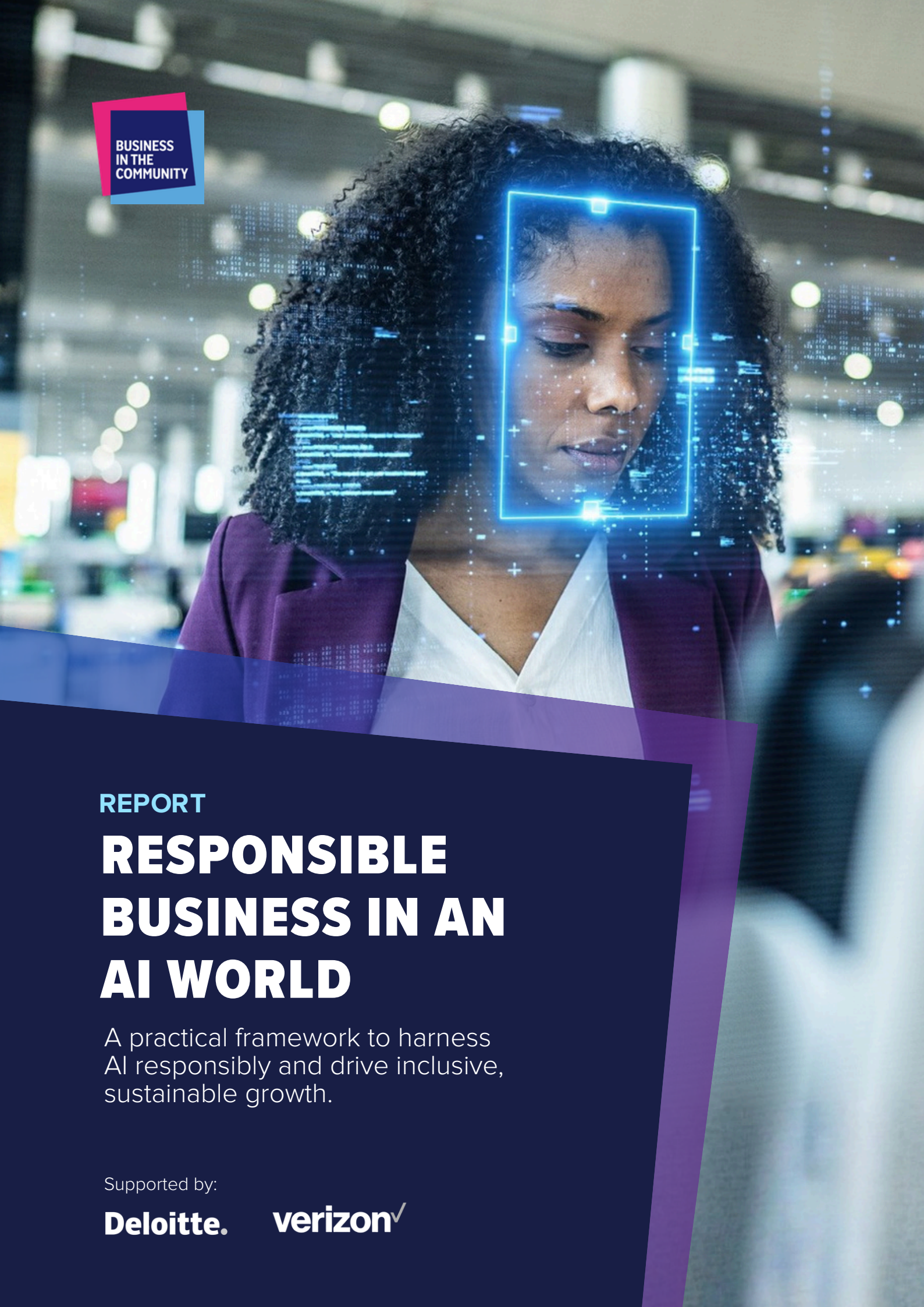

BUSINESS IN THE COMMUNITY

REPORT

RESPONSIBLE BUSINESS IN AN AI WORLD

A practical framework to harness AI responsibly and drive inclusive, sustainable growth.

Supported by:

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Insights and guidance – Responsible Business in an AI world

Quotes from AI Labs Participants

"It was such a pleasure to work with a group that came together with such openness and purpose to create a practical way for anyone to begin taking steps on responsible AI. The Lab shows what is possible when organisations across academia, business and the third sector share their insight, listen to one another and collaborate on building tools that support organisations take a responsible and thoughtful approach to managing AI." **Max Finney, Senior Sustainability Manager, Shoosmiths**

"AI is one of the defining influences of our time, reshaping how we live, work, and make decisions. The future of business will increasingly be built on trust, and great businesses will be human centred and insight- led. Ethical AI isn't just about compliance or adding more technology, it's smart business. It mitigates risk, protects human rights and ensure that the benefits of innovation and technological development are shared widely across society, to drive sustainable growth. Businesses that prioritise this will lead with purpose and profit." **Lucy Nutt, Senior Environment and Community impact Manager, Culture & Brand, Grant Thornton**

"Attending the BITC Responsible AI Lab – 'Responsible Business Workshop' was a fantastic opportunity to engage with leading minds in responsible AI. BITC's careful curation enabled insightful discussion on key challenges and solutions in areas such as governance, purpose and transparency, and brought together a diverse community focused on driving responsible business forward." **Daniel Cox, Senior Responsible Business Executive, Pinsent Masons**

Executive Summary

Digital technologies have a central role in modern society. Artificial intelligence (AI) continues to transform how we live and work, from improving customer service to reshaping operations and decision-making. At Business in the Community (BITC), we recognise that AI brings exciting possibilities, but as AI is more embedded in workplace practices, it brings new challenges and unfamiliar risks for businesses and wider society.

When done well, AI can drive innovation and accelerate progress toward more inclusive, sustainable, and values-led outcomes. But when deployed without care, it risks deepening inequality, eroding trust, and widening the digital divide.

At BITC, we see AI as both a powerful enabler and a defining challenge for responsible business leadership. 75% of CEOs in BITC's State of the Nation 2025 told us that adapting to new technologies, like AI, is now one of their biggest challenges[1]. Further, public concern is rising: 44% want to understand AI regulation; over a third care about AI ethics[2].

Responsible business has a vital role to play in ensuring this technology supports people, respects rights, and strengthens society.

A responsible approach to AI is no longer just a technical issue: it is a strategic business imperative.

That's why we have been working with companies, government, academia, and civil society to co-create the UK's first Responsible AI Framework.

This framework calls on all businesses to lead responsibly now, rather than wait for regulation.

Simple in its design, the framework lays out a set of core actions on AI and ethics, governance and strategy that all responsible businesses should take; this

[1] Business in the Community State of the Nation Report 2025 - Business in the Community
[2] Public opinions and social trends, Great Britain - Office for National Statistics

is complemented by four further deep dives that responsible businesses should consider based on BITC's interconnected responsible business areas.

BITC developed this framework collectively and collaboratively through its Responsible AI Labs, held in 2025. The labs provided a space for a cross-sector stakeholder group to learn, discuss and build confidence. Informed by subject matter expertise and BITC's convening strength, the labs built on BITC's Responsible AI event series in 2024 and BITC's legacy of supporting businesses to navigate change. The aims were to help businesses innovate and embed AI in a way that is fair, transparent and purpose-led.

