



The AI Impact Navigator

A guide for leaders to steward AI impact —
socially, environmentally, and economically.

July 2024

Why we made this

To help companies and their leaders demonstrate accountability for the impact of AI.

Now, at this moment in history, we have an unprecedented opportunity to leverage AI to shift the dial on some of the biggest challenges of our time.

You have the opportunity to adopt AI in such a way that your customers, employees, shareholders, stakeholders and communities trust in your organisation grows.

The way to do this is to ensure you understand and measure the impact of your company's use of AI systems from the perspectives of your stakeholders.

We developed this guide to support you to identify, understand and report on your company's AI impact so that you earn the trust of others.

By Kaur ST, Slatyer J, Forlin D (2024) The AI Impact Navigator : A guide for leaders to steward AI impact — socially, environmentally, and economically. CSIRO and the National Artificial Intelligence Centre, Australia.

The authors would like to thank the companies and their representatives in the National Artificial Intelligence Centre (NAIC)'s Responsible AI @ Scale Think Tank for providing advice, input, content and guidance in the iterative

Who is the AI Impact Navigator for?



- ▶ CEO's, organisation executives, board directors and business owners
- ▶ Practice and people leaders
- ▶ Anyone else leading the implementation, use and impact

We have developed the Navigator tools and templates to help you:

- ▶ Understand and measure the impact and outcomes your AI systems have on others
- ▶ Grow cross-organisational team capabilities to maximise AI outcomes
- ▶ Build the potential for your use of AI to magnify positive impacts and lessen negative impacts.

What is the AI Impact Navigator?

The AI Impact Navigator is a framework for companies to use in assessing and measuring the impact and outcomes of their use of AI systems.



What's unique about the AI Impact Navigator is that it measures IMPACT.

Numerous frameworks and standards address the internal governance of AI applications and technologies.

However, until now, there hasn't been a way to understand and measure the real-world social, environmental and economic impacts that occur from companies' use of AI systems.

The AI Impact Navigator will complement the new AI Safety Standards set out by the Australian Government to help you adopt safe and responsible AI within your company.

Critically, it will help you to shift from internal reporting governance metrics to reporting publicly on the tangible outcomes of AI on communities and the environment. By taking this approach, you'll be able to scale your efforts to earn and retain the trust of your customers, investors, workforce, and the broader community.

The Navigator is structured around four Directions to help your people leverage AI for positive impact:

- ▶ Social licence and corporate transparency
- ▶ Workforce and productivity
- ▶ Effective AI and community impact
- ▶ Customer experience and consumer rights

Considering these four Directions will give you and your company a unique competitive advantage in today's market, offering you the dual benefit of building trust and business growth from your use of AI systems.

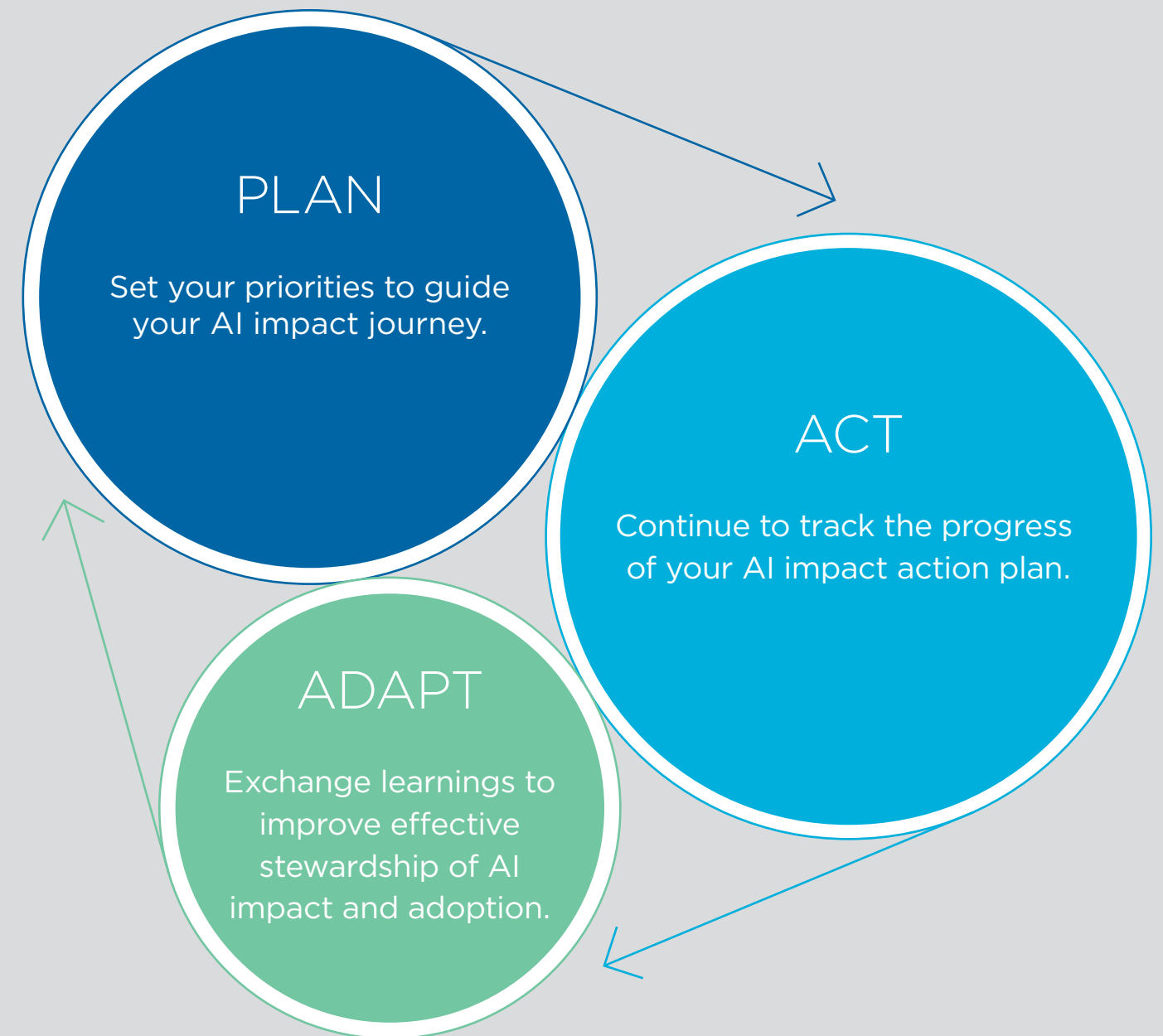
What the process looks like

At the core of The Navigator is a cross-functional team.

The cross-functional team will captain the Navigator's cyclical process.

- 1. Plan** Assemble your crew of multidisciplinary experts, assess your current AI impact and align your team before leaving dock..
- 2. Act** It's time to get all hands on deck. Engage your stakeholders. Track your progress using the Indicators to stay on course.
- 3. Adapt** These are uncharted waters for all of us. By staying open to navigating around obstacles and embracing new information, we'll be better prepared to journey ahead. We rise by lifting up others. Share what you learn with your customers, stakeholders, and the broader community.

