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ARTIFICIAL INTELLIGENCE, WORKPLACE ACCESSIBILITY, AND EMPLOYMENT INCLUSION: AN EMERGING PERSPECTIVE

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Abstract. Artificial intelligence (AI) is rapidly transforming the contemporary workplace by reshaping recruitment, task allocation, communication, performance management, workplace adaptation, and employee support systems. These developments create significant opportunities for improving workplace accessibility and employment inclusion, particularly for persons with disabilities, while simultaneously generating new risks of technological exclusion and algorithmic discrimination. This article examines the emerging relationship between artificial intelligence, workplace accessibility, and employment inclusion from a conceptual and policy-oriented perspective. Particular attention is given to AI-powered assistive technologies, accessible digital communication, intelligent workplace adaptation, AI-supported recruitment, skills matching, personalized work environments, and flexible employment arrangements. The study also analyzes major challenges associated with AI adoption, including algorithmic bias, inaccessible interfaces, discriminatory automated recruitment systems, inadequate representation of persons with disabilities in training datasets, privacy concerns, workplace surveillance, lack of transparency, and insufficient human oversight. Recent evidence from the International Labour Organization and the OECD demonstrates that AI can support persons with disabilities through technologies such as real-time captioning, speech recognition, text-to-speech systems, intelligent task assistance, and adaptive digital interfaces, while poorly designed AI systems may reproduce existing patterns of labour-market exclusion.

Key words: artificial intelligence; workplace accessibility; employment inclusion; persons with disabilities; assistive technology; inclusive employment; digital accessibility; algorithmic bias; AI recruitment; workplace accommodation; disability inclusion; future of work; responsible AI.

Introduction. Artificial intelligence (AI) has emerged as one of the most transformative technological developments of the twenty-first century, fundamentally reshaping the organization of work, labour-market structures, workplace communication, recruitment practices, and the relationship between employees and technology. Advances in machine learning, natural language processing, computer vision, generative AI, intelligent automation, and algorithmic decision-making have created new opportunities for organizations to increase productivity, improve decision-making, personalize services, and reorganize work processes. At the same time, the rapid diffusion of AI has generated

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significant questions concerning employment security, job quality, inequality, privacy, discrimination, and access to technological opportunities. The International Labour Organization (ILO) emphasizes that AI is more likely in many occupations to transform and augment human work than to eliminate entire jobs, although its effects differ considerably across occupations, sectors, countries, and demographic groups. The transformation of work through AI is particularly important from the perspective of employment inclusion. Labour markets have historically failed to provide equal opportunities for persons with disabilities, who continue to experience barriers related to recruitment, workplace accessibility, transportation, communication, skills development, reasonable accommodation, and career advancement. Recent ILO evidence indicates that persons with disabilities participate in the labour market at substantially lower rates than persons without disabilities and are more likely to experience unemployment, self-employment, and lower earnings. These differences cannot be explained exclusively by education, occupational characteristics, or work experience; insufficient workplace accommodation and discrimination also contribute to persistent employment inequalities. Against this background, the emergence of AI presents a complex and potentially transformative opportunity. Artificial intelligence can potentially reduce some of the barriers that prevent persons with disabilities from entering and remaining in employment. AI-powered technologies can support communication, information processing, mobility, task organization, learning, workplace interaction, and access to digital environments. For example, real-time captioning, speech-to-text systems, text-to-speech technologies, computer vision, intelligent document processing, and generative AI assistants can make workplace information and communication more accessible. The ILO has specifically identified AI-powered assistive technologies as an important mechanism through which digital transformation may improve employment opportunities for persons with disabilities. The potential scale of this transformation is substantial. OECD research examining the relationship between AI and disability employment identified 142 examples of AI-powered solutions that could support persons with disabilities in the labour market, with more than 75% of these solutions dependent on AI capabilities that were not available in earlier forms of assistive technology. The OECD argues that AI may enable assistive technologies to become more personalized, adaptable, integrated into mainstream technologies, and scalable. However, technological innovation does not automatically lead to social inclusion. AI can simultaneously create new forms of exclusion if systems are designed without considering the diversity of human abilities. In particular, automated recruitment, algorithmic candidate screening, AI-based interviews, workplace monitoring, and automated performance assessment may disadvantage persons whose speech, facial expressions, movement patterns, communication styles, employment histories, or behavioural characteristics differ from those represented in training datasets. The ILO describes AI in this context as a potential “double-edged sword”: individual use of AI may improve accessibility, while institutional use of poorly designed AI systems may reproduce or intensify discrimination against persons with disabilities. This contradiction makes the relationship between AI and workplace accessibility an increasingly important research area.

