The Role of AI in Monitoring and Enhancing Diversity, Equity, and Inclusion (DEI) throughout the Employee Lifecycle

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ABSTRACT

Diversity, Equity, and Inclusion (DEI) have emerged as critical components of modern organizational success, fostering innovation, employee engagement, and a positive work culture. However, traditional DEI initiatives often struggle to address deeply ingrained biases and monitor inclusivity effectively. The amalgamation of Artificial Intelligence (AI) and predictive analytics in DEI inventiveness offers transformative opportunities to identify and mitigate biases, monitor inclusivity, and promote equitable treatment throughout the employee lifecycle. This paper explores the role of AI in enhancing DEI across recruitment, onboarding, career development, performance evaluation, and offboarding processes. The study uses a conceptual analysis approach supported by thematic synthesis of recent (2022–2024) international literature. By critically analyzing AI-driven tools and their applications, we address their potential benefits, limitations, and ethical considerations. Furthermore, we propose a comprehensive framework for implementing AI ethically in DEI initiatives, ensuring transparency, accountability, and inclusivity. Findings indicate that AI can reduce bias, improve workforce equity, and enhance inclusive decision-making when implemented responsibly. However, challenges such as algorithmic bias, privacy concerns, and limited cross-cultural evidence persist. The paper proposes a conceptual model illustrating AI's role across DEI stages and outlines opportunities for future research.

Keywords: Diversity, Equity, and Inclusion (DEI), Artificial Intelligence (AI), Employee Lifecycle

1. INTRODUCTION

Diversity, Equity, and Inclusion (DEI) have evolved from being buzzwords to essential components of modern organizational strategies. The significance of DEI extends beyond ethical considerations to business imperatives, as study steadily displays that assorted teams enhance creativity, drive innovation, and improve financial performance. A varied labor force fosters a dynamic exchange of ideas, equity safeguards that all persons receive impartial treatment and opportunities regardless of background, and inclusion guarantees that employees feel valued, respected, and engaged.

Despite increasing awareness and commitment to DEI, organizations often encounter challenges in monitoring and improving their initiatives effectively. Traditional methods of assessing DEI progress, such as employee surveys and manual reporting, can be limited by human bias, lack of real-time insights, and an inability to process vast amounts of data. Furthermore, unconscious biases in hiring, performance evaluations, and career progression continue to hinder the realization of true workplace equity. Addressing these challenges requires a more sophisticated and data-driven approach—a role that AI is well-suited to fulfill.

Artificial Intelligence (AI) has emerged as a revolutionary instrument that can benefit companies address DEI challenges at scale. AI-powered technologies can process and examine huge sums of data with precision, uncover hidden patterns, and detect biases that might otherwise go unnoticed. From recruitment and onboarding to performance management, career development, retention, and offboarding, AI can offer actionable insights that support equitable decision-making. AI-driven analytics can help officialdoms recognize disparities in hiring practices, track representation across different employee demographics, and develop interventions that foster a truly inclusive work environment. However, the integration of AI into DEI initiatives is not without its challenges. AI systems must be designed and deployed responsibly to prevent unintended consequences, such as reinforcing existing biases found in historical data. Transparency, accountability, and human oversight are critical to ensuring that AI-driven DEI initiatives lead to meaningful and lasting change.

2. LITERATURE REVIEW

The incorporation of AI in Diversity, Equity, and Inclusion (DEI) initiatives has been increasingly explored in academic and industry research. This literature review offers

crucial results from existing studies that examine AI's role in monitoring and enhancing DEI throughout the employee lifecycle.