We are grateful to the following organisations, members and academic partners for their generous contributions, insights and expertise, which have meaningfully shaped the development of this framework:

BITC members

- Verizon Business
- Deloitte
- Grant Thornton
- Pinsent Masons
- Shoosmiths

Academic experts

- Dr Luca Arnaboldi, Assistant Professor in the School of Computer Science, University of Birmingham
- Dr. Mehreen Ashraf, Lecturer of Management Employment and Organisations, Cardiff Business School
- Emre Kazim, Co-Founder and Co-CEO, Holistic AI and Former Research Fellow in Computer Science, University College London
- Dr Felicia Liu, Lecturer in Sustainability, Department of Environment and Geography, University of York
- Zhuang Ma, Senior Lecturer in Organisational Behaviour and Leadership, University of Huddersfield

- Roberta Pierfederici, Policy Fellow, Grantham Research Institute, London School of Economics and Political Science.
- Dr Daniel Wheatley, Reader in Business and Labour Economics, University of Birmingham

Other organisations

- Allwyn
- Cancer Research UK
- Good Things Foundation
- Macmillan Cancer Support
- UKAI

Forewords

Verizon

We find ourselves at a critical juncture, facing one of humanity's most profound advancements: Artificial Intelligence. This innovation offers immense potential to tackle some of our most pressing global issues.

True innovation is built on trust, with responsible practices at the heart of its development. Responsible AI is a subject I have personally researched and discussed for the last twenty years, and that's why I am proud to work where I do. At Verizon Business, we aren't just a technology provider, we prioritise responsible AI deployments. We have integrated responsible AI practices into our own operations, using it to optimise our network, elevate client experiences and improve employee efficiency. We know first-hand, that successfully deploying AI to drive growth, requires our business to operate with integrity and build trust.

As humanity enters the AI revolution, a responsible approach is paramount. The global shift is moving beyond simple automation to a new era of human-AI partnership, enabling the achievement of complex outcomes and the solution of previously unimaginable challenges. This rapid growth demands a collective commitment to ethical delivery, ensuring that the speed of innovation is balanced with the development of responsible practices.

These collective requirements, coupled with my two decades of advocacy, have brought us to this point: from the inception of an idea to a developed framework. In partnership with Business in the Community (BITC), we brought together diverse perspectives, backgrounds, and experiences to co-create something that provides organisations with an approach to designing, developing, and deploying AI responsibly within their business.

At Verizon Business, we know the role that we play in the future as all AI comes back to our core: the network. The network is the foundation that makes ethical, secure AI possible. Through our products and services, we provide the secure

backbone that allows enterprises to scale their brightest ideas safely, ensuring the AI future is one we can all trust.

If you share my vision for a future where we use AI to address significant challenges while continually striving to enhance human lives, this paper offers a crucial starting point. It outlines clear, simple actions that every business can adopt to realise an AI future grounded in responsibility, ethics, and trust.

Daniel Evans, Associate Director, Verizon Business

Deloitte

Artificial Intelligence is rapidly reshaping our world, offering unprecedented opportunities for innovation and progress. At Deloitte, we firmly believe that for AI to truly deliver on its promise, it must be developed and deployed responsibly, ethically, and with a human-centric approach.

We commend Business in the Community (BITC) for this timely Responsible AI framework. Its structured approach, catering to varying levels of organisational maturity, provides an invaluable roadmap for businesses navigating the complexities of AI adoption. This framework resonates deeply with Deloitte's own principles, emphasising the critical need for robust governance, ethical considerations, and a focus on societal impact across employment, diversity, wellbeing, and environmental sustainability.

By aligning with the insights and guidance presented here, organisations can not only mitigate risks but also unlock AI's full potential to drive positive change. We are proud to support BITC in this vital initiative, reinforcing our shared vision for an AI future that is equitable, sustainable, and beneficial for all. We encourage every leader to engage with this framework and champion responsible AI practices within their organisations.

Piumi Mitchell, Head of Social Impact Partnerships, Deloitte UK

Framework Introduction

This framework is designed to provide organisations with an approach to designing, developing or deploying AI within their businesses responsibly. It is simple in design so that the concepts, risks, opportunities, and actions can be easily digested and applied by businesses of any size and in any sector.

Methodology

This framework is informed by insights from the Responsible AI Labs convened by BITC in 2025. Five labs were held, bringing together expert representatives from business, government, and academia to share perspectives and collaboratively develop the framework. The labs focused on the following themes:

- Responsible Business
- Cybersecurity
- Workplace
- Environment
- Society

Each lab was supported by a pre-read briefing, co-authored with academic experts, to ensure all participants had a shared foundation of knowledge. During the sessions, discussions explored key opportunities and challenges within each thematic area, complemented by breakout groups that examined specific topics in greater depth. Detailed notes were taken to capture participants' feedback, which were then used to shape and structure this framework. Stakeholders also provided valuable feedback on the initial draft, which further informed its development.

How to use this framework

From the findings of the labs, we believe there is a set of actions that *all businesses* should focus on, which we have determined as foundational guidance on the topic of **AI and Ethics, Governance & Strategy.** This should be your starting point.

To guide further action, the framework then reviews and advises on how businesses can address the risks and opportunities AI presents across four additional responsible business deep dive guidance areas:

- **AI and Employment & Skills**
- **AI and Diversity & Inclusion**
- **AI and Health & Wellbeing**
- **AI and the Environment**

These deep dive areas broadly align with BITC's Responsible Business Health Check (RBHC)[3]. The RBHC is an easy-to-use tool that measures progress against the Responsible Business Map[4]. The tool is exclusive to BITC members and uses a clear framework to assess your current maturity level on responsible business. It also identifies how to progress from where you are to where you strive to be. The RBHC looks at your overall responsible business strategy and focuses on the following six key issue areas: Health and Wellbeing, Inclusion, Employment and Skills, Circular Economy, Climate Action, and Nature Stewardship.

Whilst each AI deep dive insight area is of equal importance, we understand that businesses may want to engage with each one as and when it is relevant to their operations.

For each of the guidance areas, we share insights from the AI Labs, including examples of risks and opportunities and actions for businesses based on four levels of maturity: adopting, embedding, leading and transforming. Where possible, each guidance area also provides a range of case studies for the different maturity levels to inspire ideas and help businesses take action.

[3] Responsible Business Health Check - Business in the Community
[4] The Responsible Business Map - Business in the Community

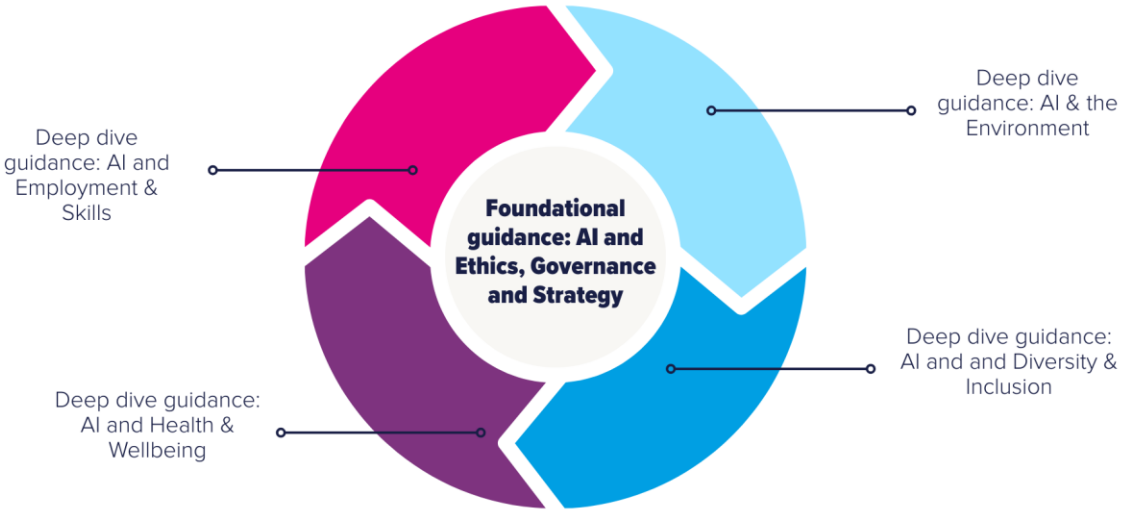

Figure 1: A diagram to help visualise how the framework should be used by all businesses. This image depicts the Responsible AI framework, centred around foundational guidance covering AI and ethics, governance & strategy, with interconnected deep dives into key responsible business areas: AI and employment and skills, AI & the environment, AI and diversity & inclusion, and AI and health & wellbeing.