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The central issue is not whether artificial intelligence is inherently beneficial or harmful to persons with disabilities. Rather, the critical question is under what technological, organizational, ethical, and regulatory conditions AI can contribute to meaningful employment inclusion.

The Changing Meaning of Workplace Accessibility. Traditionally, workplace accessibility was primarily associated with the physical environment. Accessibility policies focused on ramps, elevators, accessible entrances, adapted workstations, accessible transportation, and other physical modifications. Although these dimensions remain essential, digital transformation has substantially expanded the meaning of accessibility. In contemporary workplaces, employees increasingly depend on digital platforms for recruitment, communication, training, documentation, project management, performance assessment, and collaboration. Consequently, accessibility must also include websites, software, digital documents, online recruitment platforms, video-conferencing systems, learning-management systems, workplace applications, and AI-powered tools. A technically advanced workplace cannot be considered inclusive if its digital systems cannot be effectively used by employees with disabilities. For example, an online recruitment platform may exclude applicants with visual impairments if it is incompatible with screen readers. Similarly, an automated video-interview system may disadvantage candidates whose disability affects facial expressions, eye contact, speech patterns, or communication speed. OECD research emphasizes that technological developments and AI can improve workplace accommodation, but only if they are deliberately designed around diverse abilities. It also identifies digital access and digital skills as important prerequisites for benefiting from AI-based technologies. Therefore, workplace accessibility in the AI era should be conceptualized as a multidimensional phenomenon encompassing physical accessibility, digital accessibility, informational accessibility, communicative accessibility, cognitive accessibility, and organizational accessibility.

Artificial Intelligence as an Assistive Technology. One of the most promising dimensions of AI for employment inclusion is its capacity to transform assistive technology. Traditional assistive technologies are often designed for specific functions or disabilities. AI has the potential to make these technologies more adaptive and context-sensitive. Intelligent systems can recognize user behaviour, interpret environmental information, process natural language, generate alternative formats, and provide personalized assistance. For workers with hearing impairments, AI can provide real-time speech recognition and captioning during meetings. For workers with visual impairments, computer-vision systems can describe objects, read documents, recognize text, and assist with navigation. For individuals with speech impairments, AI-based speech-recognition systems may be adapted to non-standard speech patterns. For employees with cognitive disabilities, generative AI can summarize complex documents, organize information, divide complex tasks into smaller steps, provide reminders, and support time management.

The OECD's analysis is particularly significant because it suggests that AI can move assistive technology from specialized, single-purpose devices toward more flexible and integrated technological ecosystems. Such systems may be embedded directly into mainstream workplace technologies,

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potentially reducing both financial barriers and the stigma sometimes associated with specialized assistive devices. This development is important from an inclusion perspective because the objective should not simply be to adapt individuals to existing workplaces. Rather, technology can help adapt workplaces to diverse human capabilities.

