

VIEWPOINTS

AI in 2024: Insights from leading audit committee chairs

February 2025

“Coming up with ideas is relatively easy; the difficult part is narrowing them down to a few that can transform the business and actually capture value.”

—Dan Diasio, EY

Artificial intelligence (AI) technologies surged and evolved throughout 2024, and large businesses took them up rapidly. Members of the North American Audit Committee Leadership Network (ACLN) and the European Audit Committee Leadership Network (EACLN) met several times during the year to explore the risks and opportunities that AI brings to business.

Members were joined in these discussions by Christina Montgomery, vice president and chief privacy and trust officer for IBM; Franziska Janorschke, global head of data privacy, digital & AI compliance for Novartis; Pippa Begg, chief executive officer, and Jonathan Knight, chief product officer, for Board Intelligence; and EY’s Richard Jackson, global assurance AI leader, Paul Goodhew, global assurance innovation & emerging technology leader, Dan Diasio, global artificial intelligence consulting leader, and Beatriz Sanz Sáiz, global consulting data and AI leader.

For a list of reflection questions for audit committees, see page 11. For a list of meeting participants, see Appendix 1 (page 13), and for guest biographies, see Appendix 2 (page 15).

This *ViewPoints*¹ covers key themes that emerged in the discussions:

[Growing AI applications: Boards focus on identifying opportunities](#)

[Understanding the risks of AI](#)

[Managing risks and maximizing value through strong AI governance](#)

[Ethics as a cornerstone of responsible AI](#)

Growing AI applications: Boards focus on identifying opportunities

A wide range of use cases

Throughout the year, members discussed how their companies are using AI. While early use of the technology emphasized operational efficiency and rule-based decision-making, applications of AI expanded as companies became more familiar with the technology.

Firms applied AI to optimize planning, boost productivity, and handle tedious tasks, such as analyzing hours of recorded call-center conversations. Other applications included supply-chain optimization, inventory management, marketing, and product innovation. They integrated it into other areas as well:

- **Finance.** Leaders were initially cautious about applying AI in finance—especially in the processes for preparation of financial reporting disclosures—but some finance teams are now adopting AI to forecast, detect anomalies, and automate processes such as analyzing contracts, expense reporting, and calculating estimates. Some members described using it to enhance management discussion and analysis and investor-relations outputs by improving insights and streamlining communication. Most financial applications of AI are still peripheral to the financial report, but members expect that this will grow over time.
- **Internal audit.** Internal audit teams increasingly use AI for risk and compliance assessments. The technology can be used to analyze data from large groups of third parties to detect patterns and anomalies and to pinpoint fraud or control risks. One member asked their internal audit teams to present applications of AI at each audit committee meeting and to discuss how the technology offers improvements in coverage, quality, and speed.
- **The board.** AI could improve board processes. It can distill vast amounts of information, help align discussion agendas with strategic priorities, provide actionable insights into meeting conduct, track engagement, analyze speaking-time ratios, and evaluate discussion topics. Thus far, AI is primarily used by management as they prepare materials for their boards. Many members expressed interest in exploring its use on the board. Several noted using AI personally for tasks such as research or for summarizing long documents.

During 2024, companies moved from experimenting with AI to deployment at scale. Many members saw this shift as the start of a significant transformation. Key themes emerged during multiple meetings:

- AI materially changed some industries in 2024.** Integrating AI into core operations resulted in noticeable differences in customer experiences, decision-making, and productivity in some industries. The pace of change varies depending on the industry and size of the company, but changes are accelerating across all sectors. Early in the year, one member captured the sentiment: *“The whole company is working on how to implement AI where it makes sense in our different businesses. There’s a lot of excitement about the potential these new tools bring.”*
- Strategic adoption takes time.** Not all companies are rushing to implement AI—transformation is multifaceted and involves complex processes in data preparation, infrastructure upgrades, workforce training, ethical considerations, and integration with current systems. As one member noted, *“We understand now where AI fits into our strategy, particularly in enhancing operational efficiency. Instead of boiling the ocean, we’ve decided to focus on targeted, impactful use cases. Starting with smaller proof-of-concept projects has laid a strong foundation for broader AI adoption.”*
- Board and management teams are identifying new opportunities for deploying AI.** Analyzing existing operations and data can help pinpoint where AI could automate tasks, improve decision-making, or generate new insights. Market research, competitive analysis, and feasibility studies can help assess where AI could transform companies. Significant application areas include the following:

 - External audits.** *“All Big Four firms are spending a tremendous amount on AI. How does it trickle down to our audits?”* asked a member. EY is implementing AI across more of its assurance work. Members witnessed a demonstration that included an AI tool that can accept a PDF of a highly complex financial report like a 10-K, parse the financial information embedded in it, and check for anomalies using internal references within the document as well as external sources, completing reviews in minutes instead of days. Remarkably, it was not “programmed,” but developed through machine learning on vast quantities of financial statements.
 - AI agents.** Unlike traditional tools, AI agents can autonomously pursue goals, persistently adapting and making decisions based on data and user needs. EY’s Mr. Diasio explained, *“An agent doesn’t just assist like a copilot; it*

Intelligent audit tools

Mr. Jackson described a tool that EY has created: *“a ChatGPT experience for accounting and audit guidance”* that creates a repository of knowledge. When asked about the potential overall impact of AI on the audit, Mr. Jackson replied, *“I think it will raise the bar, and you will be able to ask more of your auditors and get better results.”*

actively pursues a goal. For example, it could ensure I stay for all my meetings but leave at the earliest possible time. It would monitor my calendar, cancel a hotel if a Friday meeting is canceled, and rebook travel accordingly. Agents can operate persistently, adapting to changes and performing tasks without requiring constant input from the user.”

AI in the boardroom: opportunities

Boards and directors are exploring how AI can enhance their own work. As AI integrates with existing technology, such as board portals, members are seeing significant potential in its data-driven insights. While many AI tools for the board are still in development, early-stage solutions already help structure discussions, track engagement, and prioritize key strategies. One member noted, *“We once had someone shadow our board meetings, but their intuitive insights were dismissed as impressions. If that person had tools to analyze the discussions and present data-backed insights—such as highlighting patterns or percentages from hours of observation—it would have been far more impactful.”*

“It would be helpful to use AI to analyze data from the past 10 years to highlight issues we may not be seeing,” said a member. Another agreed: *“We faced an issue on the board that many didn’t see coming; the red flags were there in the board papers—scattered across risk management and internal audit reports—but the warnings weren’t consolidated. Could AI scan board documents to identify related risks and highlight connections an individual might miss? That would be invaluable.”*

Understanding the risks of AI

AI-related risk dominated conversations in 2024, reflecting the growing complexity of managing new challenges in a rapidly evolving landscape. Audit chairs are particularly concerned about potential misuse, unintended consequences, data privacy issues, and the need for robust governance frameworks to manage its implementation within their companies.

Participants discussed some common key risks:

- **Data integrity and removal of bias.** *“The quality of outputs depends on the quality and hygiene of data,”* said Mr. Jackson. AI can amplify inherent human biases embedded in data, leading to skewed decisions and ethical concerns. He added, *“For example, in mortgage lending, if credit has been granted in a manner that reflects existing disparities in access to financial services, this bias in the data is trained into the AI, amplifying existing inequalities.”* But correcting bias can be

complicated, as EY’s Mr. Goodhew explained: *“It’s important to look at how the technology was developed and understand the validity of the inputs and outputs. You can modify the algorithm to put emphasis on certain answers to correct bias, but this can lead to overadjustment.”* Members stressed the importance of tackling these biases to prevent unfair outcomes and maintain ethical standards.

- **Data privacy, security, and intellectual property.**

“Controls may have been tightened, but many aspects of AI are generally not regulated,” said Board Intelligence’s Mr. Knight. *“You’re relying on the company’s word that your data is safe. Without a contract with the provider and assurance from the AI team that they’ve done their due diligence, you have to assume the data could be leaked—whether intentionally or due to inadequate internal controls.”* AI can also complicate the protection of intellectual property as it can be trained to extract concepts from documents rather than extracting data that can be traced to original sources. *“A file or document may have copyright protection, but the policies that apply to concepts are different to policies that apply to data,”* EY’s Ms. Sanz Sáiz said.

