



# Why Diversity Equity and Inclusion Leaders Must Lead in AI

Dr. Cindy Gordon, CEO and Founder, SalesChoice Inc.

Patricia Mota, President & CEO, HACE

**Table of Contents**

- 1.0 - Introduction** **3**
- 2.0 - Where are you at in leading AI in your organization?** **9**
- 3.0 - What is AI Data Bias?** **11**
- 4.0 - What is the role of a CDO?** **15**
- 5.0 - What is the role of a CDO in AI Governance?** **16**
  - 5.1 - Governance: Stakeholder Engagement and Transparency 16
  - 5.2 - Ethical Guidelines and Policies 16
  - 5.3 - Bias Identification 17
  - 5.4 - Diverse Representation in AI Software Development 17
  - 5.5 - Sustainability: Continuous monitoring and evaluation 17
- 6.0 - Conclusion** **18**
- References** **21**
- Appendix A** **22**
- Appendix B** **23**
- Appendix C** **24**
- Appendix D** **25**
- About Dr. Cindy Gordon** **26**
- About Patricia Mota** **27**
- About SalesChoice Inc.** **28**
- About HACE** **28**



## 1.0 - Introduction

The demographics in both the global and U.S. contexts are becoming increasingly more racially, ethnically, and intersectionally diverse. Notably underrepresented in senior leadership yet among the fastest-growing groups, are global Hispanics/Latinos/as/x/e, Asian Americans, and Blacks/African-Americans. These groups have profoundly impacted mainstream culture through their leadership in

market trends, product innovation, and the evolution of societal diversity, equity, and inclusion, promising a brighter future.

### **Impact Facts**

- The U.S. Hispanic population surged to 63.6 million in 2022 from 50.5 million in 2010, representing nearly 20% of the U.S. population.
- The 26% increase in the Hispanic population was faster than the nation's 8% growth rate but slower than the 34% increase in the Asian population. In 2022, Hispanics made up nearly one in five people in the U.S. (19%), up from 16% in 2010 and just 5% in 1970.
- Hispanics have played a major role in U.S. population growth over the last decade. The U.S. population grew by 24.5 million from 2010 to 2022, and Hispanics accounted for 53% of this increase – a greater share than any other racial or ethnic group.
- The next closest group is non-Hispanic people who identify with two or more races. Their population has grown by 8.4 million, accounting for 34% of the overall increase.
- The Latino workforce is markedly younger than other demographic groups, predominantly under the age of 25, with the most common age range from 10 to 14 years, as opposed to 60 to 64 years among non-Latinos. The Latino purchasing power year over year has risen. In the U.S. alone, the purchasing power is over \$3.4 trillion.
- If equity were achieved in narrowing the Black-white income gap, Black purchasing power could increase from \$976 billion to an estimated \$1.6 trillion in the U.S.

With this sphere of influence comes a great deal of leadership responsibility to ensure that our society, policies, and practices genuinely value diversity, equity and inclusion.

One of the new areas shaping our world is the incredible explosion of Artificial Intelligence (AI) and ensuring we get responsible AI right. AI enables powerful computational models to be trained on large volumes of data.

However, with this new power comes inherent risks unless we come together as a HACE community with allies to ensure our voices are visible and accurate in data sets and we are not just propagating historical data that marginalizes our voices. Data Bias is a new frontier for us to champion and our HACE DEI community is not ready to lead in the ways we need this community to.

The big risk facing us is building new products and services, using AI models, inherent with data bias that is beyond reasonable thresholds of responsibility, explainability, and ethical fairness.

**“Chief Diversity Officers (CDOs) play a crucial role in developing Trusted AI practices to mitigate AI data bias risks. As AI systems are trained on large datasets, they can easily inherit and perpetuate existing biases resulting in unfair or discriminatory outcomes. In some cases, they may even hallucinate, especially in generative AI methods.”**

– Dr. Cindy Gordon, CEO SalesChoice Inc.