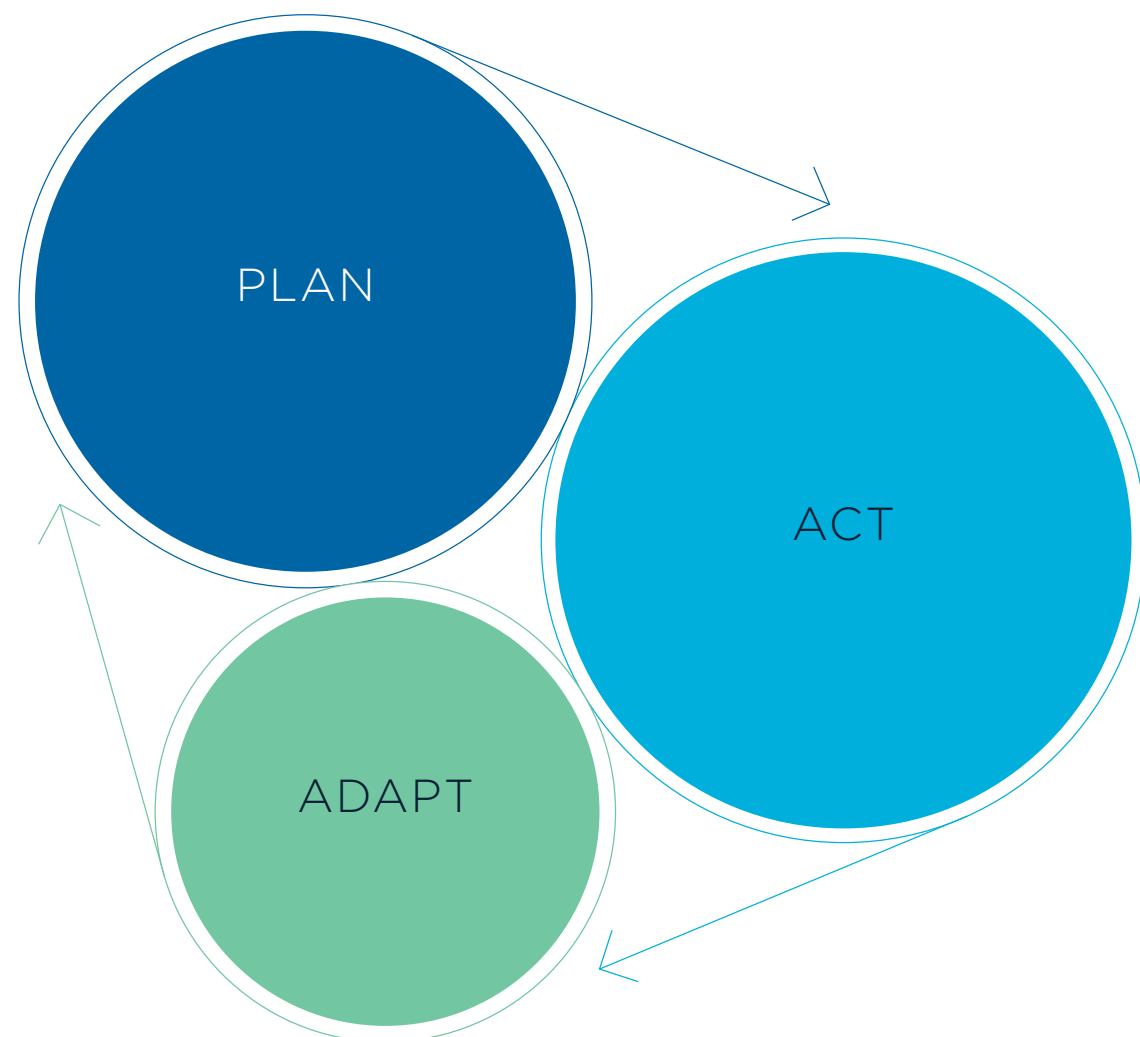
The process itself has three parts:



Your company decides on the areas of priority, and how best to meet those needs. The Navigator provides a way for company leaders to communicate and discuss what's working, what they've learned, and what their AI impact is.

How to use the Navigator

There are three steps to using the Framework that companies need to follow.



1. Plan

Create an environment for The Navigator to guide AI adoption in your company.

- ▶ A multi-disciplinary and cross-functional team is formed. This ensures the team is made of members that have different strengths and hold a range of perspectives. The team is led by a captain who holds enough seniority in the company to make decisions.
- ▶ The first goal for the team is to complete the Navigator Survey. The survey involves a set of questions across each Direction on the AI Impact Navigator. Each question will require the team to source evidence or justification for the answer.
- ▶ Creating a culture of honesty and courage is crucial for tackling tough conversations from this survey. Leaders must protect this space and ensure every team member can share their perspective, as embracing diverse viewpoints is key to understanding impact.
- ▶ Once the survey has been completed, the team takes the results and has conversations internally with Executives to inform priorities for action.

2. Act

Develop an action plan with clear goals and measures to address the four Directions.

- ▶ Based on what you learn from the results of the survey, prepare a plan for action to address identified internal or external priorities. You should align your efforts to one or more of these four Directions.
- ▶ A key part of this step is identifying which indicators from the survey can be used to demonstrate changes in line with your priorities. The Implementation Plan template provides a way of summarising your priorities, activities, and what you anticipate will change.
- ▶ Each Direction includes a set Indicators that you will report against each cycle. The easiest way to know if they are relevant is to ask yourself if your activities would likely influence how that indicator is assessed.
- ▶ Once you have settled on your priorities, actions, intended outcomes, and your impact measurement approach, it's time to get it formally endorsed by Executives and get the work underway.

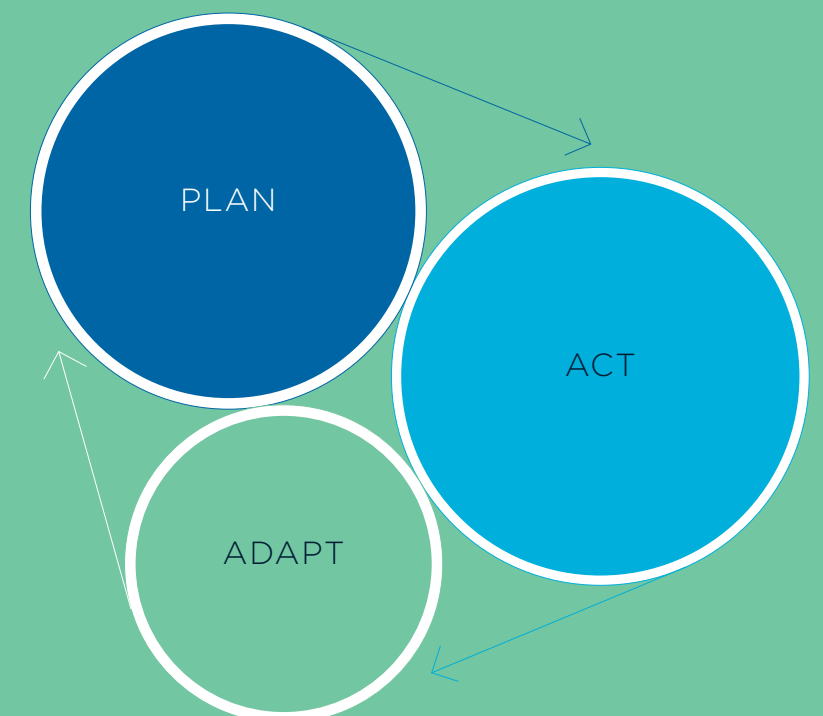
3. Adapt

Bring together your data and evidence of impact.

Impact measurement is all about understanding what has changed as a result of your work, and then learning from it. Once you've completed your planned activities, it's time to reassess where you are at in your journey. Bring the team together, and review and revise your survey Indicators to understand what's changed. The most important question is: given that, what next?

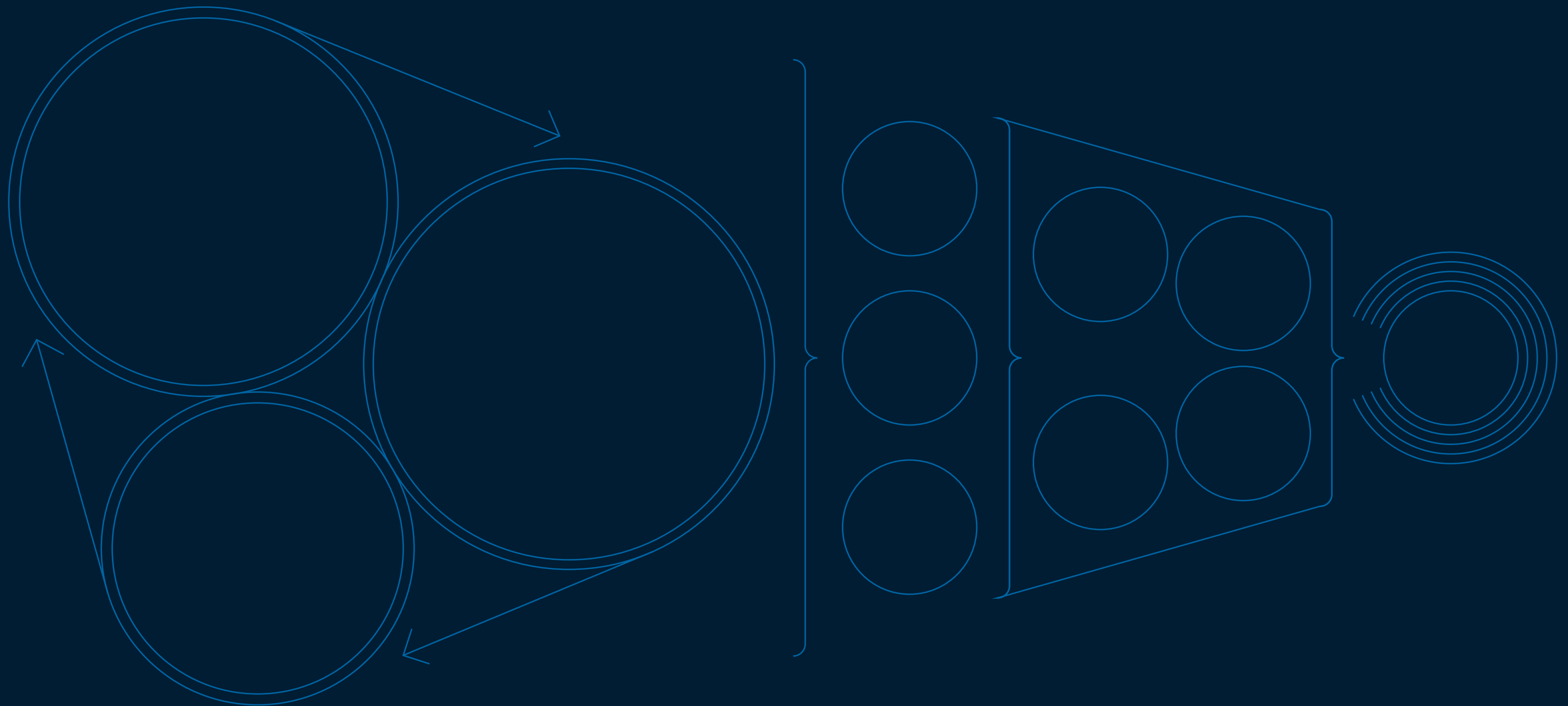
Working towards impact is all about reflecting and learning. You have made efforts to improve things, and they have changed, but now what does the organisation need to do?