- AI in Recruitment and Hiring: One of the primary applications of AI in DEI is in recruitment. AI-driven tools help reduce biases in candidate screening, job descriptions, and hiring decisions (Bogen & Rieke, 2018). Research by Leavy (2018) suggests that AI can eliminate unconscious biases by anonymizing applications and using objective selection criteria. Yet, researches also alert that AI models trained on historical hiring data may replicate existing biases if not properly audited (Mehrabi et al., 2021).
- AI in Performance Management: Performance evaluation has historically been prone to subjective biases. AI-based performance management systems offer data-driven insights that assess employee contributions based on quantifiable metrics (Tambe et al., 2019). Furthermore, sentiment analysis of peer reviews and feedback can help detect patterns of discrimination or favoritism (Guszcza, Rahwan, Bible, Cebrian, & Katyal, 2018). However, studies argue that algorithmic opacity and lack of explainability remain major challenges in AI-based evaluations (Kim, 2020).
- AI in Career Development and Internal Mobility: AI-powered analytics can detect skill breaches and acclaim tailored learning routes for employees from underrepresented backgrounds (Bhardwaj et al., 2021). Research by Cappelli and Tambe (2020) highlights how AI can facilitate mentorship pairings that prioritize diverse leadership pipelines. Additionally, internal AI-driven job recommendation systems can ensure fair access to career advancement opportunities (Kellogg, Valentine, & Christin, 2020).
- AI in Employee Retention and Engagement: AI models help organizations predict employee attrition by analyzing workplace sentiment, engagement surveys, and HR metrics (Schmidt et al., 2018). Research by Raghavan, Barocas, Kleinberg, and Levy (2020) emphasizes that AI-driven sentiment analysis can detect patterns of exclusion or dissatisfaction among minority employees, leading to proactive interventions.
- Ethical Considerations and Challenges: While AI offers numerous benefits in advancing DEI, researchers emphasize the importance of addressing ethical concerns. Selbst et al. (2019) discuss the risks of algorithmic bias, advocating for transparent and interpretable AI systems. Furthermore, secrecy fears linked to

employee information collection require stringent regulatory compliance and ethical AI governance frameworks (Jobin, Ienca, & Vayena, 2019).

Existing literature highlights AI's potential to enhance DEI initiatives across the employee lifecycle, from recruitment to retention. However, the effectiveness of AI in promoting DEI depends on ethical deployment, continuous monitoring, and human oversight. Future study should concentrate on refining AI models to mitigate biases and improve interpretability in HR decision-making.

AI in Recruitment

AI-based recruitment tools help reduce human bias by anonymizing candidate profiles, screening resumes, and using standardized assessments. For example, Vorecol blog claims that the impact of AI reduced hiring time considerably while improving gender diversity (Vorecol, 2024). Similar outcomes were reported in Singapore and the UAE, indicating global adoption. However, studies caution that biased training datasets can reproduce inequalities. The parameters that help in this progress are as follows:

- Reducing Bias in Job Descriptions: Natural Language Processing (NLP) tools such as Textio and Gender Decoder analyze job postings to identify and remove biased language that may discourage applications from underrepresented groups. For example, research suggests that words like "competitive" and "dominant" can deter female candidates, while "collaborative" and "supportive" create a more inclusive tone. These tools help organizations create gender-neutral, racially unbiased, and accessible job descriptions to attract a more diverse applicant pool.
- Candidate Sourcing: AI-driven sourcing platforms, such as HireVue and Eightfold AI, leverage machine learning to go beyond traditional recruitment channels like job boards. These platforms analyze social media, professional networks, and industry-specific forums to identify talent from diverse backgrounds. For example, LinkedIn Recruiter uses AI to recommend candidates based on their skills and experiences rather than demographic factors. Additionally, AI-powered sourcing expands outreach to minority-focused career fairs and community networks, ensuring a more representative talent pipeline.
- Blind Resume Screening: AI-based tools anonymize demographic details such as name, gender, age, and educational background during initial resume screening. Platforms like Pymetrics and Blendoor use data-driven algorithms to assess applicants built on skills, knowledge, and role-fit, minimizing the impact of unconscious bias. Studies have revealed that old-style resume screening can be

influenced by biases related to ethnicity and gender; AI-driven anonymization ensures that hiring managers evaluate candidates purely on merit, increasing fairness in the selection process.

- Interview Scheduling and Assessments: AI streamlines recruitment by automating scheduling, reducing administrative burdens, and ensuring consistency in candidate evaluation. Chatbots like Mya and X0PA AI handle primary applicant communications, answer FAQs, and schedule interviews, permitting recruiters to emphasize on strategic decision-making. Furthermore, AI-driven assessments, such as HireVue's filmed interview analysis, evaluate candidates based on facial expressions, speech patterns, and psychometric responses. While these assessments enhance objectivity, ethical concerns regarding facial recognition biases necessitate careful model training and oversight to ensure fairness across all demographic groups.

