Board AI Readiness Checklist

Instructions for Use

Who should complete this assessment?: Board of Directors | C-Suite | Company Secretary

When should this assessment be used?: Board Meetings | Preparation of AI-related Board Agenda Items |Strategy Meetings

Estimated completion time: Approximately 15–20 minutes

Scoring methodology: Combine the scores from all 20 questions and divide the total by 20 to calculate the average score. The resulting score will range from 1.00 to 4.00 and should be compared against the assessment rating scale for interpretation.

Purpose of the assessment: The objective of this assessment is not merely to determine the organization's current level of readiness. More importantly, it is intended to help the board and management identify priority areas and define actionable next steps to strengthen governance, oversight, and organizational preparedness.

Assessment Rating Scale

Score	Meaning
1	**No action has been taken on the issue**, or it is not yet recognized as part of the board's responsibilities.
2	**Discussions or initial actions have begun**; however, efforts remain informal, inconsistent, or not yet systematically implemented.
3	**Clear policies, processes, or practices are in place** and are being implemented effectively at an appropriate level.
4	**Practices are fully implemented**, regularly monitored, continuously improved, and embedded within the organization's governance and oversight framework.

Area 1: Strategic Alignment & Value Creation

Focus Area: Viewing AI as a Strategic Opportunity for Value Creation, Not Merely an IT Initiative

1.1	**AI in Corporate Strategy** *Has the Board explicitly incorporated AI adoption and utilization into the organization's strategic plan and long-term business objectives (3–5 years)?*	○ 1	○ 2	○ 3	○ 4

1.2	**AI in Board Charter and Governance Framework** *Has the Board incorporated oversight of AI-related matters into the Board Charter, governance framework, or directors' responsibilities?*	○ 1	○ 2	○ 3	○ 4

1.3	**Resource and Budget Allocation** *Has the Board approved adequate investment in AI and related technologies, including budget allocations for workforce development, upskilling, and organizational readiness?*	○ 1	○ 2	○ 3	○ 4

1.4	**Measuring Value Creation (ROI/VOI) and Encouraging Innovation through Sandboxes** *Does the board monitor AI value creation and support experimentation through pilot projects or AI sandboxes?*	○ 1	○ 2	○ 3	○ 4

1.5	**AI as a Regular Board Agenda Item** *Does the Board regularly include AI-related matters on its meeting agenda to ensure appropriate oversight, discussion, and monitoring of AI opportunities?*	○ 1	○ 2	○ 3	○ 4

Total score for area 1: ______ / 20 points (Based on 5 questions)

Average score for area 1: ______ / Average maximum score 4.00 (points / 5 questions)

Area 2: AI Governance & Risk Management

Focus on managing emerging risks associated with AI adoption, rather than relying solely on traditional IT risk management approaches.

2.1	**Ethical AI Policy** *Has the organization established an AI governance framework that promotes safety, transparency, fairness, and the protection of personal data, while ensuring compliance with applicable laws and regulations (e.g., PDPA)?*	○ 1	○ 2	○ 3	○ 4

2.2	**AI Decision Policy** *Has the organization defined clear principles and boundaries for the use of AI in critical decision-making processes, including AI risk appetite, AI guardrails, human oversight mechanisms (Human-in-the-Loop / Human-on-the-Loop), and escalation or review trigger points?*	○ 1	○ 2	○ 3	○ 4

2.3	**AI Security** *Has the organization assessed and managed AI-related security risks, including risks arising from employees using organizational data with external AI systems, and implemented safeguards against unauthorized access, manipulation, or compromise of AI systems?*	○ 1	○ 2	○ 3	○ 4

2.4	**Mitigation Plan** *Has the organization established response and mitigation plans for AI-related incidents, such as hallucinations, inaccurate or misleading outputs, inappropriate decision-making, or system failures?*	◯ 1	◯ 2	◯ 3	◯ 4

2.5	**AI Accountability** *Has the organization clearly assigned accountability for AI governance to a designated member of the C-suite, such as the Chief AI Officer (CAIO), Chief Data Officer (CDO), or Chief Technology Officer (CTO)?*	◯ 1	◯ 2	◯ 3	◯ 4

2.6	**Regulatory Scanning** *Does the organization have an ongoing process to monitor and assess changes in AI-related laws, regulations, and standards across all jurisdictions in which it operates, such as the EU AI Act, PDPA, and other relevant requirements?*	◯ 1	◯ 2	◯ 3	◯ 4

Total score for area 2: ________ / 24 points (Based on 6 questions)

Average score for area 2: ________ / Average maximum score 4.00 (points / 6 questions)

Area 3: AI Infrastructure and People

Focus on building the organizational infrastructure, resources, and capabilities required to support the effective and responsible adoption of AI.

3.1	**Technology & Tools** *Does the board ensure that the organization has appropriate and sufficient technology infrastructure, digital platforms, and tools in place to support the effective adoption and utilization of AI?*	◯ 1	◯ 2	◯ 3	◯ 4

3.2	**Data & AI** *Does the board ensure that the organization's data is accurate, complete, reliable, and of sufficient quality to support AI-driven analysis, and decision-making?*	◯ 1	◯ 2	◯ 3	◯ 4

3.3	**AI Culture & People** *Does the organization have a structured approach to developing AI capabilities and fostering a responsible AI culture?*	◯ 1	◯ 2	◯ 3	◯ 4

Total score for area 3: ________ / 12 points (Based on 3 questions)

Average score for area 3: ________ / Average maximum score 4.00 (points / 3 questions)

Area 4: Board AI Literacy & Culture

Focus on enhancing the board's knowledge, understanding, and capability to oversee AI effectively, rather than relying solely on management reporting.

