

Awareness to Action

Advancing AI Corporate
Governance





An aerial, black and white photograph of a city with a grid-like street pattern. A large, blue, cloud-like graphic shape is overlaid on the left side of the image. Inside this shape, white text is centered.

This report highlights the
key achievements and insights
from HTI's AI Corporate
Governance Program.



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Acknowledgement of Country

UTS acknowledges the Gadigal people of the Eora Nation, the Boorooberongal people of the Dharug Nation, the Bidiagal people and the Gamaygal people upon whose ancestral lands our university stands. We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

AI Corporate Governance Program



The UTS Human Technology Institute (HTI) is an impact-oriented institute dedicated to building human values into new technologies. Bringing together policy, legal, and technical experts, HTI provides independent expert advice, policy development, capability building, and data science solutions to support government, industry, and civil society.

The AI Corporate Governance Program (AICGP or the Program) commenced in September 2022 as one of HTI's flagship initiatives. The AICGP is supported by its philanthropic partner, Minderoo Foundation, and project advisory partners, KPMG, Gilbert + Tobin, and Atlassian. The Program aims to broaden understanding of corporate accountability and governance in the use of AI. By analysing current and emerging AI governance issues and approaches in Australia and internationally, it seeks to identify best practice to help Australian organisations leverage AI opportunities while ensuring safe and responsible use.

Since its creation in 2022, HTI has established its reputation as a leading voice on AI governance through compelling thought-leadership, sustained advocacy, and practical, impactful publications.

HTI has directly supported and upskilled the director community, empowering them to lead change on AI governance, including through [HTI's collaboration with the Australian Institute of Company Directors](#). HTI regularly engages with top ASX companies, key government bodies, regulators, and not-for-profit organisations, sharing insights on AI governance to drive informed and responsible decision-making around AI.

The third phase of the AICGP concluded in November 2024. This report highlights the Program's key achievements, milestones, findings, and lessons learnt so far. Looking ahead to 2025 and beyond, we are excited to build on this foundation as we continue advancing this vital work in the next phase of the AICGP.

The challenge: Closing the AI governance gap

The Australian market for AI is growing at an estimated 20% year-over-year.¹ AI use is fast becoming normalised. Over 75% of businesses with over 200 employees are using some form of AI, and 65% are leveraging generative AI.² Organisations have embraced AI to enhance productivity, efficiency, and service delivery – though corporate governance practices have not kept pace. This disconnect poses risks to individuals, communities, organisations, and society. In the absence of effective and fit-for-purpose AI corporate governance systems, Australians – particularly vulnerable communities – face increasing risk and harm from AI system failures, malicious deployment, or reckless overuse.

At the heart of the AICGP, there are two foundational questions:

1. *How can we improve the way leaders in major companies in Australia and internationally understand and address the human impact of AI, with a view to promote responsible use of technology in the corporate sector?*

2. *How can impact be generated in this domain via law and policy reform, improving skills and expertise of company leaders, and developing new tools to assist companies make better decisions on AI?*

Aims of AICGP

The original aims of the Program were to achieve the following:

1. Increased awareness and understanding of AI risks in the leadership of Australian companies

2. Identify options for reform in AI corporate governance systems and approaches

3. Contribution to and learning from case studies and narratives

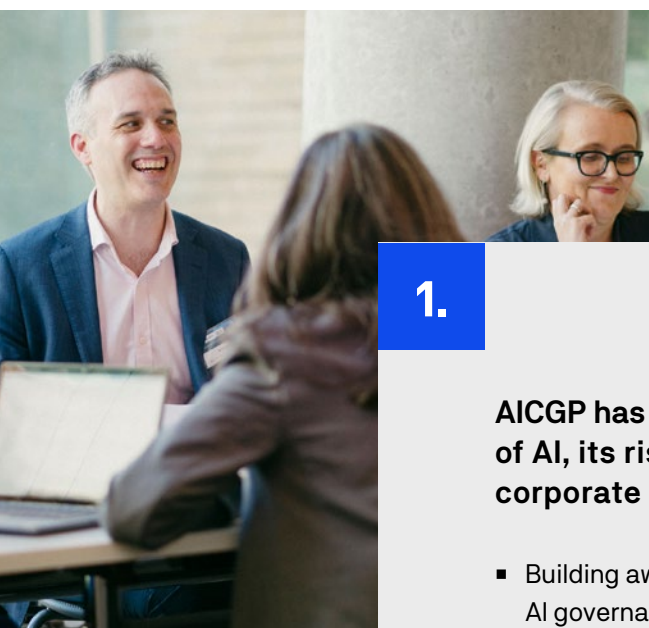
4. Development of a targeted set of tools, standards, and processes for boards and executive teams around AI use

5. Significant increase in the desire for, and commitment to, concrete action by board members and executives to address risks posed by AI systems across a wide range of sectors.

1. TechSci Research, 'Australia Artificial Intelligence Market, By Region, Competition, Forecast and Opportunities, 2019-2029F' (Report, August 2024) <<https://www.techsciresearch.com/news/20115-australia-artificial-intelligence-market.html>>.

2. 'The state of AI: How organizations are rewiring to capture value' (Survey, 12 March 2025) <[https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai#/>](https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai#/).

Achievements and impacts



1.