Repeat process.



Navigator tools and templates

1. Guiding Framework
2. Survey
3. Implementation Plan
4. Impact Story



The AI Impact Navigator

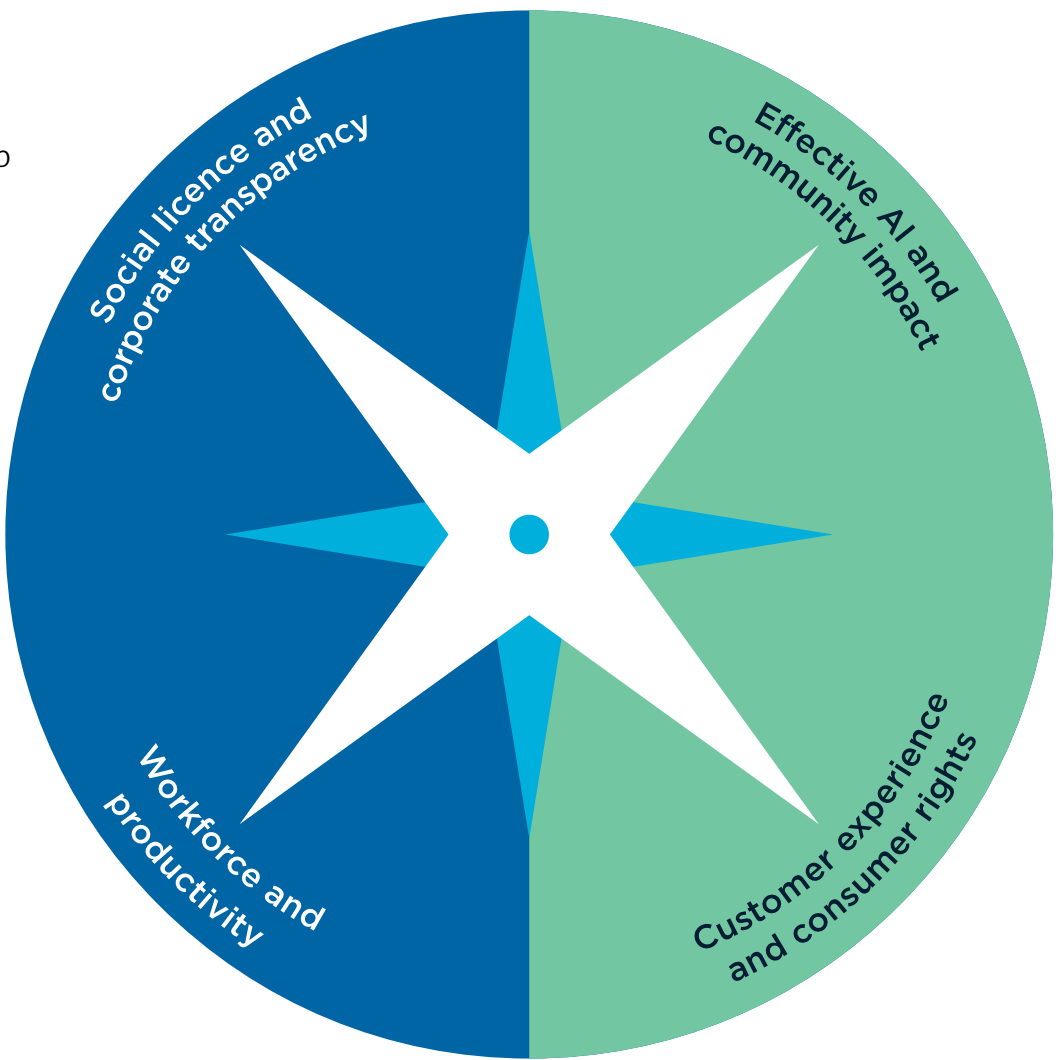
Guiding Framework

How to understand, manage and report on your company's AI impact.

The AI Impact Navigator is a guide to show you how to report on your company's AI use in a way that earns the trust of your customers, stakeholders and the broader community.

The Navigator

is structured around four Directions to help your people leverage AI for positive impact.



Prepare and set sail.
Learn and adjust the ropes as you go.

Jump on board by following three simple steps:

- 1. Plan** Assemble your crew of multidisciplinary experts, assess your current AI impact and align your team before leaving dock.
- 2. Act** It's time to get all hands on deck. Engage your stakeholders. Track your progress using the Indicators to stay on course.
- 3. Adapt** These are uncharted waters for all of us. By staying open to navigating around obstacles and embracing new information, we'll be better prepared to journey ahead. We rise by lifting up others. Share what you learn with your customers, stakeholders, and the broader community.

Gain confidence and momentum.

You and your company will be helping set a standard for measuring AI impact and accelerate the adoption of responsible AI use by other companies.

Build a high performing and trustworthy crew and fleet.

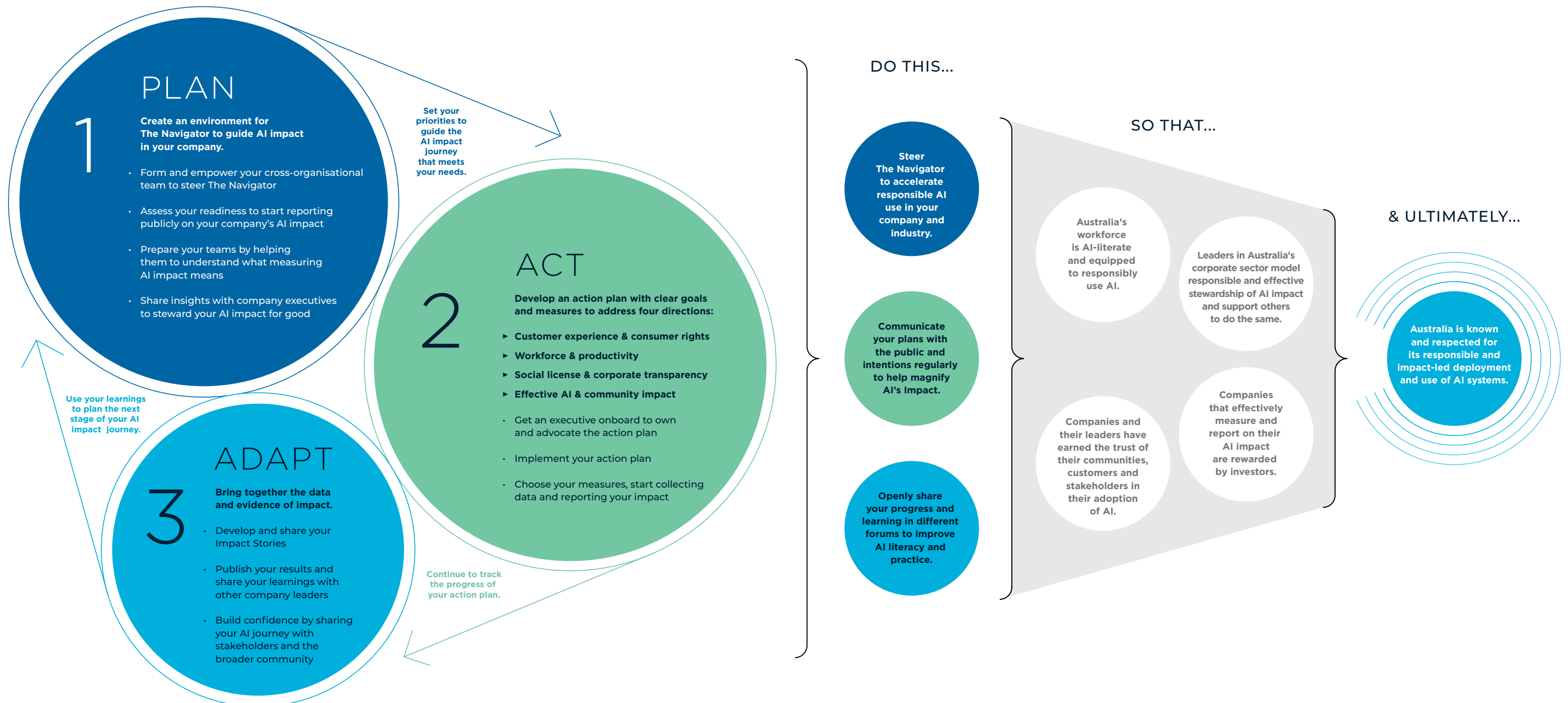
This means you'll have a workforce that is AI-literate and equipped to responsibly use AI across a range of impact areas.



