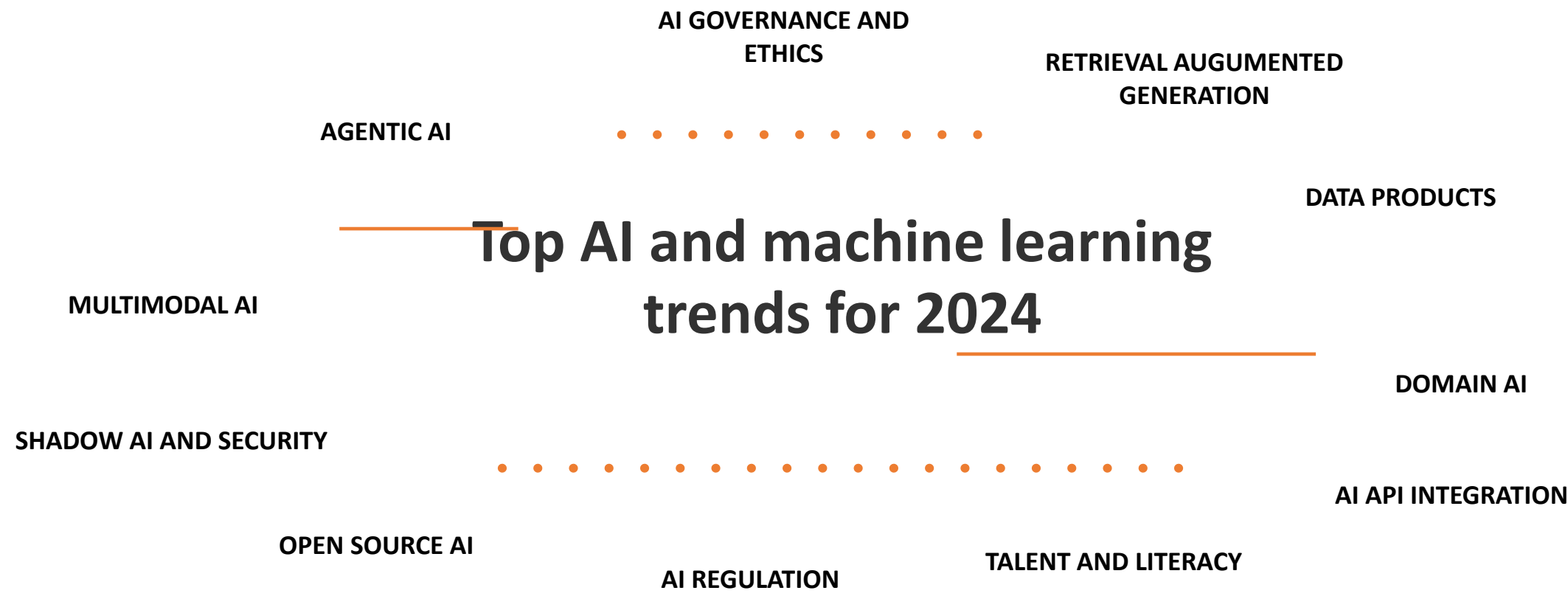


Presentation:

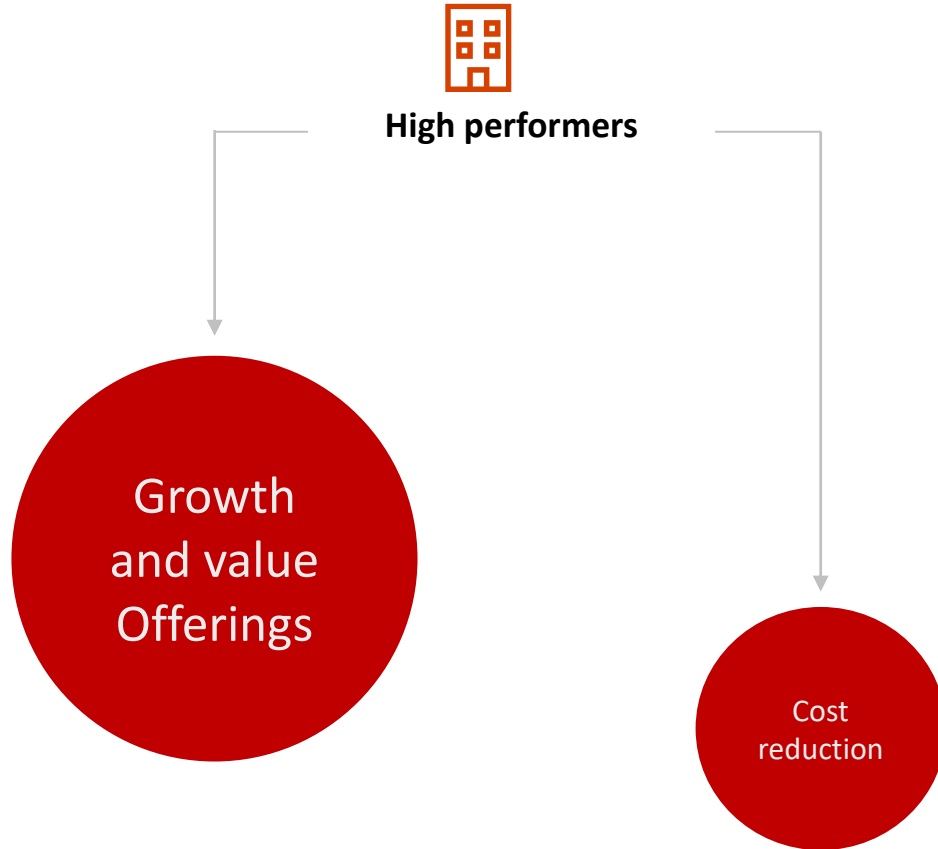
Trailblazing the AI Epoch: Evolving Chief Data Officers through Innovative Models, Dynamic Governance, Ethical Frontiers, and Automation Prowess

2024 The AI Landscape



AI Adoption

... there's a significant difference in the primary objectives between AI high performers and all other organizations



AI high performers leverage AI more for **growth and value addition** than primarily for cost reduction.