By integrating AI into recruitment, organizations can promote fair hiring practices, mitigate biases, and improve the overall efficiency of their talent acquisition strategies. However, to maximize AI's effectiveness in DEI, it is essential to implement transparent algorithms, conduct systematic predisposition inspections, and ensure human oversight in decision-making processes.

AI in Onboarding

AI chatbots and virtual onboarding platforms support diverse employees by offering standardized guidance and multilingual assistance. AI-driven onboarding platforms improved new-employee engagement scores across multicultural teams beyond algorithms (França et al., 2025).

- Tailoring Learning Modules: Adaptive learning systems, such as Cornerstone OnDemand and EdApp, customize training materials based on an employee's role, skill level, and learning style. These AI-driven platforms analyze learning preferences using machine learning algorithms and adjust content delivery to optimize knowledge retention. For instance, pictorial learners may receive more infographic-based content, while kinesthetic students might engage in interactive simulations. Personalized training confirms that all workers, irrespective of background or previous experience, receive equitable chances to upskill & integrate seamlessly into company.
- Providing Real-Time Feedback: AI-powered chatbots, such as Leena AI and Talmundo, offer immediate assistance to new hires by responding commonly asked

queries about company policies, benefits, and workflows. These chatbots reduce the dependency on HR personnel, ensuring that employees receive consistent and timely responses. Additionally, AI-driven virtual assistants track all kinds of onboarding progress and provide reminders for completing the training modules, document submissions, and introductory meetings, ensuring a smooth changeover into the workplace.

- Monitoring Engagement: Sentiment analysis tools, like Qualtrics and Peakon, analyze employee feedback through surveys, emails, and internal communication channels to gauge the onboarding experience. AI detects patterns in language and engagement metrics, identifying potential concerns such as dissatisfaction, stress, or disengagement among new hires. These insights enable HR teams to intervene proactively by offering personalized support, refining training programs, or addressing inclusivity challenges. For example, if data reveals that employees from underrepresented backgrounds feel isolated during onboarding, organizations can introduce mentorship programs or affinity groups to adopt a sense of belonging.

By leveraging AI in onboarding, companies can warrant a more comprehensive and supportive experience for all new hires. AI-driven personalization, continuous feedback, and engagement tracking create a welcoming environment that promotes long-term employee success and retaining. Still, organizations must balance AI automation with human oversight to sustain a personalized touch and address complex employee concerns effectively.

AI in Performance Management

AI systems analyze performance data to identify inequities in evaluations. Studies from various corners of globe (Maake and Schultz, 2025) show that algorithmic performance dashboards reduce rater subjectivity. Still, concerns exist regarding transparency and employee trust.

- Objective Metrics: AI-powered performance management systems, namely Betterworks and Workday, assess employee productivity using measurable figures rather than subjective opinions. These systems analyze key performance indicators (KPIs), such as project completion rates, efficiency metrics, and goal attainment, confirming that calculations are grounded on tangible results. By eliminating human bias, AI fosters a more equitable assessment process, mostly for understated clusters who may otherwise face biased evaluations.

- Feedback Analysis: AI-driven sentiment analysis tools, such as IBM Watson and Qualtrics, evaluate performance reviews, peer feedback, and managerial assessments to identify hidden biases. These tools analyze language patterns, tone, and sentiment, detecting discrepancies in how different demographics are evaluated. For example, AI can flag instances where employees from marginalized backgrounds receive disproportionately vague or subjective feedback compared to their peers. Organizations can then take corrective actions, such as bias-awareness training for managers or standardized feedback guidelines, to ensure fair evaluations.
- Predictive Insights: AI-powered predictive analytics identify high-potential employees across diverse demographics, promoting equitable career progression. Tools like Eightfold AI and Pymetrics assess employee skills, career trajectories, and performance trends to recommend promotion and development opportunities. By analyzing historical data and skill development patterns, AI ensures that leadership pipelines reflect true talent rather than favoritism or network-based promotions. For instance, AI can highlight an overlooked but high-performing employee from an underrepresented group and recommend them for leadership training or mentorship programs, fostering a more inclusive advancement process.

