Under 35
by AccountancyAge

RESULTS REPORT 2026

The Next Generation of Accountancy: Technology, Talent and Trust

In partnership with

AJ Chambers®

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Executive Summary



This year's nominations reveal how much responsibility young accountants already carry. Across firms and specialist practices, professionals under 35 are managing client relationships, developing teams, advising on complex decisions and improving the systems that underpin day-to-day work. Their contributions are practical, visible and increasingly central to how firms operate.

Technology runs through these stories, but rarely for its own sake. Nominators describe better reporting, smoother workflows and more time for conversations that require judgement. At the 2026 celebration, the same message emerged from the stage: firms will get more from AI when they first get the fundamentals of data, controls and trust right.[1]

Built from 86 complete nominations, including the 35 winners, this report examines the skills, experiences and ideas shaping the next generation of UK accountancy. The submissions are enriched by 2026 research and Accountancy Age's reporting on the changing profession.

Three strengths stand out. Young professionals are taking ownership earlier, building relationships beyond the technical brief and investing in the people around them. Digital fluency matters, but the more enduring advantage is knowing how to apply it: improving standards, explaining options clearly and helping colleagues move with change.

Sponsor Opening Remarks

This is the 8th year that AJ Chambers have partnered with Accountancy Age for 35 Under 35, a partnership we are very proud of in order to shine a spotlight on the very best young talent shaping the future of our profession.

For AJ Chambers, shaping futures is the bedrock of all we do– delivering specialist recruitment, career guidance, mergers and acquisitions consultancy and market intelligence across the accounting and legal sectors for over 15 years.

The world of accountancy as a profession has seen, and continues to see, a huge evolution with the deeper use of AI and technology, alongside heightened M&A activity which is creating a new landscape in terms of firm sizes, types of firms and operation models forms adopt.

All of these factors and influences have started to change the way accountants work, how they serve their clients and the type of work they carry out for their clients. New roles are being created and other roles are evolving to cater for these changes.

I imagine that the profiles of the 35 under 35 winners will also evolve over the next few years, in terms of the type of role, duties, skillset and work they carry out within the profession.

It is an exciting time for the accountancy profession, lots of change and challenges. But, like in any period of rapid change or disruption, there is opportunity and excitement in what can be achieved, what is possible. Ultimately, the new tools at every accountants disposal provide fantastic real time information and data, and greater capacity to be able to better serve their clients if in practice, or provide better financial guidance, governance and control to businesses if part of an in house team.

All of those featured in the class of 2026 35 Under 35 are at the forefront of this change, many being the pioneers in new areas and harnessing the power of new technologies and tools. We at AJ Chambers are honoured to be able to celebrate the 35 individuals successes to date, and will watch with keen interest their future achievements throughout their careers.



James Gosling
Managing Director,
AJ Chambers

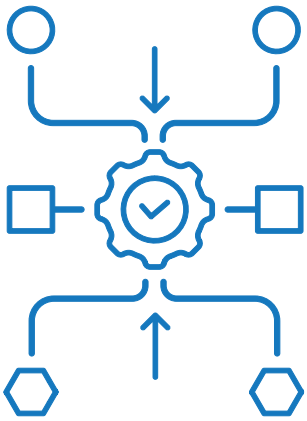
Methodology

1 Sample selection and cleaning

Accountancy Age received 97 submissions between May and July 2026 through SurveyMonkey. After editorial screening, 86 complete and valid nominations formed the research cohort, including the 35 eventual winners. Test entries, duplicates and incomplete responses were removed. Entries missing essential information, such as nominee name, firm or role, or lacking substantive supporting statements, were excluded. Where a nominee and firm appeared more than once, the most complete submission was retained.

2 Coding and thematic approach

Structured fields covering sector, region and qualifications were tabulated quantitatively. The two supporting narratives were reviewed for recurring terms, including "automation", "AI", "control" and "change log", and grouped through manual thematic analysis. The aim was to identify patterns in working practice, not to rank entrants. Sector, qualification and technology charts reflect the 86 complete nominations. Public research published in 2026 supplies the wider UK industry context, with sources listed in the appendix.



