



Australian Government
Department of Industry,
Science and Resources

National
Artificial
Intelligence
Centre



The AI Impact Navigator

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

October 2024

| industry.gov.au/AINav

Acknowledgement

The National AI Centre (NAIC) would like to acknowledge the contribution of:

- CSIRO Data 61 and in particular Judy Slatyer, Sarah Kaur, Georgina Ibarra, and Dr. Didar Zowghi
- NAIC's Responsible AI @ Scale Think Tank members for providing advice, input, content and guidance in the development of the AI Impact Navigator

Copyright

© Commonwealth of Australia 2024

This work is copyright. Apart from any use permitted under the *Copyright Act 1968*, no part may be reproduced by any process, nor may any other exclusive right be exercised, without the permission of the Department of Industry, Science and Resources, 10 Binara Street, Civic, ACT 2601.

Disclaimer

The purpose of this publication is to assist Australian organisations in understanding and measuring the impact of their use of AI.

The Commonwealth as represented by the Department of Industry, Science and Resources has exercised due care and skill in the preparation and compilation of the information in this publication.

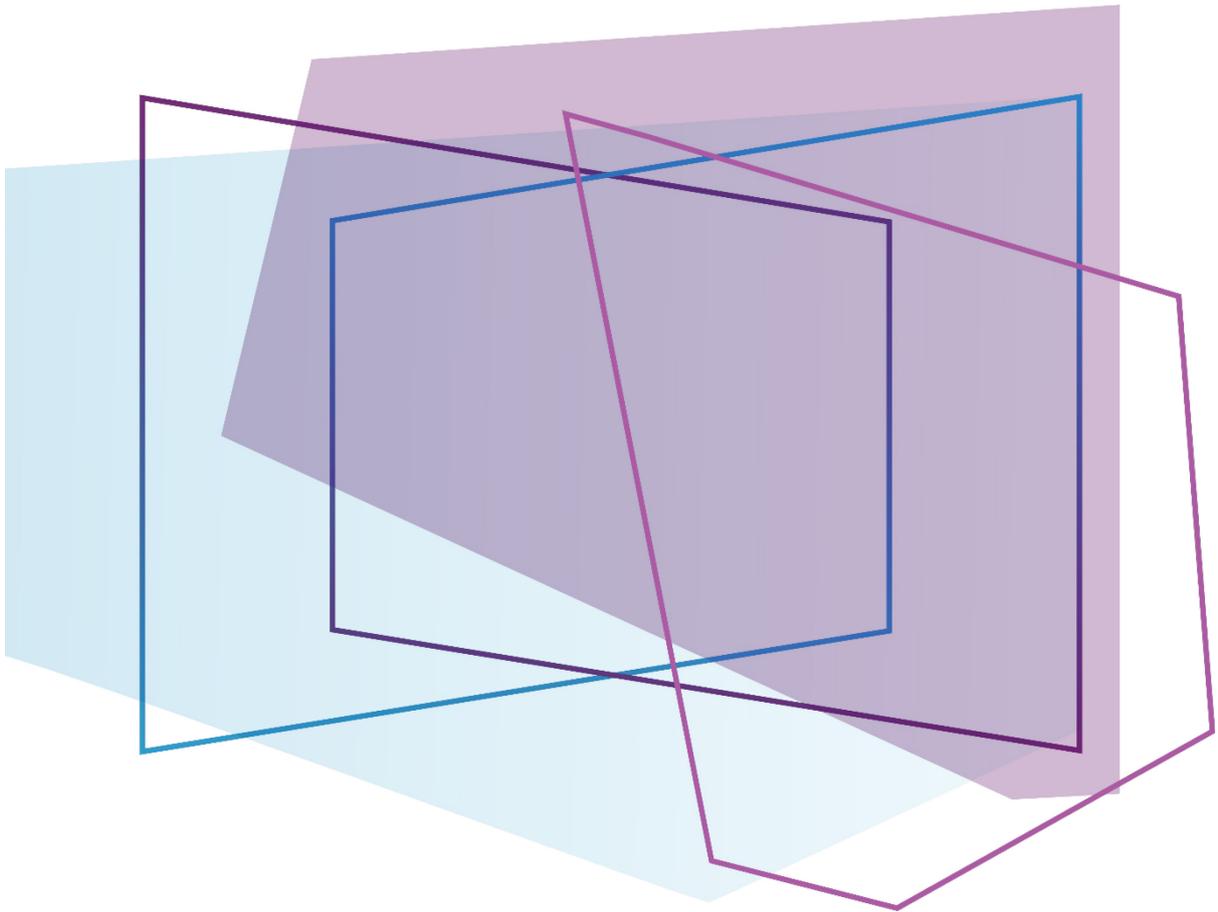
The Commonwealth does not guarantee the accuracy, reliability or completeness of the information contained in this publication. Interested parties should make their own independent inquiries and obtain their own independent professional advice prior to relying on, or making any decisions in relation to, the information provided in this publication.

