

Many people dream of having their own business. But if you want to succeed, you should be hard-working, ambitious, self-disciplined and determined. My own business experiences can open you a lot of benefits. And it's easy to start working for yourself for the rest of your life. You want to be a successful businessman, you should be self-organized. It's not as easy as it seems, but at first, you should organize your own time, and to communicate effectively. A lot of people. We also need to be of quality to our money when you go. As a kid, I had to dream that I would make a lot of money when I got older, but I don't think I will be the needed qualities for becoming a successful businessman, these qualities. Then I would open a copy bookshop. I don't really own business ideas, but I respect people who have passion in their hearts, not any business idea, steal their dreams. In my humble opinion I would be a good and everything possible to achieve their dreams. In my humble opinion I would be a good and understanding boss for my employees, but I don't have the possibility to check it now.

René Bostic

Beyond the Checkbox: Algorithmic Bias Outsmarting Compliance

326,000 Jobs, \$37 Billion in GDP, and the Algorithmic Bias Behind It All

WOMEN IN TECH | ALGORITHMIC JUSTICE | INCLUSIVE AI



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Introduction

Artificial intelligence is reshaping who gets hired, who gets promoted, and who gets left behind. In 2025, that reshaping cost 326,000 Black women their jobs and cost the US economy up to \$37 billion in GDP (Harper and Roy 2026; Figure 2). This isn't a pipeline problem. It's an algorithmic one, and it's accelerating in 2026.

Historical biases, both personal and social, expose a significant gap in AI fairness when companies fail to translate theory into practice by embedding fairness intervention into model training and deployment. Most standardized AI frameworks evaluate single attributes, such as gender, race, or age, independently, analyzing outcomes for each category separately. Real-world discrimination frequently arises at the intersection of multiple identities, such as being both Black (race) and a woman (gender). This intersectionality leads to unique disadvantages that analyses based on a single attribute alone cannot adequately capture. This concept is known as “intersectionality” (Crenshaw).

Kimberlé Crenshaw, a legal scholar, first introduced the concept of intersectionality to describe the unique form of discrimination experienced by Black women as a result of their multiple social identities. In her groundbreaking work, “Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics,” Crenshaw argues that discrimination occurring at the intersection of race and gender is often overlooked by legal and institutional frameworks. Traditional AI fairness audits inherit this same limitation by evaluating protected characteristics independently rather than in combination. In addition to the social damage, such oversight can expose organizations to serious legal, reputational, and business risks as well as risks to global applicability.





Most AI systems cannot detect intersectional bias. Engineers cannot fix this by collecting better data. It is a design flaw. A few examples of multi-attribute combinations that AI engineers do not design their systems to mitigate bias for include “race-gender,” “age-gender,” and “disability-race,” represented by groups such as Black women, older Asian men, or disabled Latino workers, respectively. Unless AI models are programmed to evaluate these groups as distinct intersectional identities rather than single attributes, AI Engineers will continue to overlook discrimination occurring at the intersection.

When companies test their hiring algorithms for fairness, they check one thing at a time. They ask: “Does the AI system treat women fairly compared to men?” Separately, they ask: “Does it treat Black applicants fairly compared to White applicants?” The challenge with this approach is that a Black woman is not “Black” plus “woman.” She is both at the same time. However, this is a humanistic pattern that the AI algorithm cannot recognize. As a result, an AI system can successfully pass both gender- and race-based fairness assessments while still systematically discriminating against Black women.

This is not a new problem. It is a decades-old legal blind spot that has now become embedded in artificial intelligence. In *DeGraffenreid v. General Motors Assembly Division*, St. Louis, 413 F. Supp. 142 (E.D. Mo. 1976) (Justia 1976), Emma DeGraffenreid and four other Black women sued a General Motors (GM) plant in St. Louis, alleging that its seniority-based “last hired, first fired” layoff policy disproportionately displaced Black women. The court evaluated race and gender as separate categories, noting that GM had hired Black workers, specifically Black men on the plant floor, and women, specifically White women in administrative roles. Because no single-attribute test revealed discrimination, the court dismissed the lawsuit. Black women, as a distinct intersectional group, were rendered legally invisible. No discrimination was found because no one looked for discrimination at the intersection.

Agentic AI systems built on this foundation inherit and amplify existing gaps, turning a legal blind spot from 1976 into an algorithmic reality by 2026. Currently, men make up 79.7 percent of software developers and engineers. Women, regardless of race, account for only 20.3 percent, and Black women are not tracked as a separate category. (See Figure 1.) AI will reflect this historical pattern, consistent with the *DeGraffenreid v. General Motors* court decision.



When AI system designers do not encompass the workforce's full diversity, intersectional blind spots become inevitable. Teams without experience of discrimination at the intersection of race and gender are not prepared to design systems that recognize it. This outcome is not intentional; it is structural.

In other words, when a model is trained on incomplete, non-representative data, it screens resumes, ranks candidates, and drives layoff decisions through that same incomplete picture. It does not flag intersectional bias because it was never designed to detect it. *DeGraffenreid v. General Motors* did not simply foreshadow the AI intersectionality problem. The historical bias becomes the blueprint for the AI governance blind spots we are measuring today.