AI and Employment Participation. Employment inclusion involves more than simply obtaining a job. It encompasses access to employment, equal treatment, job retention, career development, fair remuneration, participation in decision-making, professional development, and the ability to work under safe and dignified conditions. AI can potentially contribute to these dimensions by reducing task-related barriers and expanding the range of work that individuals can perform independently. For example, an employee who experiences difficulties with conventional written communication may use a generative AI assistant to organize ideas or improve written expression. A worker who has difficulty processing large quantities of textual information may use AI-based summarization. An employee with mobility limitations may benefit from automated workflows that reduce the need for physically demanding tasks. Such technologies can therefore shift the focus from an individual's limitations toward the individual's capabilities and potential contributions. This perspective is consistent with the broader social model of disability, which emphasizes that disability is shaped not only by individual impairments but also by environmental and institutional barriers. From this perspective, technology can function as an intermediary between individual capabilities and workplace requirements. The OECD similarly argues that technological progress and AI have the potential to create more inclusive and accommodating environments, although such benefits depend on how these technologies are designed and implemented.

AI and Recruitment of Persons with Disabilities. Recruitment represents one of the most significant areas in which AI may influence employment inclusion. Organizations increasingly use AI for résumé screening, candidate ranking, job matching, automated communication, interview scheduling, skills assessment, and predictive analytics. These technologies can potentially reduce administrative workloads and improve the efficiency of recruitment. AI-based skills matching may also create opportunities to move away from traditional recruitment models that place excessive emphasis on conventional educational credentials or continuous employment histories. This may be beneficial for persons with disabilities whose educational or employment trajectories have sometimes been interrupted by inaccessible institutions, health-related barriers, or discrimination.

However, AI recruitment systems can also create significant risks.

If an algorithm is trained on historical employment data, it may learn patterns that reflect existing discrimination. If persons with disabilities are underrepresented in successful recruitment outcomes, the algorithm may incorrectly interpret this historical pattern as evidence that candidates with similar characteristics are less suitable. Furthermore, automated assessment systems may use behavioural characteristics such as speech, facial expression, eye contact, movement, or response time as indicators of competence. These characteristics may be inappropriate proxies for job performance

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when applied to persons with certain disabilities. The ILO specifically warns that AI-powered human-resource technologies may disadvantage applicants with "non-standard" faces or speech patterns, demonstrating the need for disability-sensitive development and evaluation of employment-related AI systems.

Theoretically, the study contributes to the emerging literature connecting artificial intelligence, disability studies, workplace accessibility, and labour-market inclusion. It extends conventional discussions of AI and employment by placing accessibility and disability inclusion at the centre of the analysis. Practically, the study provides implications for employers, human-resource departments, policymakers, technology developers, disability organizations, and labour institutions. The findings suggest that organizations should evaluate AI not only according to efficiency and productivity but also according to accessibility, fairness, transparency, employee autonomy, and inclusion. The issue is increasingly urgent because AI adoption is accelerating while disability employment gaps remain persistent. The ILO's recent policy work explicitly calls for organizations to identify the opportunities created by AI while mitigating risks related to discrimination and exclusion. Ultimately, the development of inclusive AI should be understood as part of a broader transformation of the workplace. The objective should not be to make persons with disabilities conform to technological systems, but to develop technological systems that recognize and accommodate human diversity. Accordingly, this study advances the central proposition that artificial intelligence can become a powerful instrument of employment inclusion when it is designed around accessibility, developed through participatory processes, governed by principles of equality and accountability, and implemented with meaningful human oversight. Conversely, when AI is developed without adequate consideration of disability, it can reproduce existing inequalities and create new forms of technological exclusion. This dual potential establishes the foundation for examining AI, workplace accessibility, and employment inclusion as interconnected dimensions of the future of work.

Literature Review. The relationship between artificial intelligence (AI), workplace accessibility, and employment inclusion has become an increasingly important area of interdisciplinary research. The existing literature demonstrates that AI should not be examined exclusively as a technological instrument for automation and productivity enhancement. Rather, it should be understood as a socio-technical system capable of reshaping the conditions under which individuals access employment, perform work, communicate with colleagues, develop professional skills, and participate in organizational decision-making. This perspective is particularly important for persons with disabilities because technological innovation can simultaneously reduce traditional employment barriers and generate new forms of digital and algorithmic exclusion. The literature can broadly be organized into several interconnected research streams: (1) AI and the transformation of employment; (2) disability and persistent labour-market inequalities; (3) AI-powered assistive technologies; (4) digital and workplace accessibility; (5) AI-supported recruitment and selection; (6) algorithmic bias and disability

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discrimination; (7) AI, job quality, and algorithmic management; and (8) inclusive AI governance and participatory design.