AICGP has greatly expanded awareness and understanding of AI, its risk, and legal obligations among boards and corporate leaders by:

- Building awareness of AI risks and showcasing market-leading AI governance practices – reflecting growing interest and concern around AI risks and opportunities
- Supporting directors and senior executives to understand AI's implications, including its risks, legal obligations, and governance needs
- Highlighting the importance of stakeholder engagement by spotlighting the often-overlooked experiences of workers with AI, illustrating the value of their insights in shaping ethical and practical AI adoption.

AI use is fast becoming normalised.
The Australian market for AI is growing at
an estimated 20% year-over-year.

2.

AICGP has identified, explored, and supported options for AI corporate governance policy reform by:

- Advocating for law reform to support safe and responsible AI use through policy submissions, media engagement, and supporting the work of HTI's Future of AI Regulation project

- Collaborating with leading Australian regulators to explore how to regulate and enforce AI governance, particularly through ASIC x UTS: AI Regulators Symposium

- Bridging the gap between public and private sector approaches by facilitating dialogue and alignment through initiatives like development of the Voluntary AI Safety Standard and collaborations with the Australian Institute of Company Directors (AICD), Committee for Economic Development of Australia (CEDA), and the Governance Institute of Australia.

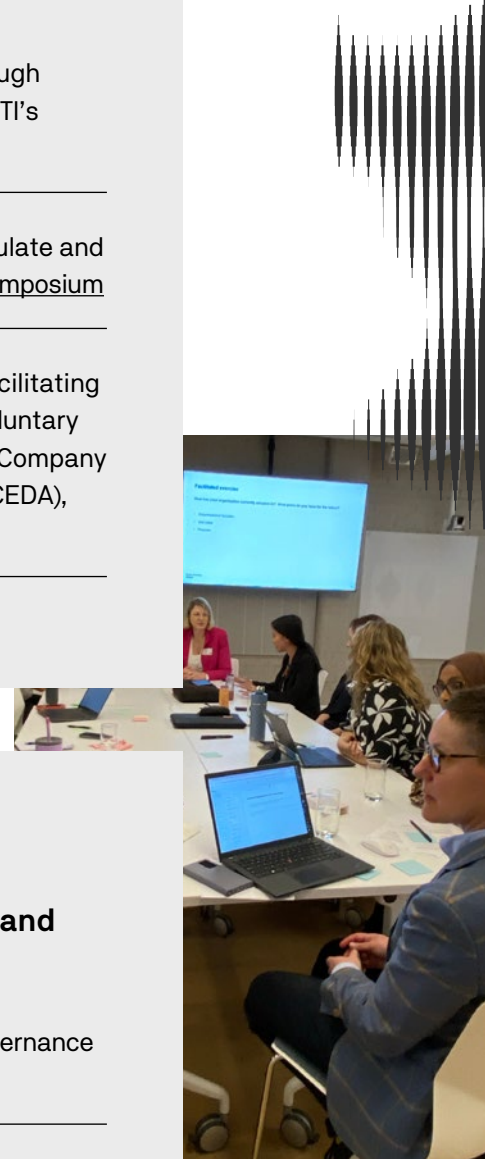
3.

AICGP has shared practical examples and case studies, and fostered peer-to-peer learning through:

- Lighthouse Case Study Series, highlighting the human-centred AI governance approaches of three leading organisations: Telstra, KPMG, and UTS

- Workshops with over 200 leaders from industry and government on AI corporate governance, providing a forum to share approaches, strategies, and questions around AI governance

- Two major symposia that brought together AI thought leaders from industry, government, civil society, and academia, to share ideas, stories, and innovative practices, enriching peer learning and collaboration.



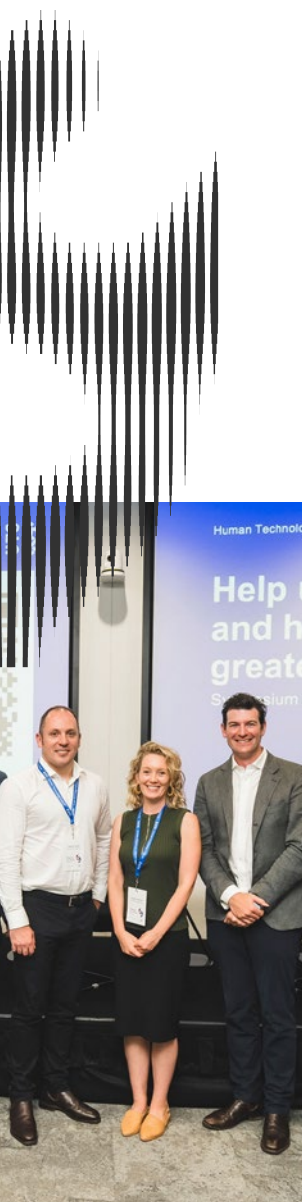
4.

AICGP has structured concepts, identified best practices, and developed tools and resources for boards and corporate leaders including:

- Developing a framework to categorise sources of AI-related harm, helping organisations to identify and address key risk areas

- Establishing the Eight Essential Elements of AI Corporate Governance, offering a clear, actionable roadmap of governance best practices for organisations to follow

- Developing a suite of practical AI governance resources in partnership with the AICD, which were shared with the AICD's 52,000 members, downloaded over 8,000 times in the first week, and discussed with over 400 members at the publication's webinar launch.