By integrating AI into performance management, organizations can establish a fairer, more data-driven approach to employee evaluations. However, while AI reduces bias, it must be carefully monitored to prevent algorithmic discrimination or the reinforcement of existing biases within datasets. Human oversight remains crucial to ensuring ethical AI implementation and continuous improvements in the DEI landscape.

AI in Career Development

AI-driven learning platforms recommend personalized skill paths. In India, Infosys' AI-based learning system improved access to career development for women technologists. Cross-national studies reveal variations in adoption rate based on digital maturity.

- Skill Gap Analysis: AI algorithms assess employees' competencies against job role requirements and industry benchmarks to identify skill gaps. Stages such as LinkedIn Learning, Coursera, and Degreed use AI to recommend tailored training programs based on employees' career aspirations and past learning behaviors. This ensures that employees, regardless of their background, receive equal opportunities for skill enhancement and professional growth. For instance, AI can suggest

leadership training for high-potential employees from underrepresented groups, fostering diversity in leadership roles.

- Mentorship Matching: AI-powered mentorship platforms, such as MentorcliQ and Chronus, link workforces with tutors who line up with their career objectives and backgrounds. By analyzing employee profiles, career histories, and interests, AI facilitates meaningful mentorship relationships that promote inclusivity. AI ensures that diverse talent, including women and minority employees, are paired with guides who will provide guidance, advocacy, and sponsorship. This organized method aids break systemic barriers and creates equitable access to career advancement opportunities.
- Internal Mobility: AI-driven recommendation systems highlight internal job opportunities, ensuring diverse representation in leadership pipelines. Platforms like Eightfold AI and Gloat analyze employee skills, performance data, and career trajectories to recommend suitable internal job openings. These tools proactively alert employees to potential promotions or lateral moves, ensuring that career progression is not limited to those with the strongest networks or visibility. For instance, AI can detect a qualified employee from an underrepresented demographic who may otherwise be overlooked for a leadership role and provide tailored recommendations for career advancement.

By integrating AI into career development strategies, companies can foster a philosophy of nonstop learning, mentorship, and internal mobility that supports workforce diversity and inclusion. However, while AI facilitates equitable career progression, human oversight is essential to ensure fairness, transparency, and ethical use of AI recommendations.

AI in Retention

Predictive analytics help identify flight risks and DEI-related challenges. For example, Brandon Hall Group study says that use of AI sentiment analysis to detect patterns of exclusion among remote workers, leading to targeted interventions (Brandon Hall Group, 2025).

- Predicting Attrition: AI-powered predictive analytics models, such as those used by platforms like Workday and Visier, assess various factors including worker engagement, performance metrics, feedback, and external labor market drifts to identify individuals at risk of leaving. By analyzing these data points, organizations can implement targeted interventions such as career development programs,

mentorship initiatives, or workload adjustments to retain diverse talent. AI ensures that bias does not influence these predictions by continuously refining models based on inclusive data sources.

- Sentiment Monitoring: AI-driven sentiment analysis tools, such as IBM Watson and Qualtrics, analyze employee communications from emails, surveys, and feedback platforms to detect underlying workplace issues. By evaluating language patterns and emotional tone, AI can uncover hidden biases, discrimination, or dissatisfaction among underrepresented employee groups. Organizations can then take corrective actions, such as adjusting workplace policies or launching DEI-focused initiatives, to foster a supplementary and complete culture.
- Employee Engagement Surveys: AI customizes and personalizes employee engagement surveys to assess perceptions of inclusivity and equity across different demographic groups. Tools like Peakon and Glint use natural language processing (NLP) and machine learning algorithms to tailor survey questions based on employee roles, previous responses, and workplace dynamics. AI-driven insights from these surveys help organizations measure DEI effectiveness, track progress over time, and identify areas requiring improvement. Additionally, AI helps analyze open-ended survey responses, providing actionable recommendations to leadership teams.