Artificial Intelligence and the Transformation of Employment. The broader literature on AI and employment has generally moved away from the earlier assumption that technological development necessarily results in large-scale job elimination. Contemporary research increasingly emphasizes the concepts of task transformation, augmentation, human-AI collaboration, and occupational restructuring. The International Labour Organization's recent research argues that AI is more likely in many occupational contexts to augment human capabilities and transform tasks than to completely eliminate employment. At the same time, the impact is highly heterogeneous across occupations, demographic groups, countries, and income levels. The organization also emphasizes that the effects of AI should be considered not only in terms of employment quantity but also in relation to job quality, skills, working conditions, and algorithmic management. This perspective is particularly relevant to disability inclusion. If AI primarily transforms tasks rather than eliminates entire occupations, technological systems can potentially be configured to redistribute tasks according to individual capabilities. In other words, AI may facilitate a shift from a standardized model of work toward more personalized forms of human-machine collaboration. The OECD similarly identifies both opportunities and risks associated with AI adoption in the workplace. Its research indicates that AI can improve employee performance and job satisfaction for many workers, but also raises concerns regarding work intensity, data collection, privacy, inequality, and surveillance. Consequently, the literature suggests that the employment effects of AI cannot be evaluated through a simple automation-versus-employment framework. A more appropriate analytical perspective considers how AI changes who can perform particular tasks, under what conditions, with what support, and with what consequences for job quality.

Disability and Persistent Labour-Market Inequality. A second major stream of literature concerns the structural disadvantages experienced by persons with disabilities in labour markets. Despite international commitments to equality and non-discrimination, persons with disabilities continue to experience lower employment rates, higher unemployment, lower labour-force participation, and restricted opportunities for career development. OECD evidence indicates that, across OECD countries, persons with disabilities were approximately 2.3 times more likely to be unemployed than persons without disabilities in 2019, while their employment rate was approximately 27 percentage points lower. The OECD characterizes this employment gap as persistent rather than temporary. These inequalities are important because they demonstrate that employment exclusion existed well before the introduction of AI. Therefore, AI should not be considered the original cause of disability-related employment inequality. Rather, AI is being introduced into labour markets that already contain institutional, organizational, technological, and social barriers. This distinction is theoretically significant. If AI systems are trained using historical employment data, they may learn patterns generated by pre-existing inequalities. Consequently, historical exclusion can become encoded into

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technological systems and reproduced through automated decision-making. Recent research reinforces the importance of examining disability discrimination in recruitment. A 2025 systematic review of 69 experimental studies found evidence of disability discrimination in hiring and emphasized the need for more research on invisible disabilities, intersectionality, and cross-national contexts. Thus, the literature establishes an important starting point: AI enters an already unequal labour market, and its consequences depend partly on whether it challenges or reproduces existing inequalities.