5.

AICGP has catalysed action and investment in AI-specific governance with:

- Active engagement among industry leaders, regulators, government representatives, and civil society to collaboratively address AI governance challenges

- Establishment of an informal community of practice to encourage knowledge-sharing and peer learning around responsible AI governance

- Practical advice and actionable insights to corporate leaders, equipping them with tools and strategies that focus on “what works” in AI governance.

Advocacy & engagement

AICGP advocacy and engagement at a glance:

- Published reports, guidance resources, case studies, and research on AI governance that have been extensively downloaded and shared, notably including over 8,000 downloads for the HTI and AICD's AI Governance resources for directors
- Directly engaged over 1,000 directors, senior executives, and other professionals through surveys, interviews, workshops, roundtables, and symposia
- Facilitated over 15 workshops with corporate leaders partnering with major organisations, such as KPMG, Gilbert + Tobin (G+T), Business Council of Australia (BCA), CEDA, and the Governance Institute of Australia
- Delivered over 20 webinars, presentations, and briefings for directors, top ASX companies, financial institutions, professional services firms, government departments and agencies, and not-for-profit organisations around effective AI governance
- Delivered two major symposia in 2024 with AI thought leaders from industry, government, civil society and academia: [HTI's Shaping our Future Symposium](#) and [ASIC x UTS: AI Regulators Symposium](#)
- Contributed to media articles, interviews, and op-eds for AAP, ABC, Australian Financial Review, The Conversation, The Guardian, and Sydney Morning Herald
- Provided submissions to Commonwealth and State government and parliamentary inquiries.

AICGP milestones

Phase 1: Scoping



Phase 2: Building

SEP
2022

Project kick off!

The AI Corporate Governance Program commences, supported by philanthropic partner Minderoo and advisory partners, Atlassian, G+T and KPMG.

FEB
2023

Surveys, interviews, workshops

Gathered insights on the use and governance of AI from 400 company directors and senior executives, partnering with KPMG's Board Leadership Centre for our Rapid Insights AI workshop series.

MAY
2023

The State of AI Governance in Australia

Published our world-leading research report, exploring AI and its governance in Australia, which has since been widely cited and referenced.

LATE
2023

AICD AI Governance Webinar Series

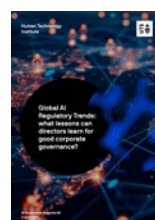
From August to October 2023, partnering with the AICD, HTI delivered a three-part AI Governance webinar series with over 400 registrations from AICD members.

JAN
2024

AI Governance Snapshot Series

AICGP launched its [AI Governance Snapshot Series](#). This series provided practical advice on AI governance, particularly underexplored or challenging issues.

Phase 3: Advocacy



MAY
2024

ASIC x UTS AI Regulators Symposium

On 21 May 2024, ASIC and HTI hosted the [AI Regulators Symposium](#). It included public panels featuring several leading Australian regulators and a roundtable discussion with 40 AI thought leaders.



JUNE
2024

Directors' AI Governance Resources

Drawing together all of our research, we distilled our insights into a suite of [practical resources](#) for directors published in partnership with the AICD. These resources were shared with to AICD's 52,000 members and have been downloaded over 8,000 times.

JULY
2024

AI Governance Snapshot #3: Global AI Regulatory Trends

The third Snapshot provided Australian directors with insights and lessons from global AI regulatory trends.

LATE
2024

AI Corporate Governance Workshops

In the second half of 2024, we undertook a series of AI Corporate Governance workshops, partnering with BCA, CEDA, G+T, and the Governance Institute of Australia, to explain and advocate for effective AI governance with over 200 directors and senior executives.



**JAN
2024**

Shaping our Future Symposium

On 31 January 2024, we discussed AI governance with over 90 AI thought leaders including senior company directors, executives, policy makers, regulators, academia, and civil society.



**APR
2024**

Lighthouse Case Study Series

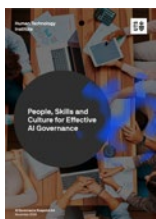
Responding to demand from corporate leaders for peer case studies, HTI developed its [Lighthouse Case Study Series](#) to highlight the lessons learnt and challenges faced by organisations on the frontier of human-centred AI development and deployment: Telstra, KPMG, and UTS.



**MAY
2024**

Invisible Bystanders

Partnering with Essential Media, HTI undertook [innovative qualitative research](#) into the experience of Australian workers of AI and automation, revealing that workers are 'invisible bystanders' in AI development and deployment.



**DEC
2024**

AI Governance Snapshot #4: People, Skills and Culture for effective AI Governance

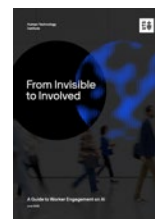
Informed by our workshop discussion and traditional research, HTI published its [fourth AI Governance Snapshot](#) to provide practical advice into a critical aspect of AI governance: how to strategically invest in the people, skills, and culture needed to support the safe and responsible use of AI.

Phase 4 commences

**MAR
2025**

Disconnected AI: the unmet expectations of consumers and workers

Drawing on research into the expectations and attitudes of consumers and workers towards AI, we shared insights for corporate leaders on why they need to listen and address the concerns of these key stakeholders.