How do I know how mature my business is?

We recognise that you may not be certain how mature your organisation is in its use of AI. Maturity is rarely uniform. Different functions, business units or types of AI deployment may sit at different stages of development at the same time.

The framework below is designed to help you reflect on where you are overall, while recognising that you may straddle different levels as you progress on your responsible business journey.

Below we offer BITC's definitions of each maturity level from a general responsible business perspective, aligned with BITC's Responsible Business Health Check. These definitions describe the typical characteristics of organisations at each stage.

BITC has four levels of maturity, but we understand that not every business will strive to be 'transforming'. What we would reasonably expect a business to do is take the necessary steps to move to the next level of maturity.

Within each guidance area, we also provide short summaries explaining what the maturity levels mean in the specific context of that topic.

Adopting definition

"We understand some of the risks and opportunities of megatrends[5] on our business and are taking some action to address these. The approach is not embedded in our commercial strategy, and we have not defined why we exist as a business beyond creating profit."

Embedding definition

"We have some understanding of the contribution we (can) make to society and the environment. Our strategy focuses on mitigating risks both created for the business by megatrends, as well as some negative risks/impact that we create through our business. We are beginning to turn our understanding of these risks into opportunities."

Leading definition

"We have quantified the positive impact that we want to create for the environment and the society across our business. We are creating opportunities through new ways of working / new products and services, and also understand the negative impact / unintended consequences of our business and are working towards reducing these."

Transforming definition

"We are creating positive impact for society and the environment through our operations, value chain, and products and services. We know this positive impact outweighs the negative impact and unintended consequences of our business as a whole. We advocate, collaborate and are fully transparent."

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[5] Megatrends = systemic global changes e.g. climate change, tech transformation, demographic / lifestyle trends.

Insight Summaries

A summary of each issue area and why it is important.

AI and Ethics, Governance & Strategy [full guidance on page 13]

Ethical and effective AI governance is essential to protect trust, manage risk, and enable responsible innovation. Organisations should assess AI impacts, embed accountability, strengthen cybersecurity, and engage stakeholders across functions. Clear governance structures enable compliance, reduce reputational risk, and support confident decision-making as AI use scales and evolves.

AI and Employment & Skills [full guidance on page 21]

Equipping people with the skills and confidence to work with AI is critical to a fair and resilient digital transition. Organisations should build AI literacy, support underserved groups, and strengthen leadership capability. Investing in skills, workforce transitions, and inclusive access enables people to adapt, progress, and contribute as AI reshapes jobs and ways of working.

AI and Diversity & Inclusion [full guidance on page 27]

Used responsibly, AI can advance diversity and inclusion in the workplace by increasing accessibility, enabling flexibility and supporting learning. Businesses should conduct data bias checks, embed responsible leadership, use fairness metrics and understand the behavioural impacts of AI.

AI and Health & Wellbeing [full guidance on page 32]

By governing AI responsibly, organisations can minimise technology-related stress, encourage healthy digital boundaries and prevent burnout, while supporting balanced workloads, flexibility and long-term employee wellbeing. To support positive health and wellbeing, businesses need to integrate wellbeing metrics, be transparent on AI use and govern AI to support autonomy, flexibility and psychological safety.

AI and the Environment [full guidance on page 37]

Managing AI's environmental impact is essential to ensure digital innovation supports climate and nature goals. Organisations should address footprint energy and water use, strengthen human rights due diligence in supply chains, and embed environmental criteria into procurement and design decisions. Taking a systems approach enables businesses to reduce AI-related impacts while using the technology to improve efficiency, resilience, and long-term environmental outcomes.

Foundational Guidance: AI and Ethics, Governance & Strategy

Introduction

The value AI can deliver is closely linked to how well it is governed. Without clear ethics and oversight, AI implementation can expose organisations to legal, operational, and reputational risk. Strong governance, grounded in impact assessment, accountability, and cybersecurity, enables organisations to use AI with confidence while meeting regulatory and societal expectations and maintaining public trust.

Risks and opportunities

In the current context, many organisations still lack a clear view of their AI use, particularly where tools are embedded in third-party systems or adopted informally. This creates shadow AI[6], fragmented ownership, and gaps in control[7]. Bringing AI into existing risk registers and using algorithmic or data protection impact assessments creates a more consistent view of performance, legal exposure, and ESG[8] impacts. This enables leaders to make informed choices about where AI adds value and where risks outweigh benefits.

As AI increasingly influences decisions that affect people[9], transparency becomes critical. Limited visibility over how systems operate or how decisions are reached can undermine confidence among employees, customers, and regulators. Clear documentation of AI use, accessible explanations, and visible accountability structures make it easier to challenge outputs and address

[6] Shadow AI refers to the use of artificial intelligence tools or systems by employees without formal approval, oversight, or governance processes.
[7] Microsoft, 2025. *Rise in 'Shadow AI' tools raising security concerns for UK organisations*
[8] ESG stands for Environmental, Social and Governance. It provides a framework for a business to meet higher non-financial standards for society and the environment, whilst increasing transparency and accountability (British Business Bank, 2025)
[9] OECD, 2025. *Governing with Artificial Intelligence: The State of Play and Way Forward in Core Government Functions*.

concerns. This clarity supports internal understanding as well as external credibility.

Alongside this, regulatory expectations already apply, even in the absence of AI specific legislation[10]. UK data protection, equality, and consumer laws shape how AI systems can be used, particularly where automated decisions affect individuals[11]. Embedding legal and ethical oversight into AI governance reduces exposure to compliance gaps and positions organisations to respond more effectively as regulation evolves.

Governance also depends on who is involved and how decisions are made. Effective AI governance requires clear senior leadership ownership and active engagement across the organisation and beyond it, bringing together leadership, technical teams, legal, responsible business functions, and external voices to challenge assumptions and shape oversight. Engagement needs to be ongoing, not one-off, with clear feedback loops that allow concerns to surface as AI systems evolve. Clear and inclusive language, alongside investment in AI literacy, enables people to participate meaningfully in governance.

Cybersecurity risks linked to AI[12] further reinforce the need for a joined-up approach[13] [14]. Many incidents stem from organisational practice rather than technical failure, including poor implementation, lack of awareness, and misuse by well-intentioned staff. Treating AI as part of the data and supply chain, and sharing responsibility for security across teams, strengthens resilience and reduces avoidable risk.