The Commonwealth accepts no responsibility or liability for any damage, loss or expense incurred as a result of the reliance on information contained in this publication. This publication does not indicate commitment by the Commonwealth to a particular course of action.

Contents

Acknowledgement.....	ii
Copyright	ii
Disclaimer	ii
What is the AI Impact Navigator?	3
The AI Impact Navigator Guiding Framework	4
Who is the AI Impact Navigator for?	7
The Navigator tools and templates can help you:.....	7
Why did we make this?	7
How to use the AI Impact Navigator	8
Rating scale	8
Guidance and measures	8
Plan, Act, Adapt cycle	8
Implementation Plan	8
Impact Story.....	8
Key points	9
1. Plan – with the AI Impact Navigator Survey.....	10
2. Act – by creating an Implementation Plan	10
3. Adapt – by developing your Impact Story.....	11
How we developed the AI Impact Navigator.....	12
Introduction	12
About the 4 dimensions	13
Effective AI and community impact.....	13
Customer experience and consumer rights	14
Workforce and productivity	14
Social licence and corporate transparency	15
Navigator tools and templates	16
1. Plan: Survey.....	16
2. Act: Implementation Plan	16
3. Adapt: Impact Story	16
The AI Impact Navigator Survey	17
Effective AI and community impact.....	17
Customer experience and consumer rights	17
Workforce and productivity	17
Social licence and corporate transparency	17

Key to readiness levels.....	18
Key to each dimension’s total score.....	18
Effective AI and community impact.....	19
Customer experience and consumer rights	24
Workforce and productivity	29
Social licence and corporate transparency	35
Survey results.....	40
The AI Impact Navigator Implementation Plan	41
What is your priority in this cycle?.....	41
What are you planning to do?	41
What do you think will change?.....	41
How will you know if it worked?	42
The AI Impact Navigator Impact Story	43
What was the context?.....	43
What did you do?.....	43
How did you know it worked?	43
What will you do next?	43



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. Using a continuous improvement cycle known as Plan, Act, Adapt, 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.

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 shared vocabulary to discuss the real-world social, environmental and economic impacts that occur from companies' use of AI systems.

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

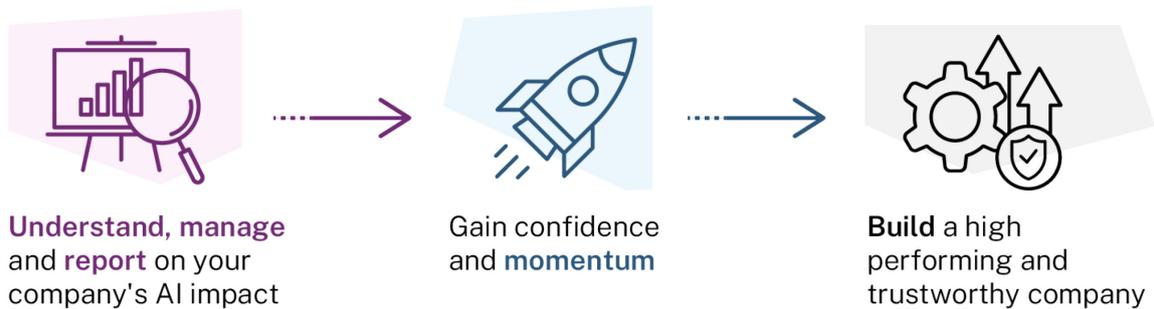
Critically, it will help you to shift from internal reporting governance metrics to reporting publicly on the tangible outcomes of AI on communities and the environment. By taking this approach, you'll be able to scale your efforts to earn and retain the trust of your customers, investors, workforce,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

The Navigator is structured around 4 dimensions to help you 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 4 dimensions will give you and your company a unique competitive advantage in today's market, offering you the dual benefit of building trust and growing your business with your use of AI systems.

The AI Impact Navigator Guiding Framework



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 4 dimensions to help your people leverage AI for positive impact:

- Effective AI and community impact
- Customer experience and consumer rights
- Workforce and productivity
- Social license and corporate transparency.

Gain confidence and momentum.

