AI IMPACT REPORT NO. 206 · REVISED 5 OCTOBER 2026 · 250 ROLES COVERED

# Financial Managers

AI profoundly augmenting financial planning, performance analysis, and strategic decision support.

| EXPOSURE | WINDOW | ADOPTION TODAY | READING |
|---|---|---|---|
| 54 | 3–7 yrs | High | The role is being reshaped. |
| Elevated exposure | until change lands | | Exposure is the share of today's work AI can plausibly take on within the window. |

§ 01 WHAT IS HAPPENING

## What is happening to financial managers

### Impact

AI tools are automating forecasting, budgeting, variance analysis, risk assessment, and generating financial reports. This shifts the Financial Manager's focus to strategic oversight, complex financial modeling, stakeholder advisory, and ethical AI deployment.

### Risk

Significant augmentation; emphasis on strategic leadership, AI-driven insights, and ethical governance.

The Financial Manager role will be significantly augmented by AI. AI will automate much of the data crunching, routine reporting, and initial analytical tasks. Financial Managers will need to become experts in leveraging AI tools, critically evaluating AI outputs for accuracy and bias, focusing on strategic financial planning, capital allocation, and complex stakeholder communication. Ethical considerations and responsible AI deployment in financial decision-making will be paramount.

### Sector readiness

Rapid & Strategic Integration

The finance industry is aggressively integrating AI for advanced analytics, predictive modeling, and operational efficiency. Financial Managers are key to leading this transformation, with significant investment in AI-powered ERP, EPM, and BI solutions.

§ 02 POSITION

## Where you stand

i The Financial Manager role is undergoing a profound transformation, with AI automating many high-volume, transactional, and analytical tasks.

ii AI provides unprecedented analytical power, enabling deeper insights, more accurate forecasts, and the ability to process financial information at a scale previously unimaginable.

iii Success will increasingly depend on a Financial Manager's ability to master AI tools, critically interpret AI outputs, lead finance transformation, and translate complex AI-driven insights into actionable business strategy and compelling narratives.

§ 03 ACTIONS 15 POINTS

## What this means for you

Concrete changes to how the work gets done, in the order you are likely to meet them.

01 **AI-Automated Financial Planning & Analysis (FP&A).** Financial Managers are increasingly leveraging AI tools that automate the collection, aggregation, and analysis of financial data for budgeting, forecasting, and variance analysis. This frees up significant time for more strategic interpretations and scenario planning.

02 **Enhanced Strategic Decision Support.** Financial Managers will utilize AI-driven insights to provide more precise and data-backed strategic advice to senior leadership on investments, mergers & acquisitions, and overall business direction. AI's ability to model complex scenarios significantly enhances strategic foresight.

03 **Predictive Analytics for Financial Risk Management.** Financial Managers are deploying AI models that analyze vast internal and external datasets to predict various financial risks—such as credit risk, market volatility, operational risks, or potential fraud—with greater accuracy and timeliness than traditional methods.

04 **AI-Driven Capital Allocation Optimization.** Financial Managers are employing AI to analyze various investment opportunities and model their potential returns, risks, and alignment with strategic objectives. AI helps optimize capital allocation decisions to maximize long-term value creation across the organization.

05 **Automated Financial Reporting & Compliance.** AI systems are streamlining the generation of complex financial statements, management reports, and regulatory filings. Financial Managers will oversee these automated processes, ensuring accuracy, compliance, and focusing on the narrative and insights conveyed.

06 **Intelligent Cash Flow & Treasury Management.** Financial Managers are leveraging AI to predict cash inflows and outflows with higher accuracy, optimize working capital, and manage liquidity more effectively. AI helps identify opportunities for optimizing investment of excess cash or minimizing borrowing costs.

07 **AI for Investment Analysis & Portfolio Performance.** For those managing investments, AI is enhancing the analysis of securities, market trends, and portfolio performance. Financial Managers use AI to identify investment opportunities, assess risk-return profiles, and optimize portfolio composition dynamically.

08 **Data-Driven Cost Optimization.** Financial Managers are utilizing AI to analyze operational expenditures, identify inefficiencies, and suggest areas for cost reduction across departments or business units. AI can pinpoint spending anomalies or opportunities for process automation to drive savings.

09 **Ethical AI Governance in Finance.** Financial Managers will play a critical role in establishing and enforcing ethical guidelines for AI use in finance. This includes ensuring algorithmic transparency, mitigating biases in financial models, and maintaining data privacy and security for sensitive financial information.