3 Limitations and interpretation

The nominations are voluntary and naturally highlight people whose contributions colleagues consider noteworthy. Achievements are described by nominators rather than independently verified, and levels of numerical detail vary. The results are not a representative survey of all UK accountants; they provide a valuable window into the priorities, skills and ambitions visible in this year's nomination cohort.

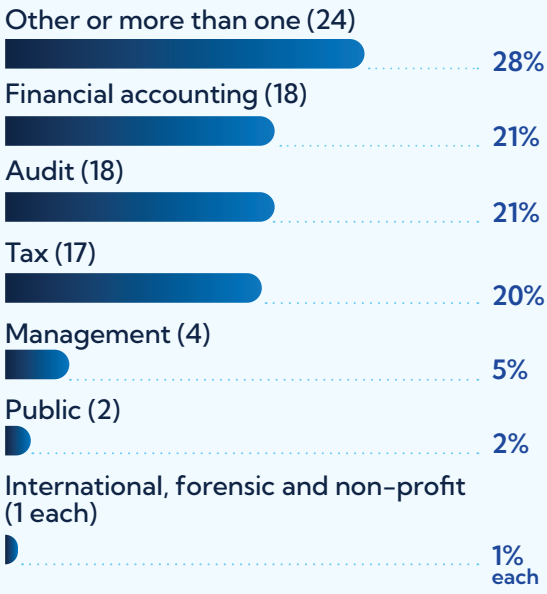
Cohort Profile

The 86 complete nominations, including the 35 winners, cover a wide range of roles, specialisms and career routes. Together they show a profession in which technical credentials remain important but are increasingly matched by client-facing responsibility, adaptability and the confidence to lead change.

Sector overview

Accounting specialisms represented in the 86 complete nominations

Mixed or multiple specialisms form the largest category.



Base: 86 complete nominations, including 35 winners.

The largest named specialisms were financial accounting and audit, each represented by **18 submissions (21%)**, closely followed by tax accounting with **17 (20%)**. A further **24 nominees (28%)** chose "Other or more than one", making this the single largest response category. Rather than a gap in the data, these answers show how the work of younger accountants is crossing established practice boundaries: several already combine reporting, advisory, operations and client leadership in one role.[2]

A closer reading of the 24 free-text "Other" responses reveals seven broad career directions, grouped by the principal specialism described. These editorial categories clarify the submissions; they do not replace the nominees' original sector selections.

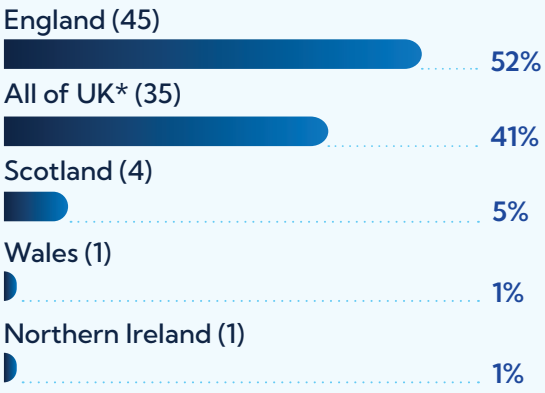
The largest groups are mixed or general practice (seven) and corporate finance, valuations and advisory (five). Four entries each focus on specialist tax and on finance operations, payroll or FP&A. Education and digital transformation also appear. Together these responses point to a profession with more varied routes to influence than traditional service-line labels suggest.

Regional footprint

England accounts for 45 nominations (52%), while 35 (41%) selected "All of UK", an indication of national scope rather than a separate geographic region. Scotland contributed four entries, with one each from Wales and Northern Ireland. The distribution reflects the reach of the campaign and the way some practices serve clients across the country. It does not imply that careers are concentrated exclusively in England: the national category includes roles whose influence extends beyond a single base. For employers, the wider lesson is that access to mentoring, clients and progression should be built across offices and regions, not reserved for one location.

Region

Geographic reach of the 2026 nominations.



