



To cite this article: Abin Abraham Mathew, Mr. Robin Shaji, Ms. Afifa Taj, Ms. Shashikala R S and Ms. Amalupriya Prabhakar (2025). AI AND THE CHANGING JOB LANDSCAPE: BALANCING AUTOMATION AND EMPLOYMENT IN THE DIGITAL AGE, International Journal of Research in Commerce and Management Studies (IJRCMS) 7 (5): 386-399 Article No. 512 Sub Id 911

AI AND THE CHANGING JOB LANDSCAPE: BALANCING AUTOMATION AND EMPLOYMENT IN THE DIGITAL AGE

Abin Abraham Mathew¹, Mr. Robin Shaji², Ms. Afifa Taj³, Ms. Shashikala R S⁴ and Ms. Amalupriya Prabhakar⁵

¹Student, Department of Commerce,
Christ College of Science & Management, Malur, Bengaluru – 563160, India.
✉ Email: abin.karimtholil@gmail.com

²Assistant Professor & Head, Department of Commerce,
Christ College of Science & Management, Malur, Bengaluru – 563160, India.

³Assistant Professor, Department of Commerce,
Christ College of Science & Management, Malur, Bengaluru – 563160, India.

⁴Assistant Professor, Department of Commerce,
Christ College of Science & Management, Malur, Bengaluru – 563160, India.

⁵Assistant Professor, Department of Commerce,
Christ College of Science & Management, Malur, Bengaluru – 563160, India.

DOI: <https://doi.org/10.38193/IJRCMS.2025.7530>

ABSTRACT

The job landscape is no longer what it used to be. With the rise of Artificial Intelligence (AI) and automation, the very shape and structure of work is shifting—sometimes subtly, and other times quite dramatically. This paper explores how automation is redrawing the employment landscape across sectors, creating both opportunities and deep anxieties. While AI has brought speed and efficiency, it's also contributed to a wave of workforce disturbance. The recent layoffs at Microsoft, Amazon, and other global firms show how automation is already altering the organizational operations.

This study centred on changing landscape with a central question: how can we balance the efficiency of automation with the dignity of human employment? Rather than viewing this as a simple trade-off, we need an effective approach—one that places people at the core of progress. In the light of discussions from the Paris AI Action Summit 2025 and other global events, the paper proposes solutions like AI Impact Assessments, government-supported reskilling programs, and a Global Workforce Adaptation Fund.

The employment landscape should attain efficiency and effectiveness in the era of AI with automation within the limit of the right policies and ethical guidelines. AI helps build a future where humans and

machines work together—each enhancing the other. But for that to happen, action is needed now, before the gap between progress and people grows any wider.

KEYWORDS: AI and employment, automation, changing job landscape, workforce disruption, reskilling

1. INTRODUCTION

The past decade has witnessed artificial intelligence (AI) move from a frontier technology to a central driver of global transformation. From automating logistics and finance to shaping marketing strategies and customer service, AI has become deeply embedded in the operational DNA of organizations across industries. While this digital shift promises greater efficiency and innovation, it also raises a critical social dilemma: the threat to human employment and, by extension, to the broader goals of sustainable development.

As AI increasingly performs complex cognitive and analytical tasks, the divide between human labour and machine capability is growing at an unprecedented pace. The early narrative that automation would only affect low-skill or routine jobs has been upended—today, roles in education, law, healthcare, and media are also being reshaped or eliminated. In this rapidly evolving job landscape, entire sections of the workforce find themselves uncertain of their future. While technological progress is inevitable, it must not come at the expense of societal inclusion and stability.

The problem statement addressed by this paper is clear: In the pursuit of productivity and profit, organizations are adopting AI systems that replace, rather than augment, human roles—leaving millions vulnerable to displacement. The recent waves of layoffs at major multinational firms such as Microsoft, Google, and Amazon underscore how automation is increasingly leveraged as a cost-cutting tool, rather than a means of collaborative advancement. This trend directly threatens the achievement of Sustainable Development Goal 8, which calls for “inclusive and sustainable economic growth, full and productive employment, and decent work for all.”

