



# GOVERNANCE

PUBLISHING

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April 2025 Issue 368



## Cutting through the noise



**Luke Cargan** brings together a collection of valuable resources for board directors on AI governance to help cut through the noise, upskill, and stay informed in this space.

AI is evolving at breakneck speed, creating increasingly complex responsibilities for board directors and other governance professionals, who are feeling the pressure to keep up. A strong understanding of AI and its ongoing developments is now essential for directors to effectively manage risks, drive growth, and deliver shareholder value. However, with the sheer volume and varying quality of information available, it's harder than ever to discern key insights from the noise.

This article brings together a collection of some of the most valuable resources on AI governance to help directors and other governance professionals cut through this noise and stay informed. It covers key areas requiring board attention and provides resources to support informed decision-making and robust governance practices in an era increasingly defined by AI.

### The overall picture

*Governance of AI: A Critical Imperative for Today's Boards*, Deloitte Insights  
<https://www2.deloitte.com/us/en/insights/topics/leadership/successful-ai-oversight-may-require-more-engagement-in-the-boardroom.html>

This Deloitte Global survey provides a comprehensive picture of the current state of AI oversight in the boardroom. Surveying nearly 500 board members and C-suite executives, it reveals that board engagement with AI remains concerningly limited, with a staggering 45% reporting that AI had not yet made it onto their board agendas. It emphasises the pressing need to increase focus on AI and outlines a roadmap for boards to strengthen their oversight. It serves as a wake-up call for directors and company secretaries to integrate AI into board agendas and close the gap between AI's transformative potential and the board's preparedness.

*Empowering AI Leadership: An Oversight Toolkit for Boards of Directors*, World Economic Forum  
<https://express.adobe.com/page/RsXNkZANwMLEf/>

This toolkit from the World Economic Forum is one of the most informative and comprehensive resources available for boards of directors on AI leadership. It includes 13 modules on AI leadership in relation to: brand strategy, competitive strategy, customer strategy, operating model, people and culture, technology, cyber security, sustainable development, ethics, governance, risk, and audit. Each module outlines the board's responsibilities on the topic, provides suggestions for setting an agenda for board discussions, and offers additional resources to learn more – including key questions with which to probe management. It can also serve as a valuable tool for company secretaries seeking to ensure that all aspects of AI governance are adequately integrated into board agendas.

*AI in the Boardroom: The Essential Questions For Your Next Board Meeting*, Institute of Directors  
<https://www.iod.com/app/uploads/2023/03/IoD-The-AI-in-the-boardroom-3d69e07919bad710b0d29fb309e6d5ce.pdf>

This paper from the Institute of Directors also offers a comprehensive overall picture of AI governance for board directors. Designed as a practical checklist, it lays out 12 key principles to guide board discussions and also includes an extensive bank of questions to help directors hold management teams accountable.

### AI strategy

*A playbook for crafting AI strategy*, MIT Technology Review Insights  
[https://wp.technologyreview.com/wp-content/uploads/2024/07/MITTR-x-Boomi\\_final\\_19jul2024.pdf?utm\\_source=report\\_page&utm\\_medium=landing&utm\\_campaign=insights\\_ebrief&utm\\_term=05.08.24&utm\\_content=insights.report](https://wp.technologyreview.com/wp-content/uploads/2024/07/MITTR-x-Boomi_final_19jul2024.pdf?utm_source=report_page&utm_medium=landing&utm_campaign=insights_ebrief&utm_term=05.08.24&utm_content=insights.report)

This report from MIT Technology Review Insights provides insights into the current state of enterprise AI adoption and outlines valuable guidance on crafting an AI strategy. Data quality is highlighted as the most significant barrier to success, particularly for large organisations dependent on legacy systems, with emphasis on the importance of establishing robust data governance. The report advises partnering with vendors given the high costs and complexity of developing proprietary AI models; seeking both 'hard' returns (like time and efficiency gains) and 'soft benefits' (such as enhanced employee satisfaction); and that a cautious approach that realistically assess risks is preferable to first-mover advantage when scaling AI.

*Boards Need a New Approach To Technology*, Tarun Khanna, Mary C. Beckerle and Nabil Y. Sakkab, Harvard Business Review  
<https://hbr.org/2024/09/boards-need-a-new-approach-to-technology>

This article presents a compelling case for why boards need to take a more proactive role in capitalising on opportunities from technological change. Drawing on real-world examples, it observes that many publicly traded company boards remain overly cautious, often lulled into thinking that science doesn't matter for non-technology companies, and focus too heavily on security and digitisation while overlooking the vast opportunities from fields such as AI. To combat this, the authors make a strong case for establishing a board-level technology committee and provide a practical roadmap for doing so. Overall, the article highlights the critical importance of embedding technology governance into the boardroom.