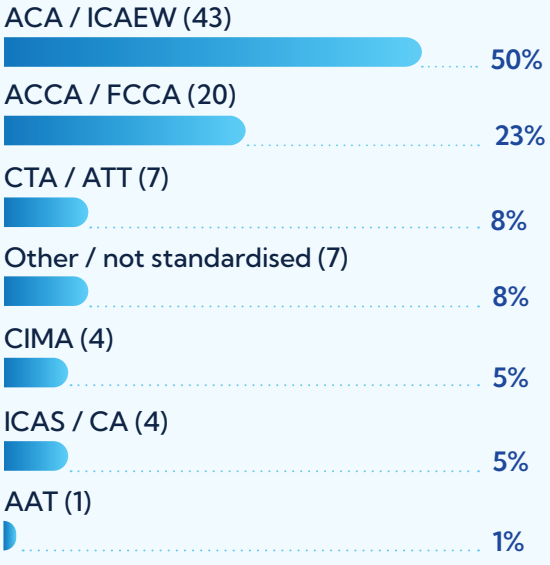
*Nationwide reach, not a separate nation.

Base: 86 complete nominations, including 35 winners.

Qualifications

ACA/ICAEW credentials form the largest coded group, appearing as the primary qualification category for 43 nominees (50%). ACCA/FCCA follows with 20 (23%), while seven respondents primarily identify tax qualifications such as CTA or ATT. The remainder span ICAS/CA, CIMA, AAT and other or non-standard descriptions. These are broad classifications of free-text answers rather than a complete count of every credential held. The mix reflects both the profession's established training pathways and increasing specialisation. Firms seeking future leaders will need to combine formal study with opportunities to practise advisory, digital and people skills.[3]

Primary qualifications of the 2026 nominees*



*Primary coded qualifications, not every credential held.

Base: 86 complete nominations, including 35 winners.

Technology mentions

Digital systems and data feature in 59 of the 86 narratives (69%), while references to AI or automation appear in 39 (45%). The more detailed technology breakdown below shows how varied those references are. Systems integration and software platforms appear alongside AI, workflow automation, cloud accounting and analytics. The common thread is operational relevance: submissions discuss smoother reporting, better quality checks, more consistent client delivery and freeing time for advice. Technology is prominent not because every nominee is a technical specialist, but because it increasingly touches the work of accountants in every specialism.

Chart data | Specific technology mentions in the 86 complete nominations. Categories are non-exclusive and were coded from the two supporting statements; one nomination may appear in several categories.

Software and systems integration is the most frequent specific reference in this breakdown. AI follows, but the narratives often connect innovation to everyday delivery: modernising platforms, removing manual steps, improving data access and helping colleagues adapt. These five categories can be plotted as a horizontal bar chart using the counts and percentages above.

Technologies mentioned in the 86 nomination statements*

51%
Software and systems integration (44)

41%
AI and machine learning (35)

22%
Data, analytics and dashboards (19)

21%
Workflow automation (18)

13%
Cloud accounting platforms (11)

*Categories may overlap, and figures reflect references in nominations rather than confirmed technology adoption.

Cross-sectional insights

The clearest pattern is the combination of technical delivery with influence on other people. Client relationships and advisory appear in **77 profiles**, mentoring or training in **62**, and access or inclusion in **55**. These achievements often reinforce one another: a new process improves the client experience only when people are trained to use it, and specialist knowledge becomes more valuable when it can be explained clearly.

Leadership and management language is almost universal across the submissions, appearing in 85 of 86 narratives. That breadth is striking, even allowing for the prominence of leadership titles in nomination writing. Taken alongside the mentoring and client-service figures, it suggests a generation already being recognised for responsibility beyond individual technical output. The measures below provide distinct visual entry points for a designer, rather than implying that any one theme captures the full contribution of a nominee.



What the 86 complete nominations reveal about emerging accountancy talent

99%
Leadership and management (85)
Responsibility and influence recur across virtually every profile.

90%
Client relationships and advisory (77)
Communication and commercial relevance sit alongside technical delivery.

72%
Mentoring and training (62)
Many nominees are already helping colleagues and future entrants progress.

69%
Digital systems and data (59)
Data-enabled ways of working feature prominently across specialisms.

64%
Access and inclusion (55)
Contribution to professional opportunity extends beyond billable results.

45%
AI and automation (39)
Nominees increasingly describe practical applications of new tools.

Base: 86 complete nominations, including 35 winners.

Skills Map

The nominations point to five capabilities that are becoming central to early leadership in accountancy. None replaces technical expertise. Together, they show how that expertise is being put to work more widely.