Employment is more than a means of income—it is a pillar of human dignity, social identity, and community well-being. Without access to stable and meaningful work, individuals risk falling into cycles of poverty, exclusion, and psychological stress. From a sustainability standpoint, long-term unemployment leads to broader economic stagnation, reduced innovation from diverse groups, and growing social unrest. The rise of AI must therefore be viewed not only as a technological phenomenon but also as a humanitarian and developmental concern.

This research seeks to explore how the changing job landscape, shaped by AI, can be steered in a

direction that upholds human-centred values and aligns with global sustainability goals. It investigates how employment displacement can be mitigated through forward-thinking policies, inclusive innovation practices, and systemic efforts to reskill and empower the workforce. Rather than framing automation as an inevitable threat, this paper views it as an opportunity—if handled responsibly—to create a more equitable and sustainable future of work.

Governments, corporations, and educational institutions must act decisively to implement policy frameworks that protect workers while encouraging ethical AI adoption. This includes robust social safety nets, national reskilling programs, and cross-sector partnerships that prioritize inclusive growth. The Paris AI Summit 2024, among other global platforms, has echoed this need for ethical AI governance—emphasizing that sustainability must include not just environmental care, but economic and social equity as well.

As the digital age redefines labour markets, the response must be holistic. The future of work must be intentionally shaped, not left to chance or the logic of market efficiency alone. Automation, if balanced with empathy and foresight, can help society meet the UN’s sustainability agenda—not undermine it. Ultimately, this paper calls for more than innovation—it calls for responsibility. In the age of intelligent machines, we must remember that sustainable progress starts with people. Employment is not just a number on a graph—it’s a basic human need and a foundational element of a stable, just, and thriving society.

2. RESEARCH METHODOLOGY

This study uses a qualitative, descriptive approach to explore how artificial intelligence (AI) and automation are transforming the job landscape. It is based on secondary data drawn from reputable sources such as institutional reports from McKinsey & Company, the Massachusetts Institute of Technology (MIT), Oxford University. Additionally, the analysis incorporates real-world examples of workforce reductions at major corporations such as Microsoft, Amazon, and Google, alongside labour market statistics and employee perception surveys that capture workers' responses to automation and AI-driven restructuring.

The primary objectives of this research are fourfold:

1. To identify the types of jobs most susceptible to automation and AI technologies across different industries;
2. To evaluate existing labour policies and their adequacy in safeguarding worker welfare in the face of technological disruption;
3. To examine the ethical and social implications of large-scale automation, particularly concerning human dignity, job security, and mental well-being; and

4. To propose sustainable, human-centred policy solutions that align AI integration with long-term employment goals, especially within the framework of the United Nations Sustainable Development Goals—namely SDG 8 (decent work and economic growth) and SDG 10 (reduced inequalities).

Rather than focusing solely on technological efficiency or corporate growth metrics, this study centres on the human impact of AI adoption. It seeks to illuminate how digital transformation influences individuals' livelihoods, workplace stability, and future resilience. By adopting a sustainability perspective, the research aims to offer a holistic understanding of how societies can advance with AI in ways that uphold both innovation and social responsibility.

3. LITERATURE REVIEW

The automation shifts in the industries and economics dragged the attention of numerous researchers and scholars. Researchers across disciplines have attempted to quantify the magnitude of potential job displacement, while others have focused on the broader implications for social equity, labour policies, and the future of work.

A seminal study by Frey and Osborne (2013) from the University of Oxford projected that nearly 47% of U.S. jobs were at high risk of automation over the next two decades. Their work became foundational in shaping concerns about AI's ability to replace not only routine manual labour but also complex cognitive tasks previously thought to require human discretion. Subsequent studies expanded on this notion, highlighting that automation was not confined to factory floors but was rapidly influencing knowledge work, customer service, logistics, and finance.

In line with these projections, Manyika et al. (2017) of the McKinsey Global Institute estimated that up to 800 million jobs could be displaced globally by 2030. However, they also identified a countertrend: while automation reduces demand for certain types of work, it may simultaneously create new roles in areas such as digital innovation, care work, and green technologies. Similarly, the World Economic Forum (2023) observed that employers anticipate both job losses and job gains due to automation, with reskilling and upskilling becoming urgent priorities.