By leveraging AI in retention strategies, organizations can proactively address DEI-related challenges, enhance employee satisfaction, and create a workplace culture that values and retains diverse talent. However, AI implementations should be supplemented with human oversight to ensure ethical considerations, fairness, and transparency in decision-making.

AI in Offboarding

AI can identify structural issues contributing to turnover. Automated exit interview analytics capture themes that organizations may otherwise overlook, offering insights into DEI-related barriers.

- Exit Interview Analysis: AI-powered Natural Language Processing (NLP) tools, such as Textio and Qualtrics, analyze qualitative data from exit interviews to identify patterns related to workplace dissatisfaction, systemic biases, or cultural challenges. By assessing sentiment, recurring themes, and potential discriminatory practices, AI helps organizations recognize underlying DEI concerns that may contribute to employee turnover. Organizations can then take proactive measures to

improve workplace policies, enhance inclusivity, and address disparities before they affect retention rates further.

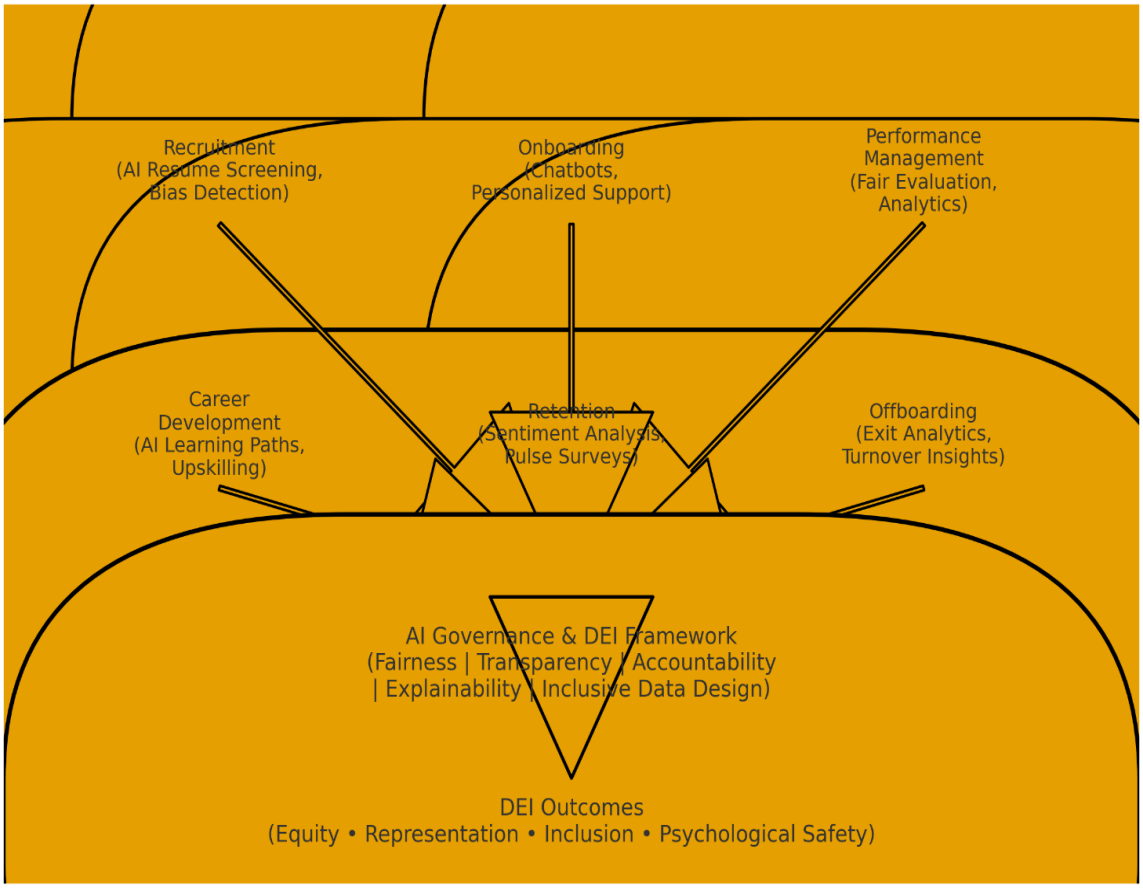
- Knowledge Retention: AI facilitates knowledge transfer by capturing and structuring departing employees' insights. Machine learning algorithms can process work documentation, project details, and expert opinions, transforming them into structured repositories accessible to existing and new employees. Platforms like Starmind and Guru use AI-driven knowledge management to ensure continuity, prevent knowledge silos, and preserve institutional expertise. By maintaining an inclusive and collaborative approach to knowledge retention, AI fosters a learning culture that benefits all employees, irrespective of their backgrounds.
- Alumni Engagement: AI-powered alumni networks, such as those managed by PeoplePath and EnterpriseAlumni, enable the organizations to stay associated with former employees. These kinds of platforms control the supremacy of AI to provide personalized engagement opportunities, recommend numerous job openings, and track career progression post-departure. Maintaining relationships with alumni fosters a sense of belonging, creating a pool of potential rehires and DEI ambassadors who can advocate for inclusive workplace practices externally. AI-driven engagement ensures that diversity efforts extend beyond an employee's tenure, reinforcing a positive organizational reputation.