1 Operational discipline

Reliable delivery is still the foundation. Nominations describe people improving the consistency of reporting, clarifying procedures and taking ownership of quality. The FRC's 2026 audit-quality review puts systems of quality management at the centre of repeatable performance. The lesson is straightforward: improvement only matters when it can be sustained.[4]

2 Advisory mindset

Client service now demands more than a technically correct answer. Nominations repeatedly value the ability to frame a decision, explain risk and make information useful. In July 2026, ACCA and CA ANZ drew attention to the gaps in data, skills and integration that prevent finance teams turning information into insight. Advisory strength depends on overcoming those practical barriers.[5]

3 Change leadership

Emerging leaders are not waiting for a formal change-management title. They are supporting teams, improving processes and bringing colleagues into new ways of working. ACCA's Global Talent Trends 2026 found that 52% of respondents expected their next career move to take them outside their organisation. Responsibility, development and visible progress are therefore as much retention tools as they are signs of performance.[3]

4 Technology fluency

New tools are becoming part of everyday accountancy work, but choosing the right tool is itself a skill. At the 2026 celebration, panellists distinguished straightforward system integration from AI-powered interpretation of unstructured information. Both can have value; neither removes the need to understand the task and its risks.[1]

5 Quality, judgement and trust

The ability to question an answer remains fundamental. With AI increasingly available, accountants need to assess source data, spot inconsistencies and explain their conclusions. ACCA's 2026 survey found 82% confident in their ability to learn AI skills, even as 51% worried about its effect on jobs. Firms must turn that willingness to learn into better judgement, not simply faster production.[3]

Interviews with members of the 2025 class, published in June 2026, reinforce this interpretation. Alumni described a shift from compliance delivery towards commercial advice, the importance of being trusted with responsibility early, and the value of translating technical complexity into clear client decisions. These are qualitative alumni perspectives, not measurements of the 2026 cohort.[12]

Technology and Tooling

Technology features prominently across the cohort, from data and reporting systems to automation and AI. What matters most is how these tools change the work. The nominations value improvements that reduce repetition, make information easier to use and give professionals space to focus on clients and judgement.

45%
of nominations mention AI or automation.

69%
of nominations mention digital systems or data.

Practical applications and constraints

The nominations give concrete examples of technology being applied to real accounting problems. The October celebration reinforced the same distinction between buying software and improving work: the useful starting point is a defined process, reliable data and clear ownership.[1]

Practical applications in the nominations

- **Cloud migrations and financial systems**
  Submissions describe transfers between accounting platforms, redesigned purchase-order controls and improved month-end workflows. The value lies in more dependable reporting and fewer manual hand-offs.
- **Routine automation**
  Nominees report using automated processing, standardised workflows and digital quality-assurance checks to remove repetitive administration while preserving review points.
- **Data for advice**
  Dashboards, reporting improvements and better access to management information are used to help teams explain financial performance and advise clients sooner.
- **Technology-led learning**
  Several submissions connect implementation with staff training, peer support or new trainee pathways, recognising that a tool creates value only when people can use it effectively.

Constraints and challenges

- **Fragmented and legacy data**
  System migrations and the event discussion show how inconsistent records and disconnected practice databases can limit the benefits of more advanced tools.[1]
- **Implementation capacity**
  Nominees balancing client deadlines with operational improvement underline the need to sequence projects, assign owners and train staff without disrupting core work.
- **Quality and accountability**
  Automated outputs still need reliable source data, professional review, cyber safeguards and clear responsibility. The FRC's 2026 guidance makes governance central to safe adoption.[7]
- **Cost and proof of value**
  Not every task requires generative AI. The panel made the case for targeted trials, conventional integrations where appropriate, and evidence that technology improves service rather than simply adding cost.[1]

Broader industry context: 2026 evidence

ACCA's Global Talent Trends 2026 found that 52% of respondents globally used AI regularly, while 43% received AI-related upskilling from their employer, up from 32% in 2025. Its UK analysis put regular AI use at 44%. Adoption is advancing faster than structured learning, leaving firms with a practical training challenge.[3,6]