Australia is known and respected for its responsible and impact-led deployment and use of AI systems.

The AI Impact Navigator

Guiding Framework



The AI Impact Navigator

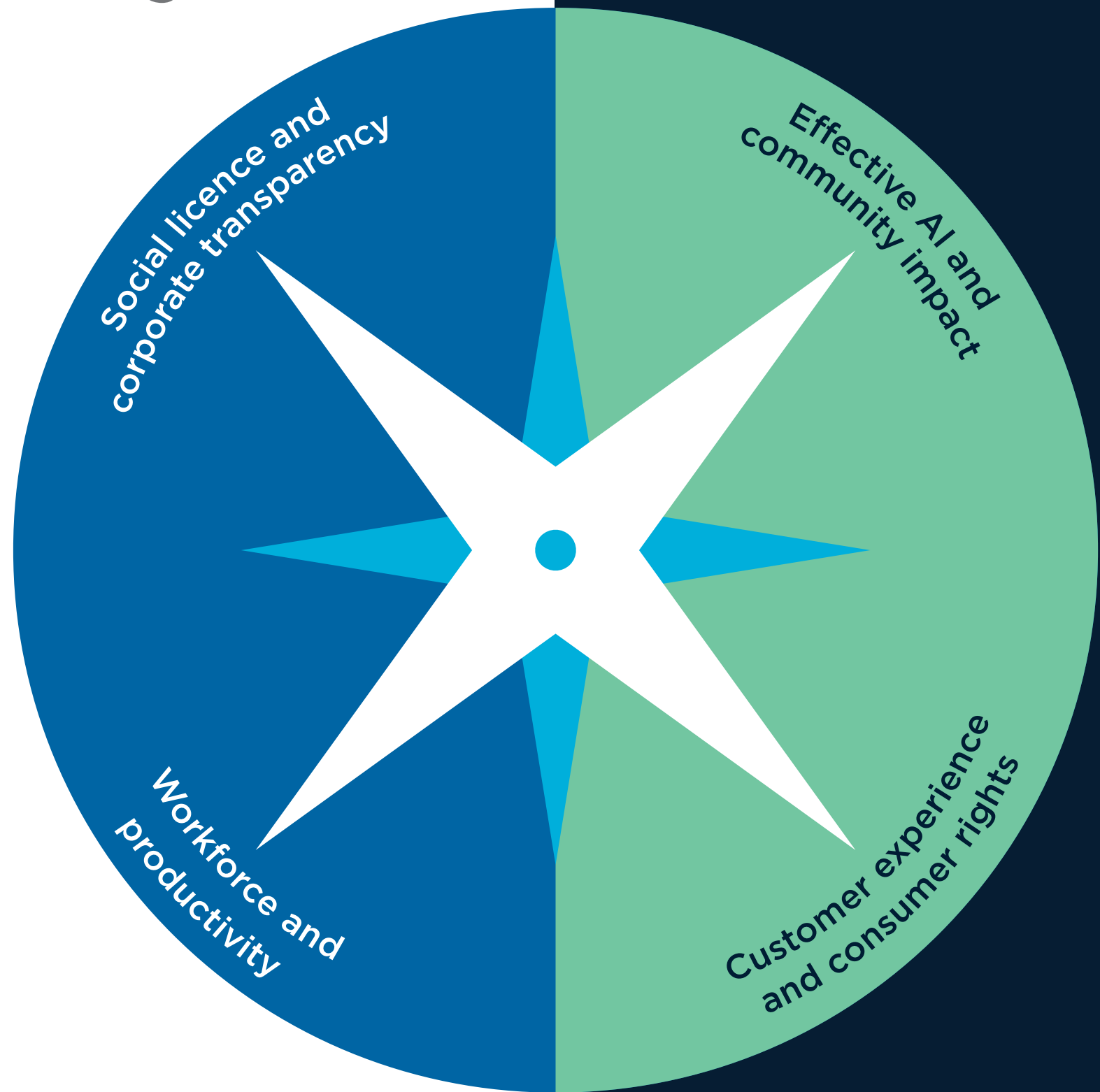
Survey

► **Social licence and corporate transparency**

Embrace transparency in your AI initiatives, continuously monitor their impact, and engage with communities to demonstrate accountability.

► **Workforce and productivity**

Leverage AI to enhance productivity and innovation while addressing the challenges of job displacement, regulatory compliance, and skill adaptation in an evolving technological landscape.



Each direction has 5 indicators to measure readiness. For detailed guidance and example metrics, please see *Appendix 1: AI Impact Indicators, Guidance and Metrics*.

► **Effective AI and community impact**

Embrace transparency and accountability in AI to foster trust and enhance community engagement, as you navigate its evolving impacts and ethical considerations.

► **Customer experience and consumer rights**

Enhance customer experiences with AI by responsibly leveraging data, ensuring privacy and fairness while balancing competitive advantage and consumer rights.



Effective AI and community impact

The potential of effectively used AI to enhance business productivity, revolutionise practices, and drive revenue through new or improved products and services is undeniably significant.

AI's transformative power comes with systemic, industry-wide, and company-specific impacts, occurring at a rapid pace alongside shifting consumer sentiment, societal trust, and evolving regulatory frameworks. The promise of AI to revolutionise business practices and generate substantial returns for shareholders is counterbalanced by the risks it poses, such as algorithmic bias, accuracy issues, accountability lapses, environmental impacts, and reliability concerns.

Widespread adoption can only be beneficial if companies build trust with consumers and stakeholders by reporting transparently on AI impacts, and maintaining a track record of actively managing the technology and responding to unintended consequences.

Companies have an opportunity to proactively contribute to how positive impacts of AI are felt by communities, generating reputational capital, and strengthening the public's trust and confidence in its products, services, and ethical standards. This can enhance customer loyalty, attract investors, and provide a competitive advantage.

In a fast-paced world where commercialising technology quickly can yield competitive advantages, companies might hesitate to invest in building an AI impact framework if it means risking their market position. Nonetheless, fostering trust through responsible AI practices is crucial. Without such trust, Australian consumers, investors, and other stakeholders may resist the widespread adoption of AI, ultimately hindering the potential economic and societal benefits.

Effective AI and community impact

Company readiness

Indicator 1: We share with the public how we use AI in a way that is accessible and clear.

My company's readiness level



Rationale for evidence rating

- Is information easily available in a format that is accessible, and described in simple language?
- Is AI's role in the company clearly articulated?

How are you measuring and monitoring this? _____

Indicator 2: Our AI initiatives and investments deliver the desired Return on Investment and outcomes.

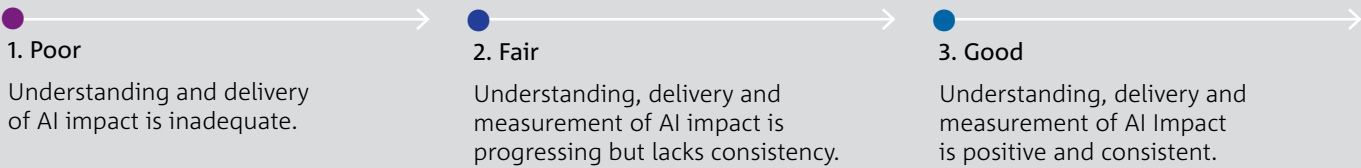
My company's readiness level



Rationale for evidence rating

- How are key performance metrics from an AI initiative being tracked?
- Are initial AI use cases being monitored and assessed for continual delivery of value and expected benefits?

How are you measuring and monitoring this? _____



Indicator 3: We actively monitor and respond to the communities' sentiment towards our adoption of AI.

My company's readiness level



Rationale for evidence rating

- Does your company track and engage with community on how your AI adoption affects them?
- How does it factor into your decision making?

How are you measuring and monitoring this? _____

Indicator 4: We have mechanisms internally that allow us to adapt to emerging changes in the AI landscape, and the implications of these for communities.

My company's readiness level



Rationale for evidence rating

- How effectively are the channels you're using to communicate and gather feedback fostering open dialogue?
- How have your learnings about community sentiment shaped your approach to AI deployment moving forward?

How are you measuring and monitoring this? _____

Indicator 5: There are regular opportunities internally for leaders across the organisation to learn about how ongoing AI adoption affects the socio-economic and cultural aspects of community.