**JUNE
2025**

From Invisible to involved: A Guide to Worker Engagement on AI

Building on HTI's Invisible Bystander research into, this new report provides a practical roadmap to help organisations engage workers at every stage of the AI journey.

**AUG
2025**

AI Governance Snapshot #5: Governance Structures

Our next AI Governance Snapshot which will delve into the different options and approaches to AI governance structures for organisations.

Key findings

Organisations have critical gaps in AI governance which are affecting their ability to use AI safely and responsibly

AI is becoming essential to the way that Australian organisations operate and make decisions. Yet, in our [survey](#) of 268 corporate leaders from late 2022 to early 2023, most reported they were unaware of where and how AI was being used in their organisations, and that they lacked the awareness, skills, knowledge, and frameworks to guide responsible AI investment and to use it effectively. Significant gaps in AI governance remain. According to the Australian Responsible AI Index 2024, while 78 percent of surveyed organisations stated that their use of AI is line with responsible AI practices, only 29 percent stated they had implemented such practices.³



As Australian organisations increasingly deploy AI systems, they often fail to invest in effective governance frameworks to match and manage these technological advancements. The rapidly evolving AI landscape – driven particularly by the release, advancement, and widespread use of generative AI tools over the past three years – has amplified the challenge of AI governance for organisations. AI is often being adopted in unplanned ways, such as being integrated into new or existing products and services via technology partners or used informally by staff on a “shadow” basis without management’s knowledge or approval.

Where governance is being applied to AI systems, it is often ad hoc, unsystematic, or inadequate to manage the unique risks and challenges of those systems.

3. Fifth Quadrant, *Australian Responsible AI Index 2024* (Report, 2024) <<https://www.fifthquadrant.com.au/responsible-ai-index-2024>>.

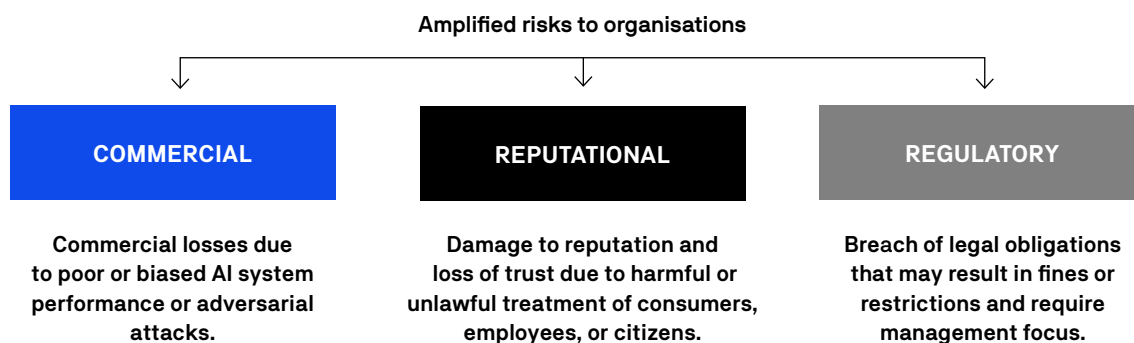
This governance gap leads to AI risks and harms arising from three main sources

AI harms can be categorised as arising from three main sources. Each source of harm may require different responses and governance approaches.

Source of harm	Harm category	Example
1. AI SYSTEM FAILURES	Poor system performance	Poor investment advice
	Biased system performance	Gender-biased credit scores
	System fragility	Critical infrastructure failure
	Security failures	Exposure of training data
2. MALICIOUS OR MISLEADING DEPLOYMENT	Misleading or unfair systems	AI-enabled 'dark patterns'
	AI-powered cyber attacks	Personalised phishing emails
	Misinformation at scale	Social manipulation via deepfakes
	Weaponisation of AI systems	AI-generated bio-weapons
3. OVERUSE, INAPPROPRIATE OR RECKLESS USE	Limitations on rights at scale	Erosion of privacy via excessive use of facial recognition
	Social externalities	Filter bubbles causing polarisation
	Economic externalities	Technological unemployment
	Environmental externalities	Carbon costs of excessive use

AI systems give rise to three types of risk for organisations

In general, AI systems expose organisations to commercial, reputational, and regulatory risks. These risks can occur separately or concurrently.



