

Management Consultants

AI profoundly augmenting data analysis, strategy formulation, and client communication for consultants.

EXPOSURE	WINDOW	ADOPTION TODAY	READING
60 High exposure	2–5 yrs until change lands	High	Substantial automation of routine work. Exposure is the share of today's work AI can plausibly take on within the window.

§ 01WHAT IS HAPPENING

What is happening to management consultants

Impact	AI tools are autonomously analyzing market data, identifying strategic opportunities, building predictive models, and streamlining administrative tasks. This compels Management Consultants to radically pivot towards high-level problem framing, nuanced client relationships, ethical oversight of AI-driven advice, and fostering irreplaceable human capital development.
Risk	Radical role overhaul; pervasive automation leading to significant workflow redefinition and specialized human focus. The Management Consultant role is undergoing a profound and accelerating redefinition by AI. AI will assume command of vast routine data collection, initial market analysis, and much of the administrative burden. Management Consultants must immediately pivot to becoming experts in leveraging AI for hyper-efficiency and enhanced strategic insights, intensely validating AI outputs for accuracy and fairness, and dedicating their expertise to the irreplaceable human elements of the role: profound problem framing, nuanced client relationship building, and critical ethical decision-making regarding complex organizational transformations and societal impact.

Sector readiness

Rapid & Transformative Integration

The management consulting sector is aggressively integrating AI, driven by overwhelming client demand for efficiency, data-driven insights, and accelerated strategic solutions. AI is rapidly moving beyond pilot stages to widespread adoption for market analysis, strategy formulation, and operational optimization, fundamentally altering traditional workflows and value propositions.

§ 02 POSITION

Where you stand

- i The Management Consultant role is undergoing a profound and accelerating redefinition by AI, fundamentally restructuring data analysis, strategy formulation, and client communication.
- ii AI will autonomously manage vast data, optimize strategic scenarios, and streamline content, compelling Consultants to pivot to indispensable problem framing and profound client relationship building.
- iii Survival and impact will hinge on Management Consultants mastering AI tools, critically validating AI outputs for ethics, championing ethical AI, and providing irreplaceable human judgment and leadership at the heart of complex organizational transformations.

§ 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-Driven Autonomous Market & Industry Analysis.** Management Consultants will oversee AI systems that autonomously scan vast global datasets (e.g., market reports, competitor filings, news, social media, economic indicators) to identify emerging trends, competitive threats, and strategic opportunities. This radically frees consultants from manual research, demanding focus on strategic interpretation.
- 02 **AI-Powered Strategic Scenario Modeling.** Management Consultants will leverage AI models that autonomously simulate countless future business scenarios, predict market shifts, and assess the impact of various strategic decisions (e.g., M&A, new product launches) with unprecedented speed and complexity. This provides radical foresight for strategic planning.
- 03 **Automated Data Collection & Synthesis from Clients.** AI tools will autonomously collect, clean, and synthesize vast amounts of client-specific data (e.g., financial performance, operational metrics, employee surveys) from disparate systems. This significantly reduces manual data wrangling, allowing consultants to focus on deep analysis and insight generation.

