AI MATURITY MATRIX SUMMARY

Maturity Level

	ADOPTING "We recognise some megatrend risks and opportunities and have taken some action, but this is not embedded in our strategy or purpose beyond profit."	EMBEDDING "We have some understanding of our impact on society and the environment. Our strategy focuses on managing megatrend risks and reducing negative impacts, while beginning to turn these risks into opportunities."	LEADING "We have quantified the positive impact we aim to create for society and the environment and are developing new ways of working, products and services to deliver it, while reducing negative or unintended impacts."	TRANSFORMING "We create positive impact for society and the environment through our operations, value chain, and products and services, with positive outcomes outweighing negative impacts. We advocate, collaborate and operate transparently."
AI and Ethics, Governance & Strategy	• Map AI use across the organisation, including third-party tools • Introduce basic AI risk registers and basic accountability structures • Publish basic documentation of AI uses and principles • Implement basic data protection policies	• Establish cross-functional AI governance committees with defined senior leadership ownership • Promote a culture of responsible AI through training and clear reporting channels • Integrate AI governance into existing risk, compliance, and project management frameworks	• Develop and publish responsible AI principles • Use AI dashboards to communicate real-time impact • Integrate cybersecurity into AI governance frameworks • Embed continuous stakeholder feedback and challenge into AI governance and review processes • Define autonomy boundaries for advanced AI systems (including agentic AI) • Assess AI-related risks across critical suppliers and third-party systems	• Create a "College of Experts" for oversight • Advocate for industry-wide transparency standards • Lead public-private AI safety partnerships • Advocate for responsible AI practices across supply chains and vendor ecosystems
AI and Employment & Skills	• Add AI safety to compliance training • Share curated AI literacy resources with underserved groups • Clarify acceptable AI use and encourage safe experimentation	• Integrate AI training into L&D (learning and development) strategies • Partner with local organisations and schools • Co-design tools and learning with educators • Plan for role transition and redeployment as AI reshapes jobs	• Conduct role-based AI impact assessments • Track and report AI literacy impact • Establish shadow boards or AI councils • Redesign roles and career pathways to reflect how AI is changing work	• Advocate for inclusive AI education policies and national curriculum reform

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AI & Diversity and Inclusion	• Identify bias risks in AI systems • Include nudging risks in ethical assessments • Disclose where AI is used in monitoring, decision-making or performance checklists	• Conduct intersectional bias audits • Train teams on behavioural science and ethics • Formalise transparent review processes	• Partner with certifiers for bias testing • Monitor the behavioural impact of AI systems	• Advocate for behavioural transparency standards across sectors and supply chains • Influence policy, certification and norms around AI-driven nudging and monitoring
AI & Health and Wellbeing	• Include mental health in AI deployment checklists • Recognise time autonomy in training • Disclose AI use transparently	• Integrate wellbeing metrics into impact assessments • Offer training on healthy AI use • Promote a responsible AI culture that prioritises support over surveillance	• Use AI for mental health support • Track time-related wellbeing metrics • Create ethical AI offices or governance functions with clear accountability for wellbeing impacts	• Advocate for digital rights and psychological safety • Lead policy on long-term wellbeing impacts of AI
AI & the Environment	• Use ESG platforms for sustainability reporting • Raise awareness of human rights risks in supply chains • Map AI use in public-facing services • Build basic visibility of data centre locations and hosting arrangements	• Audit AI-generated sustainability data • Conduct human rights impact assessments • Train procurement teams on responsible AI • Integrate environmental criteria into AI and cloud procurement decisions	• Schedule AI tasks during renewable energy peaks • Partner with MGOs and suppliers for audits • Optimise how AI models are selected and used to reduce unnecessary computing and energy demand	• Advocate for global ethical sourcing standards • Co-create public accountability frameworks • Collaborate across sectors to develop shared metrics for AI-related environmental impact