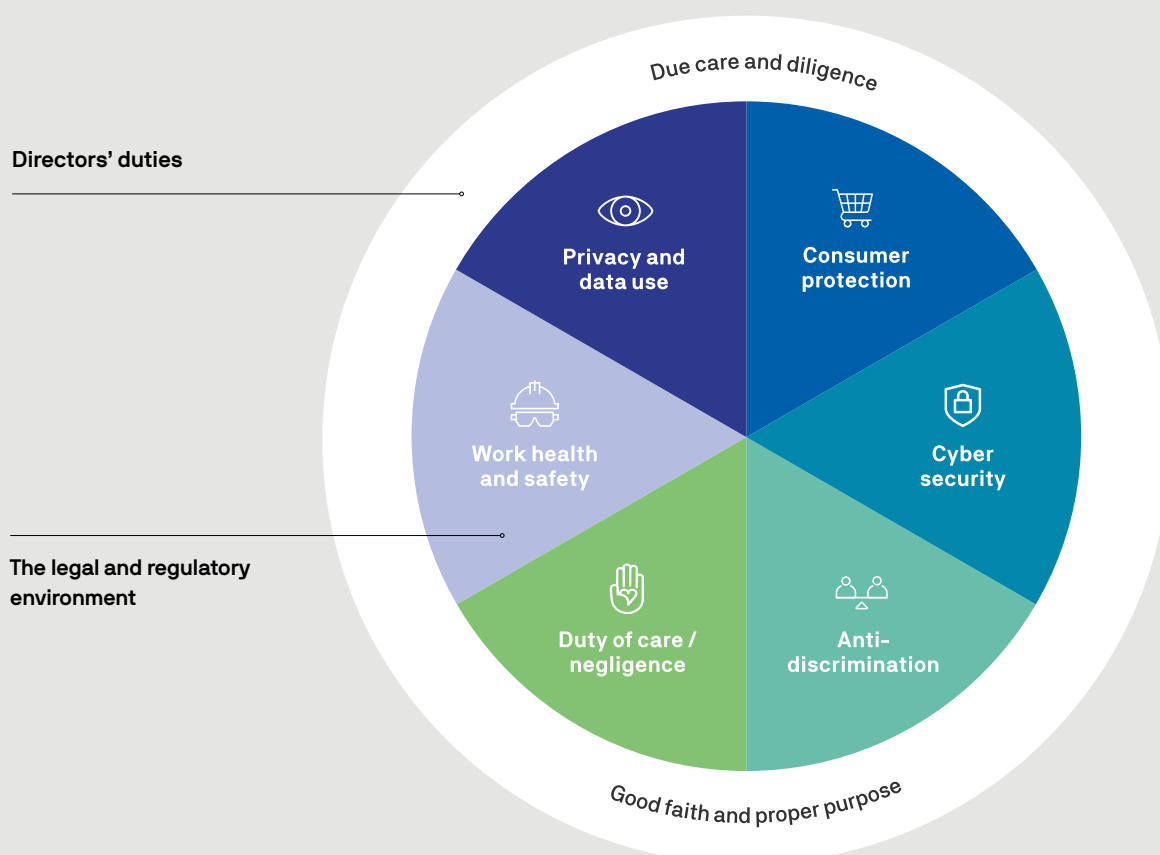
Where governance is being applied to AI systems, it is often ad hoc, unsystematic, or inadequate to manage the unique risks and challenges of those systems.

Although Australia has yet to implement AI-specific legislation, there is no such thing as a regulatory ‘AI wild west’

At the start of the AICGP, many corporate leaders saw the lack of AI-specific law as indicating a regulatory ‘wild west’. This is not true, and it is a dangerous assumption that AICGP has sought to counter.

In *The State of AI Governance of Australia*, we identified the key technology-neutral laws of general application that regulate the development and use of AI. We collaborated with key regulators on these issues, who are now increasingly focusing on potential breaches of existing laws in relation to the development or use of AI. Through our publications and workshops, we have actively educated the market, helped dispel misconception, and foster a clearer understanding of the current regulatory landscape.

At the *Shaping our Future Symposium*, this position was endorsed by ASIC Chair, Joseph Longo, who rejected the implication that ‘AI is some kind of Wild West, without law or regulation of any kind. Nothing could be further from the truth.’⁴



4. Joseph Longo, 'We're Not There Yet: Current Regulation Around AI May Not Be Sufficient' (Speech, UTS Human Technology Institute Shaping Our Future Symposium, 31 January 2024) <<https://asic.gov.au/about-asic/news-centre/speeches/we-re-not-there-yet-current-regulation-around-ai-may-not-be-sufficient/>>.

Good AI corporate governance requires a focus on eight important and distinct elements



By analysing good governance practices in relation to AI and other areas in Australia and internationally, HTI's research in the AICGP identified eight essential elements for good AI Governance. This framework was tested and refined following engagement with AI thought leaders in HTI's Shaping our Future Symposium. This framework of organisation-level controls then formed the basis of our guidance resources for directors, produced jointly with the AICD.