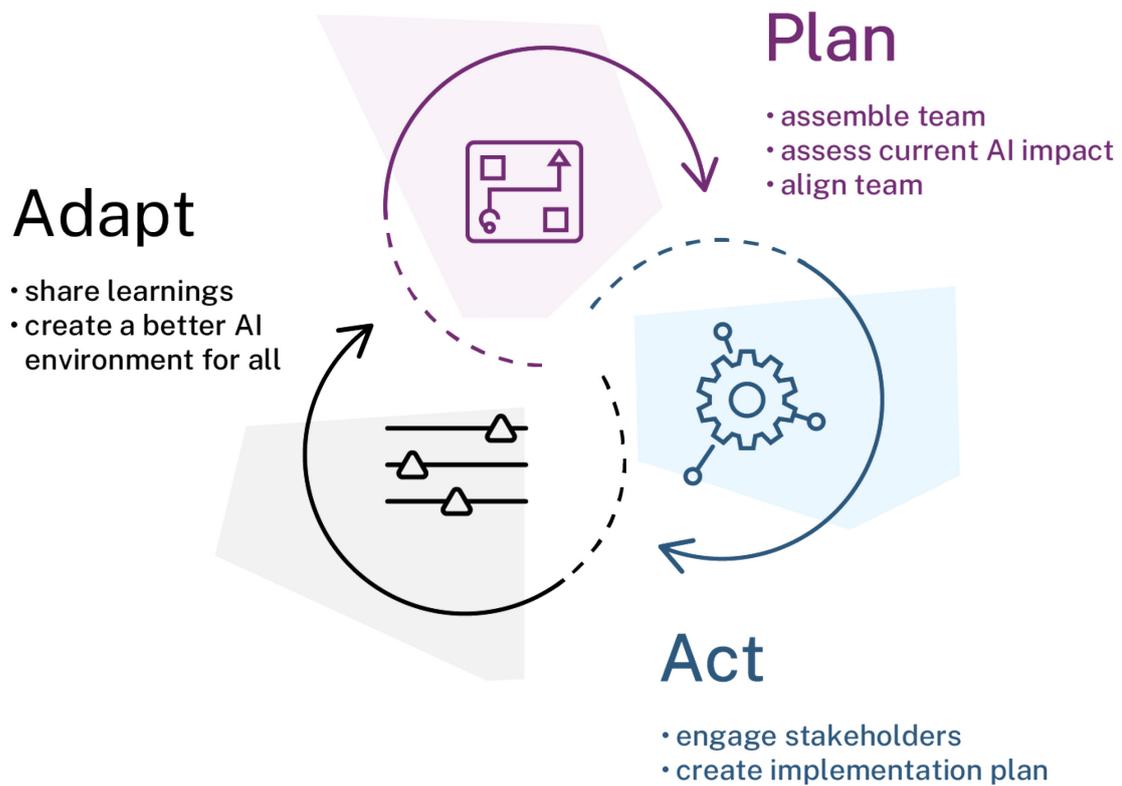
You and your company will be helping set a standard for measuring AI impact and accelerate the adoption of responsible AI use by other companies.

Build a high performing and trustworthy company.

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

Our vision:

Australian companies are known and respected for their responsible and impact led deployment and use of AI systems.



1. Plan

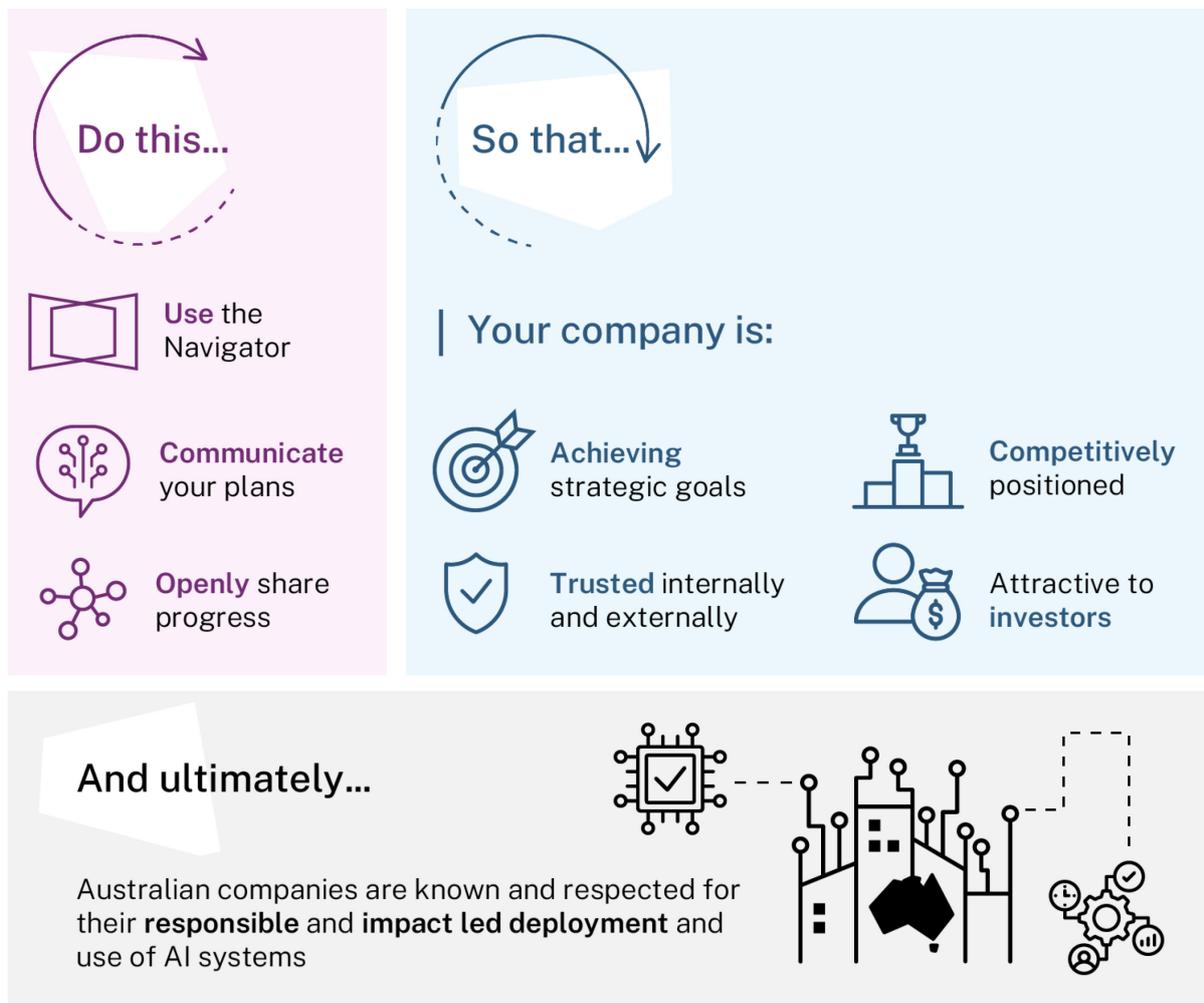
Assemble your team of multidisciplinary experts, assess your current AI impact and align your team.