10 **Human-AI Teaming for Financial Operations.** Financial Managers will oversee teams that work synergistically with AI. AI automates routine transactional and analytical tasks, allowing human finance professionals to focus on exception handling, complex problem-solving, and providing nuanced financial advice.

11 **AI for M&A Due Diligence & Valuation.** Financial Managers are leveraging AI tools to accelerate and enhance due diligence processes during mergers and acquisitions. AI can rapidly analyze financial statements, contracts, and market data of target companies, providing deeper insights for valuation and risk assessment.

12 **Cross-Functional Collaboration with Data Scientists.** Financial Managers will increasingly collaborate with data scientists and AI engineers to implement and refine AI-powered financial solutions. This requires translating complex financial problems into data science challenges and interpreting AI outputs for business strategy.

13 **Continuous Learning & FinTech Adaptation.** The pace of innovation in financial technology (FinTech) and AI is rapid. Financial Managers must commit to continuous learning, understanding new AI capabilities, and adapting financial processes and strategies to leverage these emerging technologies effectively.

14 **Leadership in Finance Transformation.** Financial Managers are leading the digital transformation of their finance functions, championing the adoption of AI, automation, and advanced analytics. This involves driving cultural change, upskilling teams, and redesigning financial processes for an AI-powered future.

15 **Strategic Investor & Stakeholder Communication.** Financial Managers will increasingly use AI-generated insights to craft more compelling and data-rich narratives for investors, board members, and other key stakeholders. This involves translating complex financial performance and strategic initiatives into clear, persuasive communications.

§ 04 CAUSES 10 DRIVERS

## What is pushing this change

01 **Explosion of Financial & Alternative Data.** AI is needed to process and extract value from the massive volumes of market data, economic indicators, company filings, and alternative data sources (e.g., satellite imagery, social media).

02 **Advancements in AI/ML for Predictive Analytics.** Sophisticated ML algorithms can identify complex patterns, make more accurate forecasts, and model risks in ways traditional methods cannot.

03 **Demand for Faster, More Granular Financial Insights.** Stakeholders require immediate analysis of market events and company performance; AI provides the speed and depth needed.

04 **Increased Computational Power & Cloud Computing.** Enables the training and deployment of complex AI models on large datasets, previously unfeasible.

05 **Competitive Pressures in Finance Sector.** Investment firms use AI for high-frequency trading and quantitative strategies, pushing all financial roles to leverage advanced tools.

06 **Regulatory Complexity & Compliance Demands.** AI can assist in monitoring and complying with intricate financial regulations and reporting requirements.

07 **Rise of FinTech & AI-Native Financial Tools.** A new generation of tools provides accessible AI-powered analytics for financial modeling, research, and reporting.

08 **Investor Demand for Strategic Foresight.** Institutional and retail investors are seeking more sophisticated investment strategies and risk management, often powered by AI.

09 **Need for Enhanced Risk Management.** AI can identify and predict a wider range of financial and operational risks with greater accuracy.

10 **Globalization of Financial Markets.** AI helps analyze interconnected global markets, currency fluctuations, and geopolitical impacts on financial assets.

§ 05 VARIATION 5 SECTORS

## Impact by sector

The headline figure is an average. Where you work changes the picture.

| | |
|---|---|
| FP&A Managers | AI for advanced budgeting, forecasting, and variance analysis. Focus on strategic business partnering and financial performance insights. |
| Treasury Managers | AI for optimizing cash flow forecasting, liquidity management, and foreign exchange risk hedging. Focus on strategic treasury operations and global financial resilience. |
| Risk Managers (Financial) | AI for developing and validating financial risk models (credit, market, operational), stress testing, and fraud detection. Focus on model governance and enterprise-wide risk strategy. |
| Investment Managers/Portfolio Managers | AI for portfolio optimization, asset allocation, and identifying investment opportunities. Focus on strategic asset management and client-specific investment goals. |

| | |
|---|---|
| Corporate Finance Managers | AI for valuation, due diligence data processing in M&A, and capital markets analysis. Focus on deal structuring, complex transaction management, and strategic advisory. |

§ 06 PREPARATION 8 SKILLS

## Skills to build

The skills that keep the human part of this work valuable as the routine part is automated.