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- 04 **Generative AI for Presentation & Report Drafting.** AI will autonomously draft initial versions of client presentations, executive summaries, strategic reports, and proposals. Management Consultants will rigorously refine these AI-generated documents for tone, accuracy, strategic messaging, and ensuring they reflect the client's unique context and the firm's brand.
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- 05 **AI-Assisted Problem Framing & Root Cause Analysis.** AI tools are autonomously assisting Management Consultants in identifying and precisely defining complex business problems. By analyzing internal data and industry benchmarks, AI can pinpoint root causes of inefficiencies or underperformance with greater accuracy.
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- 06 **Focus on Nuanced Client Relationship & Trust Building.** As AI assumes command of data-driven tasks, the paramount value of Management Consultants will be their irreplaceable human ability to build profound, trust-based relationships with senior client executives, navigate complex organizational politics, and inspire buy-in for strategic change.
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- 07 **AI-Driven Organizational & Workforce Analytics.** Management Consultants will utilize AI to autonomously analyze employee data, communication patterns, and performance metrics to identify organizational bottlenecks, predict talent retention risks, and optimize workforce allocation. This informs strategic human capital recommendations.
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- 08 **Ethical AI in Consulting & Algorithmic Accountability.** Management Consultants will bear profound responsibility for auditing AI systems for algorithmic bias (e.g., in strategy recommendations, workforce optimization), ensuring client data privacy, and upholding the highest ethical standards for fair and equitable advice.
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- 09 **Human-AI Teaming for Solution Delivery.** Management Consultants will operate in seamless human-AI teams. AI will process vast data, generate insights, and automate routine tasks, while the human consultant leads strategic client engagement, manages nuanced human factors, and ensures the successful implementation of AI-driven solutions.
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- 10 **AI for Competitive Intelligence & Benchmarking.** AI tools will autonomously collect and analyze vast amounts of competitive intelligence data (e.g., product launches, pricing, market share, R&D investments), providing real-time benchmarking and insights into competitor strategies for clients.
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- 11 **Continuous Learning & AI/Industry Tech Literacy.** The exponential pace of AI integration in consulting and across industries demands that Management Consultants commit to continuous, aggressive learning of new AI-powered tools, industry-specific technologies, and their profound capabilities and ethical implications.
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- 12 **Specialization in AI Strategy & Implementation.** The field will see a rise in Management Consultants specializing in advising clients on AI adoption strategies, designing AI-driven business models, and overseeing the implementation of complex AI solutions across various sectors.
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- 13 **AI-Driven Process Mining & Optimization.** Management Consultants will leverage AI-powered process mining tools that autonomously analyze client operational data to discover actual business processes, pinpoint hidden inefficiencies, and suggest optimal "to-be" processes for radical improvement.
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- 14 **AI for Strategic Vendor Selection & Partnership Analysis.** AI will autonomously identify optimal technology vendors or strategic partners for clients by analyzing their capabilities, market position, and fit with client objectives. Consultants will validate these AI-driven recommendations for complex alliances.
 - 15 **Strategic Problem Formulation & Persuasion.** As AI streamlines analysis, the human skill of Management Consultants in precisely formulating a client's core problem, articulating the strategic value of AI-driven solutions, and persuading senior executives to adopt transformative change becomes paramount.
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What is pushing this change

- 01 **Explosive Growth of Enterprise & Market Data.** Vast amounts of data from client operations, market intelligence, and global economic indicators provide rich input for AI models.
 - 02 **Advancements in AI/ML (Predictive, Generative, Prescriptive Analytics).** Breakthroughs in AI fields enable sophisticated analysis, autonomous prediction, and intelligent recommendations for complex business challenges.
 - 03 **Urgent Demand for Hyper-Speed Strategic Insights.** Clients demand rapid, data-informed strategic insights to gain competitive advantage in dynamic markets.
 - 04 **Pervasive Digital Transformation Across Industries.** AI is central to digital transformation, enabling interconnected and intelligent operations across client enterprises.
 - 05 **Intense Global Competition & Disruption.** AI is used by competitors for strategic advantage, compelling clients to adopt AI for survival and growth, driving demand for consulting.
 - 06 **Relentless Pressure for Cost Optimization & ROI.** AI automates research, optimizes processes, and predicts inefficiencies, driving aggressive cost reductions and higher ROI for clients.
 - 07 **Complexity of Global Business Models & Ecosystems.** Managing intricate global operations, diverse supply chains, and complex customer journeys benefits from AI synthesis and optimization.
 - 08 **Client Expectations for Data-Driven Solutions.** Clients increasingly expect consulting firms to leverage AI for deeper insights and more effective solutions.
 - 09 **Shortage of Specialized Analytical Talent.** The demand for consultants who can bridge advanced analytics with business strategy often outstrips supply, increasing reliance on AI tools.
 - 10 **Ethical Scrutiny of AI & Business Practices.** Growing concerns about algorithmic bias, fairness, and transparency extend to business practices and consulting recommendations.
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Impact by sector

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

Strategy Consultants	AI for market analysis, strategic scenario planning, and competitive intelligence. Focus on high-level business strategy and new market entry.
Operations Consultants	AI for process mining, supply chain optimization, and predictive maintenance in client operations. Focus on efficiency and cost reduction.
Technology/Digital Transformation Consultants	AI for enterprise architecture design, cloud optimization, and AI implementation roadmaps for clients. Focus on technology strategy and adoption.
Human Capital Consultants	AI for workforce analytics, talent retention prediction, and organizational design optimization. Focus on talent strategy and culture transformation.
Financial Advisory Consultants	AI for M&A due diligence, financial modeling, and risk assessment for client transactions. Focus on deal structuring and value creation.