Evolution of the Chief Data Officer (CDO)

Integrating the CDO role with business, technology, risk, and corporate functions is imperative.

DATA MANAGEMENT
data availability, quality, and
regulatory compliance

Business and technology trends

Regulatory trends

Data volume

STRATEGIC ROLE

Manage corporate data as an asset

BUSINESS STRATEGIST

closely with other business units
to create leverage data

EVOLUTION

Evolution of the Chief Data Officer (CDO)

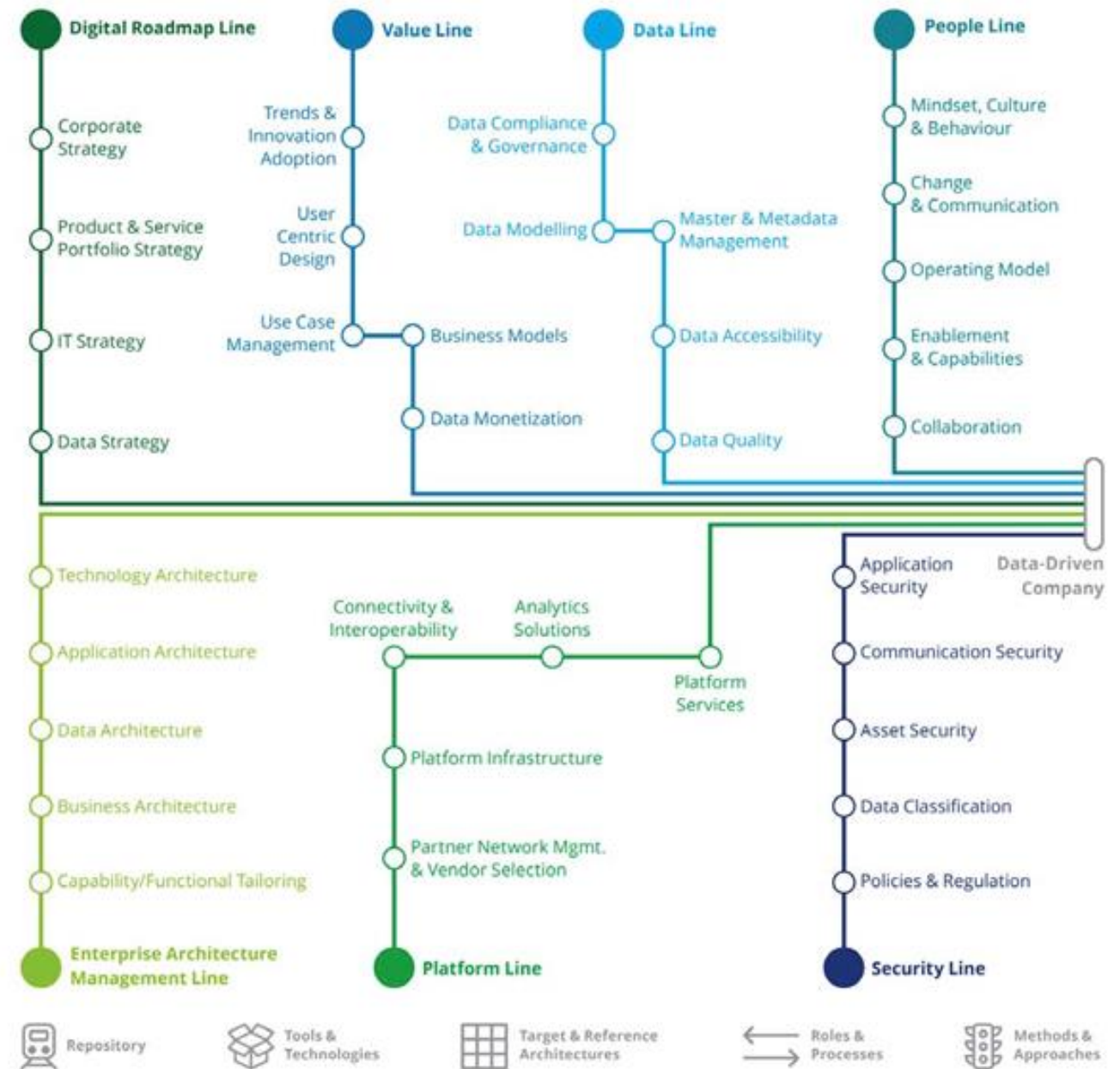


Figure 1: Deloitte's roadmap to data-driven innovation³

CDO's Priorities in shaping organizational strategy and digital transformation