2. Act

Engage your stakeholders and create your implementation plan.

3. Adapt

Share what you learn with your customers, stakeholders, and the broader community, and create a better AI environment for everyone.



Do this...

- Use the Navigator to accelerate responsible AI use in your company and industry.
- Communicate your plans with the public and intentions regularly to help magnify AI’s Impact.
- Openly share your progress and learning in different forums to improve AI literacy and practice.

So that...

- Your company's workforce is equipped to effectively use AI in achieving your strategic outcomes.
- Your effective stewardship of AI impact enhances your competitive positioning.
- Your company has the trust of your communities, customers, and stakeholders in your use of AI.
- Your company's effective reporting on AI impact is rewarded by investors.

And ultimately...

Australian companies are known and respected for their responsible and impact-led deployment and use of AI systems.

Who is the AI Impact Navigator for?

- CEOs, organisation executives, board directors and business owners
- practice and people leaders
- anyone else leading AI implementation, use and impact.

The Navigator tools and templates can help you:

- implement Guardrail 10 of the Voluntary AI Safety Standard
- understand and measure the impact and outcomes your AI systems have on others
- grow cross-organisational team capabilities to maximise AI outcomes
- know that you are reaching the full positive potential of your company's AI use, and minimising any negative impacts.

Why did we make this?

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

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.

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

You can do this by understanding and measuring the impact of your company's use of AI systems from the perspectives of your stakeholders. The AI Impact Navigator can help you with this process.

How to use the AI Impact Navigator

The AI Impact Navigator Framework is designed to help companies measure and improve their AI impact across 4 key dimensions. Each dimension contains 5 indicators, providing a comprehensive view of a company's AI initiatives.

Companies assess themselves against these indicators using a survey. This assessment should ideally involve a diverse, cross-functional group of stakeholders, including internal teams and possibly external advisors, to provide a well-rounded perspective on performance.

Rating scale

Companies rate themselves on a 5-point scale, from 'poor' to 'excellent'. The primary differences between these ratings are based on the company's understanding, delivery, and measurement of AI impact. To achieve an 'excellent' rating, companies must publicly report their AI impact and have it independently verified.

Guidance and measures

To assist with self-assessment, the framework includes guidance questions. These prompts help stakeholder groups start discussions and analyse the key aspects of each indicator. Additionally, each indicator is supported by example measures that companies can adopt to track their progress. Companies are encouraged to develop custom measures that best suit their unique context and needs.

Plan, Act, Adapt cycle

The framework promotes a continuous improvement cycle known as Plan, Act, Adapt. Companies should revisit the survey regularly (e.g., quarterly), update their reporting on each indicator, and discuss the actions and initiatives undertaken to drive change. The focus is not just on the measurements themselves but on the insights gained and the proactive steps taken to enhance AI impact.

Implementation Plan

The Implementation Plan 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. This plan is integral to ensuring that the actions taken are aligned with the overall goals and that the impact can be effectively tracked and communicated.