Taken together, these factors shape organisational reputation. AI related reputational risk often arises from small failures that escalate quickly. Organisations that embed clear governance, document decisions, and

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[10] UK Government, 2023. *AI Regulation: A Pro-Innovation Approach*.
[11] ICO, 2025. *Rights related to automated decision making including profiling.*
[12] Carlini, N et al., 2020. *Extracting Training Data from Large Language Models*
[13] ICO, 2023 Guidance on AI and data protection.
[14] World Economic Forum, 2025. *Artificial Intelligence and Cybersecurity: Balancing Risks and Rewards.*

communicate openly about AI use are better positioned to manage incidents and demonstrate responsibility. This protects brand credibility, strengthens public trust in how AI is used, and reinforces organisational legitimacy as adoption scales.

As AI systems evolve from decision support to direct execution within business processes, including increasingly autonomous or agentic systems that can sequence tasks and initiate actions, governance must evolve accordingly. “Human-in-the-loop” approaches provide important safeguards. However, reviewing every output is neither practical nor proportionate in complex, real-time environments. Responsible oversight depends on clearly defined limits of authority, embedded controls, and auditable processes that allow systems to act within authorised boundaries and escalate when risks are material. Human accountability remains central, with intervention focused where judgement is required rather than embedded in every step. Strong system design, not additional review layers, is what enables AI to operate safely, transparently, and at scale.

Why does this matter for your business?

If AI is not governed transparently and ethically, it could expose your organisation to significant legal, operational, and reputational risk. Poor visibility over AI use and unclear accountability could undermine trust among your employees, customers, and the public, particularly where systems affect people’s rights or opportunities. Without strong governance, small failures can escalate quickly, damaging your credibility and stakeholder confidence. Over time, weak oversight could limit your ability to scale AI responsibly and reap the benefits of innovation.

Actions by maturity level

Adopting

For organisations beginning to use AI, the priority should be reducing unmanaged risk, gaining basic visibility, and avoiding early failures that could undermine trust.

- Map and produce an inventory of AI use across the organisation, including third-party tools — *to gain basic visibility of where AI is used, including shadow AI and vendor systems*[15].
- Introduce AI risk registers and basic accountability structures — *to record key risks associated with AI use and clarify ownership*.
- Publish basic documentation of AI use and principles — *to make AI use visible and set expectations for teams.*
- Implement basic data protection policies — *to ensure lawful and secure handling of data.*

Embedding

For organisations seeking to move from ad hoc controls to consistent, organisation-wide governance as AI use expands.

- Establish cross-functional governance committees with defined senior leadership ownership — *to define clear roles (e.g. AI Ethics Officer), responsibilities, and decision-making processes for AI oversight and incidents.*
- Promote a culture of responsible AI through training and clear reporting channels — *to ensure staff understand risks, expectations, and their role in responsible use.*

[15] Shadow AI refers to the use of artificial intelligence tools or systems by employees without formal approval, oversight, or governance processes.

- Integrate AI governance into existing risk, compliance, and project management frameworks — *to avoid parallel processes, assess shadow AI use, and embed responsible AI into day-to-day decision making.*

Leading

For organisations using AI at scale, where governance is needed to strengthen public trust, performance, and accountability over time.

- Develop and publish responsible AI principles — *to clarify decision-making standards and demonstrate accountability to employees, customers, and the public.*
- Use AI dashboards to communicate real-time impact — *to monitor performance, risks, and impacts as systems evolve.*
- Integrate cybersecurity into AI governance frameworks — *to manage AI risks alongside wider data and technology security risks.*
- Embed continuous stakeholder feedback and challenge into AI governance and review processes — *to identify emerging issues and adapt governance as AI systems evolve.*
- Define autonomy boundaries for advanced AI systems (including agentic AI) — *to clarify which actions may be taken independently, which require human approval, and how exceptions are escalated and reviewed.*
- Assess AI-related risks across critical suppliers and third-party systems — *to extend governance beyond internal operations and ensure vendor AI use aligns with organisational standards for security, fairness, and accountability.*

Transforming

For organisations aiming to influence wider practice, shape standards, or address risks that cannot be managed by individual organisations alone.

- Create a “College of Experts” for oversight — *to provide independent challenge and informed scrutiny of AI use.*

- Advocate for industry-wide transparency standards — *to improve consistency, accountability and public trust beyond the organisation.*
- Lead public-private partnerships on AI safety — *to address shared and systemic risks that require collaboration.*
- Advocate for responsible AI practices across supply chains and vendor ecosystems — *to extend accountability, autonomy standards, and auditability beyond direct organisational control.*

Case studies

Adopting

We have focused on finding case studies/examples from embedding onwards to inspire businesses and showcase what can be done in more advanced stages.

Embedding

The Department for Business and Trade introduced a governance process requiring teams to submit AI tool requests for review. This created visibility across departments and ensured alignment with existing data protection and cybersecurity standards. By embedding AI oversight into established governance processes rather than creating parallel systems, the department clarified ownership, reduced unmanaged risk, and supported more consistent decision making across teams using AI tools[16].

Leading

Unilever implemented a structured, multi-stage AI governance model to scale AI use responsibly across its global operations. The approach included auditing hundreds of AI systems, aligning them with responsible AI principles, and embedding governance into business processes. This enabled faster deployment while reducing risk and increasing consistency across regions and functions. Governance was positioned as an enabler of innovation rather than a barrier[17].

Microsoft developed and published ethical AI principles and operationalised them through internal governance committees and assessment tools. AI systems are reviewed prior to deployment, with transparency and accountability built into decision-making. By clearly communicating how AI is governed and

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[16] Department for Business and Trade, 2024. *How our AI governance framework is enabling responsible use of AI*.
[17] Holistic AI, 2025. *Unilever's AI success story: accelerating transformation with Holistic AI governance*.

where responsibility sits, Microsoft strengthened trust with customers, partners, and regulators while embedding responsible practice at scale.[18]

Transforming

Salesforce established an Office of Ethical and Humane Use of Technology to embed ethical oversight into product development. The office works with employees, customers, and external stakeholders to co-create guidance on AI use across products and services. This approach extends governance beyond internal compliance, shaping expectations across users and partners and influencing wider norms around responsible AI adoption[19].

Deloitte has developed a structured Trustworthy AI framework integrating ethics, risk management, regulatory alignment, and technical assurance across the AI lifecycle. While public information primarily describes its advisory and client-facing approach, the framework contributes to shaping expectations for responsible AI governance across sectors. Through publishing guidance, advising businesses and public bodies, and aligning with emerging regulatory standards, Deloitte plays a role in influencing how organisations design and implement AI governance[20].

[18] Microsoft, 2025. *Responsible AI: Ethical policies and practices*.
[19] Salesforce, 2025. *Ethical and Humane Use*.
[20] Trustworthy AI | Deloitte UK

Deep Dive: AI and Employment & Skills

Introduction

As AI becomes embedded in everyday work, employment, and skills will shape whether this transition expands opportunity or deepens existing divides. AI literacy remains uneven, with many people lacking the confidence or support to engage with new tools. Underserved communities face particular risks of exclusion as adoption accelerates[21]. At the same time, many leaders feel unprepared to manage AI-driven change. Strengthening AI literacy, widening access to learning, and building change-ready leadership are essential to ensure people can adapt, progress, and thrive in an AI-enabled world.

Risks and opportunities

Evidence from the AI Labs shows that confidence, rather than capability, is often the main barrier to adoption. Younger, higher-skilled workers are more likely to experiment and be literate on AI, while others hesitate or disengage, increasing the risk of a two-speed workforce[22]. Where AI use is informal or unsupported, employees may rely on unsafe tools or avoid using AI altogether, limiting productivity gains and learning opportunities.