Risk, Governance
and Oversight



Talent



Security



Resource allocation



AI Literacy



Strategic Planning
Inclusion



Privacy by Design
and Consent



Hybrid cloud



Technology
Acquisition



Culture and Change
Management



Data monetization

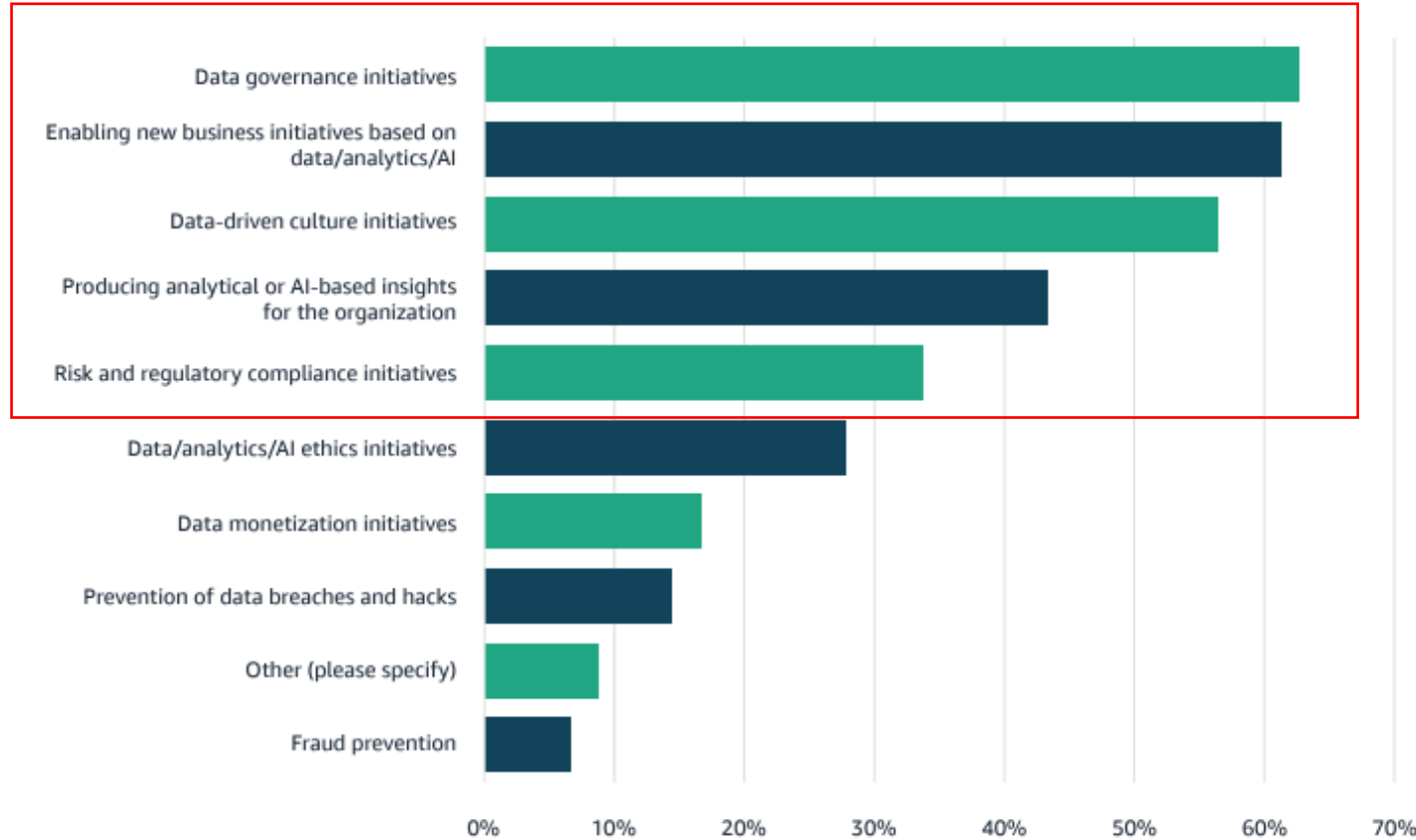


Automation

Reality....

Chart 8

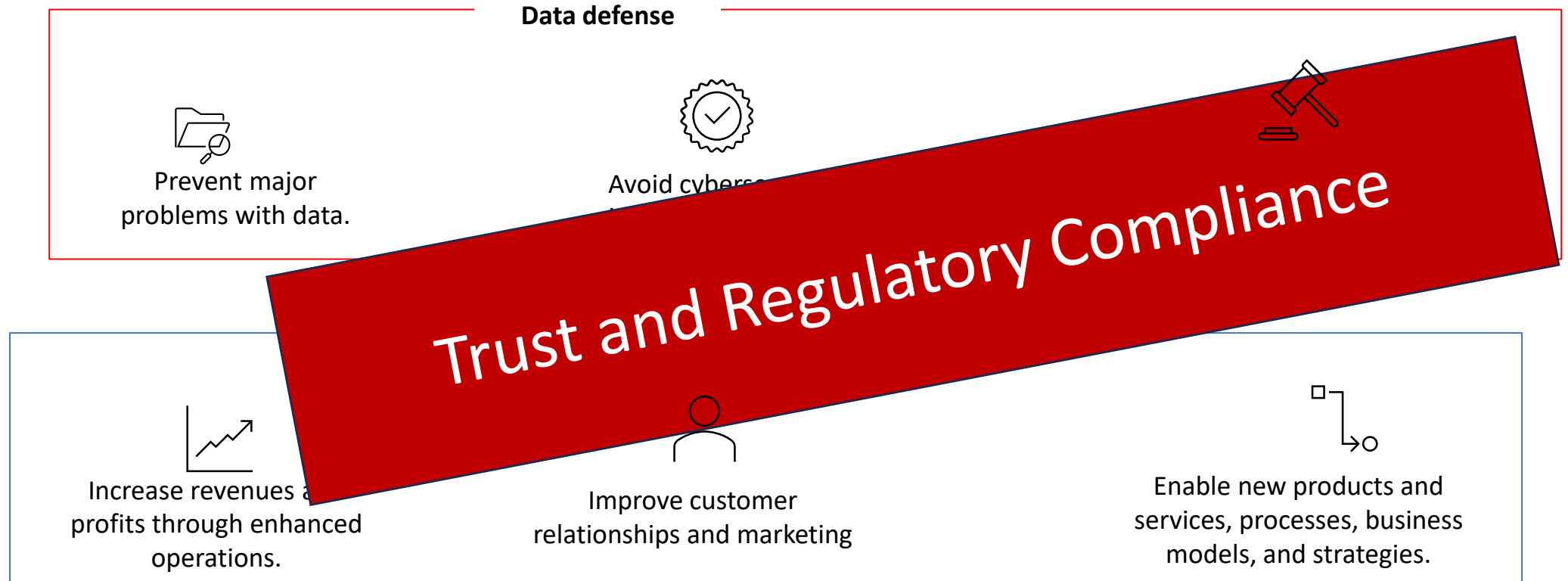
To which of the following activities have you devoted 20 percent or more of your attention?



The CDO's
job is
getting
complex

CDO Roles in an Organization

Analyzing the proactive vs. reactive approaches of CDOs in AI innovation.





