes, Entertainers, and Others	Services to Buildings and Dwellings
7	Insurance Carriers	Truck Transportation
8	Other Investment Pools and Funds	Support Activities for Rail Transportation
9	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	Warehousing and Storage
10	Business Support Services	Animal Slaughtering and Processing
11	Software Publishers	Sawmills and Wood Preservation
12	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	Support Activities for Water Transportation
13	Business Schools and Computer and Management Training	Building Finishing Contractors
14	Credit Intermediation and Related Activities	Waste Collection
15	Grantmaking and Giving Services	Other Specialty Trade Contractors
16	Travel Arrangement and Reservation Services	Coal Mining
17	Junior Colleges	Highway, Street, and Bridge Construction
18	Computer Systems Design and Related Services	Local Messengers and Local Delivery
19	Management, Scientific, and Tech Consulting Services	Apparel Knitting Mills
20	Other Information Services	Nonmetallic Mineral Mining and Quarrying

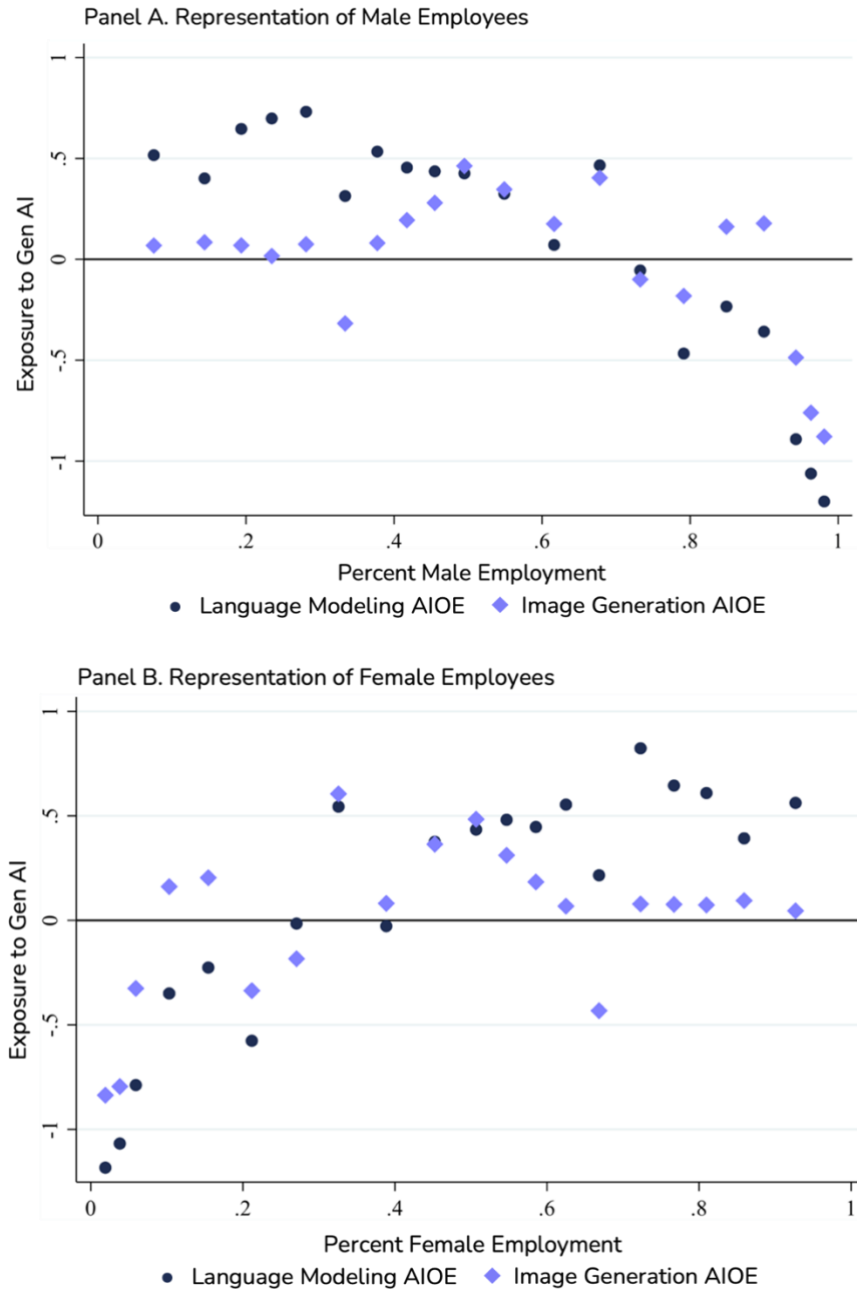
*Tables and charts reproduced with permission from the authors.