AI-Powered Assistive Technology and Employment Inclusion. One of the most optimistic strands of the literature focuses on AI as an advanced form of assistive technology. Traditional assistive technologies have historically been developed to address particular functional limitations. Examples include screen readers, hearing devices, alternative input systems, mobility aids, communication technologies, and adapted workstations. AI has the potential to make these technologies more adaptive, personalized, context-sensitive, and integrated into mainstream digital environments. The ILO and ATscale emphasize the importance of assistive technology for expanding employment opportunities for persons with disabilities. Their 2025 policy brief identifies barriers affecting both users of assistive technology and employers attempting to provide and integrate such technologies into workplaces. The OECD provides a particularly detailed analysis of AI-powered assistive solutions. Touzet's study identified 142 AI-powered solutions capable of supporting persons with disabilities in the labour market, with more than three-quarters of the identified solutions depending on AI capabilities that would not have been possible without recent developments in artificial intelligence. The study categorizes these solutions into disability-centred tools, environmental adaptation solutions, and technologies supporting accessibility-related processes. This literature highlights several important characteristics of AI-enabled assistive technology. First, AI can provide personalization. Instead of applying the same accommodation to every user, AI systems can adapt to individual preferences and patterns of interaction. Second, AI can provide real-time assistance. Captioning, speech recognition, language conversion, image description, and intelligent task support can operate during actual work activities rather than requiring separate intervention. Third, AI can facilitate integration. Assistive functionality can increasingly be incorporated into mainstream workplace platforms rather than being restricted to specialized equipment. Fourth, AI can support multi-functionality. A single AI-based system may support communication, information processing, organization, and task completion simultaneously. The ILO's recent analysis similarly identifies real-time captioning, speech-to-text, sign-language interpretation, and generative AI-based cognitive support as examples of technologies that may improve workplace accessibility for persons with disabilities. These findings suggest that AI has the potential to change the conceptual meaning of reasonable accommodation. Instead of viewing accommodation as a static adjustment made after an employee encounters a barrier, intelligent technologies can facilitate continuous, adaptive, and personalized accommodation.

Based on these gaps, the present study contributes to the literature by conceptualizing AI-enabled workplace accessibility as a mediating mechanism between technological innovation and employment

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inclusion. In this perspective, AI can influence employment outcomes through several pathways: assistive technology, digital accessibility, intelligent workplace accommodation, skills matching, flexible work, and cognitive support. However, these positive pathways are moderated by algorithmic bias, inaccessible design, digital skills gaps, privacy risks, and inadequate human oversight. The literature therefore supports the development of a conceptual model in which responsible AI design → workplace accessibility → employee participation → employment inclusion represents a positive pathway, while biased data → algorithmic discrimination → exclusion → employment inequality represents a negative pathway. This conceptualization provides the theoretical basis for examining AI not simply as an instrument of automation but as a potential infrastructure for a more accessible, equitable, and inclusive future of work.

Research Results. The analysis of the reviewed literature demonstrates that artificial intelligence has a dual and context-dependent influence on workplace accessibility and employment inclusion. The findings indicate that AI can substantially reduce employment barriers for persons with disabilities through assistive technologies, flexible work arrangements, intelligent workplace adaptation, communication support, and skills matching. At the same time, AI can reproduce or intensify existing inequalities when systems are developed using non-representative data, inaccessible interfaces, standardized behavioural assumptions, or insufficiently regulated automated decision-making. The results of the conceptual analysis can therefore be summarized through six major findings: (1) AI can improve workplace accessibility; (2) AI can expand employment participation and flexibility; (3) AI can support more individualized workplace accommodation; (4) AI-enabled recruitment creates both opportunities and disability-related risks; (5) digital and AI skills have become important determinants of inclusion; and (6) responsible governance and human oversight determine whether AI functions as an inclusion mechanism or an exclusion mechanism.

AI as an Enabler of Workplace Accessibility. The first major finding is that AI can significantly expand the functional accessibility of workplaces. The reviewed literature indicates that AI-powered technologies can address communication, sensory, cognitive, and task-related barriers that have traditionally limited participation in employment. Examples include real-time captioning, speech-to-text technologies, text-to-speech systems, intelligent image description, language translation, automated summarization, and AI-supported communication tools. The OECD's analysis identified 142 AI-powered solutions capable of supporting persons with disabilities in the labour market, with more than 75% of these solutions depending on AI capabilities that would not have existed in their current form without AI. This finding suggests that AI should not be considered merely an automation technology. It can also function as an accessibility infrastructure that modifies the interaction between workers and their environments. For example, an employee with a hearing impairment may benefit from real-time transcription during meetings, while an employee with a visual impairment may use AI-supported image descriptions or intelligent screen-reading functions. Similarly, employees with certain cognitive or learning disabilities may benefit from AI systems capable of simplifying complex

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information, summarizing lengthy documents, or dividing complex tasks into manageable stages. The ILO similarly identifies text-to-speech, real-time captioning, speech-to-text, sign-language interpretation, and generative AI-based support as potentially important tools for improving employment accessibility. Thus, the first result of the study is that AI can transform accessibility from a fixed accommodation into a dynamic and adaptive process.