CAN

- Canadian Directive on Automated Decision-Making, in force since 2020
- Regulatory Proposal: Canada's Artificial Intelligence and Data Act, pending since 2022

USA

- Blueprint for an AI Bill of Rights, in effect since 2022.

Different regulation on State Level, e.g.

- Illinois' Artificial Intelligence Video Interview Act, in force since 2020
- **New York City's Law Regulating the Use of Automated Employment Decision Tools, enters into force 2023.**

LATAM

- Brazil: Regulatory Proposal: Legal Framework for Artificial Intelligence (Lei 21/20), pending since 2021.
- Mexico: Mexican National AI Agenda, in effect since 2018.

EMEA

- EU General Data Protection Regulation (GDPR), in force since 2018
- **EU Regulatory Proposal: Artificial Intelligence Act, pending proposal since 2021**

APAC

- Singapore: National AI Strategy, in effect since 2019
- Australia: Artificial Intelligence (AI) Action Plan, in effect since 2021

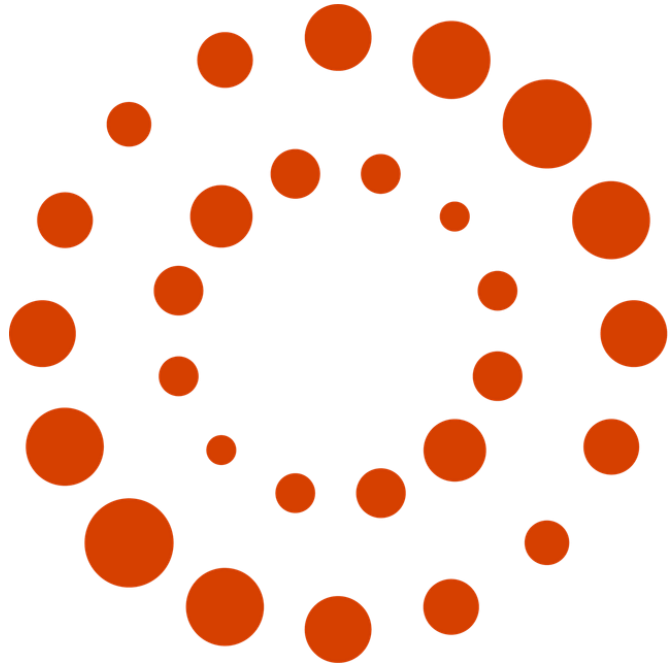
Reflecting on the hurdles and potentials CDOs face in the AI era.

The primary responsibility for data is still divided.

Business leaders don't trust the data to augment their decision-making creating new data silos

Data silos lead to confusion and integration challenges.

Innovation without trust due to creating short-term wins at the expense of developing a strategic roadmap



Thomson
ReutersTM

TR's Data and AI Ethics Principles

1. Thomson Reuter's use of data and AI is informed by our Trust Principles.

2. Thomson Reuters will strive to partner with individuals and organizations who share similar ethical approaches to our own regarding the use of data, content, and AI.

3. Thomson Reuters will prioritize security and privacy in our use of data and throughout the design, development and deployment of our data and AI products and services.

4. Thomson Reuters will strive to maintain meaningful human involvement, and design, develop and deploy AI products and services and use data in a manner that treats people fairly

5. Thomson Reuters aims to use data and to design, develop and deploy AI products and services that are reliable, consistent and empower socially responsible decisions.

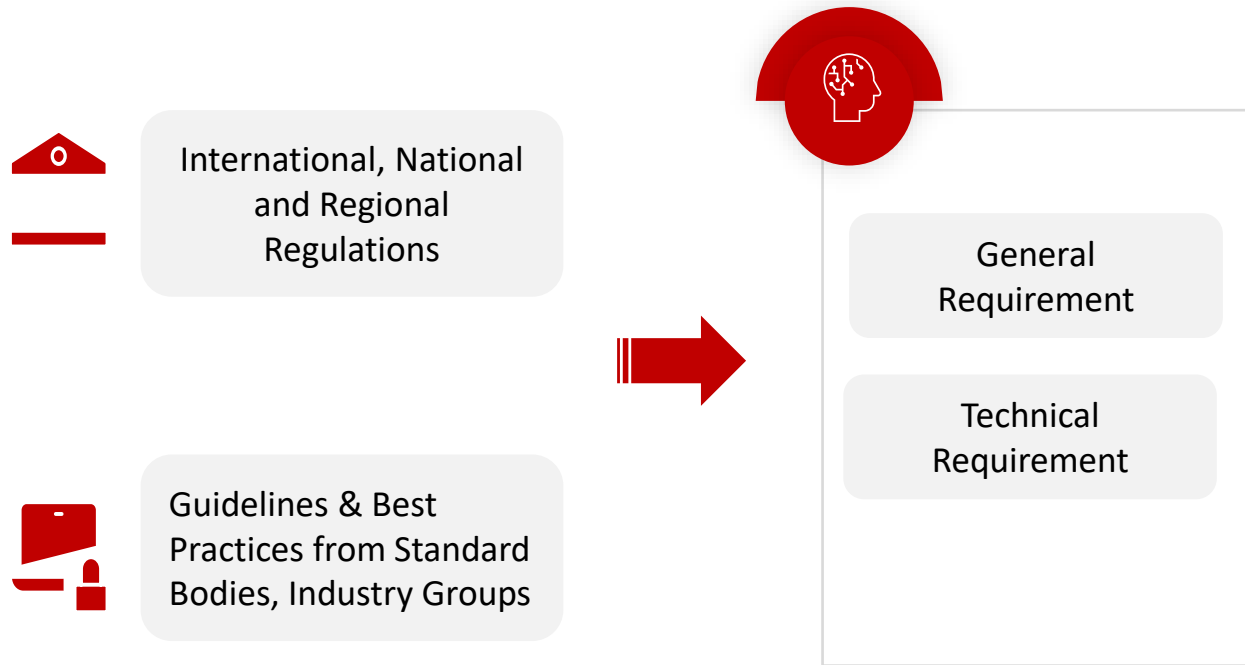
6. Thomson Reuters will implement and maintain appropriate accountability measures for our use of data and our AI products and services.