01 **Strategic Financial Planning.** Ability to define and articulate the financial strategic direction of the organization, aligning it with business objectives, often informed by AI insights.

02 **AI/ML Literacy & Data Interpretation.** Understanding AI/ML concepts, how financial models are built, their assumptions, limitations, and the ability to interpret AI-generated financial outputs.

03 **Advanced Analytics & Forecasting.** Expertise in using advanced statistical methods and AI/ML models for complex financial forecasting, budgeting, and scenario analysis.

04 **Ethical AI & Financial Governance.** Upholding professional ethics, ensuring data privacy, and understanding the societal impact of AI's use in financial decisions and sensitive data analysis.

05 **Communication & Stakeholder Management.** Clearly articulating complex financial insights, AI model results, and strategic recommendations to diverse audiences (board, investors, business units).

06 **Change Management & Leadership.** Leading finance teams and departments through the adoption of AI and other technological changes, fostering a culture of innovation and data literacy.

07 **Risk Management (AI-augmented).** Ability to identify, assess, and mitigate a wide range of financial and operational risks using both traditional methods and AI-powered tools.

08 **Continuous Learning & FinTech Adoption.** Commitment to continuously updating knowledge of new financial instruments, market dynamics, AI technologies, and FinTech innovations.

§ 07 INSTRUMENTS 12 ENTRIES

## Tools in use

KINDS OF TOOL WORTH KNOWING

01 **AI-Powered Enterprise Performance Management (EPM) Suites.** Comprehensive software solutions for financial consolidation, reporting, planning, and forecasting, increasingly embedding AI/ML capabilities.

02 **AI-Driven Financial Planning & Analysis (FP&A) Software.** Platforms that use AI/ML for sophisticated budgeting, forecasting, scenario modeling, and providing predictive financial insights.

03 **Predictive Risk Management Platforms.** Software that leverages AI to identify, assess, and predict various financial risks (credit, market, operational, compliance) with greater accuracy.

04 **Business Intelligence & Data Visualization Tools with AI.** Tools like Tableau, Power BI, Qlik, which are integrating AI for automated insights, natural language queries, and predictive capabilities within financial dashboards.

05 **Generative AI for Financial Reporting.** Large Language Models (LLMs) used to generate initial drafts of financial statements, executive summaries, market commentaries, or investment theses.

06 **AI for Treasury Management Systems.** Systems that incorporate AI for optimizing cash flow forecasting, liquidity management, foreign exchange risk hedging, and investment strategies.

NAMED TOOLS ALREADY IN USE

**Oracle EPM Cloud / Workday Adaptive Planning / Anaplan** VISIT

Leading EPM solutions that are incorporating AI for predictive forecasting, anomaly detection, and intelligent process automation in finance.

**SAP S/4HANA (Finance with AI) / OneStream Software** VISIT

Major ERP systems like SAP S/4HANA are embedding AI and machine learning capabilities into their finance and controlling modules for automation and insights.

**Moody's Analytics / SAS Risk Management** VISIT

Comprehensive solutions for enterprise risk management, often using advanced analytics and AI to model and predict various financial risk exposures.

**Bloomberg Terminal (with AI-driven analytics) / Refinitiv Eikon (now LSEG Workspace)** VISIT

Leading financial data terminals that are increasingly incorporating AI and machine learning for news analysis, sentiment tracking, and market insights.

**ChatGPT / Claude / Google Gemini (for drafting assistance)** VISIT

Generative AI models that can assist Financial Managers in drafting initial versions of financial reports, summarizing data, or brainstorming narrative points for presentations.

**Kyriba / Coupa Treasury (with AI features)** VISIT

Leading treasury management systems that increasingly use AI for cash flow forecasting, payments optimization, and risk management.

§ 08 EXAMPLES 5 EXAMPLES

# In practice

Ways people in this role are already using AI, and what they get from it.

## Automate Budgeting & Forecasting

EXAMPLE 1

HOW Implement AI-powered FP&A software to automate the consolidation of financial data, generate initial budget drafts, and create rolling forecasts. The Financial Manager uses this for strategic planning and resource allocation.

GAIN Significantly improves budgeting and forecasting accuracy, accelerates the planning cycle, and enables more agile financial management.

## Enhance Capital Allocation Decisions

EXAMPLE 2

HOW Utilize an AI model that analyzes proposed capital projects, their projected returns, associated risks, and strategic alignment. The AI recommends optimal investment choices, informing the Financial Manager's capital allocation decisions.