Beyond projections, institutions such as the International Monetary Fund (2021) and MIT's Work of the Future task force (2020) offer critical insight into the distributional effects of automation. The IMF emphasized that middle- and low-skilled workers, particularly in developing economies, are more vulnerable to automation due to limited access to adaptive education systems and weak policy safety nets. At the same time, MIT researchers stressed that AI's impact on employment is not deterministic; the outcomes depend on complementary investments in human capital, training, and inclusive policy frameworks.

Despite the breadth and depth of current literature, a significant limitation persists: much of the discourse is overwhelmingly technical or data-driven. Studies often focus on macroeconomic indicators—labour force participation rates, GDP shifts, or automation adoption curves—while overlooking the emotional, psychological, and ethical dimensions of job loss. This technocentric approach risks neglecting the human experience, including loss of purpose, social status, and long-term well-being. Employment is not merely an economic function; it plays a critical role in shaping individual identity and community resilience (ILO, 2023).

This study seeks to address that gap. There is growing recognition that future research must approach automation and employment through a more holistic and policy-oriented lens. The United Nations Sustainable Development Goal 8 calls for “inclusive and sustainable economic growth, full and productive employment, and decent work for all” (United Nations, 2015). However, few academic or policy models directly integrate these values into AI transition strategies. While governments and industries often highlight AI’s productivity benefits, fewer are investing in long-term, preventive policies such as reskilling programs, job guarantees, or ethical AI frameworks.

Acemoglu and Restrepo (2020) underscore the need for institutional checks and balances. Their research found that firms which adopt automation purely for cost-cutting—rather than for productivity-enhancing purposes—tend to exacerbate inequality and reduce overall employment rates. In parallel, OECD (2021) findings emphasized that timely policy interventions could slow the pace of job polarization and help realign labour markets with ethical goals.

In summary, the existing body of literature has laid a strong foundation for understanding the mechanics of job displacement due to AI and automation. However, there remains a lack of focus on human dignity, social inclusion, and ethical governance. As the global labour landscape shifts, future research must ask not only what is happening and why, but also for whom—and at what long-term cost. This paper aims to contribute to that emerging conversation by sustainability, human well-being, and policy-driven balance in the evolving relationship between humans and machines.

4. THE CHANGING JOB LANDSCAPE

The rapid advancement of artificial intelligence (AI) is not just a technological shift—it is a transformation that is visibly reshaping the global employment landscape across multiple sectors. From manufacturing and logistics to finance, healthcare, and education, AI systems are taking over roles that once demanded human intuition, decision-making, and repetitive labour. Unlike past waves of automation that mostly affected physical labour, this new frontier includes knowledge-based tasks—often considered uniquely human just a decade ago. Industries are now contending with the

rise of generative AI tools that can draft reports, produce code, create media content, and even simulate customer service conversations with minimal human involvement. For workers and organizations alike, the very nature of work is being reconsidered, not gradually but abruptly, and often without a safety net in place.

Recent layoffs at tech giants like Microsoft, Amazon, and Google have only intensified public concerns. In early 2024, Microsoft laid off thousands of employees shortly after investing heavily in generative AI and large language models. While official statements cited “strategic realignment,” many industry observers couldn’t help but connect the dots: as AI tools began to replace roles in content generation, marketing, and coding, the need for large human teams diminished. Similarly, Amazon’s shift towards warehouse robotics and automated delivery systems was followed by the downsizing of thousands of operational roles. Google, too, undertook significant restructuring, eliminating positions in its ad division—ironically, while simultaneously announcing new AI advertising tools. These events are more than isolated incidents; they reflect a growing trend where AI adoption is directly tied to job displacements, especially in mid-tier roles that combine some technical skill with repetitive tasks.

The types of jobs most at risk share certain characteristics. Roles that involve routine decision-making, predictable workflows, and data-heavy tasks—such as clerical work, telemarketing, data entry, customer support, and even paralegal services—are increasingly susceptible to automation. This trend is illustrated below in *Figure 2*, which visualizes the job sectors most vulnerable to AI-driven displacement:

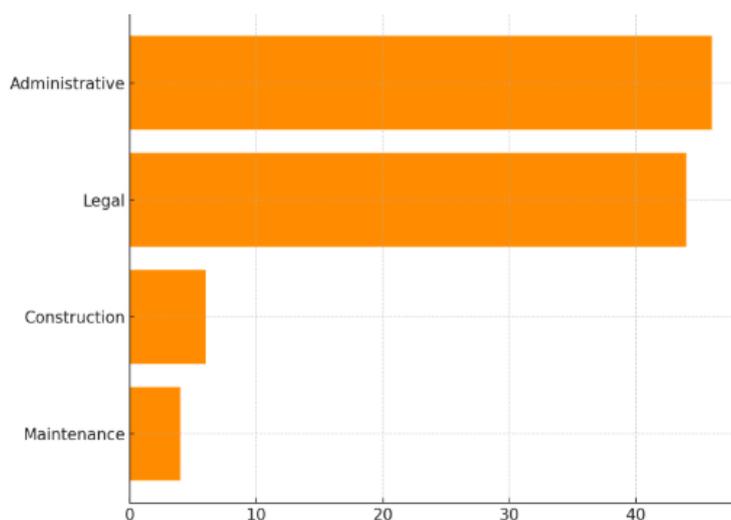


Figure 2: Jobs Most at Risk from AI Automation



As the *figure 2* indicates, administrative support, customer service, and certain technical functions are among the most affected sectors, largely because the repetitive nature of these roles makes them ripe for automation through rule-based algorithms and machine learning systems. For instance, AI-powered chatbots are replacing first-tier customer service representatives, while legal firms experiment with document review tools that can process thousands of files in a fraction of the time a human could. On the factory floor, robotics systems are now capable of not only assembling products but also self-monitoring for maintenance and efficiency. White-collar workers once felt immune to automation's creep, but the rise of generative AI platforms such as ChatGPT, GitHub Copilot, and Google Bard has brought automation into coding, writing, and design—areas long believed to require uniquely human creativity.

Generative AI plays a particularly complex role in this transformation. While it has the potential to enhance productivity and support human workers by automating mundane aspects of creative work, it also introduces a subtle erosion of labour value. When a machine can draft a press release in seconds or code a basic web application overnight, questions arise: How does one quantify human expertise in such a context? What becomes of entry-level positions that traditionally served as gateways into these fields? The effect is twofold: while companies benefit from increased efficiency, workers are often left uncertain about their place in a system that appears to prioritize technological prowess over human growth.

The psychological impact of these transitions is not to be understated. As automation spreads, worker sentiment has shifted from cautious optimism to growing anxiety. Surveys conducted by Gallup and the Pew Research Centre in 2023 reveal that a significant portion of employees, particularly in tech and finance, fear their roles will be obsolete within the next five to ten years. This anxiety isn't just about income—it's about identity. For many, work is deeply tied to self-worth, routine, and community belonging. The looming threat of automation challenges these foundations. It creates an environment of instability where people must constantly upskill, reorient, and compete not just with peers, but with algorithms that do not sleep, err, or demand benefits.

Moreover, this stress is often unevenly distributed. Those with access to continuous learning opportunities, strong educational backgrounds, or flexible skill sets are better positioned to adapt. In contrast, workers in precarious employment, in underserved communities, or in countries lacking proactive labour policies face the highest risk of exclusion. Automation, in its current trajectory, may inadvertently deepen existing inequalities unless governments, organizations, and civil society act in coordination to prioritize inclusive, human-centred policy frameworks.

5. ETHICAL AND SOCIETAL IMPLICATIONS OF AI AND AUTOMATION

5.1 Human Dignity vs. Technological Efficiency

The integration of artificial intelligence (AI) and automation into the modern workforce raises critical ethical and societal concerns, particularly in terms of how we value human labour and well-being. One of the most pressing issues is the tension between technological efficiency and human dignity. As AI systems become more proficient at performing tasks once reserved for human workers, there is a growing tendency to prioritize speed, precision, and cost-effectiveness over the unique qualities that individuals bring to the workplace. This shift risks reducing people to mere instruments in the production process, undermining the sense of purpose, creativity, and autonomy that traditionally accompanies meaningful employment. If technological progress continues to outpace ethical considerations, there is a danger that workers will be seen less as individuals with inherent worth and more as replaceable components within an automated system.