7. Thomson Reuters will implement practices intended to make the use of data and AI in our products and services understandable.

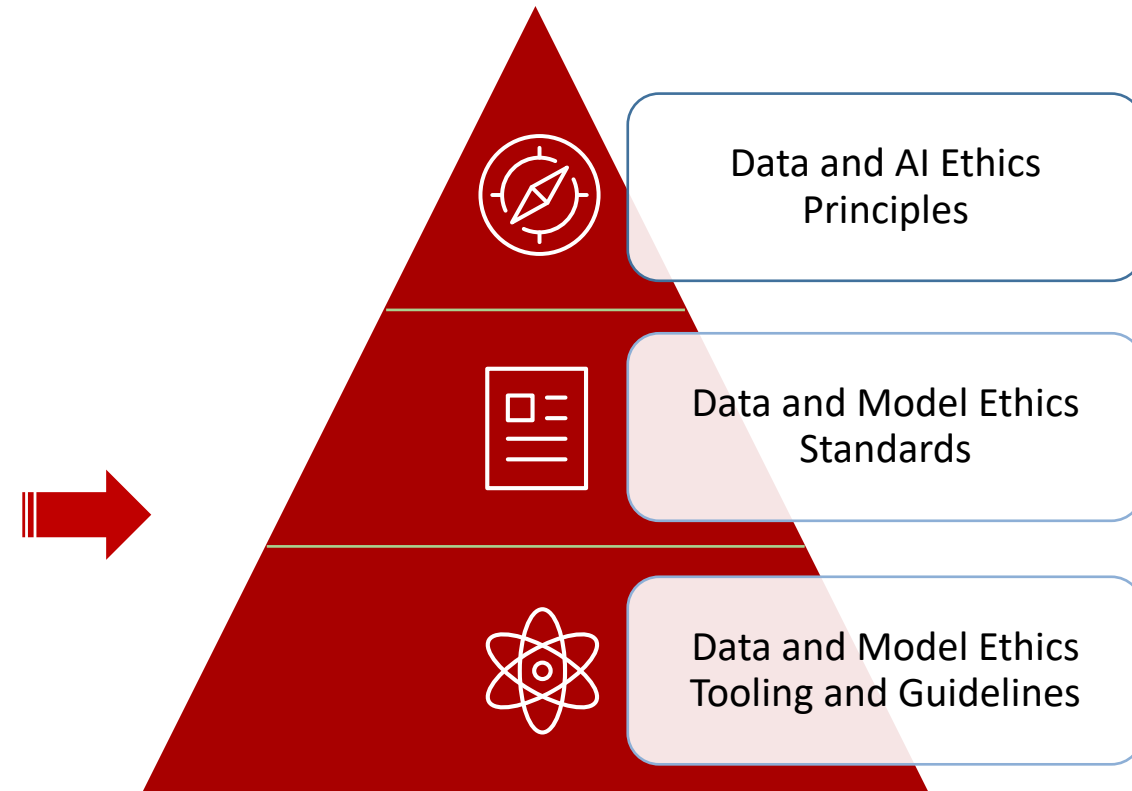
8. Thomson Reuters will use employee data to ensure a safe and inclusive work environment and to ensure employee compliance with regulations and company policies.

From principles to operationalization

International Industry Developments



Thomson Reuters Approach



**Stemming
from our Data and
AI Ethics
principles, and to
achieve
wholesome
governance on
our data and
model assets we
embed:**

OPERATIONALIZING DATA AND GOVERNANCE

- Internal Policies, Standards, Procedures and Guidelines
- Impact Assessments
- Model Monitoring (in lifecycle and post-deployment)
- Risk identification and mitigation structures
- Risk reporting
- Data and Model Issue Management and Remediation
- Training and Upskilling
- Feedback collection
- Enterprise compliance monitoring and audits
- Data and Model Stewardship Network events

How do we “manage risks”?



How do we know which Models exist across Thomson Reuters, how they are used, and who develops/consumes them?

Model Stakeholder Confirmation



Model Identification and Registration



How do we assess the impact of Model failure on our finances, customers, ...?

Model Risk Assessment



How do we capture the knowledge on the business purpose, design, development, and deployment of the Model?

Model Documentation



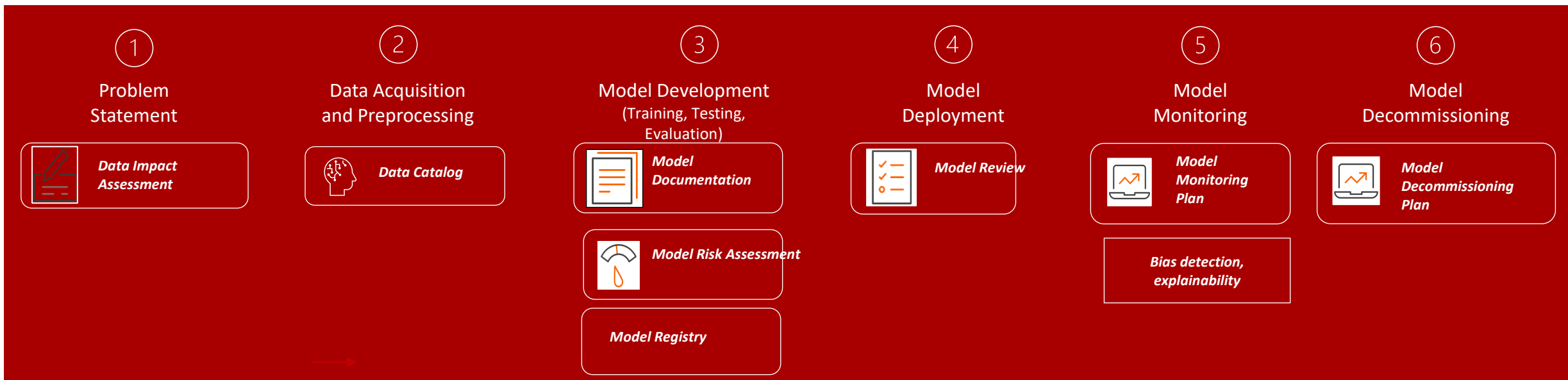
How do we ensure the Model's performance does not degrade over time?