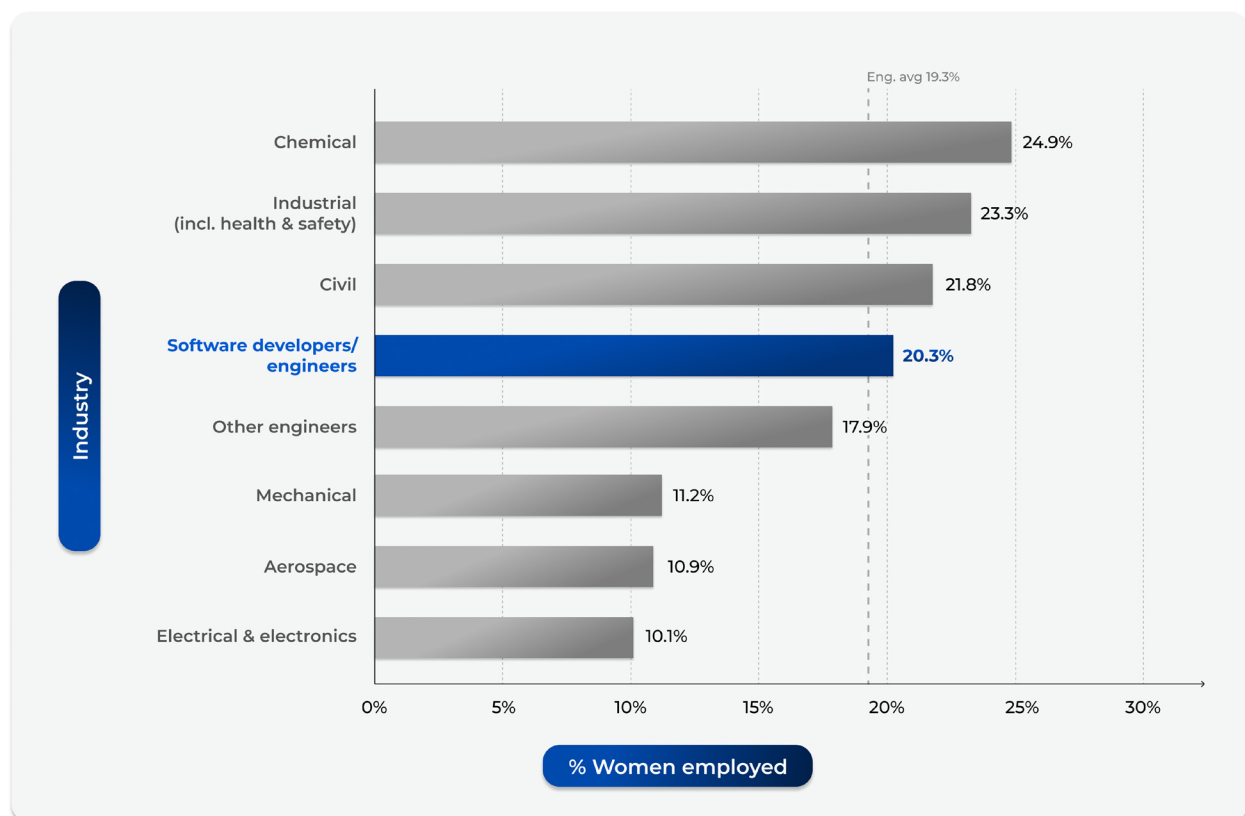


Figure 1. The Data Gap: Why AI Systems Learn From an Incomplete Picture

Source: BLS CPS Table 11, 2025, Annual Averages, <https://www.bls.gov/cps/cpsaat11.pdf>.

What happens economically when AI fairness is retrofitted as an afterthought and not intentionally designed into AI systems from inception?



1.

The \$37 Billion Cost of Intersectional Algorithmic Bias

As a baseline, Zhanning Zhao (2023) states, “By calculating the Gross Domestic Product (GDP) in nominal terms, we can observe that in 2022 the United States is still the most powerful economy with a GDP of \$24.79 trillion.” In correlation, research findings reveal a significant decline in the 2025 labor market, with economists and researchers spotlighting the “exit economy” of 326,000 Black women leaving the workforce (Roy 2025). The estimated impact on the United States GDP ranges from \$9.2 billion and \$37 billion. Katica Roy, a gender economist, stated in Fortune Magazine, “These aren’t just missing paychecks; they represent lost productivity, lost tax revenue, and diminished national output.”

This economic loss extends well beyond individual workers. It reduces resources available for national defense, infrastructure, Social Security, and Medicare. As households lose income, consumer spending weakens, increasing the risk of broader economic contraction. In a Politico Women Rule article, Katherine Long (2025) analyzes rising unemployment among Black women as an economic indicator, “the canary in the coal mine” for the economy. As Black women’s unemployment increases, it signals large-scale economic disruption.



According to the US Bureau of Labor Statistics (BLS), there were 1,378,000 Black women unemployed in January 2025. By December 2025, that number had risen to 1,704,000, an increase of 326,000. The minor variance between the frequently cited 300,000 and the exact BLS-reported increase of 326,000 reflects differences in reporting periods and the rounding practices commonly utilized by news media when reporting displaced workers.