- **The rise of synthetic data.** Verifying the authenticity of data used to train AI systems helps prevent the misuse of fabricated or manipulated information, such as fake product performance data or fraudulent customer metrics. *“The emergence of synthetic data is one of the key risks we face,”* said EY’s Hermann Sidhu. *“Some actors are investing heavily in synthetic data. In addition to our standard fraud procedures, we now use a digital authenticity tool which sits atop our existing processes. The Document Authenticity Tool examines the ‘stamp’ of the data—how it was created and who created and verified it—which will be integrated into our fraud-detection protocols.”*

- **Increased fraud risk from making coding more widely accessible to bad actors.**

Mr. Jackson explained, *“A lot of code is very specific: it requires the exact syntax and it’s highly repetitive. AI is able to take directions as simple as “I want the code to do X.”* Members noted how this accessibility could enable bad actors to bypass controls. One said, *“Bad actors can use our own control measures against us. The more automated the control measures are, and the more tools are based on AI, the easier it is. When you know the mechanism, you can bypass the controls.”*

From risk to opportunity

At the start of the year, discussions were dominated by risk. While risk remains a key consideration, the focus has gradually shifted toward identifying, testing, and scaling opportunities.

AI in the boardroom: risks

While boards may be eager to adopt AI tools, there are risks to using off-the-shelf solutions that lack customization. *“Minutes, for example, aren’t just a meeting record; they require human judgment and a structured format,”* Mr. Knight said. *“A generalized tool won’t handle this well, and using it as a first experiment could lead to awkward failures. The key is to make tools specific and tailored enough to be genuinely useful.”*

Managing risks and maximizing value through strong AI governance

Without robust and effective governance over AI, current operations and future growth can be at risk. Companies continue to search for effective AI governance models, and streamlined governance structures are beginning to take shape. Mr. Jackson observed that while many companies initially set up large steering committees, there is now a shift toward smaller, core management groups to speed up decision-making. Governance structures vary based on a company’s strategy, resources, and risk appetite; some establish dedicated technology or risk committees, while others engage the full board.

Members highlighted several good governance practices:

- **Establish risk tolerance and safeguards.** *“You identify and control what you can, and you mitigate to the extent that it suits the risk tolerance of the company,”* said Mr. Jackson. *“If the algorithm is deciding what movie to watch, you’re probably content with 95% accuracy, but if it’s deciding how to treat cancer, you’ll want greater accuracy or assurance than that. It’s not that the technology is risky, but risk tolerance changes depending on the circumstance.”* One member summed it up: *“It’s about working out where your limits are and creating governance around these limits.”*
- **Secure confidential data from internal access and external leaks.** *“Before, if the company didn’t have perfect technology governance to protect its internal files, it didn’t matter,”* said a member. *“Now, because of AI, if the CEO makes a mistake like saving a document in the wrong place or without the right protections, everyone in the company can find and access the data.”* AI tools increase the ease of finding and retrieving information across a company’s digital landscape. Robust data governance protocols, such as strict access controls and regular audits of file permissions, help safeguard confidential documents from unauthorized access. Some external AI tools, such as ChatGPT, can increase the risk of data breaches. Several members

reported their company banning the use of such tools, and some have developed secure in-house alternatives to prevent accidental data leaks.