My company's readiness level

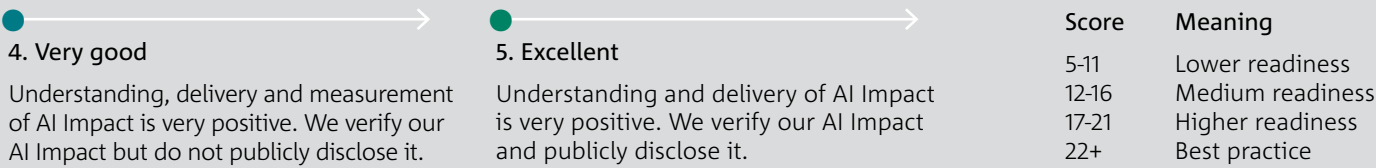


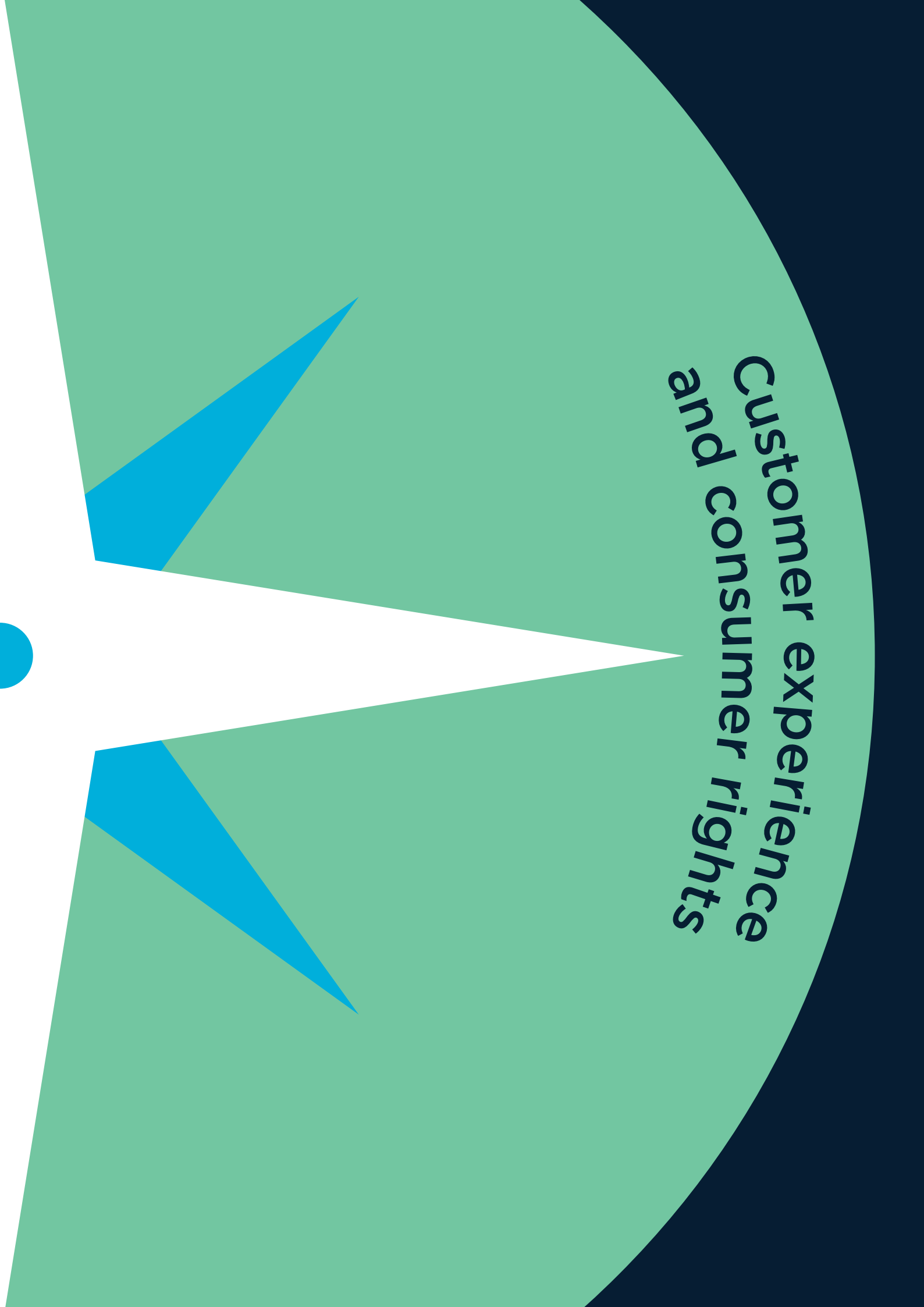
Rationale for evidence rating

- What are the opportunities, and how are they promoted internally? What is the uptake of these opportunities?
- What do leaders do with this information, and what are the implications of this?

How are you measuring and monitoring this? _____

Add up your readiness level for each indicator and write your total readiness score here: **Total** / 25





Customer experience and consumer rights

As your company integrates AI systems, they often utilise large volumes of data, including sensitive information protected under privacy laws.

AI can enhance customer experiences by operating discreetly during interactions, collecting data to tailor services. However, it's crucial for your organisation to secure explicit consent and clearly explain how customer data is used, respecting their privacy and control over their personal information.

AI's ability to analyse customer data can improve personalisation and decision-making but may also obscure why certain recommendations are made, potentially limiting customer understanding and choice. This opacity could inadvertently lead to discriminatory practices that compromise consumer rights.

The pervasive use of AI in smart devices enhances customer relationships but can also influence purchasing behaviours and reduce human interaction in customer service, which may impact fairness in consumer treatment. While leveraging customer data can increase satisfaction and loyalty, it also raises concerns about data monopolies and the potential exploitation of customers who rely heavily on a single organisation's services.

Navigating the balance between leveraging data for competitive advantage and avoiding anti-competitive behaviour is essential for maintaining ethical standards in the use of AI.

Customer experience and consumer rights

Company readiness

Indicator 1: We communicate to customers how we are using AI to improve their experiences with our services.

My company's readiness level



Rationale for evidence rating

- How are you communicating your use of AI in customer-facing products and services (incl. third party software?)
- Do you communicate in lay terms the benefits and limitations of the use of AI systems across the customer journey?

How are you measuring and monitoring this? _____

Indicator 2: We demonstrate how we preserve and strengthen consumer rights in our use of AI.

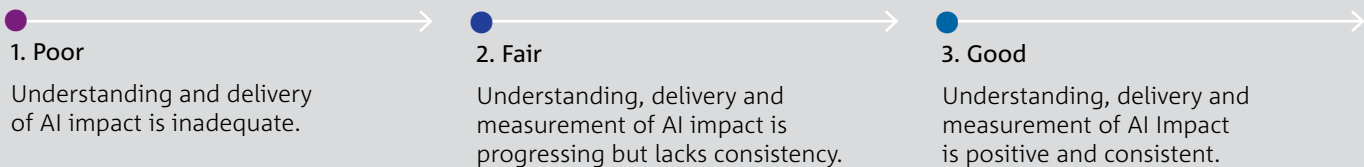
My company's readiness level



Rationale for evidence rating

- What does disclosure look like to your customers about the high-risk uses of AI, and how this may impact them?
- How are the existing and emerging legal and ethical obligations to consumers being addressed?

How are you measuring and monitoring this? _____



Indicator 3: Customers and consumers have an accessible mechanism to raise concerns and complaints, and resolved fairly in a timely manner

My company's readiness level



Rationale for evidence rating

- Do you have targets for complaint-resolution that are shared with your customers?
- How are these targets communicated and reported across company leadership, and with customer service teams?

How are you measuring and monitoring this? _____

Indicator 4: Our customers understand what they are agreeing to when they sign up to using our AI-enabled services and products.

My company's readiness level



Rationale for evidence rating

- How is your use of AI changing the terms of use of your products and services, and how clearly is this expressed?
- Are AI-made decisions that impact customers clearly explained?

How are you measuring and monitoring this? _____

Indicator 5: We are competitive in the market in terms of customer experience through our use of AI.

My company's readiness level

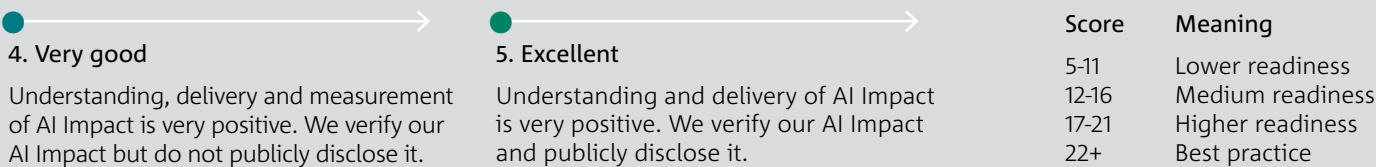


Rationale for evidence rating

- What benchmarks are there for user and customer experiences in your industry?
- Are you creating new measures for understanding the value your use of AI is bringing customers?

How are you measuring and monitoring this? _____

Add up your readiness level for each indicator and write your total readiness score here: **Total** / 25





Workforce and productivity

As your company adopts AI, productivity may increase by automating routine tasks, allowing employees to focus on more complex roles, which also presents opportunities for skill development.

However, AI could also displace jobs, requiring role redesigns and workforce retraining.