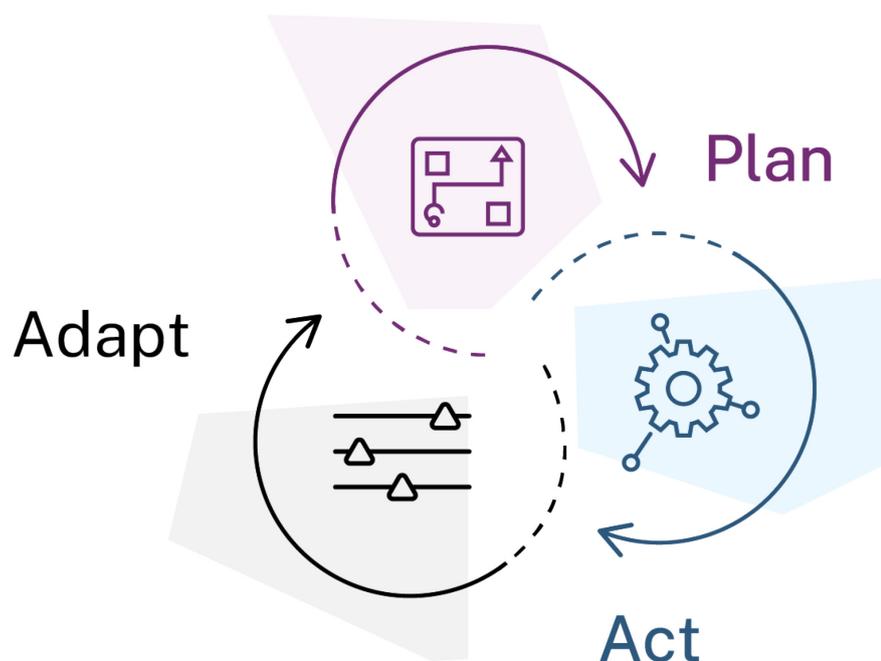
Impact Story

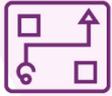
The Impact Story captures your company's impact as it is now, so you can share it with stakeholders, peers and reporting bodies. Writing your Impact Story is a chance for you to keep a record of how your impact evolves over time, and an opportunity to create and maintain transparency about how your AI use is impacting key players around your company.

Key points

- Self-assessment: Conducted with diverse stakeholder input.
- 5-point rating scale: From 'poor' to 'excellent', emphasising understanding, delivery, and measurement. Public Reporting and Verification is required for an 'excellent' rating.
- Guidance questions: Facilitate discussion and deeper analysis.
- Example measures: Provide a starting point for tracking progress. Custom measures are encouraged for company-specific insights.
- Continuous improvement: Regular updates and discussions to drive ongoing enhancement.

To use the Navigator, you'll need to follow **3 steps**. Your company will need to decide on your areas of priority, and how best to meet those needs.





1. Plan – with the AI Impact Navigator Survey

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

- Form a multi-disciplinary, diverse and cross-functional team. Make sure the team is made up of members who have different strengths, levels of seniority and perspectives. The team is led by a captain who is senior enough in the company to make decisions.
- Complete the Navigator Survey. The survey involves a set of indicators across each dimension on the AI Impact Navigator. Each indicator will require the team to source evidence or justification for the answer.
- Make sure you foster a culture of honesty and courage so you can tackle tough conversations that come out of 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 you've completed the survey, take the results to your Executives and begin internal conversations to inform priorities for action.



2. Act – by creating an Implementation Plan

Develop an implementation plan with clear goals and measures to address the four dimensions.

- 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 dimensions.
- 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.
- 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.