¹ Felten, Edward W., Manav Raj, and Robert Seamans. "Occupational heterogeneity in exposure to generative AI." 2023

FEATURED RESEARCH—SELECTED FIGURES & TABLES*

FIGURE 1: Relationship Between Demographic Representation and Exposure to Generative AI.² Panels A–B: Occupational Exposure to GenAI: Female & Male Employees

Note: The figures plot the relationship between demographic representation, calculated as the percent of occupational employment within a demographic group (x-axis) and AI Occupational Exposure (AIOE) to advances in language modelling or image generation (y-axis). Occupations are grouped into 20 equal-sized bins based on their x-axis value. Data on demographic representation comes from the 2021 ACS (Census Bureau’s American Community Survey) five-year estimates provided by IPUMS USA (U.S. Census Data for Social, Economic, and Health Research).

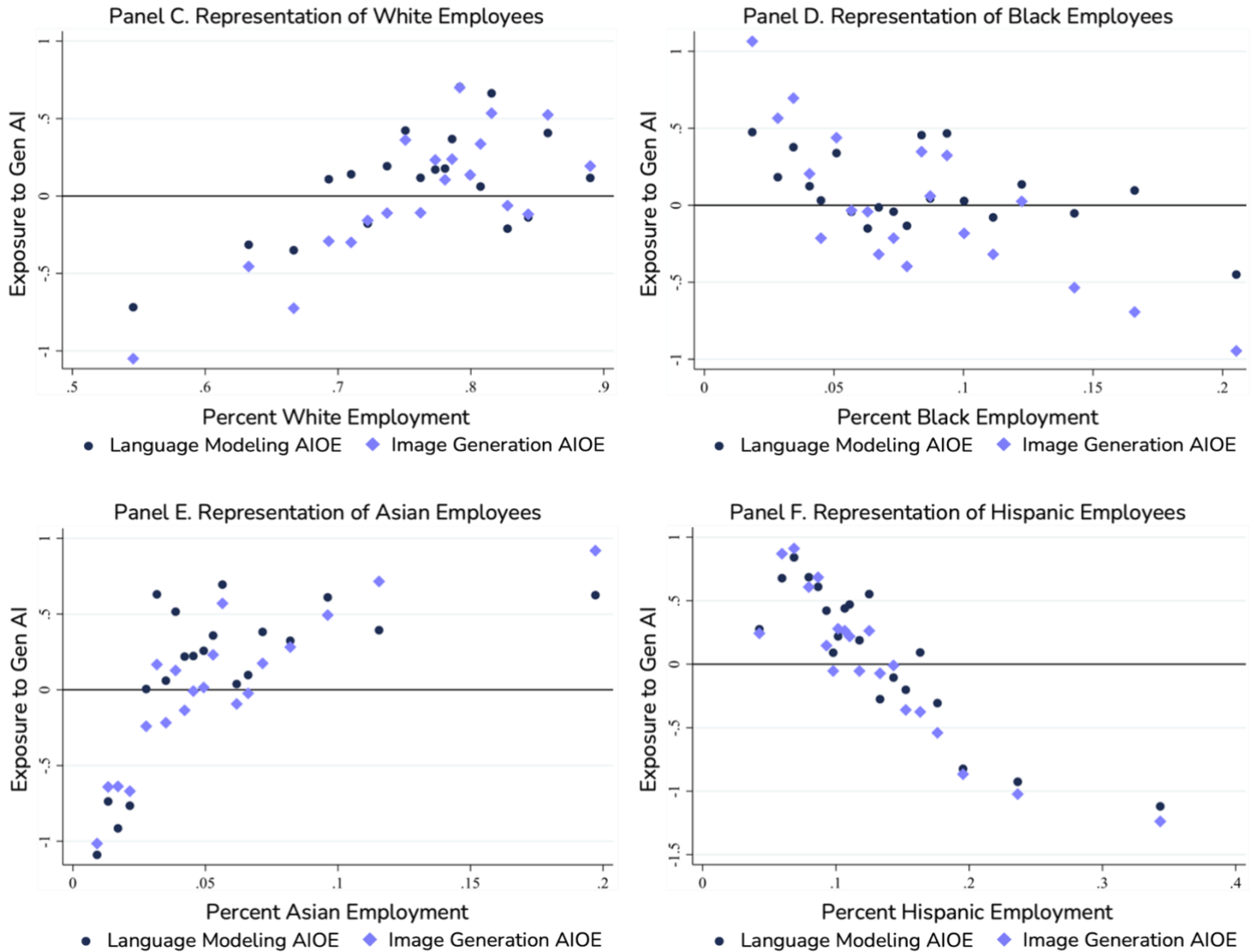


² Felten, Edward W., Manav Raj, and Robert Seamans. "Occupational heterogeneity in exposure to generative AI." 2023