Leadership capability is another pressure point. Many senior leaders outside technology functions feel unprepared to lead AI-enabled change[23] [24]. Without a clear understanding at board and executive level, organisations struggle to align workforce planning, skills investment, and job design with the pace of AI adoption. This can result in reactive training, unclear expectations, and anxiety among employees about job security and future roles.

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[21] UNESCO, 2024. *AI Literacy and the New Digital Divide – A Global Call for Action*.
[22] Henseke, G. et al, 2025. *What Drives AI and Robot Adoption? Findings from the Skills and Employment Survey 2024*.
[23] Cambridge Judge Business School Executive Education, 2024. *The AI Leadership Gap: Skills, Education, and Preparedness*.
[24] McKinsey & Company, 2025. *Superagency in the Workplace: Empowering People to Unlock AI's Full Potential*.

AI also raises risks around job quality and progression, where entry-level and lower-skilled roles may face higher exposure to automation[25] [26], threatening talent pipelines if reskilling and redeployment are not prioritised. At the same time, over-reliance on AI can reduce critical thinking and skill development if learning focuses only on tool use rather than judgment, creativity, and problem-solving[27]. Where systems are perceived as highly reliable or 'trusted', employees may become less likely to question outputs, increasing the risk of de-skilling and reduced professional judgment over time. These gaps are particularly visible across regions, in smaller organisations, and among older workers, disabled people, and low-income communities, where access to training, secure tools, and confidence-building support is more limited.

There are significant opportunities where organisations take a more intentional approach. AI can be used to personalise learning, identify skills gaps, and support flexible career pathways. Used well, it can help people return from career breaks, manage caring responsibilities, and transition into adjacent roles. Partnerships with schools, colleges, and community organisations can widen access to AI literacy beyond the workplace, supporting local economies and future talent.

Why does this matter for your business?

If your business does not support your employees to adapt as AI changes work, you risk widening skills gaps, weakening your workforce's resilience and ultimately losing talent. Uneven access to AI literacy and poor change management can reduce your employees' confidence, increase anxiety, and limit engagement with new tools. Without deliberate investment in skills and progression, AI can erode job quality and progression pathways, particularly for

[25] International Monetary Fund (IMF), 2024. *Gen-AI: Artificial Intelligence and the Future of Work*.
[26] World Economic Forum, 2025. *The Future of Jobs Report 2025*.
[27] Gerlich, M., 2025. *AI Tools in Society: Impacts on Cognitive Offloading and the Future of Critical Thinking*.

early-career roles. This could undermine your productivity, retention, and long-term organisational capability.

Actions by maturity level

Adopting

For organisations beginning to introduce AI into everyday work, where the priority is building basic awareness, confidence, and safe use across the workforce.

- Add AI safety to compliance training — *to ensure staff understand acceptable use, risks, and basic safeguards when using AI tools.*
- Share curated AI literacy resources with underserved groups — *to widen access to introductory learning and reduce confidence gaps in AI use.*
- Clarify acceptable AI use and encourage safe experimentation — *to reduce shadow AI[28] and give employees permission to engage responsibly with new tools.*

Embedding

For organisations seeking to move from ad hoc learning to more structured, inclusive skills development as AI use expands.

- Integrate AI training into L&D (learning and development) strategies — *to embed AI literacy into role-based learning and development pathways.*
- Partner with local organisations and schools — *to widen access to AI skills and support local talent pipelines.*
- Co-design tools and learning with educators — *to ensure training is practical, relevant, and accessible to different learner groups.*

[28] Shadow AI refers to the use of artificial intelligence tools or systems by employees without formal approval, oversight, or governance processes.

- Plan for role transition and redeployment as AI reshapes jobs — *to support workforce planning, redeployment, and progression in response to identified role changes.*

Leading

For organisations taking a proactive approach to workforce transition, where leadership capability and job design are critical to managing AI-driven change.

- Conduct role-based risk assessments — *to systematically assess exposure, impact, and skill disruption across different roles and job families.*
- Track and report AI literacy impact — *to assess whether learning improves confidence, capability, and safe use over time.*
- Establish shadow boards or AI councils — *to build leadership understanding and challenge assumptions about AI use and workforce impact.*
- Redesign roles and career pathways to reflect how AI is changing work — *to build long-term skills resilience and future-ready career models.*

Transforming

For organisations looking beyond their own workforce to shape wider skills systems and long-term access to AI capability.

- Advocate for inclusive AI education policies and national curriculum reform — *to support fair access to AI skills across regions and communities.*

Case studies

Adopting

Lloyds Banking Group supports colleagues at all levels to build future-focused capabilities, including AI literacy. Its programmes focus on widening access to digital and data skills across the workforce, with tailored pathways for people based on their roles. This approach helps reduce confidence gaps, ensures safe

use of AI tools, and creates a foundation for broader workforce transition as AI becomes more embedded.[29]

Embedding

Accenture uses AI to map and track more than 8,000 skills across its workforce, linking this data to learning, deployment, and career progression. By integrating AI literacy and skills development into its wider L&D strategy, the organisation can match people to projects, tailor training, and support transitions into new roles. This enables a more proactive approach to workforce planning as job requirements evolve.[30]

Verizon Business is partnering with Thames Freeport, alongside AstraZeneca and WPP, to deliver AI skills training for young people in the Thames Estuary. Through careers panels, mentoring, and real-world briefs delivered with social enterprise Unloc, learners apply AI to local challenges in health, social care, and community safety. The programme combines practical experience with access to micro-grants and entrepreneurship pathways, widening access to AI skills while building capability through cross-sector collaboration.

Leading

BT Group's TechWomen programme builds digital and AI-related skills among mid-career women, supporting progression into technical and leadership roles. The programme combines training, sponsorship, and clear pathways into future-facing roles, addressing both skills gaps and leadership representation. By linking AI capability to progression, BT strengthens its talent pipeline while supporting more inclusive access to emerging opportunities.[31]

Atos is launching new Sovereign Delivery and Agentic AI centres[32] across the UK, alongside redesigned early-career pathways for graduates and apprentices.

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[29] Lloyds Banking Group, 2026. *Technology and Data Opportunities*.
[30] Indeed, 2024. *Accenture Thrives Thanks to Skills-First Hiring*.
[31] BT Group, 2020. *TechWomen: Closing the Gap in Tech*.
[32] Sovereign Delivery and Agentic AI centres provide an AI-enabled suite of sovereign offerings addressing demand for UK-based IT delivery, agentic automation, data hosting and resiliency for public sector, defence and critical national infrastructure businesses.

Roles are structured to reflect how AI is reshaping tasks and skill requirements, with recruits gaining experience across AI, cloud, cybersecurity, data analytics, and digital services. Flexible practices, including term-time contracts, are built into roles. This approach supports diverse entry routes and prepares early-career talent to build resilient skills as technology evolves.[33] [34]

Transforming

Good Things Foundation, with the support from Accenture, launched the AI Gateway, a free learning platform designed to demystify AI and build understanding among digitally excluded adults. By supporting public education and community-level AI literacy, the initiative extends skills development beyond the workplace and contributes to a more inclusive talent pipeline. This reflects a system-level approach to addressing future skills needs.[35]

[33] Atos, 2025. *Atos to launch new sovereign and sovereign AI centres across the UK*.
[34] Atos, 2026. *Atos creates AI-proofed career paths for 30 apprentices in Birmingham*.
[35] Good Things Foundation, 2025. *Good Things Foundation launches the AI Gateway*.