Skills to build

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

- 01 **Problem-Solving & Critical Thinking.** The profound ability to analyze complex, unstructured business problems, identify root causes, and structure them for rigorous analysis and solution.
- 02 **AI/Data Science Literacy (Consulting).** Proficiency in using AI-powered consulting tools, understanding AI capabilities, and interpreting complex data science outputs for business relevance.
- 03 **Client Relationship Management & Empathy.** The irreplaceable human ability to build deep, trust-based relationships with senior client executives, navigate politics, and inspire buy-in for change.
- 04 **Strategic Thinking & Business Acumen.** Ability to define market shifts, articulate compelling visions, and translate strategic concepts into actionable business models for clients.
- 05 **Communication & Persuasion.** Expertly structuring complex arguments, delivering impactful presentations, and influencing executive decisions through data-driven narratives.
- 06 **Ethical AI & Responsibility.** Upholding the highest ethical standards, ensuring client data privacy, and rigorously auditing AI recommendations for fairness and unintended consequences.

- 07

Change Management & Implementation. Leading client organizations through complex transformations, managing resistance to change, and ensuring successful implementation of solutions.
- 08

Industry & Domain Expertise. Deep knowledge of specific industries (e.g., healthcare, finance, manufacturing) and their unique challenges, trends, and competitive landscapes.

§ 07 INSTRUMENTS

12 ENTRIES

Tools in use

KINDS OF TOOL WORTH KNOWING

- 01

AI-Powered Data Analytics & Visualization Platforms. Platforms that autonomously analyze vast client data, identify trends, and provide interactive visualizations and insights for strategic decision-making.
- 02

Generative AI for Content & Presentation. Large Language Models (LLMs) used to autonomously draft initial versions of presentations, reports, proposals, and client communications.
- 03

AI for Process Mining & Optimization. Software that uses AI to autonomously discover, visualize, and analyze actual business processes from client system logs, identifying inefficiencies.
- 04

Predictive Analytics for Business Performance. AI models that autonomously analyze historical business data (e.g., sales, operations) to predict future performance, demand, or risks.
- 05

AI for Market & Competitive Intelligence. AI tools that autonomously collect, analyze, and synthesize vast amounts of market reports, news, social media, and competitor data.
- 06

AI for Workforce Analytics. AI software that autonomously analyzes employee data for talent forecasting, skill gap identification, and retention prediction.

NAMED TOOLS ALREADY IN USE

- Palantir Foundry / DataRobot (Enterprise AI)**

VISIT

Leading enterprise AI platforms that provide powerful data integration, analytics, and machine learning capabilities for consulting.
- ChatGPT / Claude / Google Gemini (for consulting content)**

VISIT

Generative AI models that can autonomously draft various consulting documents, from strategic reports to client proposals and presentations.
- Celonis / Signavio (Process Mining)**

VISIT

Prominent process mining platforms that use AI to analyze process data from IT systems and identify inefficiencies and automation opportunities.
- Alteryx (with ML) / Dataiku (with ML)**

VISIT

Leading data science platforms that enable consultants to build and deploy custom AI/ML models for predictive analytics.

AlphaSense / Tegus (Market Intelligence)

VISIT

AI-driven market intelligence platforms that synthesize insights from unstructured text and data sources for strategic decision-making.

Visier / Orgvue (Workforce Analytics)

VISIT

Workforce planning and analytics platforms that leverage AI to provide insights into talent trends and organizational structure.

§ 08 EXAMPLES

5 EXAMPLES

In practice

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

Automate Market Entry Analysis

EXAMPLE 1

HOW

Management Consultants will oversee an AI-powered market intelligence platform. The AI will autonomously analyze vast global market reports, consumer data, and competitive landscapes. The AI will then identify optimal market entry strategies or product launch opportunities, generating a strategic brief.

GAIN

Provides hyper-accurate and rapid market foresight, enabling proactive strategic adjustments for clients and identifying new growth avenues.

Simulate Strategic Scenarios

EXAMPLE 2

HOW

Management Consultants will utilize an AI model that autonomously simulates the financial and operational impact of various strategic decisions (e.g., M&A, new product lines, market expansions). The AI will run thousands of scenarios, providing predictive insights for risk and ROI.

GAIN

Offers unparalleled strategic foresight, quantifies risks and opportunities, and allows for data-backed decision-making in complex business transformations.

Generate Presentation Drafts

EXAMPLE 3

HOW

Management Consultants can instruct a generative AI tool to draft a new client presentation. By providing key findings, strategic recommendations, and desired visuals, the AI will autonomously generate slides, content, and speaking notes for the consultant's refinement.