FEATURED RESEARCH—SELECTED FIGURES & TABLES*

FIGURE 2: Relationship Between Demographic Representation and Exposure to Generative AI.³ Panels C–F: Occupational Exposure to GenAI: White, Black, Asian & Hispanic Employees

Note: The figures plot the relationship between demographic representation, calculated as the percent of occupational employment within a demographic group (x-axis) and AI Occupational Exposure (AIOE) to advances in language modelling or image generation (y-axis). Occupations are grouped into 20 equal-sized bins based on their x-axis value. Data on demographic representation comes from the 2021 ACS (Census Bureau’s American Community Survey) five-year estimates provided by IPUMS USA (U.S. Census Data for Social, Economic, and Health Research).

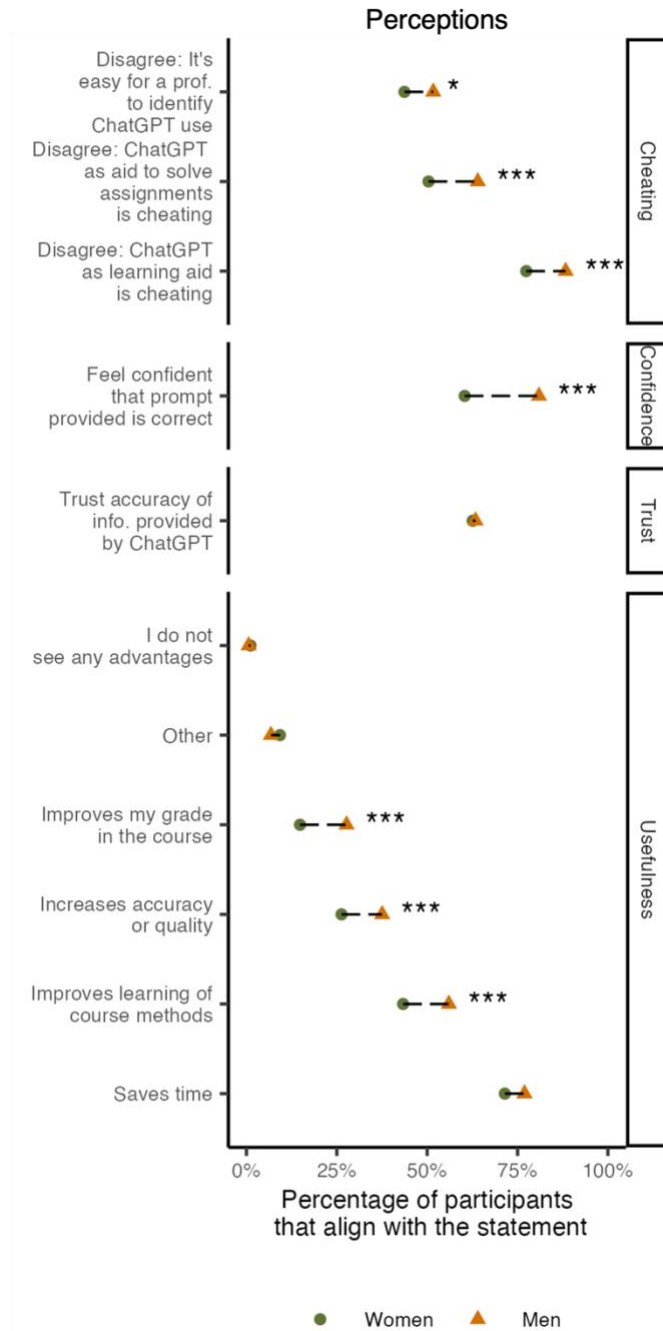


³ Felten, Edward W., Manav Raj, and Robert Seamans. "Occupational heterogeneity in exposure to generative AI." 2023

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FIGURE 3: Potential factors influencing use and skill: gender differences in attitudes⁴

Note: Percentage of participants by gender whose answer aligns with each statement related to perceptions on the left of the corresponding graph. All gender gaps are raw estimates, without any controls. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$.



⁴ Carvajal, Daniel, Catalina Franco, and Siri Isaksson. "Will Artificial Intelligence get in the way of achieving gender equality?." (2024).