GAIN Leads to more efficient use of capital, potentially higher returns on investment, and better alignment of financial resources with strategic priorities.

## Proactive Financial Risk Monitoring

EXAMPLE 3

HOW Deploy AI-powered risk management platforms that continuously monitor internal financial data and external market indicators. The AI identifies unusual patterns or emerging risks (e.g., liquidity crunch, credit default risk) and alerts the Financial Manager for proactive mitigation.

GAIN Provides earlier warning of potential financial threats, reduces exposure to adverse events, and strengthens the organization's financial resilience.

## Streamline Management Reporting

EXAMPLE 4

HOW Configure an AI-enabled Business Intelligence (BI) tool to automatically pull data from various financial systems and generate daily or weekly performance dashboards and preliminary management reports. The Financial Manager reviews and adds strategic insights.

GAIN Saves significant time on manual report compilation, provides immediate access to up-to-date performance insights, and supports faster decision-making.

## Optimize Working Capital

EXAMPLE 5

HOW Employ AI algorithms within a treasury management system to analyze cash flow patterns, predict payment cycles, and optimize cash positioning. The AI identifies opportunities to minimize idle cash or reduce borrowing costs, optimizing working capital.

GAIN Reduces financial costs, improves liquidity, and enhances the overall efficiency of cash management for the organization.

§ 09 CONTEXT

## How this role compares

Three neighbouring roles chosen to show the direction of travel.

| | | |
|---|---|---|
| Financial Clerks / Junior Accountants (Routine transactional tasks)<br>MORE EXPOSED | AI IMPACT | Very High (AI automates data entry, reconciliation, basic report compilation) |
| | WORK MOVES TO | Role shifting towards exception handling, data quality assurance, managing automated systems. |
| Financial Data Scientists / Quantitative Analysts<br>DIFFERENT SKILLS, GROWING | AI IMPACT | Foundational (They build and validate the complex AI/ML models used for financial analysis.) |
| | WORK MOVES TO | Deep expertise in mathematics, statistics, programming, machine learning, and financial markets. |
| Chief Financial Officers (CFOs) / Board Members<br>COMPLEMENTARY, LESS EXPOSED | AI IMPACT | High Augmentation (Leverage AI-driven insights for strategic decision-making), but core leadership and governance are human. |
| | WORK MOVES TO | Overall enterprise strategy, risk appetite, capital allocation, and executive leadership. |

§ 10 VERDICT

## Closing judgement

> For Financial Managers, AI is a powerful force that will transform their leadership and strategic impact. By automating many operational and analytical tasks, AI frees managers to focus on what truly drives results: optimizing financial performance, mitigating complex risks, and providing strategic counsel to the organization. Financial Managers who embrace AI as an enabler will lead the next generation of financial success.

§ 11 BASIS REVISED 5 OCTOBER 2026

# Evidence and revisions

What the exposure figure rests on, what changed when it was last revised, and the published work cited for this role.

SCORE

**50 to 54**

WINDOW

3-7 years (unchanged)

## The 5 October 2026 review moved the score up by 4 points.

Exposure Index v2. Inputs: task applicability 30/100 (Microsoft AI applicability score 0.15 for Financial managers); observed usage 52/100 (Anthropic observed exposure 0.39); official exposure tier 100/100 (BLS: very high); labour-market trajectory 26/100 (BLS projects employment to grow 9.7% over 2025–35); published adoption rating 70/100 (high adoption). Weighted base 53.9. Final score 54. The previous figure of 50 was raised by 4 points, a small change that comes from moving off scores rounded to the nearest five. The change window is unchanged.

### HOW THE FIGURE IS BUILT (EXPOSURE INDEX V2)

| | | |
|---|---|---|
| Task applicability — Microsoft Research, AI applicability score | 30 × 35% | 10.4 |
| Observed usage — Anthropic Economic Index, observed exposure | 52 × 20% | 10.4 |
| Official exposure tier — US BLS AI-exposure category | 100 × 20% | 20.0 |
| Labour-market trajectory — US BLS projected employment change 2025–35 | 26 × 10% | 2.6 |
| Published adoption rating — This report's adoption level | 70 × 15% | 10.5 |
| Weighted base | | 53.9 |
| Exposure score | | 54 |

### MEASURES BEHIND THE SCORE

**US Bureau of Labor Statistics** · *Employment Projections 2025–35 and AI Exposure Categories* (27 August 2026)

AI-exposure tier: Very high. Projected employment change 2025–35: +9.7%. Matched to Financial managers.