With the rapid development of AI, predicting its full impact is challenging, and regulations are still evolving. This uncertainty makes it essential for organisations to balance current AI capabilities with potential future changes that could alter operational plans.

AI might increase income inequality by favouring high-skilled jobs, potentially threatening roles previously thought safe from automation, like creative positions. To address these changes, organisations will need to upskill workers in technical AI and uniquely human skills, ensuring fair opportunities for all employees to adapt in a shifting landscape.

Workforce and productivity

Company readiness

Indicator 1: Our procurement of external AI solution providers is being used to uplift our own capability.

My company's readiness level



Rationale for evidence rating

- How are you using external AI investment to win your internal competition for talent?
- What kinds of opportunities exist for skills transfer for your workforce working alongside external experts in AI?

How are you measuring and monitoring this? _____

Indicator 2: Our employees have the right skills, confidence, capabilities and tooling they need to embrace the adoption of AI at our company.

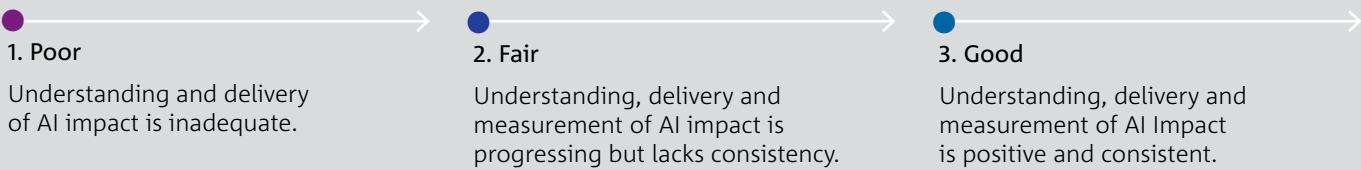
My company's readiness level



Rationale for evidence rating

- How are you supporting employees to develop skills to sustain or grow their career as your company adopts AI?
- How do your AI initiatives reinforce the culture you aim to cultivate within the company?

How are you measuring and monitoring this? _____



Indicator 3: Shareholders see increased profitability and productivity through AI and automation.

My company's readiness level



Rationale for evidence rating

- How is profitability through AI adoption being assessed?
- How are the risks being managed?

How are you measuring and monitoring this? _____

Indicator 4: Our Executive and Board prepare our workforce for AI, and ensure they have opportunities to build their skills appropriately.

My company's readiness level



Rationale for evidence rating

- What kinds of conversations are you having at a Board level about workforce transitions responding to AI adoption?
- How are you planning for change, and communicating this?

How are you measuring and monitoring this? _____

Indicator 5: We have a mechanism to assess and respond to the future of AI adoption and what that means for our organisational and workforce design and structure.

My company's readiness level



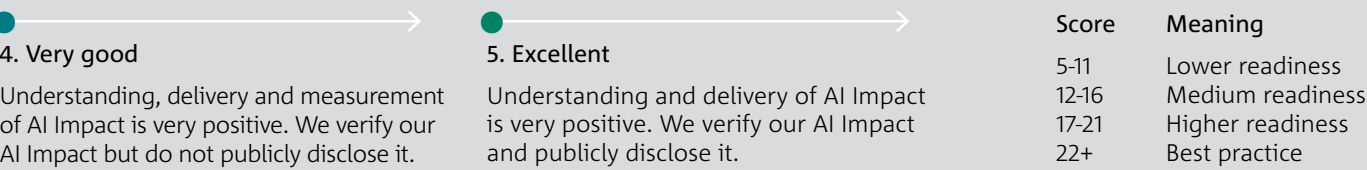
Rationale for evidence rating

- How are you using AI in HR-related processes?
- How are you projecting forward for having the workforce balance that you need?

How are you measuring and monitoring this? _____

Add up your readiness level for each indicator and write your total readiness score here:

Total / 25





Social licence and corporate transparency

As you adopt AI technologies in your company, you'll face the challenge of their unpredictable and dynamic nature.

Regular reporting on AI's impact is crucial for demonstrating accountability and trust, especially when outcomes are negative. This not only showcases your commitment to responsible AI use but also educates communities about its benefits and implications.

Your company must balance transparency with the need to protect proprietary information, which can make full disclosure difficult. Incorporating third-party verification can help build credibility amidst scepticism about self-reported data.

As AI evolves, it's important to continuously engage with communities, listening to their feedback and adapting your practices. This ongoing dialogue and transparency are vital for maintaining trust as you navigate the complex landscape of AI technology.

Social licence and corporate transparency

Company readiness

Indicator 1: We recognise and assess the sensitivity that AI adoption holds in different parts of the business.

My company's readiness level



Rationale for evidence rating

- How are you maintaining trust with stakeholders around difficult conversations of AI adoption?
- How are you promoting a company-values approach to the changes that AI brings to the business?

How are you measuring and monitoring this? _____

Indicator 2: We are accountable for ensuring fairness in our use of AI.

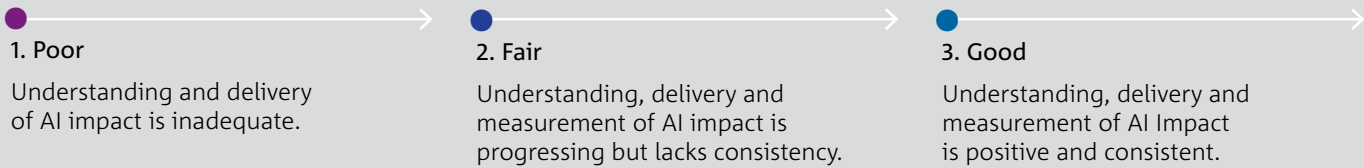
My company's readiness level



Rationale for evidence rating

- How are you creating space and resources to manage increased AI governance workloads as you adopt AI?
- What accountability frameworks have you established to prevent and address misalignments or ethical breaches?

How are you measuring and monitoring this? _____



Indicator 3: We anticipate, adopt or align to standards and oversight mechanisms.

My company's readiness level



Rationale for evidence rating

- Which Australian or International standards related to AI are you adopting, or considering adopting, and by when?
- How do you proactively scan the emerging regulatory and legal environment?

How are you measuring and monitoring this? _____

Indicator 4: We ensure our use of AI and its impact is aligned with our company values

My company's readiness level



Rationale for evidence rating

- What specific examples demonstrate the the way your AI initiatives reflect the core values of your company?
- When faced with a decision about AI use, how do you ensure it aligns with ethical guidelines and company values?

How are you measuring and monitoring this? _____

Indicator 5: We have mechanisms to understand the changes to the environment we contribute to through our use of AI.

My company's readiness level

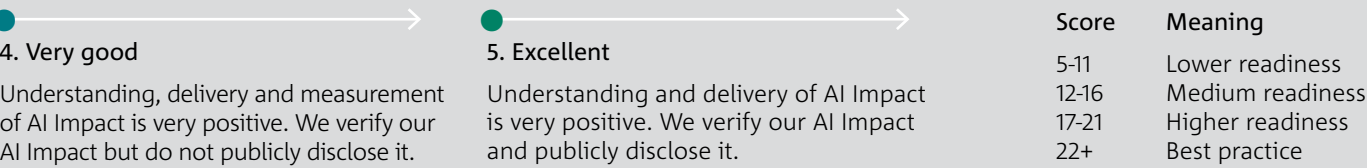


Rationale for evidence rating

- What are the environmental impacts of your use of AI, and how are you measuring them?
- How are you reducing environmental impacts, and how do you know it works? How are you communicating this?

How are you measuring and monitoring this? _____

Add up your readiness level for each indicator and write your total readiness score here: **Total** / 25



The AI Impact Navigator

Survey Results

Write in your results for each Direction here.