Speakers at the October event also questioned whether every problem needs AI. Structured transfers may be solved more reliably through conventional integrations, while generative systems introduce extra questions about source quality and verification. With software costs rising, narrow trials and demonstrable gains are more persuasive than large-scale promises.[1]

The July 2026 ACCA–CA ANZ study found that data quality and skills shortages were each cited by 42% of respondents as barriers to better data use; 40% pointed to integration difficulties. These are not peripheral obstacles. They explain why the best technology strategies begin with the quality of information and the people responsible for it.[5]

The FRC's March 2026 guidance on generative and agentic AI likewise places risk management and accountability at the centre of adoption. For firms, governance is what allows experimentation to become dependable practice.[7]

Impact Themes & Micro-Profiles

Some of the most revealing submissions combine technical ability with influence on colleagues, clients and processes. The anonymised examples below reflect recurring types of contribution across the cohort.

1 Turning expertise into client confidence

A specialist nomination emphasised the ability to translate complex technical issues into practical advice and build trusted client relationships. The contribution was not only technical accuracy but the clarity of decisions it enabled.

2 Building a stronger team

A leadership-focused entry described supporting colleagues through mentoring, coaching and shared responsibility. It illustrates how developing others can be a professional contribution in its own right.

3 Improving the way work gets done

One nomination highlighted an overhaul of established ways of working that made delivery more consistent. It is the kind of quiet operational improvement that rarely attracts headlines but can reshape how a team performs every day.

4 Creating routes into the profession

Another example centred on learning and access to professional opportunities. At the 2026 event, speakers made a similar case for apprenticeships and broader entry routes: the profession needs to recognise potential as well as established credentials.[1]



Sector Outlook and Future of the Profession

The economics of technology

Automation offers capacity, but its business case must account for software fees, integration work and review time. At the 2026 celebration, panellists argued for using conventional integrations where they are sufficient, and reserving AI for problems that genuinely benefit from it. ACCA–CA ANZ's research reaches a similar conclusion: productivity is only valuable when it improves the decisions and outcomes that follow.[1,5]

Career mobility and changing expectations

Careers in accountancy are becoming less linear. ACCA's 2026 research points to greater mobility and changing expectations: 52% of survey respondents anticipated moving outside their organisation, while 58% saw office attendance as helpful to promotion. Employers need to make learning and progression visible wherever work takes place.[2,3]

Recruitment, apprenticeships and access

The profession's talent pipeline needs to be broader without becoming less demanding. The celebration's second panel made a strong case for apprenticeships and alternative routes, supported by curiosity, communication and emotional intelligence. ACCA's 2026 survey also identified concerns about AI in recruitment, strengthening the argument for transparent assessment of applicants.[1,3]

This emphasis is consistent with Accountancy Age's independent judging panel, which highlighted curiosity, resilience, ethics and emotional intelligence in emerging leaders. Those qualities are difficult to capture through a qualification alone, yet they increasingly determine how effectively professionals work with clients and teams.[13,1]

Audit quality and professional accountability

Audit quality increasingly depends on the systems behind individual engagements. The FRC's 2026 review found 113 of 139 inspected audits (81%) were good or required only limited improvement.

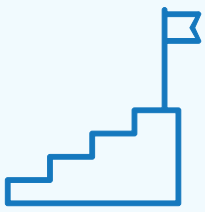
The direction is encouraging, but consistency across firms remains a live challenge. Strong processes and clear accountability will matter as much as technical knowledge.[4,8]

Sustainability and wider social value

Purpose is also shaping career choices. In ACCA's 2026 talent survey, 63% wanted future finance work to help address environmental challenges, and 69% wanted roles with a social contribution. For employers, the appeal of a career increasingly includes what that work achieves beyond the balance sheet.[3]

Trust in an AI-enabled profession

As systems produce information faster, the ability to judge its reliability becomes more valuable. Both the FRC's 2026 AI guidance and the celebration discussions returned to the same essentials: sound data, appropriate review and professionals willing to stand behind their decisions.[1,7]



The road ahead

Three priorities emerge from the nominations and 2026 research: quality systems that hold up under pressure; technology introduced with clear ownership and evidence of benefit; and career pathways that give younger professionals room to develop judgement, not only technical competence.[1,3,4]

Recommendations & Closing

The nominations are full of initiative. The challenge for employers is to help that initiative become a lasting strength: give people responsibility, invest in useful training and make quality visible. Research from 2026 shows why those decisions matter for adoption, retention and trust.