5.2 Growth Over People

Compounding this issue is the widespread corporate focus on economic growth and productivity, often at the expense of employee welfare. In the pursuit of greater efficiency, companies may increasingly adopt automation not solely for innovation but for-profit maximization, frequently overlooking the social and emotional consequences for their workforce. This can result in environments where performance is constantly monitored, output is prioritized over well-being, and employees are pressured to compete with machines in terms of speed and accuracy. Such conditions contribute to a workplace culture that can feel impersonal, exploitative, and ultimately dehumanizing. The erosion of job satisfaction and personal fulfilment in the name of productivity raises serious concerns about the sustainability of this model in the long term.

5.3 Inequality, Insecurity, and Mental Health

Furthermore, the impact of AI on labour markets is deeply intertwined with broader social issues such as income inequality, job insecurity, and mental health. Low-skilled workers are particularly vulnerable to displacement by automation, as their roles are often the easiest to replicate through technology. This dynamic widens the gap between those with access to education and advanced training and those without, exacerbating economic disparities and limiting upward mobility for marginalized populations. Moreover, the psychological toll of these changes cannot be ignored. The fear of job loss, the pressure to adapt to constantly evolving technologies, and the uncertainty about the future can lead to heightened stress, anxiety, and feelings of alienation among workers. These effects not only harm individual well-being but also weaken the social fabric by fostering division and distrust in institutions.

5.4 A Human-in-the-Loop Approach

To mitigate these challenges, a more balanced and human-centred approach to AI integration is essential. The "human-in-the-loop" model emphasizes the importance of preserving a meaningful role for human oversight, judgment, and creativity in automated systems. Rather than replacing workers, AI should be used to augment human capabilities, enabling collaboration between technology and people. This approach not only helps maintain a sense of dignity and purpose among workers but also creates opportunities for reskilling and personal growth. By aligning technological progress with ethical responsibility and social justice, we can ensure that innovation serves not just economic goals but also the broader interests of humanity.

6. GLOBAL PERSPECTIVES AND AI SUMMITS

As artificial intelligence (AI) continues to advance and reshape global economies and societies, international cooperation has become essential to ensure its development is rooted in ethical responsibility and inclusive growth. A central concern emerging from recent global forums is the urgent need to establish policies and guidelines that prioritize human dignity from the earliest stages of AI adoption and automation. Without early safeguards, the rapid deployment of AI systems risks reinforcing inequities, eroding worker rights, and undermining the human values that should remain at the core of technological progress. Global summits such as the Paris AI Action Summit 2025, the AI for Good Global Summit, and the World Economic Forum's AI Governance Taskforce have emphasized this need, advocating for governance models that align innovation with justice, transparency, and social responsibility.

At the Paris AI Action Summit 2025, policymakers and experts from across the globe highlighted the importance of embedding ethical considerations—including respect for individual autonomy, privacy, and fairness—into AI systems before they are widely deployed. The summit underscored that reactive regulation is insufficient. Instead, proactive and anticipatory governance is necessary to protect the dignity and rights of workers and citizens as automation becomes more deeply integrated into daily life. There was a strong consensus that failing to act early could allow AI to evolve in ways that commodify human labour and reduce people to tools in service of efficiency and profit.

The AI for Good Global Summit, held under the auspices of the United Nations, echoed these concerns while framing AI as a potential force for advancing global development. Delegates urged that AI be designed not just for performance, but for social purpose—to uplift communities, reduce inequalities, and foster inclusion. The summit stressed that the early implementation of human-centric design and policy frameworks is critical to ensuring that AI technologies serve public interest and do not replicate historical injustices or widen the digital divide.

Similarly, the World Economic Forum's AI Governance Taskforce focused on preparing the global

workforce for an AI-driven future while affirming the moral imperative to preserve human dignity during transitions. Recognizing that job displacement is a significant risk, the taskforce emphasized the need for comprehensive strategies that include lifelong learning, equitable access to reskilling opportunities, and psychological support systems. Importantly, these efforts must not be reactive, but built into the initial stages of automation policy development to prevent structural exclusion and economic marginalization.

Across all these platforms, a unifying theme has emerged: technological progress must not come at the cost of human value. Instead of retrofitting ethical standards after harm has occurred, international bodies and governments must act collaboratively and urgently to shape AI policies that embed dignity, fairness, and accountability from the ground up. Establishing these foundational principles early is essential—not only to ensure responsible innovation—but also to create a future where technology enhances human life rather than diminishes it.