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*Four Ways Boards Can Support the Effective Use of AI*, EY  
[https://www.ey.com/en\\_us/board-matters/four-ways-boards-can-support-the-effective-use-of-ai](https://www.ey.com/en_us/board-matters/four-ways-boards-can-support-the-effective-use-of-ai)

This EY blog post offers a strategic framework for boards to enhance AI oversight and ensure responsible adoption within their organisation. It identifies four key areas where boards can drive the effective use of AI: investing in data quality and infrastructure, supporting AI integration, establishing a responsible AI framework, and enhancing board oversight of AI. It also provides key questions for the board to consider on each of these areas.

## AI risk management

*The NIST AI Risk Management Framework*, US National Institute for Standards and Technology  
<https://www.nist.gov/itl/ai-risk-management-framework>

The NIST AI Risk Management Framework helps organisations manage the risks associated with AI systems and has become the go-to reference for organisations building AI governance programmes. The framework translates high-level concerns into concrete actions, providing boards, audit, and risk committees with a practical checklist for establishing a robust AI risk management framework. It can be used to build new structures and processes or to strengthen existing practices by benchmarking against the standard. NIST also released a playbook suggesting ways to navigate and use the framework (which can be found here <https://www.nist.gov/itl/ai-risk-management-framework/nist-ai-rmf-playbook>).

The framework is quite extensive, however, there are many more digestible summaries (such as this one from Deloitte: <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/deloitte-analytics/us-ai-institute-NIST-ai-risk-management.pdf>).

*AI Risk Repository*, MIT FutureTech  
<https://airisk.mit.edu/>

The AI Risk Repository provides an accessible, yet comprehensive overview of the threats from AI. It can be used to help understand the AI risk landscape; as a framework for discussing potential risks; to identify new, previously undocumented risks; or as a way to determine and communicate the scope of an audit.

## AI regulation

Regulatory compliance is a non-negotiable, yet AI regulation is evolving rapidly – and increasingly heterogeneously – around the world. Directors must therefore be proactive in staying informed of regulatory developments and assessing their impact on the organisation. White & Case and the International Association of Privacy Professionals provide comprehensive trackers for monitoring AI regulatory developments around the world.

*AI Watch: Global Regulatory Tracker*, White & Case  
<https://www.whitecase.com/insight-our-thinking/ai-watch-global-regulatory-tracker>

*Global AI Law and Policy Tracker*, International Association of Privacy Professionals  
<https://iapp.org/resources/article/global-ai-legislation-tracker/>

## AI enhanced governance

*The Definitive Guide to AI for the Board Pack*, Board Intelligence  
<https://bit.ly/3YuXvK6>

This guide from Board Intelligence provides a roadmap for boards seeking to integrate AI into their reporting processes. It highlights the potential of AI to improve clarity, reduce jargon, and offer real-time editorial feedback – as well as the risks of misapplication. It advocates using AI as an editorial tool to refine papers, rather than as an author, offering actionable insights for company secretaries looking to integrate AI into governance processes.

## An AI-ready culture

*The Impact of AI On Company Culture and How to Prepare Now*, Larry English, Forbes  
<https://www.forbes.com/sites/larryenglish/2023/05/25/the-impact-of-ai-on-company-culture-and-how-to-prepare-now/>

This article explores the transformative impact of AI adoption on organisational culture and offers strategic guidance for leaders navigating this shift. It emphasises the importance of a clear cultural strategy in enabling successful AI adoption and the need for boards and executives to create an environment that embraces change while maintaining consistency and transparency. As AI continues to redefine workplace dynamics, this resource calls for boards to take an active role in shaping a corporate culture prepared for the future.

## Other useful AI resources

*Key Terms for AI Governance*, International Association of Privacy Professionals  
[https://iapp.org/media/pdf/resource\\_center/key\\_terms\\_for\\_ai\\_governance.pdf](https://iapp.org/media/pdf/resource_center/key_terms_for_ai_governance.pdf)

The IAPP provides a comprehensive glossary of AI governance terminology.

*Portfolio of AI Assurance Techniques*, UK Government  
<https://www.gov.uk/guidance/portfolio-of-ai-assurance-techniques>

The portfolio of AI assurance techniques can be used to learn more about AI assurance and what effective AI assurance techniques you can use in your organisation. It also showcases examples of AI assurance techniques being used in the real world to support the development of trustworthy AI.

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<https://www.independentaudit.com/>



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## ISSN 1358-5142

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