In other words, the 300,000 is an approximate, often conservative, number reported in the news media through much of 2025; whereas the 326,000 is the total number of displaced workers for all of January to December 2025. (See Figure 2.) The increase of 326,000 supports the reality for Black women experiencing job displacement at an unprecedented rate, even after a substantial recovery since the COVID-19 pandemic.

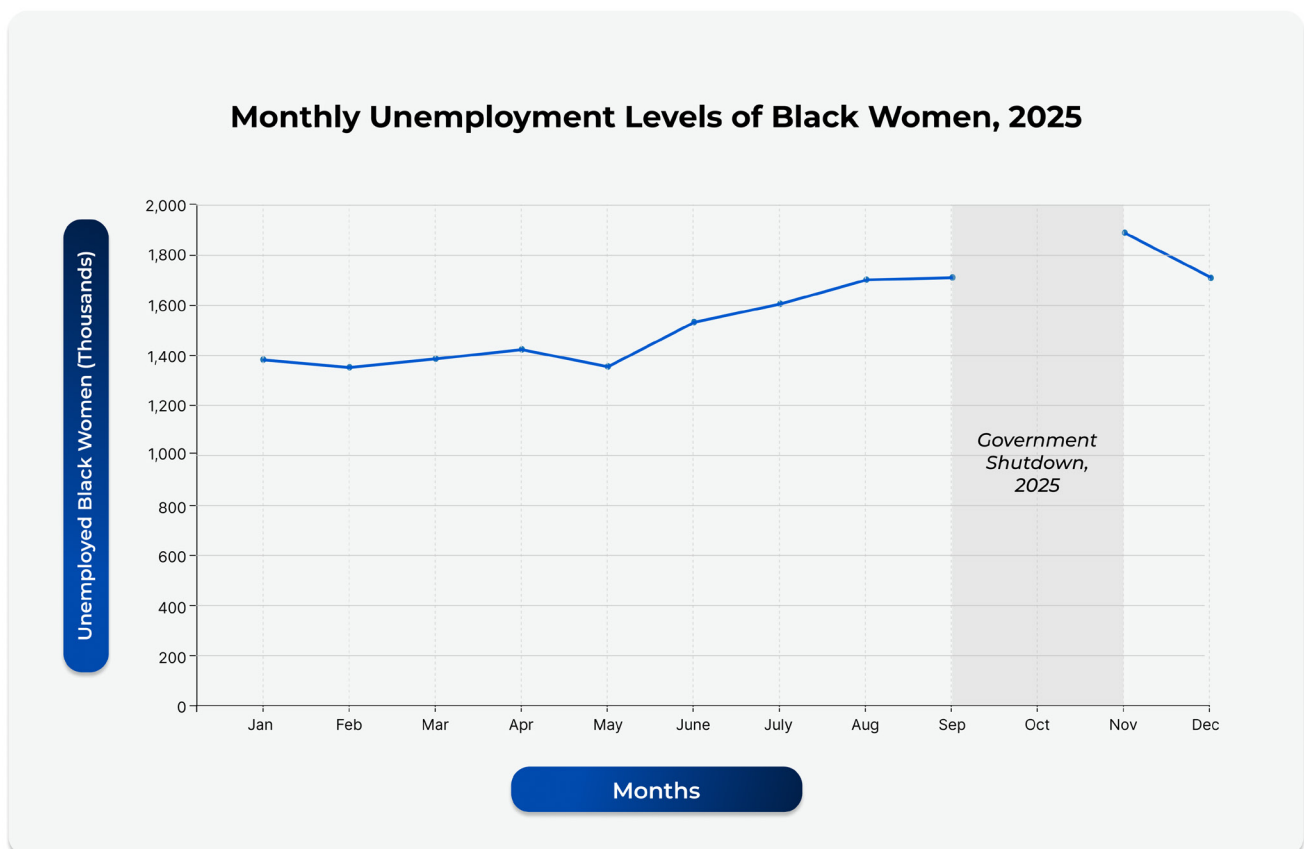


Figure 2. Monthly Unemployment Levels of Black Women, 2025

Source: US Bureau of Labor Statistics, "Labor Force Statistics from the Current Population Survey,"
Series ID: LNS13000006, accessed January 18, 2026, <https://www.bls.gov>.



The analysis for the *unemployment rate* trend spans from 2020 to 2025. The data in figure 3 from the BLS reveal that a major divide has emerged in how each demographic group has recovered economically since the COVID-19 pandemic. As shown on the chart, White men and women, as well as Asian workers' unemployment levels, remain generally steady at around 3–4 percent over the course of the economic recovery after the pandemic. However, unemployment among Black women rose sharply to 7.3% by the end of December 2025, the highest since October 2021. The 2025 data was a wake-up call.