Model Monitoring Plan



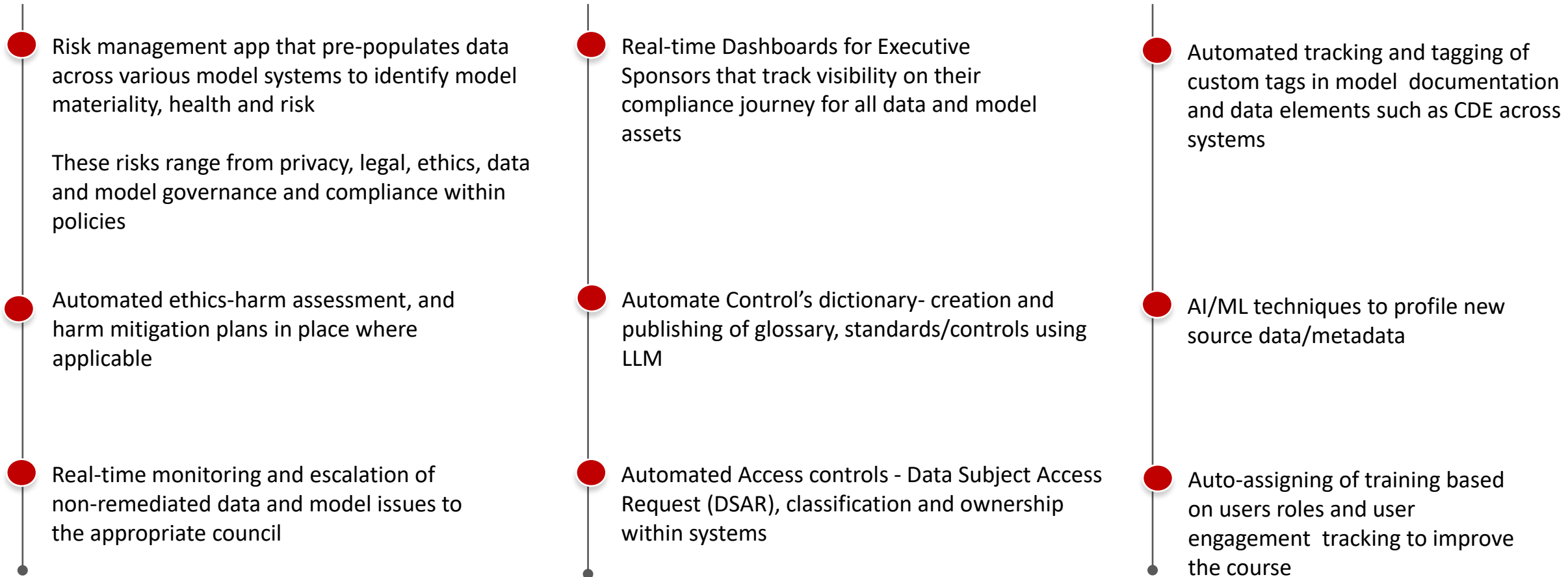
AskWestlaw Example

Goal: AI-assisted research uses a large language model (LLM) that analyzes trusted content on Westlaw to generate answers. The content analyzed includes cases, statutes, and regulations.



Automating Governance/Ethics
throughout the Data and AI
Lifecycles

Automation use cases to enable AI Governance



The AI acquisition framework

Assess and benchmark solutions to ensure your organization's AI investment is responsible, ethical and aligned to larger business goals.

ETHICS AND SUSTAINABILITY

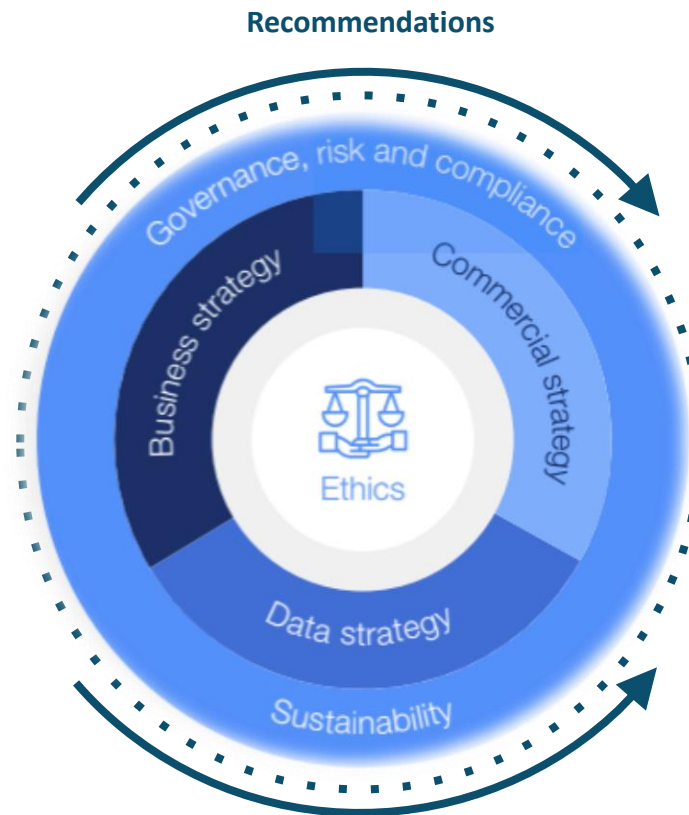
- AI solution creates a net positive impact from an ethical and sustainability perspective.

GOVERNANCE AND RISK

- integrate risk management plans with the AI solution and improve business resilience and risk

LEGAL

- Keep up-to-date on legal and policy developments related to AI regulation.