For firms: build capability, not campaigns

1 Make AI accountable

Prioritise specific use cases with named owners, reliable source data, test plans, review checkpoints and documented outcomes. **ACCA–CA ANZ found data quality, skills and integration to be the principal obstacles to AI-enabled insight.** The FRC's 2026 guidance makes risk management central to responsible audit adoption.[5,7]

2 Measure learning as carefully as output

Create structured opportunities for technical and AI training, then test whether learning improves the work. **ACCA found employer-provided AI upskilling rising to 43% in 2026**, leaving a substantial proportion without it. Formal training should complement peer coaching and supervised practice.[3]



3 Reward those who strengthen others

Promotion criteria should recognise mentoring, improving quality and making processes repeatable, alongside fees and client wins. In a market where many professionals expect to change employers, visible development and meaningful responsibility are practical retention tools.[3]

Accountancy Age's judging framework looks beyond job title to achievement, influence, innovation, community contribution and adaptability. Firms can take a similar view of performance, recognising people who strengthen the business and the profession, not simply those who deliver the highest volume of work. The Class of 2025's reflections on early responsibility and mentoring reinforce the point.[12,14]

4 Widen entry without lowering standards

Assess curiosity, communication and aptitude alongside qualifications. Use apprenticeships and non-traditional routes with structured supervision. The event panel made the case that technical knowledge can be taught while commercial judgement and interpersonal skills must be cultivated.[1]



For emerging leaders: lead with evidence

1 Show what changed

Describe the problem, your intervention, the result and what you learned. Avoid vague claims about transformation; measurable outcomes and credible examples carry more weight.

2 Keep technical judgement current

Use AI and automation to reduce routine work, but understand the source data, assumptions and review obligations. Strong judgement is an advantage when systems can generate plausible but incorrect answers.

3 Build relationships across disciplines

Seek experience with clients, data specialists, mentors and operational teams. ACCA's 2026 career research points towards more adaptive and less linear career paths.[2]

4 Build systems others can inherit

Make good work repeatable. Document processes, explain decisions and create simple handover notes so improvements survive changes in teams and responsibilities.

5 Ask for useful feedback

Invite specific challenge from managers, colleagues and clients. Feedback on the accuracy, clarity and usefulness of your work helps build the judgement and confidence on which lasting careers depend.

For the profession: a collective next step

Professional bodies, employers and educators share a practical challenge: make high-quality training and routes into the profession accessible while preserving technical standards. The 2026 celebration underlined the value of apprenticeships, wider entry routes and the human skills needed to turn new technology into trusted advice.[1]



The Future in the Hands of Emerging Leaders

The 2026 nominations describe a profession changing from within. Younger accountants are improving core processes, building client confidence, developing colleagues and learning to use technology with care. The celebration brought those strands together: better data before ambitious AI, oversight alongside automation, and broader routes into careers that continue to evolve.

For firms, the opportunity is to make these strengths part of everyday practice. For the 35 honourees, this recognition marks another stage in careers that are already making a difference. We look forward to seeing their continued impact on the profession.

Appendix: Methodology, Data & References

Nomination and judging process

Nominations were received from May to July 2026 through SurveyMonkey. Accountancy Age's editorial team reviewed 97 submissions, removing tests, incomplete entries and duplicates to establish 86 complete and valid nominations. The shortlist was then prepared for independent assessment, with personal identifiers removed from the judging materials.[9,14]

Judges received an anonymised nomination pack and scored the entries independently through a secure judging survey. The process ran from mid-July to 1 August, followed by collation of weighted scores and a late-August ranking review. The resulting Class of 2026 was announced in four waves in September and celebrated in London on 13 October.[14,15,16,17,18]

The five-part framework assessed demonstrated results and future potential together. Tangible Impact carried the highest weight (30%), followed by Leadership & Influence (20%), Innovation & Future Focus (20%), Cultural & Community Contribution (15%) and Strategic Agility (15%). Judges assigned scores on a five-point scale, weighted to a total out of 100, and considered evidence, comments and conflicts of interest alongside the results. The framework was designed to prioritise achievement over job title, recognise different career routes and reward contribution beyond commercial performance.

