Responsible AI for Non-Executive Directors



AICDi
AI Company Data Initiative

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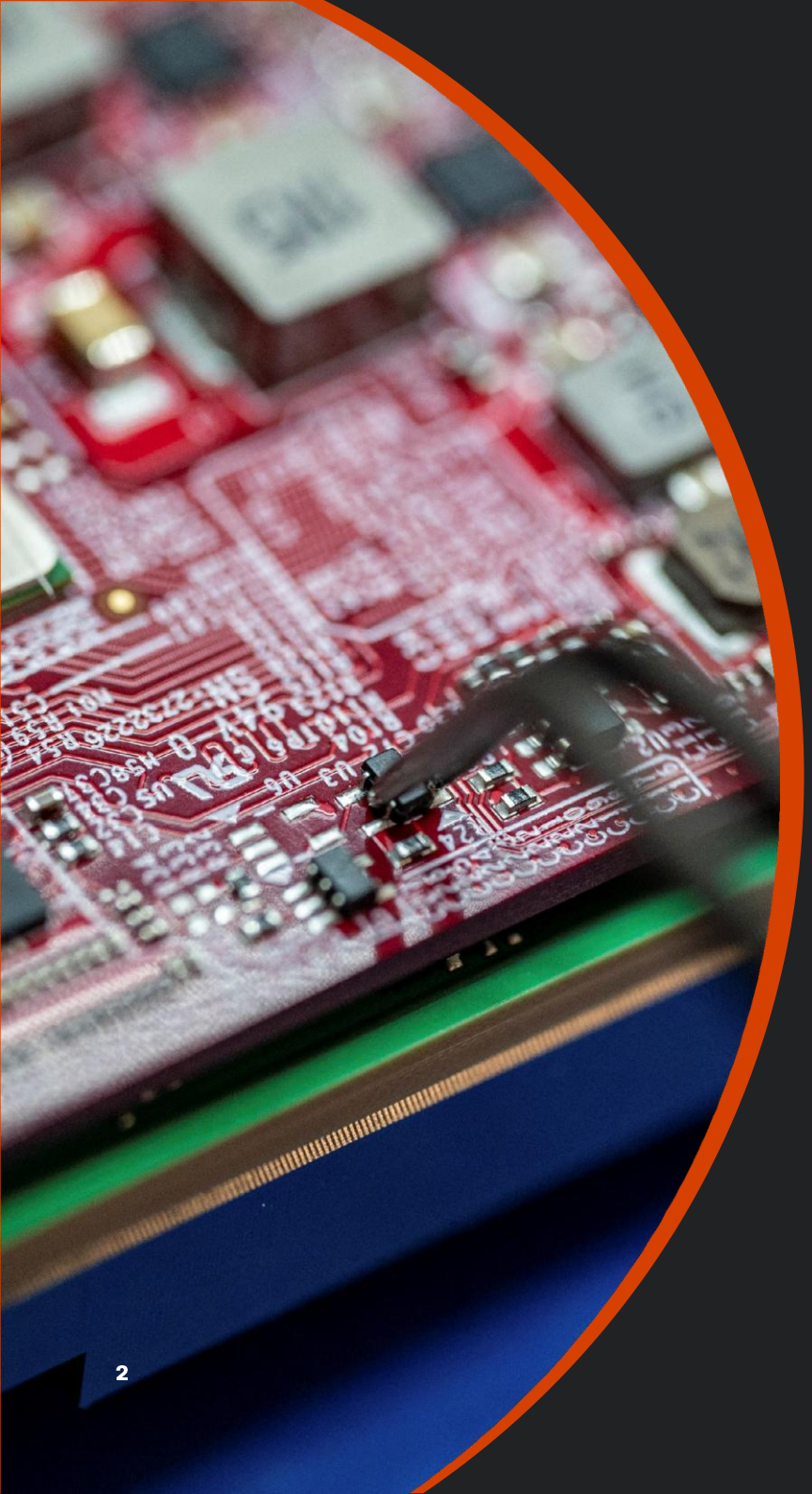

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Introduction to Thomson Reuters Foundation

The Thomson Reuters Foundation is a global non-profit organisation advancing democratic resilience, institutional integrity and social cohesion.