With the AI explosion, the growth of data sets trained on historical data is saturated with many social and cultural biases that only increase inequality and inequity. CDOs, with their expertise in promoting diversity and inclusion, can help identify and mitigate biases in AI systems. The opportunity for DEI leaders to augment AI governance, strategy, and delivery teams to lead in risk management and quality controls is an important evolution of ensuring responsible AI practices are

established. Although AI is an essential technology to accelerate growth and drive operational efficiency, unfortunately, many organizations struggle to implement AI at scale. More than one in three (36%) organizations in a recent survey have experienced challenges due to AI bias in their algorithms. Based on an analysis of over 350 organizations, leaders shared deep concerns about the risk of bias in AI (54%) and a growing desire for government regulation to prevent bias in AI (81%).<sup>1</sup>

The impacts of AI bias are far from hypothetical. 36% of survey respondents say their organizations have suffered due to AI bias in one or several of their algorithms. **Of those organizations, 62% lost revenue, and 61% lost customers.**

### Negative Impacts of AI Bias

**62%**

Lost revenue

**61%**

Lost customers

**42%**

Lost employees as a result of AI bias

**35%**

Incurred legal fees due to a lawsuit or legal action

**6%**

Loss of customer trust

<sup>1</sup> Data Robot Research Survey, June, 2021 Methodology. DataRobot conducted an online survey of more than 350 U.S. and U.K.-based CIOs, IT Directors, IT managers, and development leads who use or plan to use AI. Source: <https://www.datarobot.com/resources/aisuccess2023/>

## **Leadership – The Big Gap**

Unfortunately, few Chief Diversity Officers (CDOs) have AI data governance and AI data bias operational mandates, and often their levels of digital literacy are far below what is needed to close the gap to ensure more equitable and more trusted AI models are leveraged in both public and private enterprises.

## **The Big Opportunity**

CDOs must learn about AI, ethics, compliance security, and regulatory frameworks and understand how to govern data bias risks to guide their organizations in designing, building, and sustaining responsible AI-centric business practices. Ensuring our future world is built on a stronger diversity, equity, and inclusion “fairness” foundation is a business imperative. Diversity, in its broadest sense, has a positive impact on business performance in many ways, from greater innovation and skill sharing to increased productivity and growth. Forbes research found that diverse teams deliver 60% better results and make better decisions in 87% of cases.



**Diversity, Equity, and Inclusion have been a force for good in corporate America bolstering performance for those companies that embrace the mission. The McKinsey study also showed that companies in the top quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability than companies in the fourth quartile. Diversity wins and when partnered with another clear winning strategy such as technology that force for good becomes even stronger. To ensure AI is integrated successfully, we must ensure that Chief Diversity Officers (CDOs) are at the decision table to contribute to the governance of developing ethical and responsible AI systems.**

– Nate Bennett, SVP, DEI at Comerica Bank



## 2.0 - Where are you at in leading AI in your organization?

In the fall of 2023, Dr. Gordon discussed AI and its importance for CDOs to lead in AI data bias at a HACE CDO roundtable in Washington, DC, USA. There were over 50 attendees (in person or online) and when she asked this question:

*“How many CDOs are sitting on an AI Data Governance Risk counsel or have a job accountability for AI data bias risk management?”* The respondents confirmed that 0% were leading in DEI in AI requirements in the HACE sample group.

Over the past eighteen months, Dr. Gordon and Patricia Mota have asked over 1,000 leaders responsible for DEI about their engagement levels in AI and literacy in Data Bias. At this time, all industries are very much in their infancy with engaged CDOs leading effectively in advancing ethical governance of AI systems that ensure data bias mitigation.

A short assessment questionnaire (Table 1.0) provides a Chief Diversity Officer or CHRO officer to reflect on their organization’s maturity in AI. This is a starting point to evaluate where your organization is.