AI and Expansion of Employment Participation. The second major finding concerns the potential contribution of AI to labour-market participation. Persons with disabilities continue to face substantial structural barriers in employment. ILO research shows that persons with disabilities are less likely to participate in the labour market, experience higher unemployment, are more likely to be self-employed, and tend to receive lower wages. These differences cannot be explained solely by education, experience, or occupational characteristics and are also associated with limited workplace accommodation and discrimination. AI has the potential to address some of these barriers by reducing the functional gap between job requirements and individual capabilities. The importance of this finding lies in the distinction between capacity and opportunity. A person may possess the knowledge and professional competence required for a position but encounter barriers associated with communication, mobility, information processing, or workplace organization. AI-based assistance can reduce some of these barriers without necessarily changing the fundamental nature of the person's professional competence.

Consequently, AI can contribute to a shift from a deficit-oriented model of disability toward a capability-oriented employment model.

Under this model, the central question is not:

“Can this person perform the job according to standardized workplace expectations?”

but rather:

“How can the workplace and technological environment be adapted so that the person can effectively demonstrate and apply their competencies?”

This represents an important conceptual transformation in disability-inclusive employment.

AI and Intelligent Workplace Accommodation. The third finding is that AI can contribute to a more individualized approach to workplace accommodation. Traditional workplace accommodation often involves predefined adjustments such as modified working hours, specialized equipment, accessible workstations, or alternative communication arrangements. Although these measures remain important, AI can potentially make accommodation more adaptive. For example, an AI system could help an employee organize tasks according to cognitive workload, convert information into preferred formats, provide real-time communication support, or automate repetitive tasks that create unnecessary functional barriers. This suggests the emergence of what can be described as intelligent accommodation. Intelligent accommodation differs from traditional accommodation in three principal ways. First, it is personalized, because the system can adapt to individual user preferences. Second, it can be dynamic, because support can change according to the task, context, and working environment.

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Third, it can be integrated, because accessibility functions can increasingly be incorporated into mainstream workplace platforms rather than being treated as separate technologies. The ILO's 2025 policy work emphasizes that assistive technology can expand employment opportunities but also notes barriers related to access, financing, provision, and workplace integration. Therefore, the presence of AI technology alone does not guarantee inclusion. Its effectiveness depends on whether workers can obtain, customize, and meaningfully use the technology.

AI and Flexible Employment. The fourth finding is that AI can facilitate greater flexibility in how and where work is performed. Remote and hybrid employment arrangements may be particularly relevant for some persons with disabilities because they can reduce transportation barriers, physical accessibility problems, and geographical limitations. AI can further support remote work through automated transcription, digital communication assistance, task management, document processing, translation, and virtual collaboration. However, the analysis also demonstrates that flexibility can produce new forms of exclusion. Remote employees may experience reduced social interaction, increased digital monitoring, limited informal networking, or reduced visibility for promotion. Therefore, flexible work should not automatically be interpreted as inclusive work. The central finding is that AI-supported flexibility contributes to inclusion only when digital accessibility, organizational support, career development, and employee autonomy are simultaneously protected.