7. POLICY RECOMMENDATIONS FOR ETHICAL AND INCLUSIVE AI INTEGRATION

The research indicates that while artificial intelligence (AI) and automation promise increased productivity and innovation, they also pose significant risks to employment, equity, and human dignity. Therefore, comprehensive policy interventions are necessary to ensure that the transition to an AI-driven economy is both ethical and inclusive. The following policy recommendations derive from the analysis of global AI summits and current labour market trends, emphasizing the importance human-centred governance frameworks.

7.1 AI Impact Assessments Prior to Job Automation

To prevent abrupt and harmful disruptions to the workforce, it is essential that organizations conduct AI Impact Assessments (AIAs) before automating job functions. These assessments should evaluate not only economic outcomes but also the social and psychological consequences of displacement. AIAs can guide ethical decision-making by identifying risks to vulnerable populations, helping firms and regulators ensure that automation does not compromise workers' dignity or livelihood

7.2 Government-led Reskilling and Upskilling Programs

Governments must take the lead in preparing citizens for an evolving job market. Reskilling and upskilling programs should be integrated into national workforce development strategies, particularly targeting low-skilled workers most susceptible to automation. These programs must go beyond technical training to include soft skills, adaptability, and mental health support to foster holistic human development

7.3 Public-Private Partnerships for Digital Literacy

Digital literacy is no longer optional; it is fundamental to employability in the age of AI. Governments and private enterprises must collaborate to expand access to digital education, particularly in underserved communities. These public-private partnerships should aim to bridge the digital divide,

ensuring that the benefits of technological advancement are equitably distributed. Such collaborations can be supported through shared funding models, curriculum co-design, and scalable outreach programs.

7.4 Creation of a Global Workforce Adaptation Fund

A Global Workforce Adaptation Fund should be established through international cooperation to support countries with limited capacity to address the labour impacts of automation. This fund could provide financial assistance for reskilling initiatives, social protection programs, and inclusive infrastructure development. Modelled on similar global mechanisms for climate resilience and public health, such a fund would reflect the transnational nature of AI's impact on employment.

7.5 Regulations for Ethical AI Deployment

Governments must enact binding regulatory frameworks to ensure that AI systems are deployed in ethically responsible ways. These regulations should enforce standards on fairness, transparency, and accountability, especially in decisions affecting employment, compensation, and surveillance. Ethical deployment must be anchored in international human rights principles and regularly updated to reflect technological advancements.

7.6 Incentives to Retain and Retrain Employees

To discourage excessive job displacement, policymakers should introduce incentives for companies that invest in retaining and retraining their existing workforce rather than replacing them with automated systems. Tax benefits, innovation grants, and recognition programs can promote ethical labour practices and long-term employee engagement.

8. CONCLUSION

The global expansion of artificial intelligence (AI) has signalled a transformative shift in the nature of work, raising profound concerns about employment, social equity, and human dignity. As highlighted in international forums such as the Paris AI Action Summit 2025, the AI for Good Global Summit, and the World Economic Forum's AI Taskforce, there is an emerging global consensus: the future of AI must be governed by ethical frameworks that prioritize inclusive growth and workforce sustainability. This research reaffirms the urgent need to strike a careful balance between technological advancement and human-centered values.

While AI offers significant benefits—improving productivity, reducing costs, and enabling innovation—it simultaneously threatens to displace workers, exacerbate income inequality, and contribute to a sense of alienation and job insecurity. Global leaders at the AI for Good Summit have noted that without responsible policy responses, AI could entrench existing socioeconomic divides. Therefore, the integration of AI into the labour market must be deliberate, humane, and inclusive, recognizing that human dignity must remain at the centre of digital transformation.

This study's policy recommendations reflect the insights drawn from both scholarly analysis and global AI dialogues. These include the adoption of AI Impact Assessments before automating roles, to evaluate the socioeconomic consequences of such decisions. Additionally, governments must lead reskilling and upskilling programs that prepare workers for evolving job roles, a theme strongly supported by the World Economic Forum's call for lifelong learning infrastructures. The establishment of public-private partnerships for digital literacy and inclusion is another critical step, as underscored in the Paris AI Action Summit 2025, where digital equity was identified as a core tenet of sustainable development.