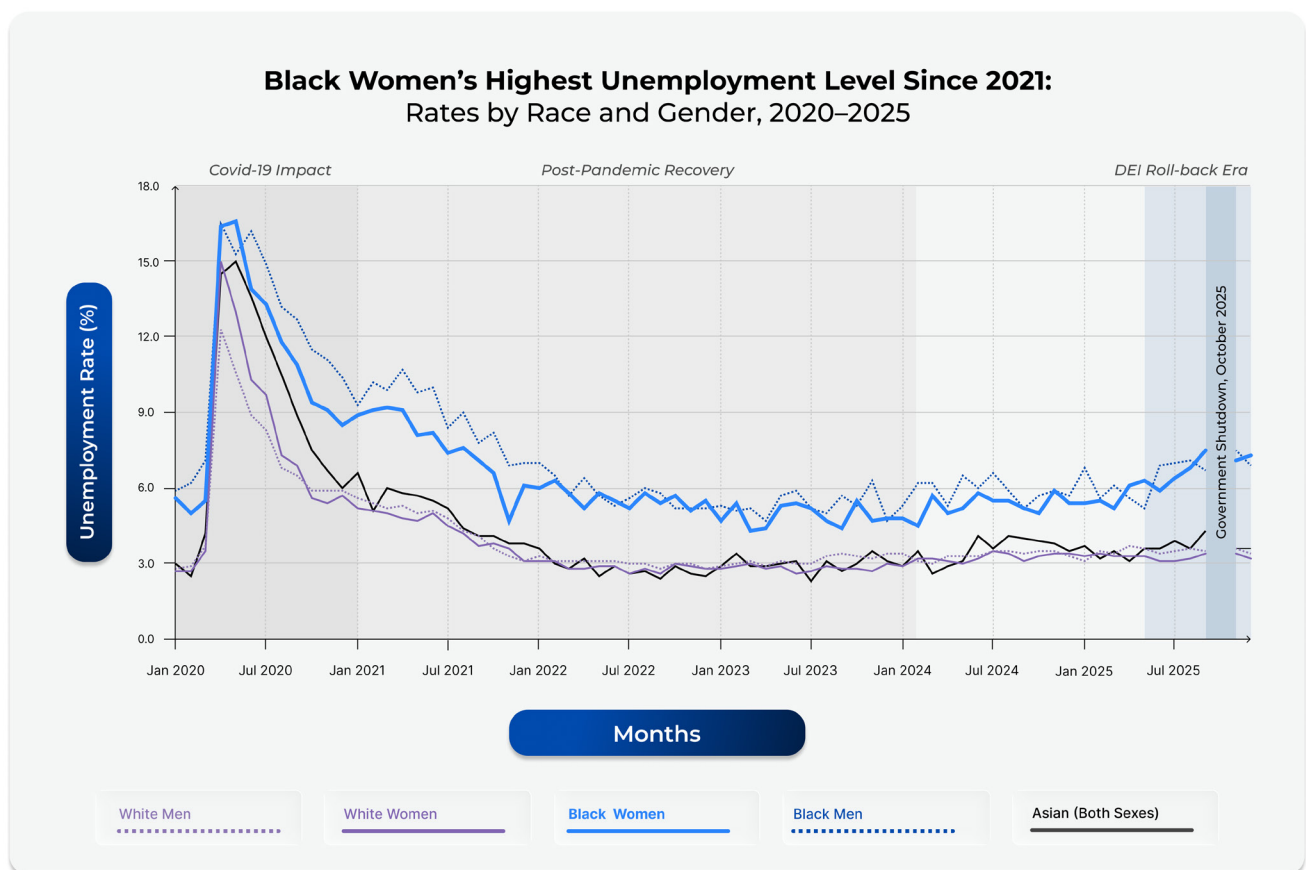


Figure 3. *Black Women's Highest Unemployment Level Since 2021: Rates by Race and Gender, 2020–2025*

Source: US Bureau of Labor Statistics, "Labor Force Statistics from the Current Population Survey," accessed January 18, 2026, <https://www.bls.gov>.



Historically, DEI critics have blamed black women's greater rate of employment loss and unemployment on their own "shortcomings" (i.e., lack of ability to get jobs, skills, etc.) rather than external structural causes. Today, agentic AI literally codes corporate policy based on these same biases (as a mathematical formula). Therefore, this flawed thinking is no longer simply an irrational human belief system; it is encoded in its purest form as policy-as-code, where business rules and decision-making criteria are written directly into the AI system rather than left to human judgment. The analysis identified that three forces converged to create this 2025 crisis for Black women.

1.1. The DEI Roll-Back Era (2025)

In January 2025, United States Executive Orders 14151 and 14173 revoked sixty years of affirmative action protections and eliminated DEI programs across federal agencies (The White House 2025). Also, the United States Attorney General directed the DOJ Civil Rights Division to investigate and penalize private-sector DEI programs in February (Bondi 2025). By July, twenty-six states have anti-DEI legislative approval, and twenty-three have become law, closing DEI offices and banning diversity initiatives. The impact was immediate (CSWE 2026).

1.2. AI Acceleration Without Adequate Guardrails

An estimated 99 percent of Fortune 500 companies have deployed an Applicant Tracking System (ATS) to support hiring, performance management, and workforce planning (Harvard Business School 2021). The timing was not coincidental. Just as civil protections disappeared, AI algorithmic gatekeepers replaced human oversight before the governance frameworks needed to manage them were in place. Unfortunately, in 2026, those systems are still running.