Deep Dive: AI and Diversity & Inclusion

Introduction

Responsible AI in the workplace requires rigorous data bias checks, responsible leadership and the use of certification and fairness metrics. Bias checks help prevent AI systems from deepening existing inequalities, such as those relating to gender and race, and responsible leadership ensures that the use of AI maintains employees trust and autonomy, protecting workplace culture. Certification and fairness metrics enable organisations to assess if their AI systems produce biased outcomes and support transparency, accountability and trust.

Risks and opportunities

A major risk of AI systems is that they can inherit and amplify human bias if they go without proper oversight. For example, AI recruitment tools are 30% more likely to filter out candidates over the age of 40[36] and women and ethnic minorities are underrepresented in the leadership roles that benefit most from AI-driven productivity gains. These risks threaten widening existing pay and progression gaps, displacing already vulnerable groups while rewarding those in positions of power.

Additionally, the integration of AI may create a new form of labour market polarisation that risks exacerbating existing inequalities due to unequal access to AI upskilling. Women are 25% less likely than men to use generative AI tools, and underrepresented groups are less likely to be in roles offering upskilling or tech exposure. There are also further risks of regional inequalities appearing if AI adoption is concentrated in areas with higher skills or more resilient economies. Where jobs are displaced or lost, reskilling and supporting transitions is essential.

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[36] Next-Up, 2024. *Ageism in hiring: How AI is crushing talent over 50*.

AI can also support those who require non-standard working patterns, such as carers, by enabling flexible work schedules and smoother returns from career breaks and reduced long-term penalties for caregivers. This especially affects women, who are more likely to take on the majority of unpaid care work and to also take on part time work.

AI also presents strong opportunities to improve inclusion for disabled people through assistive technologies, when deployed thoughtfully. AI-powered tools like real-time speech-to-text transcription and live captioning are transformative for employees who are deaf or hard-of-hearing, ensuring full participation in meetings[37]. However, these benefits depend on inclusive design and fairness testing to ensure systems do not penalise different working styles and that the full breadth of inclusion needs is considered.

Why does this matter for your business?

If diversity and inclusion are not embedded into AI, it can impact your organisation's trust, reputation and long-term performance. Poorly governed AI systems could undermine your employees' confidence, erode workplace culture and cause public backlash where systems are perceived as unfair, discriminatory or intrusive. In turn, this could inhibit your employees' wellbeing and engagement, leading to higher turnover and lower productivity rates, damaging your organisation's reputation, credibility and ability to innovate.

Actions by maturity level

Adopting

For organisations beginning to introduce AI into decision-making-making or workplace systems, where the priority is identifying obvious risks and preventing unintended harm.

[37] Microsoft, 2025. *Inclusive innovation: The role of AI in accessibility and neurodiversity*. Microsoft Asia Source.

- Identify bias risks in AI systems — *to surface potential discriminatory outcomes before tools are deployed.*
- Include nudging risks in ethical assessments — *to recognise where AI may subtly or unintentionally steer behaviour (e.g. through performance scoring or automated task allocation tools), reinforcing narrow performance norms or disadvantaging employees with non-standard working patterns or needs.*
- Disclose where AI is used in monitoring, decision-making or performance assessment — *to build trust and ensure employees understand how AI affects them.*

Embedding

For organisations taking a proactive, evidence-based approach to fairness and behavioural impact as AI becomes embedded in core systems.

- Conduct intersectional bias audits — *to assess how AI systems affect different groups across gender, ethnicity, disability, age and working patterns.*
- Train teams on behavioural science and ethics — *to strengthen understanding of how AI might shape behaviour and decision-making and workplace culture.*
- Formalise transparent review processes — *to enable employees to question, challenge and seek human oversight of AI-driven decisions.*

Leading

For organisations taking a proactive, evidence-based approach to fairness and behavioural impact as AI becomes embedded in core systems.

- Partner with certifiers for bias testing — *to strengthen accountability and external credibility.*
- Monitor the behavioural impact of AI systems — *to track effects on autonomy, trust, performance expectations and inclusion over time.*

Transforming

For organisations seeking to shape wider norms, standards and accountability frameworks beyond their own operations.

- Advocate for behavioural transparency standards across sectors and supply chains — *to promote clear disclosure of how AI influences behaviour and decision–making.*
- Influence policy, certification and norms around AI-driven nudging and monitoring — *to raise expectations for fairness, transparency and responsible design at system level.*

Case studies

Adopting

A recruitment tool developed by **Amazon** to help rate candidates for software engineering roles was abandoned after it was found to discriminate against women[38]. The ratings of female applicants were downgraded simply because fewer women applied, and there was less data available to assess them. While the recruitment tool was withdrawn, this example demonstrates a reactive instead or preventative approach to the ethical risks of AI. Organisations need to recognise the unintended consequences of AI and why early bias testing and ethical assessments are essential before deployment.

Embedding

Adobe established AI governance through an internal working group, AI@Adobe, and a review board with a diverse group of members to oversee generative AI creation and exploration. Staff act as "customer zero", testing and guiding new features on generative AI applications such as Firefly[39]. This approach is a clear example of internal governance that embeds transparency and ethics into everyday practice, while ensuring that generative AI enhances rather than replaces human creativity.

[38] Reuters, 2018. *Amazon plans to automate jobs and data shows impact on workforce*.
[39] Great Place To Work, 2025. *100 Best Training Workforce AI*.

Leading

Google Project Euphonia demonstrates leading practice through data-driven governance and fairness testing. The project addressed bias by training voice-recognition tools with speech data from people with disabilities resulting in a reduction in recognition errors by over 80%[40]. Google has championed inclusion by involving people with disabilities in the development of AI tools and ultimately increasing the tools accessibility. By testing how AI systems work for those more likely to be excluded by its use, the project shows how organisations can monitor behavioural and inclusion impacts over time and use the evidence collected to improve equity, accessibility and accountability.

Transforming

Do you think your business is transforming in the area of AI and Diversity and Inclusion? If so, we would love to hear from you and share your story here. Contact your Relationship Manager if you are a BITC Member or info@bitc.org.uk.

[40] techUK, 2024. *From barriers to bridges: Harnessing AI's transformative role for accessibility*.

Deep Dive: AI and Health & Wellbeing

Introduction

AI is reshaping workplace health and wellbeing, creating both opportunities and risks. When implemented responsibly, AI can support employees to better manage workloads and create roles that are more adaptable to fluctuating health needs. However, poorly governed AI can intensify technology-induced stress, overstep digital boundaries and contribute to burnout. Protecting wellbeing requires clear digital boundaries, including respect for the right to disconnect, alongside wellbeing metrics that monitor AI's impact on stress, autonomy, trust and engagement over time.

Risks and opportunities

A major risk associated with the use of AI in the workplace is technology-induced stress. AI tools make it easier for employers to monitor their employees by enabling more intensive data collection, and can blur the lines between work and personal life, leading to stress and burnout. Increased workforce monitoring – from tracking keystrokes to using facial recognition[41] - can erode trust, affect wellbeing and lead to counterproductive behaviours and high stress. Without any clear boundaries and proportional use, AI can undermine autonomy and psychological safety. There is a need for wellbeing training, community support, and the ability for people to "disconnect" where appropriate.

Furthermore, performance algorithms pose significant diversity and inclusion risks that link directly to wellbeing. Performance algorithms trained on neurotypical or limited data may unfairly penalise those whose work styles differ, such as neurodivergent employees (e.g. ADHD) and those who require flexibility such as caregivers or disabled employees, by flagging them as less productive and possibly causing discriminatory outcomes[42]. Such consequences can increase anxiety, reduce engagement and deepen existing inequalities,

[41] IGI Global, 2025. *Handbook of Research on Remote Work and Worker Well-Being*.