By integrating AI into offboarding processes, organizations can extract valuable insights, improve workplace culture, and strengthen long-term relationships with employees. However, ethical considerations around data confidentiality and transparency must be addressed to build faith and safeguard responsible AI usage in exit procedures.

3. METHODOLOGICAL APPROACH

The study follows a conceptual review methodology. Themes were derived through iterative reading, coding, and clustering of peer-reviewed articles, industry reports, and cross-regional studies published between 2020 and 2024.

Proposed Conceptual Model



Critical Analysis and Identified Gaps

Despite rapid advancements, several gaps remain:

- Limited cross-cultural and sector-specific research.
- Insufficient validation of AI systems in non-Western contexts.
- Lack of empirical evaluation of long-term DEI outcomes.
- Need for governance frameworks addressing ethics, transparency, and accountability.

Global Perspectives

Recent global studies highlight significant regional differences:

- Africa: AI adoption for DEI is growing but constrained by infrastructural limitations.
- Europe: Strong regulatory frameworks support ethical AI use.
- Asia: Rapid AI adoption but inconsistent DEI maturity.
- Latin America: AI applied mostly in multinational corporations.

Emerging Technologies

Next-generation AI tools—including generative AI, explainable AI (XAI), and large language models (LLMs)—are expected to reshape DEI monitoring. Real-time bias detection and adaptive DEI dashboards represent future innovations.

Challenges and Ethical Considerations

While AI offers transformative potential in DEI initiatives, its application poses significant challenges that organizations must address to ensure fairness, transparency, and effectiveness.

- Bias in AI Algorithms: AI models are only as unbiased as the statistics they are skilled on. If historical data reflects societal or organizational biases, AI systems may inadvertently reinforce these inequities. For instance, Amazon famously scrapped an AI-driven hiring tool after it was found to discriminate against female candidates due to historical male-dominated hiring patterns in the tech industry. To mitigate bias, organizations should adopt diverse training datasets, implement bias detection frameworks, and conduct regular audits of AI decisions.
- Privacy Concerns: AI systems collect and scrutinize massive quantities of employee data, raising moral and lawful concerns regarding privacy. Employees may feel uncomfortable with AI monitoring their performance, sentiment, or behaviors if they are unaware of how the data is used. Companies must certify compliance by data protection regulations like the General Data Protection Regulation (GDPR) and implement transparent data usage policies. Informing staffs about AI-driven monitoring and obtaining their consent fosters trust and mitigates privacy risks.
- Interpretability: AI models, particularly deep learning algorithms, often function as "black boxes," making it difficult to interpret their decision-making processes. When AI influences crucial DEI-related decisions—such as hiring, promotions, or performance evaluations—the lack of explainability can lead to skepticism and resistance among employees. Implementing explainable AI (XAI) techniques and maintaining a level of human oversight in AI-driven processes can enhance transparency and accountability.
- Over-Reliance on Technology: AI should augment, not replace, human judgment in DEI initiatives. While AI can provide data-driven insights, human expertise is necessary to contextualize findings and ensure they align with organizational values. Over-reliance on AI may lead to ethical blind spots, where automated systems overlook nuanced aspects of diversity and inclusion that require human

empathy and understanding. Organizations should implement AI in a collaborative manner, ensuring human oversight remains integral to decision-making processes.