The rise of agentic AI compounded the acceleration. These systems do not simply execute instructions; they write hiring logic, score candidates, and generate workforce recommendations autonomously. In many organizations, agentic AI shipped bias before the policy team convened. When companies deploy agents without first defining intersectional fairness requirements as policy inputs, the agents optimize for what the historical data reflects, not for what equity requires.



1.3. Occupational Vulnerability

Black women dominate AI-vulnerable sectors (Black Demographics 2024):

- **Seventy-one percent** of office and administrative support roles
- **Eighty-five percent** of healthcare support positions
- **Fifty-nine percent** of sales and related fields

For office work and other administrative responsibilities, AI automates repetitive and time-consuming tasks, such as scheduling, document management, HR onboarding, and communications. In healthcare, patient scheduling, registration, and billing, electronic health record (EHR) management, and medical coding are examples of tasks being automated by AI. In sales, AI displacement occurs across two channels: (1) B2B sales, where AI-powered CRM platforms autonomously generate leads, score prospects, and draft outreach emails, reducing the need for human representatives; and (2) brick-and-mortar retail, where self-checkout systems and in-store recommendation engines are replacing the point-of-sale and customer advisory roles that retail sales associates traditionally filled.

As AI automation adoption accelerates, it is expected that most, if not all, occupations will have their job duties changed in some way. Ultimately, as civil protections disappeared, the algorithmic guardrails were dismantled even as AI implementations accelerated, creating a “perfect storm” of job displacement.





2.

Legal and Governance Landscape

2.1 Legal Implications

If you thought AI intersectionality was simply a social issue, the first wave of litigation is proving otherwise. Algorithmic processes and the biases embedded within AI-enabled recruiting and hiring technologies have been well documented and linked to employment practices, particularly those affecting intersectional groups. In 2023, a federal class-action lawsuit, *Mobley v. Workday, Inc.*, alleged that AI screening tools systematically discriminated against Black, Asian, and older applicants (EEOC.gov 2024). Similarly, Amazon discontinued its automated hiring systems after discovering that it favored male candidates, resulting in reputational damage and diminished organizational trust (Goodman 2018; Dastin 2018). These are not hypothetical scenarios; they are real regulatory concerns with reputational risk and ethical obligations.

Many companies continue to make the same mistakes by testing only for single-attribute bias. AI hiring tools, performance algorithms, and workforce management systems appear neutral. However, when AI systems produce a 35 percent increase in Black women's unemployment (from 5.4 percent to 7.3 percent) while other demographic unemployment rates hold steady, that's an AI intersectionality gap that may lead to litigation.



The persistence of this blind spot is rooted less in negligence than in the historical evolution of legal compliance. Title VII of the Civil Rights Act was written to protect individual classes, race, gender, age, and disability, separately. Companies designed their AI fairness auditing frameworks to mirror that legal structure. When the algorithm passes the gender test and the race test, the compliance team checks the box and moves on. No existing legal requirement compels organizations to ask what happens to Black women as a distinct intersectional group, so most never do. However, the emerging wave of intersectional discrimination litigation, including *Mobley v. Workday*, is changing that calculus. Title VII taught companies what to measure. It never taught them what they were missing. Organizations that cannot demonstrate intersectional fairness testing will have no defense when disparate outcome data becomes evidence in court.





2.2 Emerging Regulatory Governance

We are beyond theory about how governments around the world will respond to the challenges posed by AI in employment decisions. They are creating laws based on lessons learned from litigation and trial-and-error. Corporate risk management for AI used in HR processes is being gradually replaced by government-mandated compliance at an increasingly rapid pace.

- The Colorado AI Act (SB24-205) explicitly requires developers and deployers to use reasonable care to avoid algorithmic discrimination and conduct annual reviews (FPF US Legislation Policy Brief 2024).
- The Equal Employment Opportunity Commission (EEOC) enforces federal laws that protect workers from AI-driven discrimination, including bias in recruitment, pay, and layoffs. It requires employers to provide reasonable accommodations for disabilities and religion, even when using automated systems.
- To combat systemic bias, Article 10 of the EU AI Act (2026) mandates that high-risk systems use “representative” datasets and explicitly permits the processing of sensitive personal data, such as race and age, for the purpose of identifying and rectifying intersectional discrimination during model development.

In essence, these new laws mark the end of the “Wild West” era of algorithmic hiring, replacing it with a system of formalized transparency and accountability. Colorado requires the audit trail. The EEOC removes the “we didn’t know what the algorithm was doing” defense. The EU demands representative datasets and permits the use of sensitive data specifically to catch intersectional bias during development, not after damage is done. In aggregate, these regulations represent a fundamental shift. The burden of proving discrimination no longer rests solely on the job seeker but on the corporations that deploy these technologies.

Taken together, these regulations signal that intersectionality is no longer simply a fairness aspiration. It is becoming a governance requirement. Organizations that treat it as optional are not just behind the curve. They are accumulating legal exposure with every hiring decision their AI systems make.



3.