- **Take a holistic view of oversight.** Effective oversight of AI demands clear visibility into its use across the organization to ensure compliance, strategic alignment, and ethical integrity. Regular updates on risks, opportunities, and AI's value are essential, making AI a permanent agenda item for audit committees and the board. Ms. Montgomery reports to IBM's audit committee once or twice per year, providing a holistic view of the AI and privacy programs. Because investors increasingly ask about the impact of AI ethics and data protection on issues like employment and the environment, she also provides updates to the board to build its awareness of IBM's integrated approach. *"We are very much involved with other functions like ESG [environmental, social, and governance], enterprise risk management, and finance. We show directors how AI shows up in the ESG report and the proxy, to ground the board in the overall program and show all of the touchpoints we have,"* she said. Members emphasized that understanding where AI is being used is critical to comply with forthcoming regulations. One said, *"There may be certain required disclosures, but you will also need to explain how you came to each decision, so it's important to know where changes have been made by a self-learning tool such as generative AI. Otherwise, we may get into deep trouble."*
- **Keep humans in the loop.** In most corporate settings, AI is not ready to be used without human involvement. An audit chair said, *"Call centers and the like may be driven by AI, but eventually if it can't deal with the response, it kicks it back to a*

IBM's approach to ethical AI governance

IBM's Ms. Montgomery described an AI governance framework with several key elements:

Guiding principles. A clear set of trust and transparency principles serves as a foundation to guide the responsible development and deployment of AI.

Oversight body. Top management oversight comes through the Policy Advisory Committee, comprised of senior leaders and C-suite executives across the company's operations. It is the final escalation point for ethical concerns related to AI.

AI Ethics Board. *"We bring a lot of different pieces and leaders together, such as legal, procurement, ESG, and research,"* Ms. Montgomery said. The board is responsible for defining and maintaining IBM's AI ethics policies, practices, and communications, and reviewing use cases escalated to it.

Frontline involvement. IBM provides employees with guidance on AI ethics, including help to determine if a use case requires review by the AI Ethics Board. Business unit representatives act as the first point of contact for ethical concerns and promote compliance with IBM's principles. A network of employee advocates further fosters a culture of ethical AI across the company.

person.” Several members emphasized the importance of retaining human oversight. *“This is something our board has been talking about,”* said one. *“When you have to make an important decision, there has to be a human aspect. Everything is not necessarily fine just because your AI application says so.”*

- **Integrate with existing governance processes.** *“We built a lot of the AI ethics and governance program on top of the privacy program, and we use a lot of the same technology and workflows,”* said Ms. Montgomery. This approach enabled IBM to integrate AI governance without creating entirely new processes.
- **Prepare for a complex AI regulatory landscape.** AI governance remains fragmented. Global initiatives such as the Organization for Economic Cooperation and Development’s AI principles² and the United Nations Educational, Scientific, and Cultural Organization’s ethical recommendations³ offer guidance but lack enforceability, leaving companies to navigate a patchwork of regulations such as the EU’s AI Act and China’s AI governance rules. The Council of Europe’s Framework Convention on AI and Human Rights, Democracy and the Rule of Law⁴—the first binding international treaty on AI—aims to establish common standards for AI governance. With support from the EU and the US, it marks a significant step toward global governance.

AI in the boardroom: governance

AI should support, not replace, board work. Board Intelligence’s Ms. Begg said, *“Focusing on augmentation rather than automation of work is key. For board effectiveness, analytics can be very useful. They can enhance your understanding as a board member, but they don’t replace or automate the role.”*

Ethics as a cornerstone of responsible AI

AI will bring disruption to every industry, and the ethical concerns posed by this rapidly evolving technology cannot be ignored. Member discussions illustrated diverse perspectives: some members serve on boards of companies developing and selling AI, others are users of AI, and some operate in both roles.

Over the past year, discussions included strategies for responsible AI and key considerations for the boards of large global companies. Several themes emerged:

- **Responsible AI oversight requires strict monitoring and ongoing human skill development.** *“Some tasks may never be performed by humans again due to AI’s high accuracy,”* said EY’s Marie-Laure Delarue. *“The real challenge is elevating human focus. It’s crucial that people who review the AI output are still capable of*

identifying shortcomings in the tools.” Novartis’s Ms. Janorschke agreed, emphasizing the role of legal protections: “Human-centricity must be central in the EU AI Act. AI controlling and feeding on itself could escalate into something dangerous.” Members highlighted the risks of overreliance on AI, questioning how future generations, lacking current experiential knowledge, will maintain effective oversight.