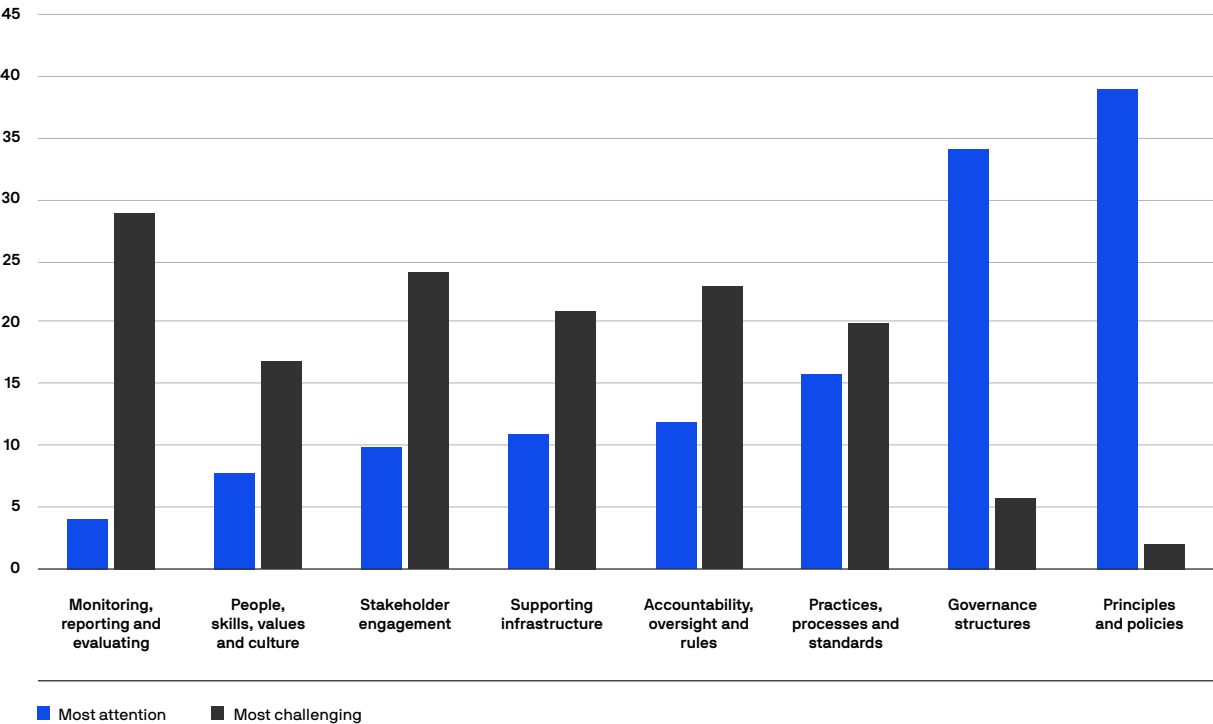
During our AI Corporate Governance workshops, we gathered further feedback and insights into practical challenges and approaches to these elements. This informed our development of the AI Governance Snapshot on the people, skills and culture for effective AI governance and our Guide to Staff Engagement on AI.

Organisations tend to focus on AI policies, while neglecting stakeholders and monitoring

At HTI’s [Shaping our Future Symposium](#) in January 2024, we gathered 90 AI thought leaders from government, industry, and civil society. We discussed which of the eight AI corporate governance elements were receiving the most attention and which were the most challenging.

Whilst a number of organisations have implemented principles, policies, and governance structures, fewer have given these practical effect through accountability mechanisms, clear processes and controls, or ongoing monitoring and evaluation systems.

The more challenging components of AI governance were identified as: stakeholder engagement; having the people, skills, values and culture for effective AI governance; and monitoring, reporting and evaluation. The importance of stakeholder engagement, in particular, was reflected in our [research](#) into the experience of workers.





Workers are a source of invaluable insight into development and adoption of AI systems, yet are rarely engaged effectively by managers and boards

At HTI's Shaping our Future Symposium, stakeholder engagement emerged as an area requiring more attention. This was confirmed by our research into the experiences of workers and AI systems.

In our research, we found that most workers felt like AI and automation was being imposed upon them without any meaningful consultation in relation to the design, development, or deployment of these AI systems. Most workers also initially indicated that they had a low understanding of AI, low awareness of how AI was being deployed in their industry, and low trust that it will be deployed responsibly.

However, we found that when workers were deeply engaged on these issues, they could provide nuanced and valuable insights into the ethical, legal, and operational issues of AI systems.

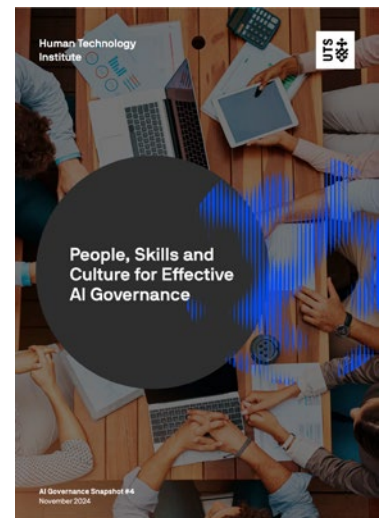
'We don't get updated about anything. And if we do, it's normally a rumour of what's going on. We don't actually get told what it is, how it works, how it is going to affect us, how it is going to benefit us.'

Retail Worker

Formal governance frameworks alone are not enough: organisations need to invest in their people, skills and culture

A critical, yet often under-appreciated, aspect of AI governance is the need for strategic investment in the people, skills, and organisational culture that supports the safe and responsible use of AI. HTI explored this key element in its [fourth AI Governance Snapshot](#), drawing on both traditional research and insights from our active engagement with over 200 corporate leaders through our AI Corporate Governance workshops in late 2024.

In our view, AI governance frameworks will be most effective if they have people in the right roles with the required skills and capabilities supported by an organisational culture of safe and responsible AI.



AI governance maturity is rising, but we are yet to pass the inflection point



In the first phase of the AICGP, our research demonstrated a clear governance gap regarding AI systems in Australian organisations. Through the Program, we have upskilled corporate leaders, shared practical resources, and advocated for action regarding effective AI governance to help close that gap.

In our AI Corporate Governance workshops in late 2024, we saw widespread interest in AI and increased understanding of its risks and the regulatory landscape. While larger organisations have made significant investments in AI and its governance, many firms are still at the early stages of their AI governance journey.