The Road Ahead

The scale of this employment crisis and its impact on the economy will require a coordinated effort across industries. Transformation occurs when professional standards, shared frameworks, and collective accountability become the norm. When AI-native applications deploy the same flawed algorithms across thousands of employers, they create a systemic failure that demands a systemic response. The following considerations may help guide industry leaders, professional associations, and corporate coalitions in advancing more equitable AI governance.





3.1 Testing for Intersectional Bias

Organizations should move beyond auditing race and gender separately and instead evaluate outcomes for intersectional groups. Scholars recommend implementing Causal Fairness as the entry point in an AI Fairness Intervention Workflow and as the gold standard for resolving intersectional bias. Yet, despite its promise, the industry has not adopted it as a routine component of AI fairness implementation (Ferrara 2023). While IBM AI Fairness 360 (AIF360) and Microsoft FairLearn represent important progress in bias detection tooling, neither has implemented Causal Fairness as a standard entry point for AI fairness intervention. That gap is precisely what this paper addresses and what the industry must close.

Asking *what* historical bias exists in AI-native applications is no longer sufficient. Leaders should examine *why* it occurs. To integrate Causal Fairness as the initial entry point in an AI Fairness Intervention Workflow, follow these steps:

- Step 1: *Visualize* hidden bias pathways using causal mapping.
- Step 2: *Search* for proxy variables that substitute for protected attributes.
- Step 3: *Ask* targeted what-if questions to uncover intersectional discrimination.
- Step 4: *Check* intersectional combinations, such as race-gender, age-gender, and disability-race.

For example, if an AI tool shows no gender or race bias but still produces disparate outcomes for Black women, this may indicate intersectional bias and potential legal risk. Applying these steps helps mitigate risk and establishes Causal Fairness as a gold standard for enterprise deployment.

3.2 Building Intersectional Fairness from the Start

Before deploying any AI system for hiring, performance reviews, promotions, or task assignments, organizations should conduct an intersectional historical assessment. Questions such as “How do AI systems handle multiple-attribute groups in this company, this industry, this function?” can help identify historical patterns. Documenting those patterns can then inform AI fairness requirements that intentionally counteract historical inequities rather than replicate them.



3.3 Partnering with Those Affected

An effective approach includes ensuring that individuals with multiple axes of identity are actively involved in designing AI systems from the very beginning, rather than only serving as test subjects after deployment or as diversity consultants. Technical teams should also address historical biases that overlook multi-attribute combinations, such as “race-gender,” “age-gender,” and “disability-race.” For instance, this may include considering the experiences of Black women, older Asian men, and disabled Latino workers. Including these individuals as co-designers with decision-making authority over system operations, data selection, and outcomes may strengthen system design. Their lived experiences can help identify biases that autonomous systems might otherwise miss.

3.4 Advancing Transparency and Accountability

Organizations should be able to explain how their AI systems make decisions, particularly where those decisions may be subject to legal or regulatory scrutiny. At the time of this publication, organizations should consider publicly reporting intersectional fairness metrics using an established non-discrimination reporting framework. One example is GRI 406: Non-Discrimination (Global Reporting Initiative 2016), which requires organizations to disclose incidents of discrimination and the corrective actions taken. Organizations may also use other equivalent standards that meet comparable reporting objectives. GRI 406 remains in effect until its replacement is officially published.

That replacement is imminent. The GRI Non-Discrimination and Equal Opportunity Standard, the direct successor to GRI 406, is expected to be finalized and published in mid to late 2026 (GRI 2025). The new standard is not a voluntary disclosure and explicitly requires organizations to report on both direct and indirect discrimination, making intersectional AI fairness metrics a compliance imperative. Organizations that begin aligning their ESG reporting now will be ahead of mandatory compliance. Making these metrics publicly accessible to stakeholders and auditable by regulators may further strengthen organizational transparency and accountability. When disparities emerge, and they will, organizations should acknowledge them and establish remediation plans with clear timelines and accountability.



3.5 Leveraging Policy Momentum and Accelerating Corporate Action

Early in 2026, a new era of inclusive technology began at the federal level with the introduction of two major pieces of legislation. In January, the Expanding AI Voices Act was introduced to make Minority-Serving Institutions (MSIs) and Historically Black Colleges & Universities (HBCUs) principal partners within the National AI Research Institutes network (Foushee, Valerie, and Randy Nunn 2026). This ensures that communities historically excluded or marginalized are now active participants in AI research and development.

Then, in March, the NSF AI Education Act was introduced, setting a significant goal to train one million workers in AI skills by 2030 (Moran, Jerry, and Cantwell 2026). This act supports women and other underrepresented groups by establishing Community College and Vocational School Centers of AI Excellence and professional development programs. These initiatives create a vital pathway for Black women, who remain disproportionately underrepresented in AI development roles.

Together, these policy developments provide a foundation upon which organizations can advance more inclusive AI governance and embed intersectional fairness into AI development and deployment practices.





Conclusion

What happens if we fail to act?

Talent flight is already measurable. Black women who remain employed are not staying at companies where algorithms determine their worth. They are leaving for organizations that audit for intersectional bias. In addition, they are taking institutional knowledge, client relationships, and innovation capacity with them.