- Embracing AI means aligning data retention and other related policies.** State-of-the-art information management allows businesses to revisit and audit AI models years after their launch and to ensure they were trained on appropriate, nonbiased, and lawfully curated datasets. Accommodating the increasing volumes of data used for training and deploying AI tools with clear data-retention policies and procedures and robust security for the increased data being stored should be top of mind. Without a clear archiving system, critical information could be lost, making it difficult to trace decisions or address issues like bias. *“We make sure to lock in information from the beginning,” Ms. Janorschke emphasized. “If our business wants to start an AI solution, it has to go through a process: Register it, and have it owned by our IT function. All the necessary information must be documented. Regular monitoring and checks help confirm that everything is in place and, ideally, this will allow us to go back five years later for review.”*

Novartis’s eight commitments to the responsible use of AI

Ms. Janorschke outlined [Novartis’s guiding principles](#):

- Empower humanity
- Accountability
- Mitigate bias
- Respect privacy
- Transparency and explainability
- Safety and security
- Environmental sustainability
- Review, learn, and adapt

- Deciding how to use AI requires careful consideration.** *“It’s important to carefully choose when and where to use AI,” one member noted. “For example, in the pharmaceutical industry, AI can help speed up the process of selecting patients for clinical trials by identifying those who fit specific criteria. AI can even predict the outcomes of the trials. The trials still need to be conducted physically to demonstrate actual results; AI can assist, but the trial must still be carried out to confirm the actual results.” Ms. Montgomery agreed: “We don’t ask often enough, ‘Why are we using AI for this use case? What is the point of AI in this context?’ Part of a company’s AI strategy should be how and why you need generative AI or a general-purpose large-language model versus a more purpose-built model or technology.”*
- Sustainability should be part of the equation.** AI’s high energy consumption can conflict with sustainability goals. One member said, *“Corporate responsibility and sustainability aspects are particularly intriguing. From my experience on the board, these areas are still evolving. We’re actively discussing questions such as, ‘What is*

the best approach?’ and ‘Which committee should take the lead?’” Ms. Montgomery noted that AI’s relationship with sustainability works both ways: while its energy consumption poses challenges, it also has significant potential to combat climate change and improve sustainability efforts.

- **Ethics will continue to evolve.** *“We’re on a journey. The answers we have today won’t be the answers of tomorrow,” one member acknowledged. “The bias we recognize today might not be the bias of tomorrow. Continuous oversight is important.”*

AI in the boardroom: ethics

AI ethics also involves ensuring that its use does not undermine the dynamics essential to effective governance. A member expressed concern that AI recording and tracking could inhibit conversations within the board: *“A board of directors should be a space where I can freely express ideas—no matter how off-the-wall—and explore what-if scenarios. This openness allows others to build on those ideas, ultimately creating something valuable for the company. However, introducing an external conversation partner can make people more guarded, which risks losing the spontaneity that drives these creative discussions.”*

“The AI game is changing, and it’s changing rapidly—and it’s becoming more interesting than ever.”

—Audit chair

Reflection questions for audit committees

- ? How is your board governing AI adoption and ensuring accountability for AI-driven decisions?
- ? What are the most significant opportunities AI presents for your company, and how are they being prioritized?
- ? How have you adapted data controls (collection, retention, data cleaning, etc.) as your company has scaled up its use of AI?
- ? What critical risks, such as bias, data security, overreliance, or operational failures, could AI introduce, and how are these being mitigated?
- ? How thoroughly has the board or audit committee discussed AI's potential impact on financial controls, reporting, and internal risk management?
- ? How does the board ensure AI systems align with ethical principles, such as fairness, transparency, and accountability?
- ? What policies and processes are in place to monitor the use of AI, and are they sufficient to address current and future challenges? How are compliance programs and related processes adapting to address risks related to the use of evolving technologies such as AI?
- ? How can AI tools be tailored to enhance boardroom decision-making while maintaining open and creative discussions?
- ? What training or resources does the board need to stay informed about AI developments and implications?