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**Microsoft Research** · *Working with AI: Measuring the Applicability of Generative AI to Occupations* (10 July 2025)

AI applicability score 0.15 (percentile 52 of 785 occupations) for SOC 11-3031.

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**Anthropic** · *Anthropic Economic Index report: Cadences* (26 June 2026)

Observed exposure 0.39 for SOC 11-3031 (percentile 95 of 756 occupations).

PUBLISHER PDF

**UK Department for Science, Innovation and Technology** · *Assessment of AI capabilities and the impact on the UK labour market* (28 January 2026)

UK context: around 70% of UK workers are in occupations with tasks AI could perform or enhance, above the US average; a one-standard-deviation rise in exposure was associated with a 3.9% fall in UK job postings.

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ALSO CITED FOR THIS ROLE

**Microsoft** · *2026 Work Trend Index Annual Report: Agents, human agency and the opportunity for every organization* (5 May 2026)

Microsoft's 2026 Work Trend Index documents the shift toward managing agents alongside people; leadership roles change in content more than in headcount.

PUBLISHER PDF

**PwC** · *2026 Global AI Jobs Barometer* (May 2026)

PwC finds AI-exposed sectors recording 34% productivity growth since 2018 against 24% for the least exposed; managerial roles capture the gains where they redesign work.

PUBLISHER PDF

Archived copies are served only where the licence permits; otherwise the link goes to the publisher. Full research library: https://www.careerguard.ai/sources

§ 12 APPENDIX

# Method and sources

Each report was written from a large body of published research. The exposure score itself is computed, not written: it is the CareerGuard Exposure Index, a weighted average of occupation-level measures from the US Bureau of Labor Statistics (AI-exposure classification and 2025–35 projections), Microsoft Research (AI applicability scores) and Anthropic (observed exposure), together with the adoption rating published on the report. The organisations and publications below are the standing literature behind the narrative sections. Every source, with dates, licences and archived copies where we are permitted to hold them, is catalogued in the research library.

Exposure Index v2 (October 2026). Each input is scaled to 0–100 and weighted: task applicability 35% (Microsoft AI applicability score ÷ 0.5), observed usage 20% (Anthropic observed exposure ÷ 0.75), official exposure tier 20% (BLS very high = 100, high = 70, moderate = 40, low = 10), labour-market trajectory 10% (50  2.5 × projected % employment change), published adoption rating 15% (very high = 85, high = 70, medium-high = 55, medium = 40, low-medium = 25, low = 10). Inputs not measured for an occupation are dropped and the remaining weights renormalised. An editorial adjustment of at most ±12 points is allowed only for automation channels the measures cannot see (robotics, self-service, machine vision, medical imaging, RPA/OCR, generative video) and is always logged with its reason. Scores are whole numbers, not rounded to five. The change window shifts one notch (a year at each end) per ten points of movement.

I GLOBAL AND MACROECONOMIC IMPACT OF AI ON WORK

**World Economic Forum**

*The Future of Jobs Report series* — Employer survey of expected job growth and decline, skill shifts and technology adoption (2020, 2023 and 2025 editions); Artificial Intelligence and the Future of Entry-Level Work (2026).
*AI governance and transformation reports* — Frameworks on ethical AI, talent strategy and industry transformation.

**McKinsey Global Institute**

*AI, Automation and the Future of Work series* — Research quantifying automation potential by task, sector and demographic, from "Jobs Lost, Jobs Gained" to "Agents, robots, and us" (2025).
*Industry-specific reports* — Financial services, healthcare, manufacturing and others.

**PwC**

*Global AI Jobs Barometer* — Annual analysis of job postings and productivity by AI exposure (2024–2026 editions).
*Upskilling Hopes and Fears survey* — Employee perceptions and readiness.

**Microsoft Research and Anthropic**

*Working with AI (2025); Anthropic Economic Index (2025–2026)* — Occupation-level usage data from Copilot and Claude conversations, the two observed-usage measures behind the 2026 revision.

**Stanford Digital Economy Lab and Stanford HAI**

*Canaries in the Coal Mine? (2025–2026); AI Index Report (annual)* — Payroll evidence on early-career employment in exposed occupations; annual measurement of AI capability, investment and adoption.