GAIN

Saves significant time on content creation, ensures consistent messaging, and allows consultants to focus on high-level strategic influence and client engagement.

Discover Hidden Operational Inefficiencies EXAMPLE 4	HOW Management Consultants will deploy an AI-powered process mining tool. The AI will autonomously analyze IT system logs from a client's operations (e.g., ERP, CRM) to visualize actual workflows, identify hidden bottlenecks, and suggest optimal process redesigns for radical efficiency gains.
	GAIN Provides unprecedented transparency into actual operations, identifies insidious inefficiencies, and supports data-driven process optimization for radical cost savings.
Provide AI-Assisted Expert Interviews EXAMPLE 5	HOW Management Consultants can use an AI tool that autonomously sifts through transcripts of expert interviews or earnings calls. The AI identifies key insights, sentiment, and emerging trends relevant to a client's strategic challenge, providing a synthesized brief for the consultant.
	GAIN Accelerates research by synthesizing expert opinions, identifies key industry trends, and informs strategic recommendations with diverse perspectives.

§ 09

CONTEXT

How this role compares

Three neighbouring roles chosen to show the direction of travel.

Junior Consultants (Routine research, data gathering) / Research Analysts (Basic industry data) MORE EXPOSED	AI IMPACT Catastrophic (AI can autonomously conduct vast market research; AI can handle data collection and basic synthesis.)
	WORK MOVES TO Immediate need for radical re-skilling into AI oversight, data quality management for AI, or specialization in advanced problem framing.
AI Strategy Consultants / Chief AI Officers (CAIOs) (Client-facing) DIFFERENT SKILLS, GROWING	AI IMPACT Foundational (They design and build the AI-driven business models and capabilities that consultants advise on; immense demand.)
	WORK MOVES TO Deep expertise in AI/ML strategy, business model innovation, and leading large-scale AI adoption across industries.
Client Executives (Strategic client relationships) / Behavioral Scientists (Qualitative human insights) COMPLEMENTARY, LESS EXPOSED	AI IMPACT Low-Moderate Augmentation (AI assists in client data analysis for executives; AI helps with behavioral data for scientists), but core human relationship building, executive presence, and nuanced psychological insight remain paramount.
	WORK MOVES TO Building long-term, high-trust client relationships (Client Executives); Deep qualitative understanding of human behavior and organizational dynamics (Behavioral Scientists).

Closing judgement

For Management Consultants, AI is not merely a tool but a radical force of transformation that will fundamentally redefine their value proposition. It will autonomously handle data analysis, accelerate strategy formulation, and streamline communication, compelling consultants to pivot to indispensable problem framing, profound client relationships, and ethical oversight. The future Management Consultant will be a visionary orchestrator of human-AI collaboration, providing irreplaceable leadership at the heart of organizational transformation.

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

60 (held)

WINDOW

2-5 years (unchanged)

The 4 October 2026 review held the score.

Microsoft's AI applicability score for the matching occupation is 0.35, in the top decile of 785 US occupations; Anthropic's observed exposure (the share of the occupation's tasks already being done with Claude) is 0.24, which is substantial by the standards of the 756 occupations measured; the US Bureau of Labor Statistics places it in the 'very high' AI-exposure tier; BLS projects employment to grow 10.1% over 2025–35. Taken together this is consistent with our previous figure of 60, which we have held.

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: +10.1%. Matched to Management analysts.

PUBLISHER

PDF

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Microsoft Research · *Working with AI: Measuring the Applicability of Generative AI to Occupations* (10 July 2025)
AI applicability score 0.35 (percentile 97 of 785 occupations) for SOC 13-1111.

PUBLISHER

PDF

ARCHIVED COPY

Anthropic · *Anthropic Economic Index report: Cadences* (26 June 2026)
Observed exposure 0.24 for SOC 13-1111 (percentile 88 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.

PUBLISHER ARCHIVED COPY

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 and then, in October 2026, re-scored against occupation-level evidence: the US Bureau of Labor Statistics AI-exposure classification and 2025–35 projections, Microsoft Research's AI applicability scores and Anthropic's observed-exposure data, cross-checked against the reports listed in the Evidence section above. 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.

Scores are revised by blending the previous editorial figure (60%) with a composite of the three occupation-level measures (40%), capped at fifteen points per revision and rounded to the nearest five. The window shifts one notch when a score moves ten points or more. Hand adjustments are recorded with their reason in the revision log.

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.