[42] New York City Bar Association, 2024. *The impact of the use of AI on people with disabilities*.

especially if employees lack transparency in the use of AI in the workplace. Stakeholder engagement is essential throughout AI design, including involving those with lived experience.

When used responsibly, AI has the potential to create opportunities to support health and wellbeing. It can support flexible schedules, helping to prevent burnout and support better work-life balance, enable smooth returns from career breaks, and reduce long-term penalties for caregivers, especially women. Using AI systems to automate administrative tasks and enable adaptive roles can reduce barriers to retaining highly skills, experienced employees.

AI also has the potential to identify wellbeing risks and enable earlier, more targeted interventions, provided this is done sensitively and transparently. Overall, AI-enabled workplaces can have a positive effect on health and wellbeing, but it depends on clear digital boundaries, respect for autonomy, and the use of wellbeing metrics that assess the real impact of AI on stress, trust and engagement over time.

Why does this matter for your business?

By using AI, your business can support manageable workloads, flexibility and psychological safety, which together will sustain your workforce's productivity, help your business to retain skilled employees and ensure your business adapts to future change. At a societal level, by your business adopting AI responsibly, you can help reduce health inequalities and support longer, healthier working lives.

Actions by maturity level

Adopting

For organisations beginning to introduce AI into workplace systems, where the priority is preventing harm and recognising early wellbeing risks.

- Include mental health in AI deployment checklists — *to identify risks of stress, burnout, intrusive monitoring or blurred work-life boundaries before tools are introduced.*

- Recognise time autonomy in training — *to ensure employees understand boundaries around availability, workload expectations and the right to disconnect.*
- Disclose AI use transparently — *to build trust and ensure employees understand where AI may affect workload, monitoring or performance assessment.*

Embedding

For organisations taking a proactive approach to managing wellbeing impacts as AI becomes integrated into core systems and ways of working.

- Integrate wellbeing metrics into impact assessments — *to monitor effects on stress, autonomy, trust and engagement alongside productivity outcomes.*
- Offer training on healthy AI use — *to support employees in using AI tools without intensifying workload, pressure or presenteeism.*
- Promote a responsible AI culture that prioritises support over surveillance — *to reinforce psychological safety and prevent over-monitoring.*

Leading

For organisations embedding accountability and evidence-based governance to ensure AI actively supports employee wellbeing.

- Use AI for mental health support — *to reduce cognitive load, streamline administrative burden and enable earlier, targeted wellbeing interventions with human oversight.*
- Track time-related wellbeing metrics — *to identify patterns such as workload intensity, out-of-hours activity and burnout risk over time.*
- Create ethical AI offices or governance functions with clear accountability for wellbeing impacts — *to ensure oversight, transparency and continuous improvement.*

Transforming

For organisations seeking to shape wider norms, rights and policy-frameworks beyond their own operations.

- Advocate for digital rights and psychological safety — *to promote clear standards on boundaries, monitoring practices and employee autonomy in workplaces using AI systems.*
- Lead policy on long-term wellbeing impacts of AI — *to influence sector-wide expectations and ensure AI adoption supports healthier, more sustainable working lives.*

Case studies

Adopting

In 2024, **Boeing** introduced infrared motion sensors in its offices to track employee presence, but the move sparked significant internal backlash due to concerns over privacy and a lack of transparency. Employees felt the monitoring was intrusive and undermined trust, prompting the company to quickly scrap the initiative. This demonstrates how insufficient consideration of mental health, autonomy and transparency can undermine wellbeing. It also highlights why organisations at the adoption stage must recognise AI's potential to increase anxiety, disclose AI use clearly and consider burnout and psychological safety before deployment. [43]

Embedding

RocketAir, a creative agency, uses AI tools to streamline workflows and reduce admin, enabling a four-day workweek without salary cuts, supporting caregivers and flexible work. Wellbeing benefits are built into everyday practice, demonstrating how AI can be used to support workload management, and flexible scheduling. AI is used to support employees, rather than using it as intense surveillance and monitoring.[44]

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[43] Wired, 2024. *Your boss wants you back in the office — this surveillance tech could be waiting for you*.
[44] Business Insider, 2025. *AI tools and the 4-day workweek: Can efficiency gains make shorter weeks a reality?*.

Leading

The NHS is using AI to support faster, more accurate diagnoses, integrating the use of AI to support staff in high pressure environments whilst safeguarding autonomy and wellbeing. For example, AI tools are helping clinicians in their decision making to improve stroke outcomes – potentially tripling survival rates – while keeping human expertise at the centre of care. Outcomes such as treatment times and patient recovery are monitored and evaluated nationally. This example shows how AI can support wellbeing by reducing cognitive load, reducing stress and anxiety whilst retaining human expertise.

Transforming

Do you think your business is transforming in the area of AI and Health and Wellbeing? If so, we would love to hear from you and share your story here. Contact your Relationship Manager if you are a BITC Member or info@bitc.org.uk.

Deep Dive: AI & the Environment

Introduction

AI usage is increasing and becoming more deeply embedded in business operations, which leads to an environmental impact that is hard to ignore. Behind digital services sit energy-intensive data centres, complex supply chains, and growing demand for water, minerals, and infrastructure. At the same time, AI offers powerful tools to improve efficiency, strengthen sustainability data, and accelerate climate solutions. How organisations design, procure, and govern AI systems will determine whether the technology supports environmental goals or undermines them.

Risks and opportunities

The rapid expansion of digital infrastructure is a key driver of AI's environmental impact. As AI workloads grow[45] the demand for electricity and water is increasing[46], often concentrated in specific locations where data centres compete with housing, agriculture, and community needs[47]. At the same time, many organisations rely on outsourced cloud services and have limited visibility over where data is processed, the energy mix used, or the pressure placed on local resources. Without stronger due diligence and clearer procurement standards, these impacts risk being displaced into Scope 3 emissions[48] and local ecosystems.

Alongside infrastructure pressures, data quality and fragmented systems continue to limit effective environmental management. Sustainability information is often spread across multiple teams and platforms, making it

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[45] IEA, 2024. *Electricity 2024: Data Centre Energy Demand Set to Double by 2030*. International Energy Agency.
[46] IEA, 2022. *CO_2 emissions in 2022*.
[47] Liu, F. H. M., Lai, K. P. Y., Seah, B. & Chow, W. T. L., 2025. Decarbonising digital infrastructure and urban sustainability in the case of data centres. *Nature Urban Sustainability*, 5, Article 15.
[48] Scope 3 emissions refers to all indirect greenhouse emissions that occur in a company's value chain, both the upstream and downstream of their operations/activities (Carbon Trust 2025).

harder to track progress, meet regulatory expectations, or respond quickly to emerging risks[49]. While AI can automate reporting and surface patterns across complex datasets, weak inputs or unchecked outputs can lead to misleading conclusions. Over time, over-reliance on automated insights without sufficient human oversight risks weakening decision-making rather than improving it.

These challenges also extend across supply chains. AI depends on specialised hardware[50] that relies on critical minerals and labour-intensive processes, frequently linked to environmental degradation[51] and human rights risks[52]. Procurement strategies that prioritise cost or performance alone can reinforce extractive practices and shorten device lifecycles, increasing waste and emissions.