This appears to in part result from a lack of clarity around best practice for AI governance. Given the interest in taking concrete action, there is clear need for further practical guidance on what organisations should be doing, with future efforts extending focus beyond the board and including key management roles in organisations.

Organisational culture
and workforce skills are
pivotal to translating
governance frameworks
into practical action.

Lessons learned



What are the governance topics of greatest interest?

- **Governance structures:** As AI governance evolves, deploying effective governance structures becomes essential. Organisations need different archetypes that match their unique operational contexts.
- **People, skills and culture:** Policies alone will not ensure responsible AI use. Organisational culture and workforce skills are pivotal to translating governance frameworks into practical action. Fostering a culture that prioritises ethical use of AI requires ongoing investment in people and leadership.
- **Stakeholder engagement:** Stakeholder engagement – particularly with employees – is an incredibly valuable yet underdeveloped area in AI governance. The challenge lies in designing inclusive processes that deeply involve employees, customers, and external stakeholders to build trust and gather diverse perspectives.

What is affecting how organisations approach AI governance?

Many organisations were somewhat blindsided by the rapid rollout of AI systems over the past three years, particularly by how generative AI is increasingly embedded in existing solutions. Whilst some are yet to recognise the need for AI governance, others are struggling to determine and apply the best approach. AI governance can sometimes be perceived as too complex or burdensome – but the HTI message is that effective AI governance can be relatively simple and is achievable. Many organisations are seeking clear, practical advice on how to effectively manage risks and secure the benefits of AI systems for their organisation.

AI governance practices vary widely among organisations due to several factors including:

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- **Vendor influence:** Vendors offering AI solutions or integrating AI into existing products and services can often drive governance priorities.
 - **Scale and scope:** The extent and importance of AI use in organisational processes significantly impact governance approaches.
 - **Risk perception:** Intuitive assessments of AI system risks and vulnerabilities drive governance decisions.
 - **Stakeholder expectations:** Australians have low expectations and low levels of trust regarding the use of AI systems by organisations. Effective stakeholder engagement provides an opportunity to develop consumer and employee trust.
 - **Regulatory context:** As governments around the world introduce AI regulation and regulators take increasing action, AI governance is a necessity for regulatory compliance.
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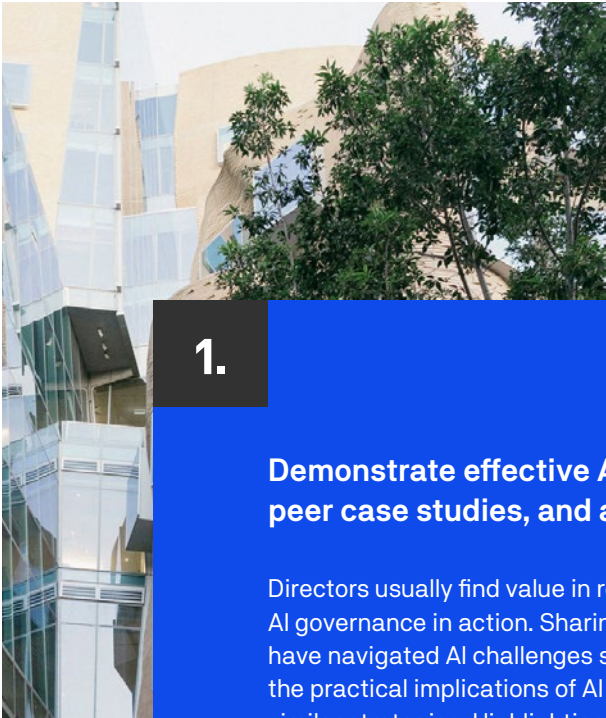
How should AI governance be framed to resonate with directors?

- **Emphasise the strategic opportunities of AI, not just risks:** AI offers numerous opportunities and benefits for Australian organisations. Many directors are keen to unlock these benefits safely. Framing AI and its governance as drivers of organisational value – rather than merely as sources of risk, harm, or compliance burden – encourages a proactive and strategic approach.
- **Focus on the ‘delta’ – what is different about AI and what more is needed:** Directors are particularly interested in understanding the ‘delta’ – aspects of AI that differ from other technologies and give rise to additional governance challenges. While basic governance practices remain essential, directors want to know how their current practices must evolve to address AI’s unique complexities. The Program should continue to highlight what makes AI distinctive and provide clear guidance on how to govern it effectively beyond standard governance frameworks.
- **Connect AI governance to stakeholder trust and reputation:** Directors understand the importance of maintaining trust with customers, employees, and the broader community. Given the Australian community’s relatively low level of trust in AI, AI governance can be used to actively build stakeholder trust and deliver reputational advantages.

Framing AI and its governance as drivers of organisational value encourages a proactive and strategic approach.



What approaches work best to engage and influence directors on AI governance?



1.

Demonstrate effective AI governance with clear evidence, peer case studies, and a diverse range of examples

Directors usually find value in real-world examples that demonstrate effective AI governance in action. Sharing case studies and stories from organisations that have navigated AI challenges successfully can help directors better understand the practical implications of AI governance and inspire them to implement similar strategies. Highlighting tangible outcomes reinforces the message that responsible AI governance is achievable and beneficial.