Furthermore, this paper supports the creation of a Global Workforce Adaptation Fund, championed by international taskforces, to provide financial and technical support to vulnerable nations navigating AI transitions. Complementing these measures are regulatory frameworks to enforce ethical AI deployment, with mechanisms ensuring transparency, accountability, and fairness in employment-related applications. Lastly, the call for incentives for companies to retain and retrain workers—rather than replace them—reflects the growing international emphasis on social responsibility in the age of automation.

At the heart of these proposals is the imperative to protect and elevate human dignity. The AI-driven future must not reduce workers to disposable components but should empower them through enriched, purposeful work. The World Economic Forum's AI Taskforce has emphasized the need to embed ethics into AI design from the outset, ensuring that human oversight, empathy, and creativity remain integral components of digital ecosystems.

Aligned with the United Nations Sustainable Development Goal 8—which promotes decent work and inclusive economic growth—this research affirms that AI should not be viewed solely as a force for efficiency but as a catalyst for equity. Progress in AI must be measured not only by economic gains but by how well it uplifts communities, safeguards livelihoods, and expands opportunities for all. By anchoring AI policy in ethical values and global collaboration, societies can harness automation to advance—not undermine—human potential in the digital age.

REFERENCES

1. Brynjolfsson, E., & McAfee, A. (2014). *The Second Machine Age: Work, progress, and prosperity in a time of brilliant technologies*. W. W. Norton & Company.
2. Ford, M. (2015). *Rise of the Robots: Technology and the threat of a jobless future*. Basic Books.

3. International Labour Organization. (2023). *World Employment and Social Outlook: Trends 2023*. <https://www.ilo.org/global/research/global-reports/weso/trends2023/lang--en/index.html>.
4. United Nations. (2015). *Transforming our world: The 2030 agenda for sustainable development*. <https://sdgs.un.org/goals/goal8>
5. Manyika, J., Chui, M., Miremadi, M., Bughin, J., George, K., Willmott, P., & Dewhurst, M. (2017). *A future that works: Automation, employment, and productivity*. McKinsey Global Institute. <https://www.mckinsey.com/featured-insights/future-of-work/a-future-that-works-automation-employment-and-productivity>.
6. World Economic Forum. (2023). *Future of Jobs Report 2023*. <https://www.weforum.org/reports/the-future-of-jobs-report-2023/>
7. Vincent, J. (2024, January 18). *Microsoft announces 1,900 layoffs across gaming divisions. The Verge*. <https://www.theverge.com/2024/1/18/microsoft-layoffs-activision-blizzard-xbox>
8. OECD. (2021). *AI and the future of skills: Capturing policy implications*. <https://www.oecd.org/skills/ai/>
9. Paris AI for Humanity Summit. (2024). *Global declaration on responsible AI development*. [Summary statements and policy highlights]. <https://www.ai-humanityparis.org>
10. Acemoglu, D., & Restrepo, P. (2020). *Robots and jobs: Evidence from US labour markets. Journal of Political Economy*, 128(6), 2188–2244. <https://doi.org/10.1086/705716>
11. Frey, C. B., & Osborne, M. A. (2013). *The future of employment: How susceptible are jobs to computerisation?* University of Oxford. https://www.oxfordmartin.ox.ac.uk/downloads/academic/The_Future_of_Employment.pdf
12. MIT Work of the Future Task Force. (2020). *The work of the future: Building better jobs in an age of intelligent machines*. Massachusetts Institute of Technology. <https://workofthefuture.mit.edu/research-post/the-work-of-the-future-building-better-jobs-in-an-age-of-intelligent-machines/>
13. Organisation for Economic Co-operation and Development (OECD). (2021). *AI and the future of skills: Capturing policy implications*. <https://www.oecd.org/skills/ai/>
14. World Economic Forum. (2023). *The future of jobs report 2023*. <https://www.weforum.org/reports/the-future-of-jobs-report-2023/>
15. Elysée. (2025, February 10–11). *Artificial Intelligence Action Summit*. Élysée. <https://www.elysee.fr/en/sommet-pour-l-action-sur-l-ai>



16. International Telecommunication Union. (2025). AI for Good Global Summit 2025 programme. ITU. <https://aiforgood.itu.int/summit25/programme/>
17. World Economic Forum. (2024). AI Governance Alliance: Briefing paper series. World Economic Forum. <https://www.weforum.org/publications/ai-governance-alliance-briefing-paper-series/>