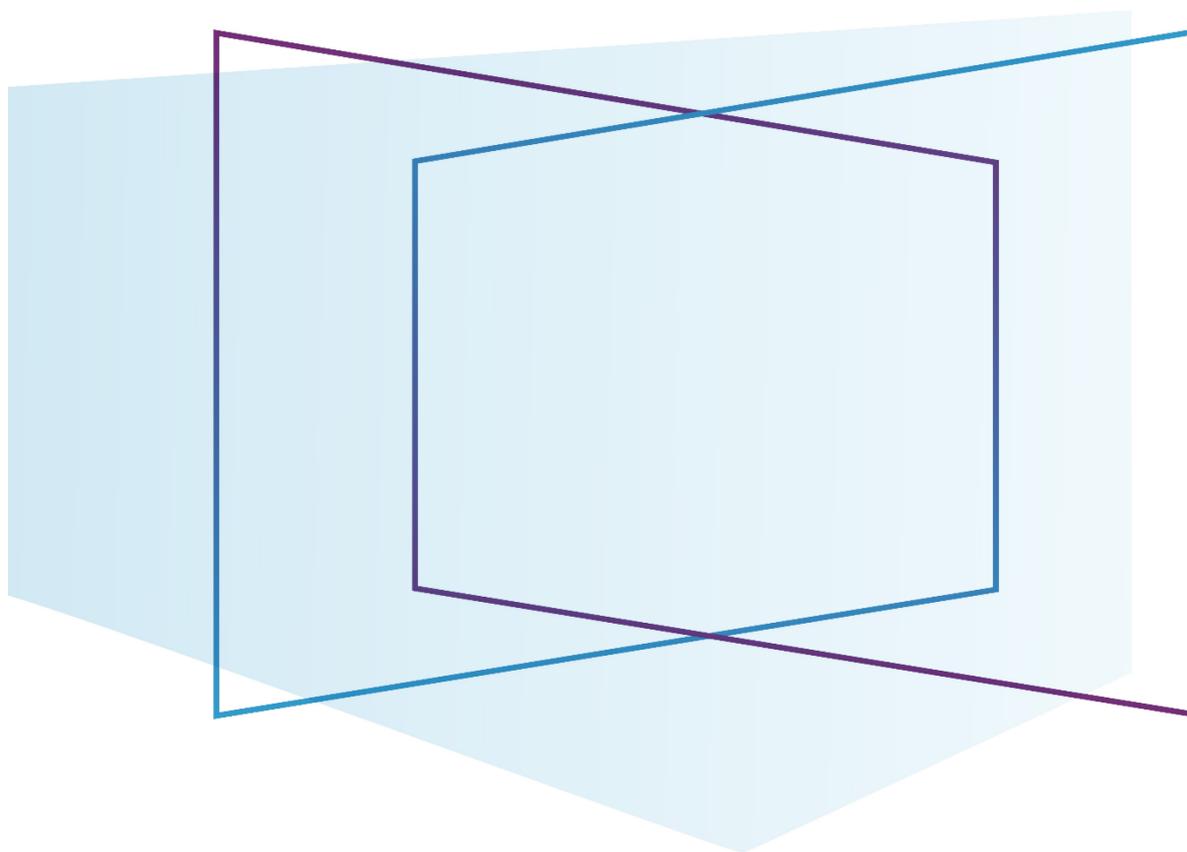


3. Adapt - by developing your Impact Story

Bring together your data and evidence of impact.

Impact measurement involves understanding the changes resulting from your work and learning from them. Working towards impact requires reflection and learning. You've made efforts to bring about change, but now it's time to decide the organisation's next steps.

- After completing your planned activities, reassess your progress. Gather your team to review and update your survey indicators to determine the changes, using the Impact Story template. The key question is: given this information, what should be done next?
- Using guidance from the Voluntary AI Safety Standard's Guardrail 1, incorporate this process as part of your overall AI governance approach.
- Commit to repeating your impact measurement process regularly.



How we developed the AI Impact Navigator

Introduction

Developing a shared vocabulary, understanding and practice around AI Impact is crucial for robust conversations and decision-making for companies to ensure their successful and responsible use of AI. Common AI Impact metrics across industry sectors can be a constellation we navigate by to drive innovation and guide policies towards responsible AI usage, where technology enhances societal, environmental, and economic wellbeing. Our big insight is that rather than getting the metrics perfectly 'measurable', getting metrics that create the right triggers for critical dialogue and action is the most fruitful aspect of our process. We have witnessed transformational conversations and the collaborative, critical, and creative thinking that appears when cross-functional teams within a company come together for an honest self-assessment of their AI impacts.

Leading for AI impact will encourage every stakeholder, be they customers, employees, investors, or suppliers, to trust a company's AI practices. This trust is rooted in transparency and accountability, and it grows through a commitment to regularly report on AI's influence and impact, adapt as AI evolves, and be led by the positive changes AI can bring. It's about being open with how AI is applied, owning the consequences it has on stakeholders, and continually striving for enhanced outcomes. We hope companies adopt this Framework at whatever level of maturity they are at and expand the scope of their AI impact evaluation as their AI maturity grows.

Collaborative development of the AI Impact Navigator

The AI Impact Navigator framework has been co-designed with industry thought leaders, ensuring its relevance and applicability across sectors. Unlike many AI governance frameworks that focus solely on policy, legal, and technical aspects, our approach has been unique in emphasising the external impacts of AI.