Judging criterion	Weight	Assessment focus
Tangible Impact	30%	Results in growth, operations, client outcomes, efficiency or project delivery.
Leadership & Influence	20%	Mentoring, leading projects, influencing others and driving change.
Innovation & Future Focus	20%	AI, automation, new service models and improvements to ways of working.
Cultural & Community Contribution	15%	Training, inclusion, community work and opportunities created for others.
Strategic Agility	15%	Navigating complexity, regulation, commercial change and transformation.

The panel was directed to use the full 1–5 scale consistently, identify supporting evidence for strong scores and avoid privileging senior titles or established firm names. Where conflicts arose, judges were expected to declare them and withdraw from the relevant assessment. Scores informed the final review while allowing room for professional judgement and discussion.

Data definitions and safeguards

The campaign received 97 submissions between May and July 2026. Following editorial screening, 86 complete nominations formed the research cohort. Sector, region, qualification and narrative-theme figures throughout the report use those 86 profiles as their base, including the eventual 35 honourees.

Sector and region categories reflect survey selections; qualifications are grouped for reporting. The narrative themes overlap because a single nomination can describe several strengths. Percentages throughout the cohort analysis use 86 complete nominations as their base.

Data & Charts

The tables below provide the data behind each cohort graphic. The same 86 complete nominations, including the Class of 2026 honourees, form the base for every percentage unless stated otherwise. Percentages are rounded to whole numbers.

Chart 1 | Accounting specialisms represented in the 86 complete nominations

Sector selected	Profiles	Share of cohort
Other or more than one	24	28%
Financial accounting	18	21%
Auditing	18	21%
Tax accounting	17	20%
Management accounting	4	5%
Public accounting	2	2%
International accounting	1	1%
Forensic accounting	1	1%
Non-profit accounting	1	1%
Total	86	100%

Each nominee selected one primary sector response. The "Other or more than one" category is broken down in Chart 2 using the detailed descriptions supplied.

Chart 2 | The "Other" category explained

Specialism described in "Other"	Profiles	Share of 24
Mixed disciplines and general practice	7	29%
Specialist tax and private client	4	17%
Corporate finance, transactions and advisory	5	21%
Finance operations, payroll and FP&A	4	17%
Education and academia	2	8%
Digital transformation	1	4%
Business development and marketing	1	4%
Total	24	100%

Categories are editorial groupings of the 24 free-text descriptions, classified by their main stated specialism. Shares in this table use 24, not 86, as the denominator.

Chart 3 | Regional footprint

Region	Profiles	Share of cohort
England	45	52%
All of UK	35	41%
Scotland	4	5%
Wales	1	1%
Northern Ireland	1	1%
Total	86	100%

"All of UK" is a survey response indicating national coverage; it is not a separate geographic region or an office-location measure.

Chart 4 | Primary qualifications of the 2026 nominees

Primary coded qualification	Profiles	Share of cohort
ACA / ICAEW	43	50%
CTA / ATT	7	8%
ACCA / FCCA	20	23%
Other / not standardised	7	8%
CIMA	4	5%
AAT	1	1%
ICAS / CA	4	5%
Total	86	100%

Each profile is assigned to one primary qualification category for this chart. Nominees may hold multiple professional qualifications.

Chart 5 | Technologies mentioned in the 86 nomination statements

Specific technology mentioned	Share of cohort
AI and machine learning	41%
Workflow automation	21%
Cloud accounting platforms	13%
Data, analytics and dashboards	22%
Software and systems integration	51%

These references were coded from the two supporting narratives. Categories overlap and therefore percentages do not add to 100%.

Chart 6 | What the 86 complete nominations reveal about emerging accountancy talent

Cross-sectional theme	Profiles	Share of cohort
Leadership and management	85	99%
Client relationships and advisory	77	90%
Mentoring and training	62	72%
Digital systems and data	59	69%
Access and inclusion	55	64%
AI and automation	39	45%

Theme figures reflect mentions within nomination narratives, not independent scores of performance. Categories are non-exclusive. These six percentages are designed for stat cards or a small-multiple graphic; the broader AI-and-automation theme is distinct from the narrower AI-and-machine-learning category in Chart 5.

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