BUSINES STRATEGY

- Evaluate ways AI can create a competitive advantage through enhanced business decision-making,

COMMERCIAL STRATEGY

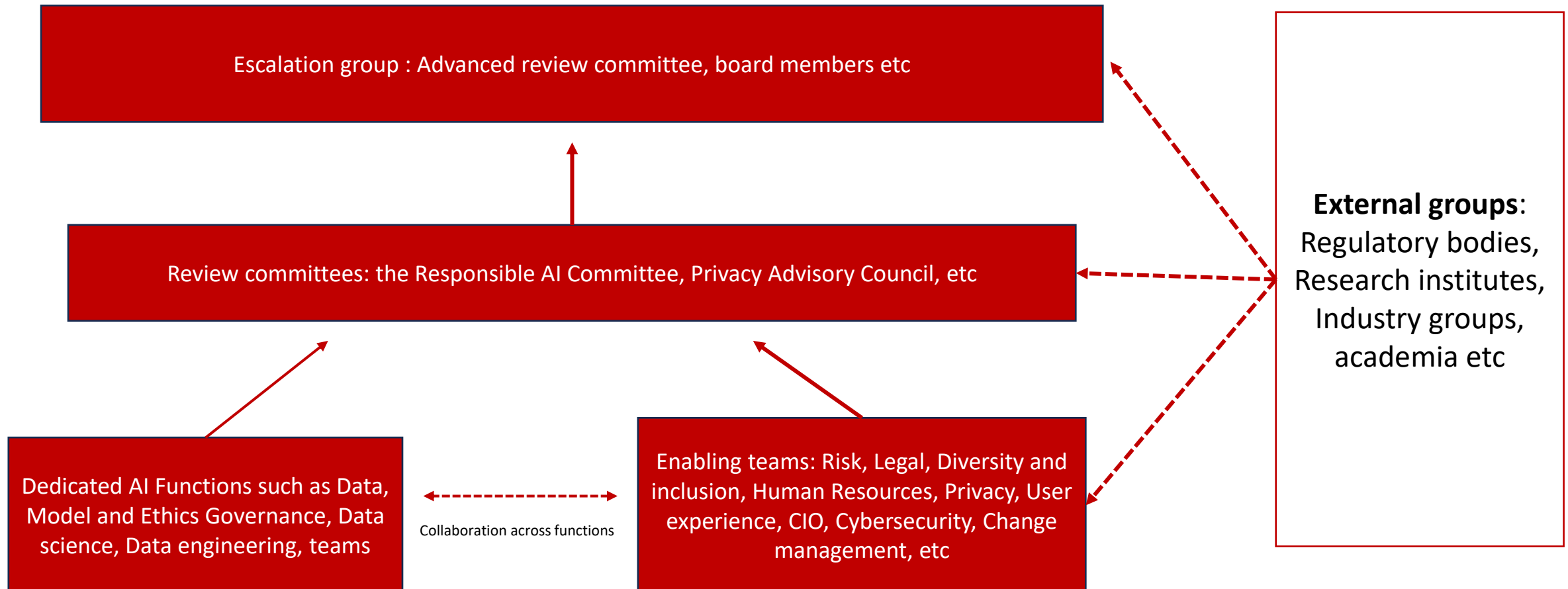
- AI solutions align with the broader commercial strategy?

DATA STRATEGY

- Evaluate the effectiveness of the AI solution in supporting enterprise objectives.