By proactively addressing these challenges, organizations can maximize AI's benefits in fostering a fairer and more inclusive workplace. Ensuring ethical AI practices, transparent policies, and human oversight will be crucial in leveraging AI effectively for DEI enhancement.

4. FUTURE DIRECTIONS

The future of AI in DEI lies in continuous evolution and ethical advancements. Organizations must adopt forward-thinking strategies to leverage AI effectively while ensuring fairness, inclusivity, and transparency. Below are key areas of focus for the future of AI-driven DEI initiatives:

- AI Ethics Frameworks: The development of comprehensive AI ethics frameworks is essential to prevent bias and ensure fair AI decision-making. Organizations should implement clear policies that address ethical concerns, including algorithmic transparency, data privacy, and accountability. Regulatory bodies and industry leaders can collaborate to establish standardized guidelines, similar to AI ethics frameworks proposed by organizations like the IEEE and the European Union's AI Act.
- Diverse Data Sets: AI models require diverse, representative datasets to mitigate bias and enhance inclusivity. Historical biases in training data can perpetuate discrimination, making it critical to source data that reflects a broad spectrum of demographics. Companies should engage in data auditing and collaborate with underrepresented communities to develop datasets that accurately represent the workforce.
- Continuous Learning: AI models must be designed for continuous improvement. As workplace demographics and societal norms evolve, AI systems must adapt to emerging DEI challenges. Implementing feedback loops, regular audits, and retraining AI models with updated datasets will ensure AI remains relevant and unbiased in addressing DEI concerns.
- Collaborative Efforts: Advancements in AI-enabled DEI practices will require partnerships between organizations, academic institutions, policymakers, and technology developers. Collaboration can drive innovation, enhance AI methodologies, and promote shared learning across industries. For instance, tech companies working with universities on AI fairness research can refine models to

reduce bias, while government agencies can regulate AI applications to uphold ethical DEI standards.

By focusing on these future directions, organizations can harness AI to create a more inclusive, fair, and equitable workplace. Ethical AI practices, combined with strategic collaboration and continuous innovation, will shape the next phase of AI-driven DEI transformation.

5. CONCLUSION

Artificial Intelligence holds immense potential to revolutionize how organizations monitor and enhance Diversity, Equity, and Inclusion (DEI) throughout the employee lifecycle. AI-driven tools can streamline recruitment, minimize bias in performance evaluations, personalize career development, and enhance retention efforts. By leveraging data analytics and machine learning, organizations can uncover hidden patterns of discrimination, ensure equitable treatment of employees, and foster a comprehensive workroom culture.

However, the deployment of AI in DEI creativities is not without challenges. Algorithmic biases, data privacy concerns, and the risk of over-reliance on technology necessitate a balanced approach. Organizations must combine technological advancements with human oversight to ensure AI systems function ethically and transparently. A robust governance framework, continuous auditing, and adherence to AI ethics guidelines will be crucial in mitigating risks and ensuring fairness. Furthermore, AI's effectiveness in DEI ingenuities depends on its capability to evolve alongside workforce dynamics. As AI models learn from real-world applications, continuous refinement and updates will be essential to address emerging DEI challenges. By investing in diverse and representative datasets, organizations can enhance AI's ability to provide unbiased insights and recommendations.

Looking ahead, integrating AI with DEI strategies will play a defining role in shaping the future of equitable and inclusive workplaces. Collaboration between organizations, academia, and policymakers will be vital to establishing best practices and ethical standards. By adopting a proactive and responsible approach to AI-driven DEI initiatives, businesses can create work environments where diversity is not just encouraged but deeply embedded in the organizational culture.

As AI continues to advance, its potential to transform DEI will only grow. Organizations that harness AI responsibly will not only gain a competitive edge but also contribute to a more just and inclusive professional landscape. Ultimately, the

success of AI in DEI efforts will depend on how effectively technology and human judgment are integrated to create meaningful and sustainable change.

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