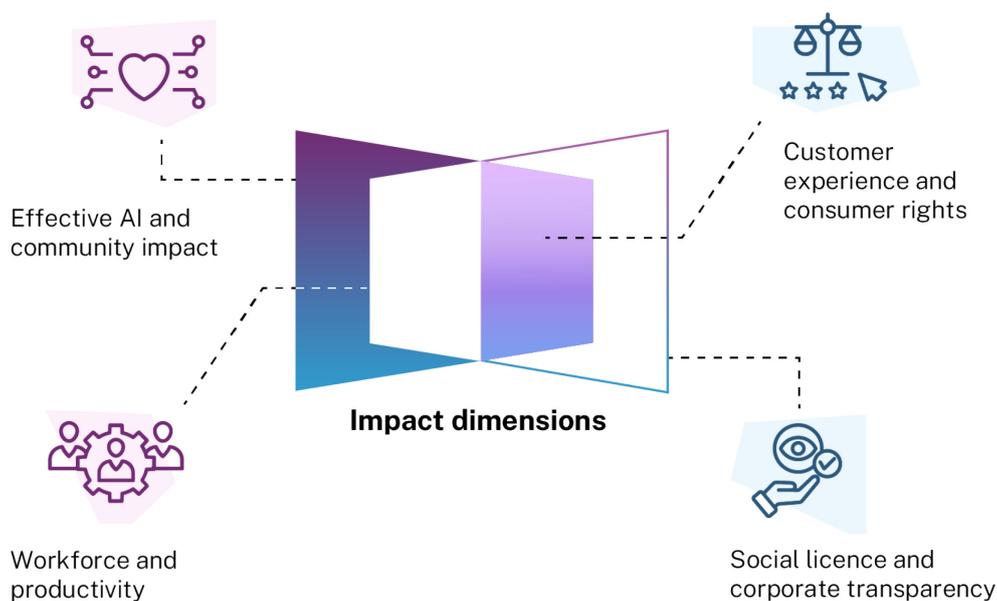
Engaging industry thought leaders

The Responsible AI Think Tank activated thought leaders from ASX companies, industry networks, and consumer and human rights institutions. This collaborative effort highlighted that AI impact is not just about managing risks. It's about recognising the value and opportunities AI systems can create. These opportunities extend beyond achieving company goals to generating beneficial societal outcomes.

A framework built for impact

By involving industry leaders in the development process, we ensured that the AI Impact Navigator framework is not only practical and actionable but also aligned with the real-world needs and challenges faced by companies. This collaborative approach guarantees that the framework will drive meaningful conversations, informed decision-making, and responsible AI usage across industries.

About the 4 dimensions



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.

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.

To earn trust, ethical standards for how you balance between leveraging data for competitive advantage and protecting consumer rights is essential.

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.

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 the impact of AI 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.

With growing concerns around climate change becoming a significant factor in social license, the environmental impact of AI is a double-edged sword. AI can massively boost sustainability and efficiency, offering a positive push towards environmental conservation. It can optimise energy use, enhance climate predictions, and promote sustainable practices. On the flip side, the development and deployment of AI systems can be resource-heavy, with significant energy and water consumption and e-waste generation. Balancing these benefits with the environmental costs is key to ensuring that our use of AI leads to sustainable progress.

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.

Navigator tools and templates

1. Plan: Survey

Create an environment for the Navigator to guide AI impact in your company.

- Form and empower your cross-organisational team to steer The Navigator
- Assess your readiness to start reporting publicly on your company's AI impact
- Prepare your teams by helping them to understand what measuring AI impact means
- Share insights with company executives to steward your AI impact for good

Set your priorities to guide the AI impact journey that meets your needs.

2. Act: Implementation Plan

Develop an implementation plan with clear goals and measures to address 4 dimensions:

1. Customer experience & consumer rights
 2. Workforce & productivity
 3. Social license & corporate transparency
 4. Effective AI & community impact
- Get an executive on board to own and advocate the action plan
 - Implement your action plan
 - Choose your measures, start collecting data and reporting your impact

Continue to track the progress of your action plan.

3. Adapt: Impact Story

Bring together the data and evidence of impact.

- Develop and share your Impact Stories
- Publish your results and share your learnings with other company leaders
- Build confidence by sharing your AI journey with stakeholders and the broader community

Use your learnings to plan the next stage of your AI impact journey

The AI Impact Navigator Survey

The AI Impact Navigator Survey looks at your AI impact across 4 dimensions:

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.

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.

Social licence and corporate transparency

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

Each dimension has 5 indicators which you can use to score your company's AI readiness. We've included questions you can ask to prompt your thinking when assessing your company, as well as examples of how you can measure and monitor your readiness against each indicator. You can use these examples as they are, take inspiration from them, or create ones of similar robustness that fit your company's context.

Key to readiness levels

1. Poor

Understanding and delivery of AI impact is inadequate.

2. Fair

Understanding, delivery and measurement of AI impact is progressing but lacks consistency.

3. Good

Understanding, delivery and measurement of AI Impact is positive and consistent.

4. Very good

Understanding, delivery and measurement of AI Impact is very positive. We verify our AI Impact but do not publicly disclose it.

5. Excellent

Understanding and delivery of AI Impact is very positive. We verify our AI Impact and publicly disclose it.

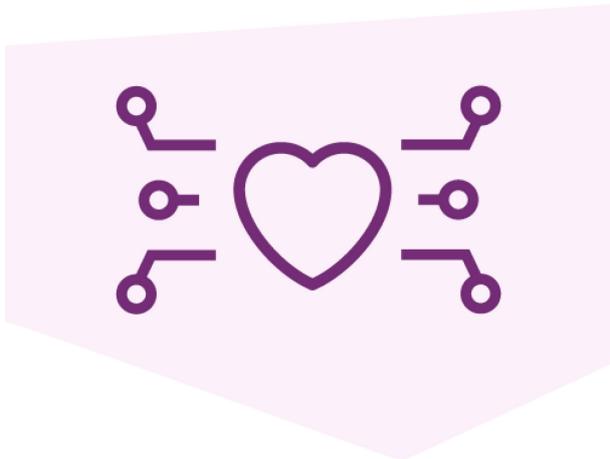
Key to each dimension's total score

5–11 Lower readiness

12–16 Medium readiness

17–21 Higher readiness

22+ Best practice



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.