The projected *\$37 billion loss to GDP also risks becoming structural rather than cyclical.* What emerged as a crisis in 2025 is becoming a permanent economic drag. Without intervention, algorithmic bias compounds year over year as systems trained on 2025's discriminatory outcomes make 2026's hiring decisions.





The opportunity in 2026 and beyond is equally clear.

Organizations that act now will reduce litigation exposure, retain top talent, and lead the next era of Agentic AI adoption. The path forward is clear:

- Stop auditing race and gender separately. Test for intersectional combinations: race-gender, age-gender, and disability-race.
- Embed Causal Fairness into AI system design from inception, not after deployment.
- Include those most affected, such as Black women, older Asian men, and disabled Latino workers, as co-designers with decision-making power, not as consultants brought in for optics.
- Publish intersectional fairness metrics that align with the upcoming GRI Non-Discrimination and Equal Opportunity Standard, expected in mid- to late 2026, or an equivalent standard that meets similar reporting objectives.

The \$37 billion in lost GDP is not a diversity metric. It is a macroeconomic warning signal. When 326,000 workers exit the labor market, every sector of the US economy absorbs the impact. The organizations that choose to lead on intersectional AI fairness will gain a competitive advantage that their competitors cannot easily replicate, because “move fast and break things” does not apply to people (MasterClass 2022).





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Ambriel Pouncy is the Chief Marketing Officer at The Digital Economist, where she leads the Institutional Research Network (IRN) and multi-sector partnerships. She has more than fifteen years of experience in sustainability and emerging technologies, including AI, blockchain, and digital identity.

Dr. Steph Sharma

Dr. Steph Sharma is a sustainability strategist and systems-change researcher. She leads Symbio Strategies, teaches at Hult International Business School, and focuses on strategic resilience and responsible AI while teaching sustainable management.

Amii Barnard-Bahn

Amii Barnard-Bahn is a governance strategist and executive coach to Fortune 500 leaders. A former Fortune 5 executive and Georgetown lawyer, she shaped US board diversity laws and contributed to the HBR and Marshall Goldsmith's 100 Coaches.



Marisa Zalabak

Marisa Zalabak is an AI ethicist and educational psychologist, CEO & Founder of Open Channel Culture, and Co-Chair of AI Ethics Education with IEEE.org, serving global leadership teams, educational institutions, and public programs to promote and facilitate the responsible use of AI systems.

Arvinder Singh Kang

Arvinder is a TEDx speaker, AI/ML researcher, and tech entrepreneur with more than fifteen years of experience. He drives ventures at the nexus of digital infrastructure and social impact, merging systems thinking with expertise in tech, management, and design.

Dr. Denise Howard

Dr. Denise Howard is Chief of Obstetrics and Gynecology at NewYork-Presbyterian Brooklyn Methodist Hospital and a Senior Executive Fellow in Healthcare Innovation at The Digital Economist. She is a physician executive with expertise in women's health, clinical quality, healthcare innovation, and equitable access to care.



Many people dream of having their own business. But if you want to have your own business, you should be hard-working, ambitious, self-disciplined and determined. My own business plan can open you a lot of benefits. And it's easy to start working for yourself for the rest of your life. If you want to be a successful businessman, you should be self-organized. It's not as easy as it seems. At first, you should organize your own time, and to communicate effectively. A lot of people also need a lot of money to get money when your goal. As a kid, I had to dream that I would make a lot of money when I got older. I don't have all the needed qualities for becoming a successful businessman, these qualities. Now, I would open a copy bookshop. I don't really care about my life, but I respect people who have passion in their hearts, want any business idea, achieve their dreams. In my humble opinion I would be a good and everything possible to achieve that dream. In my humble opinion I would be a good and understanding boss for my employees, but I don't have the possibility to check it now.



About

The Digital Economist, headquartered in Washington, D.C. with offices at One World Trade Center in New York City, is the world's foremost think tank on innovation advancing a human-centered global economy through technology, policy, and systems change. We are an ecosystem of 40,000+ executives and senior leaders dedicated to creating the future we want to see—where digital technologies serve humanity and life.

We work closely with governments and multi-stakeholder organizations to change the game: how we create and measure value. With a clear focus on high-impact projects, we serve as partners of key global players in co-building the future through scientific research, strategic advisory, and venture build out.

We engage a global network to drive transformation across climate, finance, governance, and global development. Our practice areas include applied AI, sustainability, blockchain and digital assets, policy, governance, and healthcare. Publishing 75+ in-depth research papers annually, we operate at the intersection of emerging technologies, policy, and economic systems—supported by an up-and-coming venture studio focused on applying scientific research to today's most pressing socio-economic challenges.

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CENTER OF EXCELLENCE



The Digital Economist Center of Excellence for a Human-Centered Global Economy is dedicated to addressing the biggest challenges humankind and our planet face by leveraging digital technologies for good.

The Digital Economist Executive Fellowship invites senior leaders and decision-makers to join our Center of Excellence, providing them with a platform for amplification and global impact. This unprecedented, one-of-a-kind opportunity enables Executive Fellows to network and build relationships at the highest level, driving transformative change and innovation in the global digital economy.



