

Guidance for Board Directors

AI Risk – Why Culture, Ethics and Governance Matter More Than Ever

AI Oversight: Beyond Technology

- AI is now firmly on the board agenda – and rightly so. While most directors are alert to the opportunities and regulatory shifts, the challenge lies in how AI intersects with organisational culture and integrity. The key question is:
- In my experience working with boards and leadership teams, this human dimension is often the most overlooked – and the most exposed.

Five Culture-Led Questions Boards should be Asking

(1) Is our culture equipped for the ethical challenges of AI?

- Is there psychological safety and a speak-up culture around ethical AI issues?
- Are employees confident raising concerns about bias, fairness or data misuse?
- Is AI clearly aligned with our stated values?

(2) Have we set clear expectations from the top?

- Are we explicit about what responsible, ethical AI use looks like?
- Do our governance frameworks support long-term values-based decision-making?
- Are these expectations reflected in executive leadership and daily operations?

(3) Are we asking management the right questions – beyond compliance?

- Is management considering the social and reputational impacts of AI?
- How is AI influencing trust – internally and externally?
- Do we have clear channels for ethical escalation?

(4) Is AI integrated into our broader culture and conduct frameworks?

- Are we applying our existing principles of accountability and transparency to AI?
- Is AI treated with the same scrutiny as other complex or emerging risks?

(5) Are we alive to how AI may shape – or shift – our culture?

- Could automation unintentionally drive poor behaviour or disempower employees?
- Is the board attuned to changes in norms, behaviours and expectations over time?

How I Support Boards

I don't design AI systems – I support boards and leadership teams to ensure that they have the right culture, governance mindset, and ethical foundations to oversee emerging digital and regulatory risks with confidence.

I work with organisations to:

- Align culture and conduct frameworks with emerging digital and regulatory risks
- Facilitate executive and board room conversations on ethical leadership and AI oversight
- Strengthen values-based decision-making in governance and risk
- Embed integrity into how regulatory and technology strategies are implemented

If you would value a conversation on how your board can strengthen oversight of AI through culture and governance, I'd be pleased to help.