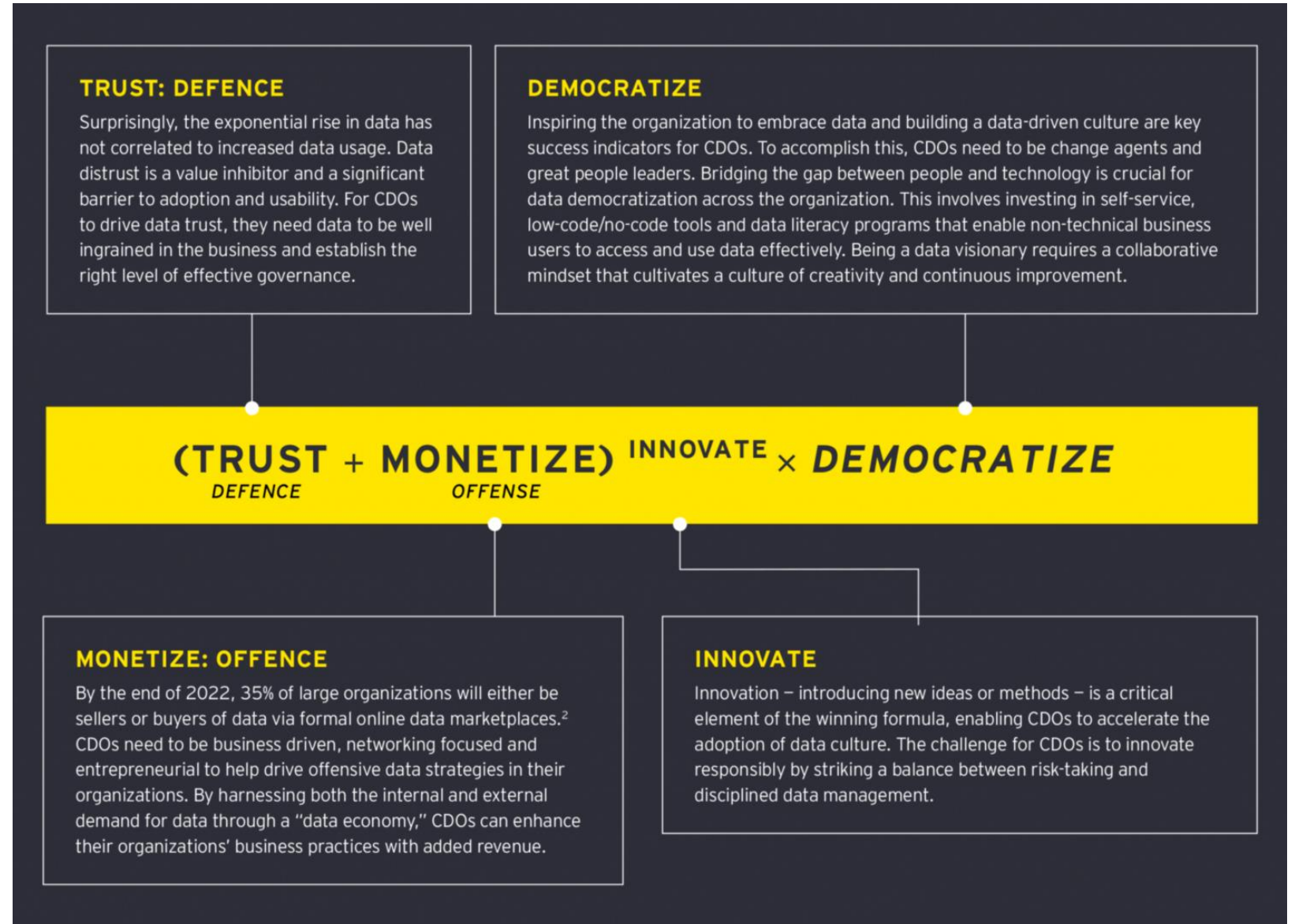
AI Governance Tiers – Recommendation

three tiers of complementary, company-wide governance structures in place to put the AI Principles into practice



SUMMARY

The winning formula — a framework to address data challenges

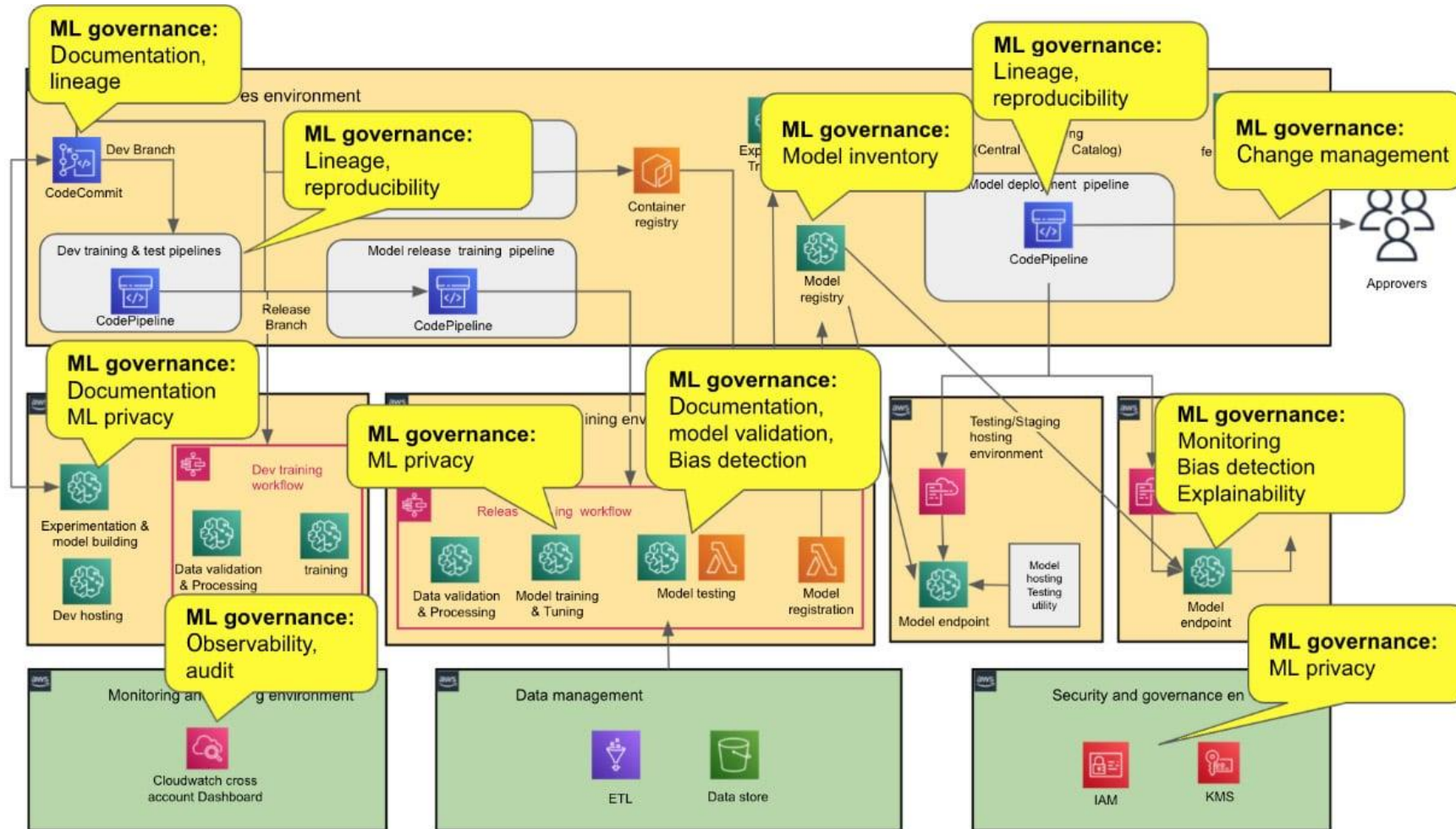


APPENDIX



BUILD A GOVERNED AI PLATFORM

First, these technology systems must be designed and built to meet internal and external policies and guidelines.



The following diagram shows the various ML governance touchpoints in an enterprise ML platform:

Reference

- <https://www.vktr.com/ai-disruption/why-cios-and-cdos-need-to-work-together-on-generative-ai/>
- https://www.ey.com/en_ca/big-data-analytics/the-winning-formula-for-cdo-success
- Reference: Initiative for applied artificial intelligence Applying AI: Building the organization for scaling AI
- AWS, CHIEF DATA OFFICER (CDO) AGENDA 2023 Prioritizing business value creation Thomas H. Davenport In partnership with MIT CDOIQ