Whilst case studies and peer-to-peer learning opportunities are immensely valuable, they do not arise organically. Developing our [Lighthouse Case Study Series](#) required considerable time and resources spent identifying and negotiating with appropriate partners, uncovering relevant AI governance insights, and refining these into a publication suitable for the market.

Similarly, substantial administrative effort was often required when collaborating with partner organisations to deliver AI Corporate Governance workshops for busy directors. However, given the demonstrated value of these initiatives, we believe this investment was, and will continue to be, justified.

2.

Keep communication concise, engaging, and practical

Directors often have limited time and competing priorities. To capture their attention, we focused on producing publications that are action-oriented, engaging, and practical while avoiding overly technical or academic language. These features of our publications have been consistently praised in feedback from the director community.

3.

Provide tools, checklists, or templates

Developing tools with clear questions, steps, or actions for directors supports them in their discussions with management and to drive meaningful AI governance changes in their organisation. By providing clear, practical guidance, directors and senior executives will have a roadmap for effective AI governance.



Partnering with member organisations is a highly effective way to raise awareness and share our resources.

What are the most effective channels for raising awareness?



Partnering with member organisations is a highly effective way to raise awareness and share our resources. To date, the publication that has had the biggest reach was the joint suite of [resources on AI governance for directors](#) that we developed in partnership with the AICD. These resources were shared with AICD's 52,000 members and downloaded over 8,000 times in the first week.

By partnering with leading member associations and peak bodies, we are able to tap into their existing network. This usually gives us access to a broad range of individuals and their organisations. Membership organisations were instrumental in supporting our AI Corporate Governance workshops, which were a key success and highlight of the Program. We will continue to engage and deepen our relationships with membership organisations, such as the AICD, CEDA, Governance Institute of Australia, and others, to promote and share our resources.

AICGP: Next phase

We are very excited to continue this important work into 2025-2027 with continued funding and support from the Minderoo Foundation. Our next phase will focus on:

Advocacy, engagement, and thought leadership on AI governance best practices.

Tools, templates, and practical resources for boards and management to guide AI governance in their organisation.

Leading change through sector-specific focus on financial services and not-for-profits, including through deep dive engagements and case studies to promote best practice AI governance.

Ongoing engagement and support to Australian regulators dealing with AI, including by fostering continued collaboration through symposia, roundtables, and other forums.

Many organisations are seeking clear, practical advice on how to effectively manage risks and secure the benefits of AI systems for their organisation.

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HTI's AI Governance Team



Professor Nicholas Davis, Co-Director and Industry Professor

Nicholas Davis is Industry Professor - Emerging Technology at the University of Technology Sydney (UTS). With Prof Edward Santow and Prof Sally Cripps, Nick co-leads the Human Technology Institute.

From 2015-2019, Nick was Head of Society and Innovation and a member of the Executive Committee at the World Economic Forum in Geneva, Switzerland, responsible for developing the theme of the Fourth Industrial Revolution and overseeing the development of cooperative emerging technology policy efforts around the world.

Previously, Nick was the World Economic Forum's Head of Europe, a Director at Oxford Investment Research and a commercial lawyer.



Llewellyn Spink, AI Corporate Governance Lead

Llewellyn leads the AI Corporate Governance Program at HTI. Llewellyn led the development of co-authored AICGP publications, including A Directors Guide to AI Governance, Invisible Bystanders, and A Guide to Worker Engagement on AI. He also facilitated AICGP's AI Corporate Governance workshops in late 2024.

Previously, Llewellyn was a senior lawyer at the Australian Human Rights Commission and the Disability Royal Commission, and a commercial litigator.



Gaby Carney, Senior Fellow, Strategic AI

Gaby is a Senior Fellow, Strategic AI at HTI where she provides advice to organisations on their AI governance. Gaby was the lead author of HTI's AI Governance Snapshots on Global Regulatory Trends and People, Skills and Culture for Effective AI Governance, and facilitated AICGP's AI Corporate Governance workshops in late 2024.

Gaby has extensive experience in legal and regulatory policy, and governance. Prior to joining HTI, she was a Partner at international management consulting firm, Partners in Performance. She has also been a senior executive in the NSW Government, and a commercial lawyer.



Myfanwy Wallwork, AI Governance Lead

Myfanwy Wallwork is AI Governance Lead at HTI. She is currently focusing on developing policy and practical tools to assist organisations to understand and apply the principles of safe and responsible AI. Building upon 20+ years in the legal information industry, her most significant achievement to date is the successful leadership of Regulatory Compliance Global at LexisNexis.

Thanks and acknowledgements

Special thanks to the Minderoo Foundation as this project would not have been possible without their generous funding and ongoing support.

Thanks also to HTI partners Gilbert + Tobin, KPMG, and Atlassian for their provision of expertise, legal advice, engagement with company directors, and advisory support.

We are particularly grateful for the time and expertise of:

- Lauren Solomon, who led HTI's AICGP from August 2022 to April 2024, and is now a Special Advisor, Governance Practice, at the National AI Centre
- Anna Gudkov (formerly) and Christian Gergis at the AICD
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For more information

Human Technology Institute
hti@uts.edu.au

University of Technology Sydney
PO Box 123
Broadway NSW 2007

uts.edu.au