About this document

The European Audit Committee Leadership Network (EACLN) and Audit Committee Leadership Network (ACLN) are groups of audit committee chairs drawn from leading European and North American companies committed to improving the performance of audit committees and enhancing trust in financial markets. The networks are organized and led by Tapestry Networks with the support of EY as part of its continuing commitment to board effectiveness and good governance.

ViewPoints is produced by Tapestry Networks to stimulate timely, substantive board discussions about the choices confronting audit committee members, management, and their advisers as they endeavor to fulfill their respective responsibilities to the investing public. The ultimate value of *ViewPoints* lies in its power to help all constituencies develop their own informed points of view on these important issues. Those who receive *ViewPoints* are encouraged to share it with others in their own networks. The more board members, members of management, and advisers who become systematically engaged in this dialogue, the more value will be created for all.

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Appendix 1: Participants

The following members participated in all or part of the meetings, in person or virtually:

Audit Committee Leadership Network

Fernando Aguirre, CVS Health
 Joan Amble, Booz Allen Hamilton
 Judy Bruner, Applied Materials
 Jeff Campbell, Aon
 Janet Clark, Texas Instruments
 Pam Craig, Merck
 Dave Dillon, 3M and Union Pacific
 Lynne Doughtie, Boeing
 Anne Drinkwater, Equinor
 Bill Easter, Delta Air Lines
 Jonathan Foster, Lear Corporation
 Tom Freyman, AbbVie
 Bella Goren, General Electric and Marriott International
 Gretchen Haggerty, Johnson Controls
 Bob Herz, Morgan Stanley
 David Herzog, MetLife
 Akhil Johri, Cardinal Health
 Lori Lee, Emerson Electric
 Brad Martin, FedEx
 Ann Marie Petach, recent ACLN member
 Larry Quinlan, Jones Lang LaSalle
 Kim Ross, Cigna
 Leslie Seidman, board member of Janus Henderson and Moody's Corporation, and recent ACLN member
 Tom Schoewe, General Motors and Northrop Grumman
 Cindy Taylor, AT&T
 Darrell Thomas, British American Tobacco
 Tracey Travis, Meta
 Jim Turley, Citigroup
 John Veihmeyer, Ford

European Audit Committee Leadership Network

Jeremy Anderson, UBS
 José Miguel Andrés Torrecillas, BBVA
 Philip Broadley, AstraZeneca
 Christine Catasta, Erste Group Bank
 Germán de la Fuente, Santander
 Ana de Pro Gonzalo, STMicroelectronics
 Laurence Debroux, Exor, NovoNordisk, and Randstad
 Carolyn Dittmeier, recent EACLN member
 Liz Doherty, Novartis and Philips
 Eric Elzvik, Ericsson and Volvo
 Renato Fassbind, Nestlé
 Karen Gavan, Swiss Re
 Byron Grote, Tesco and AkzoNobel
 Catherine Guillouard, Airbus and Air Liquide
 Margarete Haase, ING
 Marion Helmes, Heineken and Siemens Healthineers
 Liz Hewitt, Glencore
 Monika Kircher, RWE
 Dagmar Kollmann, Deutsche Telekom
 Jennifer Li, SAP
 Pilar López, Inditex
 Benoît Maes, Bouygues
 John Maltby, Nordea
 Anne-Francoise Nesmes, Compass Group
 Stephen Pearce, BAE Systems
 Nathalie Rachou, Veolia
 Caroline Grégoire Sainte Marie, Elior
 Alexandra Schaapveld, Société Générale
 Maria van der Hoeven, TotalEnergies

EY was represented by the following in all or part of the meetings:

Julie Boland, US Chair and Managing Partner and Americas Area Managing Partner, EY

Dante D'Egidio, Americas Vice Chair - Assurance

Marie-Laure Delarue, Assurance, Global Vice Chair, EY

Jean-Yves Jégourel, Country Managing Partner, Germany, EY

Hildur Eir Jónsdóttir, Assurance Managing Partner, EY

Jennifer Lee, Managing Director, Americas Center for Board Matters, EY

Patrick Niemann, Partner, Americas Center for Board Matters, EY

Hermann Sidhu, EMEIA Assurance Leader, EY

Julie Linn Teigland, EMEIA Area Managing Partner, EY

Tapestry Networks was represented by the following in all or part of the meetings:

Beverley Bahlmann, Executive Director

Jonathan Day, Chief Executive

Kelly Gillen, Senior Associate

Todd Schwartz, Executive Director

Hannah Skilton, Associate

Abigail Ververis, Project and Event Manager

Jason Watkins, Managing Director

Appendix 2: Guest biographies

Pippa Begg is CEO of Board Intelligence, the mission-led technology firm she co-founded in 2009 to transform boards and leadership teams into a powerful driver of performance and a force for good.

Pippa started her career in financial services, working for HM Treasury and leading global investment manager Russell Investments, after graduating from the Cambridge University with an MA in Natural Sciences. Pippa is a guest lecturer at Henley Business School and a regular speaker at conferences and events. She has played a vocal role in shaping governance best practice in the UK and internationally and has won numerous awards including EY Entrepreneur of the Year for London & South East, *Management Today*'s "35 women under 35," and LDC's "Ones to Watch," which celebrates the leaders of the UK's fastest-growing businesses.

Together with co-founder Jennifer Sundberg, Pippa is the author of *Collective Intelligence: How to Build a Business That's Smarter than You*. Described as "an essential guide" by *New York Times* bestselling author Daniel H. Pink, the book has also been featured in the *Financial Times*.

Dan Diasio is an executive serving as the EY Global Artificial Intelligence Consulting Leader. In this role, he supports clients with AI-enabled business transformation by supporting the strategic direction, identification, design, and deployment of Trusted-AI and modern data platforms.

He works across industries to narrow the divide of between digital immigrants and digital natives to turn weaknesses into competitive advantage.

Throughout his career, Dan has had the pleasure to lead high-performing teams to live their purpose through the execution of hundreds of bespoke solutions and products.

Paul Goodhew is Global Assurance Innovation & Emerging Technology Leader at EY. He is at the forefront of innovation for EY assurance services and is a partner sponsor for a range of initiatives across EY assurance as part of EY's US\$1 billion investment program in a next-generation EY assurance technology platform. In this capacity, Mr. Goodhew sponsors EY transformation workstreams and product-development teams across topics including AI, user experience, intelligent automation, and blockchain.

Based in London, UK, Mr. Goodhew engages with EY assurance clients and teams across the EY global organization to develop and scale EY's strategic response to emerging technologies, including the development of new technology products and technology-related services. In addition, Mr. Goodhew is a member of EY's assurance executive committee and EY's strategic innovation group.

Richard Jackson is the EY Global Artificial Intelligence Assurance Leader and drives global efforts to accelerate the development and use of AI technologies in EY assurance. Additionally, he collaborates with regulators, policymakers, and other EY AI professionals to develop new assurance services that cater to clients' needs in this rapidly evolving field. Mr. Jackson also serves clients operating in the technology and life sciences industries.

Mr. Jackson leverages his nearly 30 years of experience working with leading technology innovators to guide the investment of the EY organization's four-year commitment of more than US\$1 billion to deliver

its next-generation assurance technology platform. Richard holds a BA in English from University College, Swansea University in Wales.

Franziska Janorschke is Global Head of Data Privacy, Digital & AI Compliance at Novartis. She has worked at Novartis in the Basel headquarters since 2006. She started her career in Human Resources as a Global HR Business Partner for most corporate functions (Finance, HR, TechOps & Quality, Corporate Affairs, Compliance, etc.) including the CEO and Chairman Offices.

In 2010, Ms. Janorschke moved to the Corporate Security department, which reported to the Novartis Chairman, as Region Head Europe of the Novartis Business Practices Office (BPO), where she was responsible for whistleblowing and internal investigations into alleged misconduct. In 2013, she became Global Head BPO and was responsible for the strategy and design of the Novartis whistleblowing and internal investigations program. She moved with this team, which has since been renamed the Novartis “SpeakUp Office,” to the Legal department, reporting to the Chief Legal Officer, and later to the Ethics, Risk & Compliance function, reporting to the Chief Ethics, Risk & Compliance Officer. In her role, Ms. Janorschke gave regular updates to the Novartis Executive Committee as well as to the Novartis Audit & Compliance Committee of the Board.