We leverage our extensive networks and data intelligence to promote responsible business practices that support more equitable economies. We work with businesses, investors, lawyers, civil society organisations, and journalists to deepen understanding of how corporate decisions affect lives and livelihoods—from labour rights to the just transition to a greener economy.

Our work is delivered through capacity building programmes, legal support, events, research, and data driven products, including the Workforce Disclosure Initiative (WDI) and the AI Company Data Initiative (AICDI). AI is transforming how companies operate, manage their workforces, and make decisions. However, the data shows that corporate governance has not kept pace.

Our first-round AICDI analysis of 3,000 companies highlights the scale of the challenge:

97%

of companies do not consider environmental impacts when deciding which AI systems to deploy

68%

fail to assess societal impacts beyond their direct end users

41%

make their AI policies accessible to employees or require acknowledgement

52%

do not have a publicly available AI strategy

These findings present both significant risk and opportunity. The same principles that underpin strong workforce disclosure—transparency, accountability, and respect for workers' rights—are essential to responsible AI governance. This is where our training plays a critical role.

Our Training Expertise

We deliver customised training programmes for business leaders, corporate teams, ESG professionals, and legal teams, equipping them with the knowledge and practical skills needed to address today's most pressing governance and accountability challenges.

Drawing on decades of experience supporting organisations through complex disclosure and accountability frameworks, we design bespoke training that bridges the gap between policy commitment and operational practice.

Our programmes are grounded in internationally recognised standards, including **UNESCO's Recommendation on the Ethics of AI**, and are tailored to the realities of organisations operating across global supply chains and diverse regulatory environments.





Responsible AI Training

This is a comprehensive, interactive Responsible AI training programme designed for board members, and Non-Executive Directors (NED's). The programme combines structured content delivery with practical group exercises, case studies, and facilitated discussions, ensuring high levels of engagement and clear relevance to real-world decision-making. Critically, it addresses emerging risks and liabilities for NED's as their companies navigate AI adoption. The content is accessible to non-technical professionals and assumes a beginner to mid-level understanding of responsible AI, making it suitable for NED's across all industries, with a variety of backgrounds and experiences.

Estimated duration: Half-day to full-day session (approximately 4–6 hours, including exercises and discussion time), with flexibility to be delivered as shorter modules or as part of a multi-session programme.

Curriculum overview

Introduction to Responsible AI

Participants begin by building a clear understanding of what AI is and exploring its key subsets, including machine learning, deep learning, and generative AI. The module distinguishes between AI developers and deployers, introduces the concept of Responsible AI, and encourages critical reflection on what "responsible" means in practice. An interactive "Prohibited or Permitted?" exercise invites groups to classify real-world AI use cases—from facial recognition scraping to spam filters—as prohibited, high-risk, or low-risk under regulatory frameworks such as the EU AI Act.

AI Risk, Oversight and Liability

A dedicated module, designed specifically for NED's operating under UK Company Law, helps boards understand their responsibilities in relation to AI adoption and use. It explores how existing director duties apply in an AI context, where governance gaps can create legal, regulatory and reputational exposure, and what "reasonable" oversight looks like in practice. Special thanks to Wilmer Cutler Pickering Hale and Dorr LLP for its assistance in preparing the module for TRF.

Also included: NED Board Toolkit — a practical set of questions and prompts to help directors challenge effectively, strengthen oversight, and ensure AI governance is properly evidenced at board level

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Curriculum overview

Bias in AI

This module examines the origins of AI bias, including the social, institutional, and historical factors embedded in training data. It covers key bias types such as underrepresentation, biased labels and proxies, feedback loops, and contextual mismatch. Real-world examples illustrate why inclusive design and diverse teams are essential. A scenario-based group exercise explores how bias manifests in practice and how it can be mitigated through governance and design choices.