The Executive Fellowship

The Digital Economist Executive Fellowship is a selective leadership program integrating visionary professionals into the Center of Excellence for a Human-Centered Global Economy to advance global economic policy and systems transformation.

Global Impact

Amplify your influence and drive transformative change by participating in high-level initiatives that address the most pressing global challenges.

Elite Community

Become part of an exclusive network of visionary leaders and innovators, collaborating to shape the future and drive global progress.

Unparalleled Opportunities

Access unique platforms and events that enhance your professional journey, providing unparalleled opportunities for growth, visibility, and leadership.

Participation Framework



Time Commitment

Minimum commitment: 24 hours per year, for the monthly Center of Excellence meetings. On-demand consultation with the Fellowships team.



Publications

Executive Fellows are expected to contribute to two key publications per year, launched at key global events such as Davos and New York Climate Week.



In-Person Convenings

Executive Fellows are invited to in-person convenings in North America and Europe, with regional convenings in Africa, Latin America, and Asia.



Speaking Engagements

Executive Fellows are offered speaking opportunities throughout the year to amplify their work and contributions.

Our Executive Fellows are at the forefront of research, policy discourse, and systems-level transformation.

- Applied Artificial Intelligence
- Digital Assets & Blockchain
- Sustainability in Tech
- Tech Policy & Governance
- Quantum Computing
- Cyber Studio
- Regenerative Digital Infrastructure
- Healthcare Innovation

Publications



Ideas that shape the future.

The Digital Economist's publications translate research into high-signal outputs: frameworks, policy papers, and industry outlooks that advance a sustainable, inclusive digital economy and inform decision-making across markets and institutions.

Explore our full portfolio of publications and research outputs:

www.thedigitaleconomist.com/publications

Engagement Opportunities

Executive Fellows have access to over **500 events globally** in a Fellowship cycle.



Join the Fellowship

Advance your leadership within a global platform shaping technology, policy, and economic systems transformation.

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Institutional Research Network

A Fragmented World Requires New Institutional Leadership

Technology, economics, and governance are shifting faster than traditional institutions can adapt. AI ecosystems, digital assets, geopolitical competition, sustainability transitions, and new governance architectures demand clarity, legitimacy, and a coherent strategy.

Institutions must now operate as signal generators—shaping the narratives, norms, and systems that define global markets.

Why We Built the Institutional Research Network

A global research and convening platform enabling institutions to:

- ✓ Shape emerging policy and governance discourse
- ✓ Build narrative power in a volatile environment
- ✓ Co-author high-signal research with global experts
- ✓ Gain visibility at the world's most influential convenings
- ✓ Anchor strategy in human-centered, future-forward frameworks

Co-Authorship & Knowledge Pathways

Through structured co-authorship across eight priority domains—Tech Policy and Governance, Digital Assets & Blockchain, Sustainability in Tech, Applied Artificial Intelligence, Cyber Studio, Quantum Computing, Regenerative Digital Infrastructure, and Healthcare Innovation—institutions contribute to high-level research that informs policy dialogue, regulatory development, and strategic decision-making.

Participation extends beyond commentary. Institutions are integrated into published research, roundtable dialogues, and domain-specific working groups that inform regulatory discussions and industry standards. This structured engagement enables organizations to contribute at the research and drafting stage, engage directly with policymakers and industry leaders, and align internal strategy with emerging policy and market developments, resulting in active presence within decision-making environments rather than passive visibility.

We invite your organization to schedule a strategic briefing to map research priorities and determine the appropriate integration pathway within the Institutional Research Network.

Reach us at partnerships@thedigitaleconomist.com.
Visit us at thedigitaleconomist.com



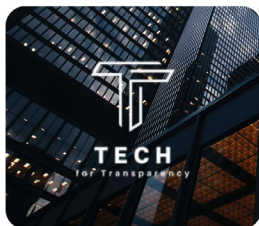
The Digital Economist Ventures

Applied Platforms. Strategic Domains. Real-World Implementation.

Research defines the questions. Ventures test the answers.

In addition to research and convening, The Digital Economist advances a portfolio of venture platforms that extend inquiry into applied domains, where governance, infrastructure, and market design move from dialogue to deployment.

Each venture operates with a defined mandate while remaining integrated within the broader institutional ecosystem.



Tech for Transparency

Financial integrity in the digital age

Advances financial accountability and anti-corruption frameworks through distributed technologies and data-driven transparency systems. Positioned at the intersection of blockchain infrastructure and institutional reform, it translates transparency principles into operational tools.



The Ostrom Project

Reimagining digital commons governance

Explores collective stewardship models for emerging digital systems. Drawing on principles of shared resource governance, it develops frameworks for sustainable digital infrastructure and cooperative system design.



ANER-G

Energy systems innovation

Focuses on decentralized infrastructure, programmable energy markets, and next-generation grid integration. It addresses the structural evolution of energy systems within digital and blockchain-enabled environments.



Africa Coalition

Continental coordination for strategic sectors

Convening leaders across energy, infrastructure, finance, health innovation, education, and future capabilities, the Coalition creates structured engagement pathways for continental collaboration.