► **Social licence and corporate transparency**

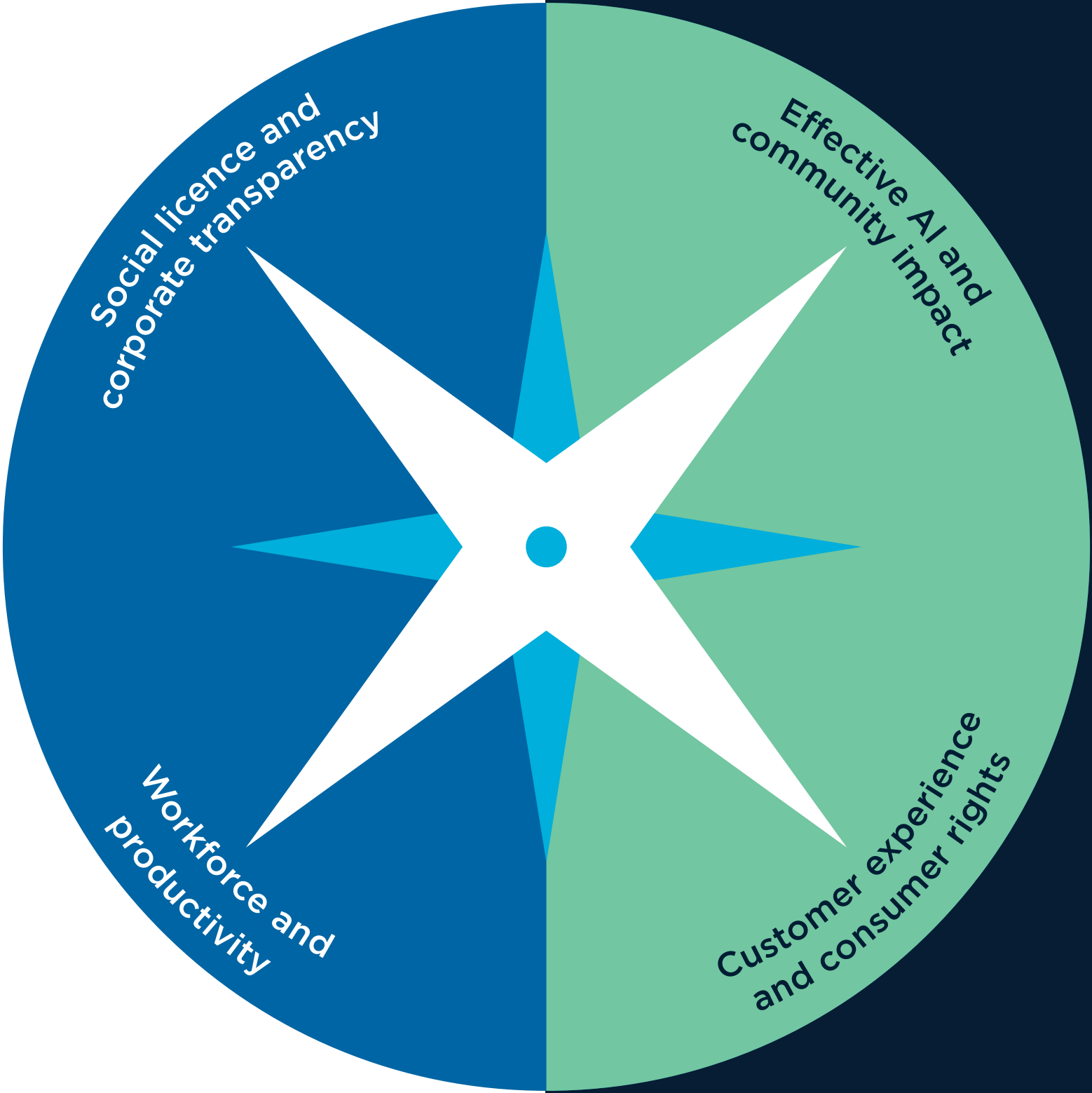
Total score

/ 25

► **Workforce and productivity**

Total score

/ 25



► **Effective AI and community impact**

Total score

/ 25

► **Customer experience and consumer rights**

Total score

/ 25

Combined Total Score

Total

/ 100

Score	Meaning
20-47	Overall lower readiness
48-67	Overall medium readiness
68-87	Overall Higher readiness
88+	Overall best practice

The AI Impact Navigator

Implementation Plan

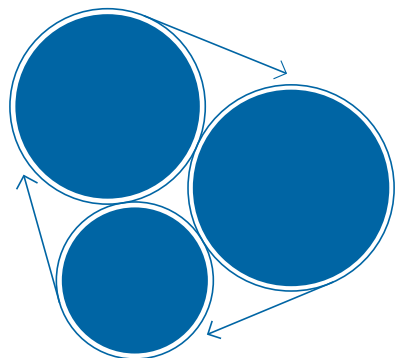
A program logic summarises how your initiative or project will lead to a positive impact. It describes the basic steps, and helps identify what you need to measure to demonstrate changes.

What is your priority in this cycle?

The Impact Navigator Survey helps identify Directions for action. Given the results and organisational needs, what are the biggest opportunities or needs? Where can smaller actions lead to big changes? Summarise in this section a set of priorities or aims that you will address through your action plans.

For example:

Internal workforce AI development programs for non-technical staff



What are you planning to do?

The next part is to break down your priorities into a set of steps. This helps summarise how you will address the priority in a short and snappy way.

For example:

- Undertake an internal capacity assessment of non-technical staff existing knowledge and skills
- Design and implement capacity building program for non-technical staff
- Identify and support non-technical staff to take up opportunities to apply learning



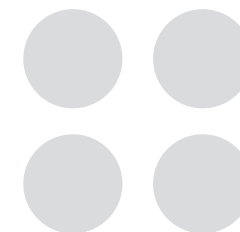
What do you think will change?

Consider the '**so what**' that is produced because of what you undertook. This goes beyond outputs, and instead is focused on the changes that occur for people that were involved. Try to align your changes to the relevant parts of the Guiding Framework.

For example:

- Improved understanding of AI systems by non-technical staff helps them recognise and address ethical issues, such as bias and privacy concerns.

This helps promotes the responsible use of AI in the company, ensuring that our AI systems are fair and transparent.



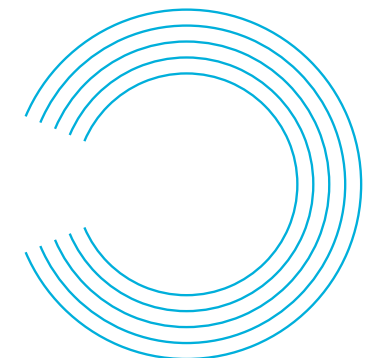
How will you know if it worked?

Think of this section like what you need to collect to 'prove' that what you have outlined in the previous sections was undertaken, and the expected changes occurred. Try to think of it as a mixture of information reflecting quantitative and qualitative data.

For example:

- You might survey staff that participated in the program to understand how much they feel they learned, and then ask them what was the most useful thing that they learned.

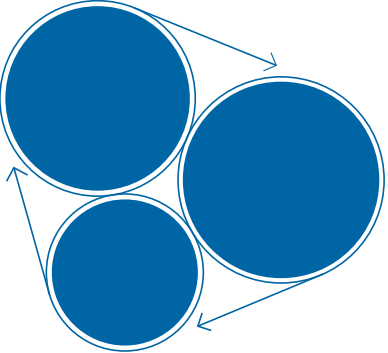
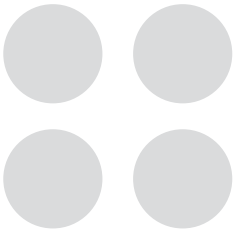
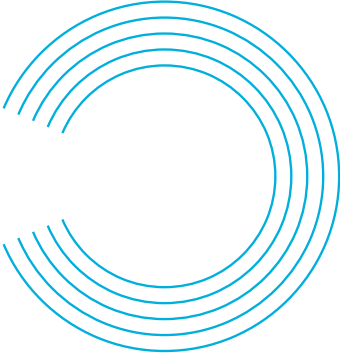
Write these Indicators or targets in this section as a way of helping you identify what needs to be measured.



The AI Impact Navigator

Implementation Plan

The Implementation Plan summarises how your initiative or project will lead to a positive impact. It describes the steps, what will change, and how you will demonstrate the benefits of those changes.

What is your priority in this cycle?	What are you planning to do?	What do you think will change?	How will you know if it worked?
			

Refer to the example on the previous page to help you fill this out.

The AI Impact Navigator

Impact Story

Capturing your impact is a key part of the Plan-Act-Adapt cycle. Use this template to help you write your Impact Story to share with others.

What was the context?

- Outline what the situation, need or opportunity was that needed a response.

Tip: Keep your story clear by avoiding jargon or technical language.

What did you do?

- How were the decisions made to use or apply AI to that situation?
- What was AI's intended role?
- What happened when AI was applied or rolled out?
- Did things go as planned?

Tip: Be direct and specific. What bits of the situation did AI address, and how?

How did you know it worked?

- What did you use to understand the benefit or impacts of what you did?
- How do you know or can you be sure that AI played a positive role?

Tip: Be sure to outline the sort of evidence or data that justifies your statement. Transparency builds trust and credibility

What will you do next?

- Given what happened, what will you and your company do the same or differently next time?

Tip: Be genuine. If you are not sure – say so. Describe if the impacts were experienced the same by everyone or if they varied.

The AI Impact Navigator

Impact Story

Capturing your impact is a key part of the Plan-Act-Adapt cycle. Use this template to help you write your Impact Story to share with others.

What was the context?	What did you do?	How did you know it worked?	What will you do next?

Refer to the example on the previous page to help you fill this out.