This indicator is about transparency. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures

- 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

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

This indicator is about value delivery. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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

This indicator is about receptiveness. When assessing your company, ask:

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

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures

- 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)

Indicator 4: We have mechanisms to adapt our AI governance continuously and address specific concerns identified via community feedback or perspectives.

This indicator is about adaptability. When assessing your company, ask:

- 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?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures

- 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

Indicator 5: We have regular internal opportunities to be literate, informed and continuously updated about how AI adoption is improving our competitiveness as well as the socio-economic and cultural aspects of community.

This indicator is about conscious awareness. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

Total

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

Total: /25



Customer experience and consumer rights

Company readiness

Indicator 1: We communicate to customers how we are using AI that affects their experience with our services

This indicator is about transparency. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

Indicator 2: We demonstrate how we preserve and strengthen consumer rights whenever AI usage poses concerning risks.

This indicator is about compliance. When assessing your company, ask:

- 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?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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

This indicator is about contestability. When assessing your company, ask:

- 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 do you ensure customer complaints are treated as valuable feedback and addressed with serious engagement?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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
- Percentage of AI-related complaints where follow-up engagement occurred
- Customer satisfaction score with the resolution of AI-related complaints

Indicator 4: Our customers understand the added risks and opportunities of our AI-enabled services and products.

This indicator is about explainability. When assessing your company, ask:

- 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?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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

This indicator is about value-delivery. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- Positive Net Promoter Score for AI-enabled services / products benchmarked to competitors
- Positive results from customer satisfaction surveys, or customer retention data

Total

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

Total: /25



Workforce and productivity

Company readiness

Indicator 1: When we integrate external AI solutions we also boost our internal capability.

This indicator is about upskilling. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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

This indicator is about capability. When assessing your company, ask:

- 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?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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

This indicator is about gains. When assessing your company, ask:

- How is profitability through AI adoption being assessed?
- How are the risks being managed, including disproportionate job loss?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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
- Our ethical guidelines govern the extent and nature of AI-automation within our operations.
- Documented savings within company (time or economic) through AI adoption is described and communicated clearly to stakeholders including staff

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

This indicator is about readiness. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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.

This indicator is about preparedness. When assessing your company, ask:

- 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 addressing the potential negative impacts of over-automation, such as job displacement, reduced employee engagement, and loss of critical human oversight?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- The use of AI in workforce performance reviews, recruitment, remuneration and other HR-related processes is disclosed and any disputes are managed with care.
- Number of human oversight interventions per AI-automation project
- 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

Total

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

Total: /25



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.

This indicator is about empathy and consideration. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

Indicator 2: We are accountable for ensuring human values and ethical reasoning in our use of AI.

This indicator is about integrity. When assessing your company, ask:

- 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?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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.
- Number of AI projects that include diversity and inclusion impact assessments

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

This indicator is about conformance. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- 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

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

This indicator is about business integration. When assessing your company, ask:

- What specific examples demonstrate 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?

My company's readiness level

- | | |
|---|-----------|
| 1 | Poor |
| 2 | Fair |
| 3 | Good |
| 4 | Very good |
| 5 | Excellent |

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- Number of AI projects aligned with the company's mission statement
- Percentage of AI systems deployed and tested in compliance with the company's ethical AI framework
- Established processes to embed company values in design, development and implementation of AI
- AI use cases being assessed by an Ethics Committee

Indicator 5: AI-related emissions are embedded within Net Zero emissions calculations and Nature-based target setting.

This indicator is about sustainability. When assessing your company, ask:

- 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?

My company's readiness level

- 1 Poor
- 2 Fair
- 3 Good
- 4 Very good
- 5 Excellent

Rationale for evidence rating

How are you measuring and monitoring this?

Example measures:

- Number of AI projects with defined sustainability metrics.
- Percentage of AI vendors evaluated based on environmental criteria.
- Number of AI project proposals including an environmental impact statement.
- 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

Total

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

Total: /25

Survey results

Write in your results for each dimension here.

Effective AI and community impact

Total score: /25

Customer experience and consumer rights

Total score: /25

Workforce and productivity

Total score: /25

Social licence and corporate transparency

Total score: /25

Combined Total Score

Total score: /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

The Implementation Plan 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 dimensions for action.

Given the results and organisational needs, what are your company's 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:

We will upskill our non-technical staff through internal AI workforce development programs.

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 promote 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.

What is your priority in this cycle?

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.

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.

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.