4.1	**Board Briefing and Information** *Does the board receive regular AI-related briefings and timely information on key opportunities, risks, and controls to support effective oversight?*	○ 1	○ 2	○ 3	○ 4
4.2	**Board AI Oversight Responsibility** *Do all directors understand and fulfill their role in overseeing AI-related opportunities, risks, and governance?*	○ 1	○ 2	○ 3	○ 4
4.3	**External Benchmarking** *Does the board regularly benchmark the organization's AI maturity against industry peers and leading practices?*	○ 1	○ 2	○ 3	○ 4
4.4	**AI Information Flow** *Does the board receive sufficient AI-related information from management and leverage AI to enhance its oversight effectiveness?*	○ 1	○ 2	○ 3	○ 4

Total score for area 4: ______ / 16 points (Based on 4 questions)

Average score for area 4: ______ / Average maximum score 4.00 (points / 4 questions)

Area 5: Succession Planning & Talent Matrix

Focus on developing leadership and governance capabilities that will enable the organization to remain competitive and resilient in an AI-driven future.

5.1	**Board Skill Matrix** *Has the board incorporated digital, technology, and AI-related knowledge, expertise, and experience into its Board Skill Matrix? Are Digital/AI competencies considered in board succession planning, director recruitment, appointment, and development processes?*	○ 1	○ 2	○ 3	○ 4

5.2	**Management Readiness** *Does the board oversee and monitor the ongoing development of AI-related knowledge, capabilities, and skills among C-suite executives to ensure leadership is prepared to drive AI-enabled strategy, manage AI-related risks, and capture future opportunities?*	▢ 1	▢ 2	▢ 3	▢ 4

Total score for area 5: ______ / 8 points (Based on 2 questions)

Average score for area 5: ______ / Average maximum score 4.00 (points / 2 questions)

Total score for area 1-5: ______ / 80 points (Based on 20 questions)

Total average score for area 1-5: ______ / Average maximum score 4.00 (points / 20 questions)

Score Summary & Action Plan

Rating Score	Level	Meaning & Guideline
3.50-4.00	Leading (AI-Ready Board)	The board demonstrates a high level of AI readiness and oversight maturity. AI is fully integrated into corporate strategy, risk management, decision-making processes, and long-term value creation.
2.50-3.49	Defined (AI-Advancing Board)	The board has established clear AI-related policies, governance mechanisms, and oversight processes. AI initiatives are being expanded across the organization to enhance operational effectiveness and business value.
1.50-2.49	Developing (AI-Aware Board)	The board recognizes the importance of AI and has initiated selected activities, such as AI education, preliminary policy development, or pilot implementations. However, AI governance and adoption remain fragmented and are not yet fully integrated across the organization.
1.00-1.49	Initial (AI-Vulnerable Board)	The board is at an early stage of AI oversight and governance. Activities are limited or ad hoc, and formal governance structures may not yet be in place. Priority should be given to building board awareness, strengthening foundational capabilities, and establishing appropriate AI governance, risk management, and oversight frameworks.

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Prepared by: Date:

(Sample) Recommended Action Plan

Leading (AI-Ready Board)	3.50-4.00 I Fully Prepared: Sustain Leadership and Drive Continuous Value Creation

- Define the next AI ambition and communicate it to shareholders as a strategic capability.
- Review the AI governance framework annually to keep pace with evolving technologies and regulations.
- Position the organization as an industry role model and share AI governance best practices with peers.
- Challenge management on how AI will create future value and competitive advantage.

Defined (AI-Advancing Board)	2.50-3.49 I Established Foundation: Scale and Strengthen AI Adoption

- Define a three-year AI ambition with measurable KPIs and quarterly performance reviews.
- Expand AI discussions across the entire C-suite, beyond the CEO and CTO.
- Review the AI governance framework and regulatory landscape annually.
- Measure ROI/VOI from AI initiatives and report outcomes to the board for strategic decision-making.

Developing (AI-Aware Board)	1.50-2.49 I Growing Awareness: Address Key Gaps

- Identify low-scoring areas, assign ownership, and establish clear timelines.
- Conduct Board AI briefing sessions with external experts to deepen directors' understanding.
- Assess whether the board receives sufficient AI-related information and enhance reporting where needed.
- Request management to present AI-related policies and regulatory updates at the next board meeting.

Initial (AI-Vulnerable Board)	1.00-1.49 I Early Stage: Build the Foundation Urgently

- Hold a dedicated board session on AI readiness and include AI as a recurring board agenda item.
- Request the CEO, CDO, or CTO to develop an AI Readiness Roadmap and Regulatory Scanning Report for board review.
- Review the Board Skill Matrix and consider adding directors with AI or digital expertise.
- Engage external advisors to help establish an initial AI governance framework.