Human Capital and Workforce Impact

Participants explore how AI is reshaping work—what tasks it replaces, what it augments, and the challenges to workers' rights. The module provides practical guidance on protecting employees, including transparency obligations, avoiding covert surveillance technologies, consulting workers ahead of AI deployment, and establishing internal grievance and redress mechanisms.





Curriculum overview

Environmental Considerations

Participants are prompted to reflect on the environmental footprint of AI systems, including data-centre energy use, water consumption, model-training costs, supply-chain impacts, and hardware materials. The module encourages organisations to consider whether environmental criteria are meaningfully embedded within AI strategy, procurement, and deployment decisions.

Safety and Security

This module focuses on the practical measures organisations must take to safeguard AI systems and the data they rely on. It covers data governance and privacy, as well as system security and robustness, including the use of cybersecurity controls such as encryption, access management, and regular security assessments.

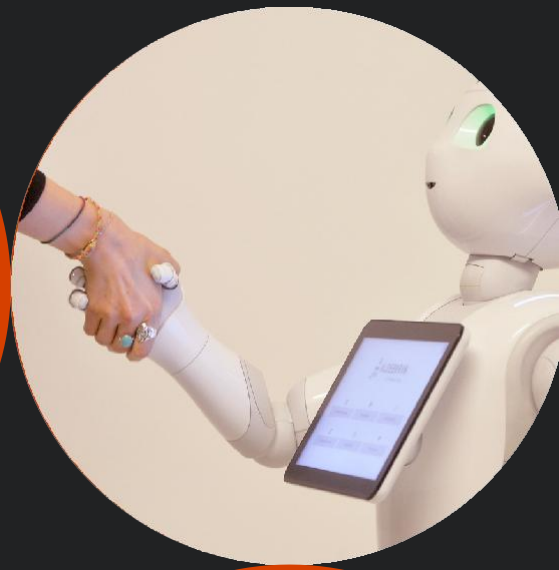
Transparency and Explainability

The final module explores why transparency is foundational to responsible AI and why documentation and traceability are critical across the AI lifecycle. A concluding exercise tasks participants with producing a plain-language explanation of an AI system for an end user, applying the principles covered throughout the programme.

Format, costs and next steps

When organising a training, we take into account the location, preferred delivery format (in-person or virtual), language of instruction, and the number of participants (typically 10–12 per cohort).

Please get in touch to discuss your requirements and co-design a training package aligned with your goals and budget:
aicdi@thomsonreuters.com





A message from our Director of Responsible Business

“As artificial intelligence becomes embedded across business operations, products, and services, responsible AI is no longer a specialist concern - it is a core organisational capability. Non-Executive Directors need the skills to understand how AI systems work, where risks can arise, and how their risks and liabilities are changing.

Today, many organisations are adopting AI faster than they are developing the internal controls, governance structures, and shared understanding needed to manage it well. This gap creates real risks: operational failures, reputational harm, bias and discrimination, privacy breaches, and unintended societal and environmental impacts.

At the Thomson Reuters Foundation, we work with businesses and investors committed to the highest standards. Through this work, we see a growing demand for practical, accessible training that helps organisations move beyond principles and into action.

Our Responsible AI training programmes are designed to build this capability. They equip teams with the knowledge and tools to identify AI risks, clarify roles and accountability, and embed responsible practices across the AI lifecycle—supporting better decision-making year on year.

The curriculum is closely linked to the AI Company Data Initiative (AICDI), which provides a structured framework for assessing and disclosing corporate AI practices, grounded in UNESCO’s Recommendation on the Ethics of AI. This training is a great foundation for continuous improvement, and we look forward to supporting your teams on this Responsible AI journey.”

Katie Fowler,
Responsible Business Director,
Thomson Reuters Foundation



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