AI and Disability-Related Algorithmic Bias. The sixth finding is that algorithmic bias represents one of the most important risks associated with AI-driven employment systems. Bias can enter an AI system through training data, feature selection, model architecture, evaluation criteria, deployment conditions, or human interpretation of algorithmic outputs. The ILO's recent analysis provides concrete examples of disability-related risks in AI recruitment, including systems that may rank résumés differently when disability-related information appears and automated video assessment systems that may misinterpret non-verbal behaviour. This indicates that disability discrimination may occur even when disability is not explicitly included as a variable. For example, speech patterns, facial characteristics, employment gaps, educational trajectories, career histories, or patterns of workplace behaviour can potentially act as indirect proxies. Therefore, removing a direct disability variable from an algorithm does not necessarily eliminate disability bias. This finding has important implications for algorithmic auditing. Disability-related fairness should be evaluated through actual outcomes across relevant user groups rather than assumed from the absence of explicit disability variables. The central conclusion of the discussion is therefore that the social value of AI depends more on how it is designed, governed, and implemented than on the technology itself. The most sustainable model of AI-enabled employment inclusion is consequently a human-centred, accessibility-by-design, participatory, and accountable model in which persons with disabilities are recognized not merely as recipients of technological assistance but as active participants in the design and governance of the future of work.

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Conclusion. The present study examined the emerging relationship between artificial intelligence, workplace accessibility, and employment inclusion, with particular attention to the opportunities and risks experienced by persons with disabilities. The analysis demonstrates that artificial intelligence should not be understood solely as an automation technology. Rather, AI increasingly represents a potentially transformative infrastructure capable of modifying how individuals access employment, communicate, perform professional tasks, receive workplace accommodations, develop skills, and participate in organizational life. The findings demonstrate that AI has considerable potential to contribute to disability-inclusive employment. AI-powered assistive technologies can reduce communication, sensory, cognitive, and task-related barriers. Real-time captioning, speech recognition, text-to-speech, intelligent document processing, image description, generative AI, and other adaptive technologies can enable employees with disabilities to perform tasks that may previously have required substantial additional support. OECD research has identified a broad range of AI-powered solutions designed to support persons with disabilities in the labour market, indicating that the technological basis for more personalized and accessible employment environments is rapidly expanding. The study also demonstrates that AI can contribute to a broader understanding of workplace accommodation. Traditional reasonable accommodation generally involves specific adjustments introduced in response to an identified barrier. AI makes it possible to move toward a more dynamic concept of intelligent accommodation, in which technological systems can provide personalized, adaptive, and context-sensitive support. Such an approach may improve employee autonomy and participation while reducing unnecessary functional barriers. At the same time, the findings demonstrate that the relationship between AI and inclusion is not automatically positive. AI systems may reproduce existing inequalities when they are trained on incomplete or historically biased data. Persons with disabilities may be particularly vulnerable to algorithmic exclusion when automated recruitment and assessment systems evaluate standardized speech, facial expressions, eye contact, movement, response time, or other behavioural characteristics that do not necessarily represent actual job competence. Research on AI-based selection tools confirms that disability considerations remain insufficiently incorporated into many recruitment technologies. Accordingly, the future of AI-enabled employment inclusion depends not simply on the sophistication of technological systems but on the principles according to which those systems are developed and governed. The most sustainable approach is a human-centred, accessibility-by-design, participatory, transparent, and accountable model of AI implementation. In conclusion, artificial intelligence should be regarded as neither inherently inclusive nor inherently discriminatory. Its social consequences are determined by the interaction between technological design, organizational practices, labour-market institutions, regulatory frameworks, and the experiences of workers themselves. If accessibility and inclusion are embedded into the entire AI lifecycle, artificial intelligence can become an important instrument for reducing employment barriers and expanding opportunities for persons with disabilities. If these principles are neglected, however, AI may reproduce historical inequalities in faster, less visible, and

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more systematic forms. Future research should therefore move beyond general discussions of the opportunities and risks of AI and investigate empirically how specific AI systems affect different disability groups across recruitment, employment, promotion, training, and retention. Comparative studies across countries and economic sectors are also needed, as are longitudinal studies examining whether AI-enabled accessibility produces sustainable improvements in employment outcomes. Particular attention should be given to generative AI, algorithmic auditing, inclusive datasets, participatory design, AI literacy, and the relationship between AI adoption and job quality.

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