Alongside these risks, there are significant opportunities. AI can strengthen environmental performance when applied deliberately to high-impact areas such as energy management, supply chain optimisation, and climate reporting. It can support faster identification of emissions hotspots, improve water[53] and energy efficiency[54], and enable better tracking of Scope 3 impacts. Used responsibly, AI can also accelerate innovation in clean energy, materials, and nature protection[55], while supporting behaviour change through smarter feedback and nudges[56]. It can also enable wider circular approaches by extending asset life, improving resource efficiency and reducing waste across manufacturing, logistics, and recycling systems.

Realising these benefits requires a systems approach. Environmental considerations need to be embedded into AI procurement, governance, and

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[49] PwC, 2023. *How ESG and AI Are Converging*. PricewaterhouseCoopers.
[50] environmentally conscious approach. *Resources Policy*, 78, p.102851.
[51] UN DESA, 2025. United Nations Department of Economic and Social Affairs (2025) *Harnessing the Potential of Critical Minerals for Sustainable Development*.
[52] BSR, 2022. *Human Rights in the ICT Sector: Supply Chains and Minerals*.
[53] Veolia, 2024. *The water cost of Artificial Intelligence technology*. Smart Water Magazine.
[54] IEA, 2025, *Energy and AI*, IEA, Paris https://www.iea.org/reports/energy-and-ai
[55] WWF, 2023. *AI and Biodiversity Monitoring*. World Wildlife Fund.
[56] IPCC, 2023. AR6: Sixth Assessment Report (IPCC, 2023).

design decisions, not treated as an afterthought. Organisations that align AI strategy with sustainability goals, invest in shared data foundations, and collaborate across sectors are better placed to reduce AI's footprint while using the technology to drive meaningful environmental progress.

Why does this matter for your business?

If your business does not address the environmental impact of AI, digital innovation could undermine your climate and sustainability goals. Your business could inadvertently increase emissions, water use and environmental harm through energy-intensive infrastructure, opaque supply chains and poorly governed data systems. Further, over-reliance on automated sustainability insights also risks misleading your decision-making. Without a systems approach, your organisation may shift environmental impacts out of sight rather than reduce them, damaging your credibility and increasing long-term risk as expectations and regulations evolve.

Actions by maturity level

Adopting

For organisations beginning to consider the environmental implications of AI, where the priority is gaining basic visibility and avoiding unintended environmental and human rights impacts.

- Use ESG platforms for sustainability reporting — *to centralise environmental data and improve baseline visibility as AI use grows.*
- Raise awareness of human rights risks in supply chains — *to highlight environmental and labour risks linked to AI hardware, minerals, and outsourced services.*
- Map AI use in public-facing services — *to understand where AI may have visible environmental or community impacts.*
- Build basic visibility of data centre locations and hosting arrangements — *to understand where data is processed and potential impacts on energy, water, and local resources.*

Embedding

For organisations seeking to move from awareness to more consistent environmental management as AI becomes embedded in operations and supply chains.

- Audit AI-generated sustainability data — *to ensure automated insights are accurate, reliable, and suitable for decision making.*
- Conduct human rights impact assessments — *to identify and address environmental and labour risks across AI-related supply chains.*
- Train procurement teams on responsible AI — *to build capability to assess environmental and human rights risks in purchasing decisions.*
- Integrate environmental criteria into AI and cloud procurement decisions — *to factor energy use, water impact, and lifecycle considerations into supplier selection.*

Leading

For organisations taking a proactive approach to reducing AI's environmental footprint and using AI to strengthen environmental performance.

- Schedule AI tasks during renewable energy peaks — *to reduce carbon intensity associated with energy-intensive computing.*
- Partner with NGOs and suppliers for audits — *to strengthen transparency and accountability beyond direct operations.*
- Optimise how AI models are selected and used to reduce unnecessary computing and energy demand — *to avoid excessive resource use and improve efficiency through informed operational decisions.*

Transforming

For organisations aiming to shape wider systems, standards, and collaboration to address environmental impacts that cannot be managed by individual organisations alone.

- Advocate for global ethical sourcing standards — *to improve environmental and human rights practices across AI-related supply chains.*
- Co-create public accountability frameworks — *to increase transparency and trust in how AI-related environmental impacts are managed.*
- Collaborate across sectors to develop shared metrics for AI-related environmental impact — *to enable consistent measurement of Scope 3 emissions, water use, and lifecycle impacts.*

Case studies

Adopting

We have focused on finding case studies/examples from embedding onwards to inspire businesses and showcase what can be done in more advanced stages.

Embedding

Accenture partnered with a North American technology client to implement a cloud-based ESG reporting solution using AI to automate Scope 1, 2, and 3 emissions data collection. The system improved data accuracy, enabled monthly reporting, and reduced manual effort across sustainability teams. By auditing AI-generated outputs and aligning teams around shared data, the organisation embedded AI into environmental reporting and decision-making[57].

Dell Technologies embeds environmental and human rights considerations into its technology supply chains through robust mineral sourcing standards. The company requires all in-scope suppliers to complete conflict minerals reporting, conducts third-party audits of smelters and refiners, and integrates results into supplier scorecards. This approach extends accountability beyond direct operations and reflects leadership in responsible procurement for AI-related hardware[58].

[57] Accenture, 2024. *ESG Reporting: From Compliance to Competitive Advantage*.
[58] Dell Technologies, 2025. *Conflict Minerals Report*. Dell Technologies Inc.

Leading

Do you think your business is leading in the area of AI and the Environment? If so, we would love to hear from you and share your story here. Contact your Relationship Manager if you are a BITC Member or info@bitc.org.uk.

Transforming

The **World Bank's** GovTech Innovation Lab uses AI to strengthen environmental governance and risk assessment across development projects. By applying AI to large-scale datasets, the Lab supports better identification of environmental and climate risks, improves decision-making in public investment, and promotes transparency across countries and sectors. This approach operates at system level, shaping how environmental risks are assessed and managed in public projects, and aligns closely with efforts to co-create accountability frameworks and shared metrics for sustainable development[59].

Veolia used AI to optimise water treatment at a data centre in Illinois, cutting water use by 50 per cent through real-time monitoring and automated adjustment. The system doubled water reuse cycles, saving millions of gallons annually and delivering clear environmental benefits in a resource-intensive context. While this example does not reflect policy advocacy or standard setting, it demonstrates how AI can drive transformative environmental outcomes when applied to high-impact operations and aligned with sustainability goals[60].

[59] Okahashi, A. & Blanco, C. How is the World Bank using AI and Machine Learning for Better Governance?

[60] Veolia, 2024. Artificial Intelligence is Using a Ton of Water. Here's How to Be More Resourceful

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Supporting Documents and Further Information

Here we share resources to support you and your business on your AI journey. We anticipate adding to this more documents and further information become available and as BITC's work in responsible AI progresses.

AI Upskilling for Employees

UK Government: Free AI training for all, as government and industry programme expands to provide 10 million workers with key AI skills by 2030

AI for purpose-led businesses

A Blueprint for Better Business: A framework for using AI designed to help businesses explore questions which encourage broader conversations inside organisations, inviting different perspectives and a more holistic exploration of AI's potential.

Diversity and inclusion in AI

Tavoulari, A., Wheatley, D., Clarke, H., Darko, C. & Hopkins, B. Workplace implications of AI for disabled people: A systematic review

AI and surveillance

American Psychological Association Worries about artificial intelligence, surveillance at work may be connected to poor mental health

AI and the labour market

Tony Blair Institute for Global Change The Impact of AI on the Labour Market