Appendix 1:

AI Impact Indicators, Guidance and Metrics

Effective AI and community impact

Indicator	Guidance	Example measures
These are from the survey. They are intentionally direction setting in their ambition.	Use these questions to prompt your thinking on possible measures.	Use these measures as they are, take inspiration from them, or create ones of similar robustness that fit your company context.
We share with the public how we use AI in a way that is accessible and clear.	- Is information easily available in a format that is accessible, and described in simple language? - Is AI's role in the company clearly articulated? - In what ways can you see that the information is accessed, and what does it indicate?	- Existence and accessibility of a documented AI strategy - Frequency of leadership communications referencing AI strategy in public channels/media Information published on website in prominent locations and average time spent on AI-related content pages - User testing returns positive audience comprehension results
Our AI initiatives and investments deliver the desired Return on Investment and outcomes.	- How are key performance metrics from an AI initiative being tracked? - Are initial AI use cases being monitored and assessed for continual delivery of value and expected benefits?	- Number of new AI-driven innovations Improvement in process efficiency metrics Decrease in identified risks, or number of incidents, due to AI implementation or integration - Increase in revenue attributable to AI initiatives
We actively monitor and respond to the communities' sentiment towards our adoption of AI.	- Does your company track and engage with community on how your adoption of AI affects them? - How does it factor into your decision making?	- Positive community / stakeholder sentiment tracked over time, segmented by different types of customers, communities or groups - Undertaking community impact assessments or consultations (including social media or surveys)
We have mechanisms internally that allow us to adapt to emerging changes in the AI landscape, and the implications of these for communities.	- How effectively are the channels you're using to communicate and gather feedback fostering open dialogue? - How have your learnings about community sentiment shaped your approach to AI deployment moving forward?	- Channels used for communication (e.g., website updates, social media, email newsletters, webinars, community meetings) and evidence for community engagement with these - Documented processes for updating internal policies or guidelines based on community feedback or perspectives - AI-related compliance policies or guidelines reflect community sentiment
There are regular opportunities internally for leaders across the organisation to learn about how ongoing AI adoption affects the socio- economic and cultural aspects of community.	- What are the opportunities, and how are they promoted internally? What is the uptake of these opportunities? - What do leaders do with this information, and what are the implications of this?	- Documented internal processes for sharing data / insights on how AI adoption across the sector is having broader impacts - Evidence of leaders internally reflecting on or learning from this data

Customer experience and consumer rights

Indicator	Guidance	Example measures
These are from the survey. They are intentionally direction setting in their ambition.	Use these questions to prompt your thinking on possible measures.	Use these measures as they are, take inspiration from them, or create ones of similar robustness that fit your company context.
We communicate to customers how we are using AI to improve their experiences with our services.	- How are you communicating your use of AI in customer-facing products and services (incl. third party software?) - Do you communicate in lay terms the benefits and limitations of the use of AI systems across the customer journey?	- Product disclosure statements or similar specify where and how AI is used within the context of services or products - Customers report understanding how AI has been integrated to services, and that language used is simple and accessible
We demonstrate how we preserve and strengthen consumer rights in our use of AI.	- What does disclosure look like to your customers about the high- risk uses of AI, and how this may impact them? - How are the existing and emerging legal and ethical obligations to consumers being addressed?	- Customers report understanding and consenting to the use of high- risk AI use cases, or how they can opt-out / find out more - Relevant company staff are effectively trained on the interface between AI and consumer rights, and how to manage the process
Customers and consumers have an accessible mechanism to raise concerns and complaints, and resolved fairly in a timely manner.	- Do you have targets for complaint-resolution that are shared with your customers? - How are these targets communicated and reported across company leadership, and with customer service teams?	- Our company sets a target for responding to and resolving AI- related complaints - Complaints are resolved within the target timeframes, and a summary of complaints and resolutions are published
Our customers understand what they are agreeing to when they sign up to using our AI-enabled services and products.	- How is your use of AI changing the terms of use of your products and services, and how clearly is this expressed? - Are AI-made decisions that impact customers clearly explained?	- Plain language explanations of the implications of AI-enabled products or services are easily accessible - Customers report understanding the terms of use, and are satisfied with the implications and intentions of AI's role in the product or service
We are competitive in the market in terms of customer experience through our use of AI.	- What benchmarks are there for user and customer experiences in your industry? - Are you creating new measures for understanding the value your use of AI is bringing customers?	- Positive Net Promoter Score for AI- enabled services / products benchmarked to competitors - Positive results from customer satisfaction surveys, or customer retention data

Workforce and productivity

Indicator	Guidance	Example measures
These are from the survey. They are intentionally direction setting in their ambition.	Use these questions to prompt your thinking on possible measures.	Use these measures as they are, take inspiration from them, or create ones of similar robustness that fit your company context.
Our procurement of external AI solutions is being used to uplift our own capability.	- How are you using external AI investment to win your internal competition for talent? - What kinds of opportunities exist for skills transfer for your workforce working alongside external experts in AI? - How are your procurement policies evolving towards strategic longer-term partnerships with AI-vendors?	- Percentage of staff managing AI vendor contracts who have completed formal training in AI vendor management. - Number of internal staff who have received training or mentorship from external AI solution providers - Number of strategic partnerships formed with AI solution providers that include long- term capability-building objectives. - Staff sentiment towards AI capability and confidence in groups involved with managing external delivery of AI systems
Our employees have the right skills, confidence, capabilities and tooling they need to embrace the adoption of AI at our company.	- How are you supporting employees to develop skills to sustain or grow their career as your company adopts AI? - How do your AI initiatives reinforce the culture you aim to cultivate within the company?	- Net Promoter Score of staff - Staff sentiment surveys - Percentage of company workforce that undertake training in relevant areas of AI adoption - Number of AI-enabled or AI-enabling software, platforms, products deployed internally, and their uptake by staff
Shareholders see increased profitability and productivity through AI and automation.	- How is profitability through AI adoption being being assessed? - How are the risks being managed?	- Transparency on material AI risks consistent with listing rules - Regular reporting on returns delivered through AI adoption - Embed AI as a category in regular shareholder reporting - Documented savings within company (time or economic) through AI adoption is described and communicated clearly to stakeholders including staff
We are prepared for AI, and have opportunities to build our skills appropriately.	- What kinds of conversations are you having at a Board level about workforce transitions responding to AI adoption? - How are you planning for change, and communicating this?	- There is an available workforce development plan that factors in AI skills for technical and non-technical staff. - Staff with management responsibilities complete training on AI tools and AI safety and report on its usefulness for their role - The planned uptake of AI in different areas is clearly documented and understood by staff
We have a mechanism to assess and respond to the future of AI adoption and what that means for our organisational and workforce design and structure.	- How are you using AI in HR- related processes? - How are you projecting forward for having the workforce balance that you need?	- The use of AI in workforce performance reviews, recruitment, remuneration and other HR-related processes is disclosed and any disputes are managed with care - Board and Executive 'horizon scanning' processes include the 'future of work' and 'human/machine' collective intelligence - Workforce planning includes proactively addressing AI skills shortages in the labour market

Social licence and corporate transparency

Indicator These are from the survey. They are intentionally direction setting in their ambition.	Guidance Use these questions to prompt your thinking on possible measures.	Example measures Use these measures as they are, take inspiration from them, or create ones of similar robustness that fit your company context.
We recognise and assess the sensitivity that AI adoption holds in different parts of the business.	- How are you maintaining trust with stakeholders around difficult conversations of AI adoption? - How are you promoting a company-values approach to the changes that AI brings to the business?	- Our company shares a clear position on sensitive AI use cases in public contexts - Rate and meaningful depth of company responses to concerns about their position on sensitive AI use cases
We are accountable for ensuring fairness in our use of AI.	- How are you creating space and resources to manage increased AI governance workloads as you adopt AI? - What accountability frameworks have you established to prevent and address misalignments or ethical breaches?	- Adopted process to vet AI vendors and partners against meeting predefined ethical standards and values - Frequency of bias and fairness testing conducted on AI models. - Percentage of AI systems deployed and tested in compliance with the company's ethical AI framework
We anticipate, adopt or align to standards and oversight mechanisms.	- Which Australian or International standards related to AI are you adopting, or considering adopting, and by when? - How do you proactively scan the emerging regulatory and legal environment? - How are you engaging your investors in AI-related ESG concerns?	- Adoption of ISO42001 AI Management or other relevant Australian or International Standard - Our top ten investors assess our company's ESG/RAI metrics when reviewing our performance - Frequency, availability and outcomes of internal oversight reviews and audits
We ensure our use of AI and its impact is aligned with our company values.	- What specific examples demonstrate the the way your AI initiatives reflect the core values of your company? - When faced with a decision about AI use, how do you ensure it aligns with ethical guidelines and company values?	- Number of AI projects aligned with the company's mission statement - Percentage of AI projects incorporating core values in their development, design, or implementation lifecycle. - Established processes to embed company values in design, development and implementation of AI - AI use cases being assessed by an Ethics Committee
We have mechanisms to understand the changes to the environment we contribute to through our use of AI.	- What are the environmental impacts of your use of AI, and how are you measuring them? - How are you reducing environmental impacts, and how do you know it works? How are you communicating this?	- AI-related emissions are embedded within Net Zero emissions and Nature-based targets - AI initiatives to address environmental challenges are documented and shared with stakeholders - Examples where environmental considerations have factored into decision- making around the use case, scope, scale, or solution vendor