**Deloitte**

*Human Capital Trends series* — Workforce, talent and HR technology trends.
*Tech Trends series* — Emerging technologies and their business implications.

**Accenture**

*Technology Vision series* — Forward-looking analysis of emerging technology, with emphasis on AI.
*Fjord Trends* — Design, innovation and human experience in a digital world.

**Boston Consulting Group**

*AI/ML insights and industry solutions* — "The AI Revolution in the Workplace" and related research.

**EY**

*AI and workforce reports* — Adoption, talent strategy and ethics.

**IBM Institute for Business Value**

*AI and automation studies* — Business models, workforce evolution and leadership.

**OECD**

*AI Policy Observatory* — International data and policy on AI, labour markets and skills.
*Employment Outlook* — Labour-market trends including technological impact (2023–2026 editions).

**International Labour Organization**

*Generative AI and Jobs: A Refined Global Index of Occupational Exposure (2025)* — Task-level exposure gradients for every ISCO occupation; successor to the 2023 global index.

**International Monetary Fund**

*Staff Discussion Notes on AI and work (2024, 2026)* — Complementarity framing: where AI augments and where it substitutes.

**UK Department for Science, Innovation and Technology**

*Assessment of AI capabilities and the impact on the UK labour market (2026)* — UK occupational exposure and job-posting evidence.

**Brookings Institution**

*AI and automation research* — Economic and social implications, displacement and skills.

**Yale Budget Lab and Goldman Sachs Research**

*Tracking the Impact of AI on the Labor Market; AI and the US labour market (2026)* — Aggregate labour-market monitoring; macro displacement estimates.

**Oxford University (Oxford Martin School)**

*The Future of Employment* — Frey & Osborne and subsequent research on susceptibility to automation.

**MIT Technology Review**

*AI & Work* — Reporting on AI research and its implications for industries and jobs.

**Gartner**

*Hype Cycle for Artificial Intelligence* — Maturity and adoption of AI technologies.
*Future of Work reports* — Workplace models and talent strategy.

**U.S. Bureau of Labor Statistics**
*Employment Projections 2025–35; AI Exposure Categories; Occupational Outlook Handbook* — Ten-year employment projections and, from the 2025 cycle, an AI-exposure tier for every detailed occupation.

**Indeed Hiring Lab**
*AI at Work Report (2025) and posting-market updates* — Skill-level transformation estimates and job-posting trends by occupation.

## II CORE AI AND MACHINE-LEARNING RESEARCH

**OpenAI**
*Research papers, blog and API documentation* — Large language models, generative AI, safety and societal impact.

**Google DeepMind**
*Research papers and blog* — Reinforcement learning, AI for science, AGI and ethics.

**Meta AI**
*Research papers and blog* — Large language models, computer vision, AI for social good.

**Hugging Face**
*Transformers library and model hub* — Open-source state-of-the-art NLP models.

**TensorFlow and PyTorch**
*Documentation and community forums* — Core frameworks illustrating practical capability.

**arXiv**
*cs.AI, cs.LG, cs.CV, cs.CL* — Pre-print research.

**NeurIPS and ICML**
*Conference proceedings* — Top-tier academic research.

**ACM and IEEE**
*Journals and proceedings* — ACM Computing Surveys; IEEE Transactions on AI.

**Kaggle**
*Datasets and competition solutions* — Applied machine learning on real-world problems.

**The Alan Turing Institute**
*Research and reports* — Responsible and applied AI.

## III ETHICAL AND RESPONSIBLE AI DEPLOYMENT

**NIST**
*AI Risk Management Framework* — Voluntary framework for managing AI risk.

**European Commission**
*AI Act* — Risk-tiered legal framework for AI.
*Ethics Guidelines for Trustworthy AI* — Principles for responsible development.

**Partnership on AI**
*Research and best practice* — Responsible AI development.

**AI Now Institute**
*Annual reports* — Social implications: power, inequality, rights.

**ACM FAccT**
*Proceedings* — Fairness, accountability and transparency.

**Data & Society**
*Publications* — Social implications of data-centric technology.

**WIPO**

*Conversation on IP and AI* — Intellectual-property implications of AI.

**IEEE Global Initiative on Ethics of A/IS**

*Ethically Aligned Design* — Recommendations for ethical AI design.

**Center for AI and Digital Policy**

*Policy briefs* — Accountable AI policy.