In 2022 Ms. Janorschke was appointed as Global Head of Data Privacy, Digital & AI Compliance in the Ethics, Risk & Compliance function, under the leadership of Dr. Klaus Moosmayer, Chief Ethics, Risk & Compliance Officer of Novartis and member of the Novartis Executive Committee.

Ms. Janorschke is of German nationality and received a law degree from Friedrich Schiller University Jena, Germany, in 2001. In 2005 she became a qualified lawyer from the Ministry of Justice Bavaria, Munich, Germany.

Jonathan Knight is Chief Product Officer and heads up the Product & Design practice at Board Intelligence. Jonathan joined Board Intelligence in 2010 as a consultant and spent several years working closely with different boards to improve the quality of information available to its members.

Recognizing the important role that technology has in the decision-making process, Jonathan built and developed Board Intelligence’s technology arm. Today, our technology products are a core part of Board Intelligence’s offering and the mechanism by which the company aims to embed good corporate governance processes and decision-making tools in every organization.

Jonathan previously sat on the IOD’s Good Governance Index advisory panel for two years.

Christina Montgomery is Vice President and Chief Privacy & Trust Officer for IBM, overseeing the company’s privacy, data and AI governance program on a global basis, and directing all aspects of IBM’s privacy policies. She also chairs IBM’s AI Ethics Board, a multidisciplinary team responsible for the governance and decision-making process for technology ethics policies and practices.

During her tenure at IBM, Christina has served in a variety of positions including Managing Attorney, cybersecurity counsel and, most recently, Corporate Secretary to the company’s board of directors.

A global leader in AI ethics and governance, Christina is a member of the United States’ National AI Advisory Committee (NAIAC), which is tasked with advising the President and the National AI Initiative

office on a range of topics related to AI. Christina is also an Advisory Board Member and on the AI Leadership Council of the Future of Privacy Forum (FPF), Advisory Council Member of the Center for Information Policy Leadership (CIPL), and a member of the Board of Directors and the AI Governance Advisory Board for the International Association of Privacy Professionals (IAPP).

She received a B.A. from Binghamton University and a J.D. from Harvard Law School.

Beatriz Sanz Sáiz is Global AI Sector Leader at EY. A forward-thinking professional with experience in strategy and deep knowledge in AI and analytics, Beatriz has been a partner with EY for more than a decade. She served in various roles within EMEA and Asia-Pacific. She leads more than 9,000 professionals and is driving the strategy to infuse analytics and AI into EY's work.

During her career, she has also held senior positions with leading companies in financial services, where she was responsible for establishing analytics and innovation as core competencies.

Beatriz holds a master's degree in mathematics and statistics from Complutense de Madrid and serves as professor at the IE Business School for the International Master's in Big Data & Analytics program. She is a regular speaker at international industry conferences and has been featured in *Forbes* and the *Financial Times*.

Endnotes

¹ *ViewPoints* reflects the network's use of a modified version of the Chatham House Rule whereby names of members and their company affiliations are a matter of public record, but comments are not attributed to individuals or corporations. Italicized quotations reflect comments made in connection with the meeting by network members and other meeting participants.

² The Organisation for Economic Co-operation and Development, "[Recommendation of the Council on Artificial Intelligence](#)," *OECD Legal Instruments*, amended May 3, 2024.

³ United Nations Educational, Scientific and Cultural Organization, [Key Facts: UNESCO's Recommendation on the Ethics of Artificial Intelligence](#) (Paris: UNESCO, 2023).

⁴ Council of Europe, [Council of Europe Framework Convention on Artificial Intelligence and Human Rights, Democracy and the Rule of Law](#), Council of Europe Treaty Series – No. 225 (Council of Europe, September 5, 2024).