**Table 1.0 - @SalesChoice: Leadership Self-Assessment for CDOs and CHROs**

Q#	Question	Strength Assessment - Scale 1-5: Infancy Stage > Mature Stage
1.	Our board of directors has been sufficiently trained in AI strategy and AI risk management to help govern AI effectively.	
2.	Our executive leadership team has all been effectively trained in AI and Data Management to advance our digital literacy strategy and have formal AI certifications as a competency validation.	
3.	Our organization has an integrated AI and Data governance committee with cross-functional stakeholders, with clearly defined RACI roles (Responsible, Accountable, Consulted, Informed).	
4.	A senior diversity, equity, and inclusive officer /or a senior HR Officer is a member of our organization’s corporate AI and Data Governance Committee?	
5.	A senior diversity, equity, and inclusive officer or HR Officer sits on the Board of Directors or on a board working committee to help guide the AI strategy and monitor for AI data bias and other data risks.	
6.	Our company has an AI Ethics, Privacy, and Data Policy that includes a clear position on Data Bias and the importance of diversity, equity, and inclusion. Our policy stresses the important stewardship role all employees need to play in EthicalAI.	
7.	Our company has an AI systems development life-cycle methodology that ensures data bias in all high-risk use cases is validated by a third party.	
8.	Our company when using high-risk AI applications ensures that senior leaders sign off on the AI model in terms of its: fairness, transparency, privacy, and robustness. We also validate that the AI model is not data-biased nor creates risks to our organization. We often use third-party audits.	
9.	Our company has the expertise to govern new AI regulatory compliance risks as outlined in The EU Act, The USA AI Order, and other jurisdictions where we do business.	
10.	Our company has developed effective measurement tracking systems to monitor AI data bias risks in a controlled registration system with auditable logs.	

**Note:** SalesChoice’s @AI Assessment Audit Toolkits have over 300+ questions to help board directors and executives understand their organizational gaps in AI, and help them build an effective strategy and implementation roadmap to ensure Data Bias in AI datasets is not a business or reputation risk. These 10 DEI/data bias leadership questions are a sub-set from SalesChoice’s @AI Assessment Audit Toolkits targeting Chief Diversity, Equity, and Inclusion officers to be activated as leaders in advancing Trusted and Responsible AI practices.

## 3.0 - What is AI Data Bias?

Data bias is a term used to refer to the effects of AI algorithms running on biased data. While machine learning (ML) programs are technically incapable of making human errors, these programs are “trained” based on data entered by ordinary human beings. If the data set is biased, the software reinforces human errors and biases.

Bias in data is an error that occurs when certain dataset elements are over-weighted or over-represented. Biased datasets that do not accurately represent an ML model's use case, left unchecked, can easily lead to skewed outcomes, systematic racial prejudice, and low accuracy.

Algorithms simply encode and amplify human biases found in data sets, and can easily impact HR hiring and recruiting practices by only presenting a biased candidate profile for a job consideration due to biased data sets used in the AI model training. Many instances of data bias have been found in rejecting a loan application, and even impacting legal cases.

CDO leadership is critical to work collaboratively with diverse functional disciplines: ethicists, data scientists, technologists, cyber-security, regulatory, risk management, human resources, and finance, etc., to reduce the severity of data bias risks in AI models.

At the same time, it is important to appreciate that algorithms and ML programs are not immune to bias and are increasingly mainstream, hence ongoing plans to correct for bias in said programs among businesses that use them are not”, a conclusion of a study by Progress Software Corp.

The lack of focus on data bias controls in sourcing AI vendors or in closely monitoring AI software development programs is also an area for improvement, and many board directors and C-Leaders are not skilled in this



MIT Researcher, Dr. Joy Buolamwini. Image copyright: © The New York Times

area, exasperating the problems in this area. Many leading researchers have been advocating for improving AI data sets, such as MIT researcher, Dr. Joy Buolamwini, who noticed while working with leading facial analysis software that the software could not detect her face because the algorithm had not been trained on a broad range of skin tones and facial structures.

Dr. Bulamwini is an activist and challenged the technology titans to improve their AI image classification software to ensure all AI systems had far more accuracy, and that diverse populations were not under-represented or simply were not seen in the AI data capture mechanisms.

The good news leaders like IBM and Microsoft genuinely listened and improved their AI image-processing technologies to help lower these risks. However, these issues persist internationally which are of major concern to global DEI goals, and particular risk to those with darker skin tones.

## Did you know there are over 300 types of AI/ML Data bias?

**Algorithm bias.** This occurs when there's a problem within the algorithm that performs the calculations that power the machine learning computations.

**Sample bias.** This happens when there's a problem with the data used to train the machine-learning model. In this type of bias, the data used either isn't large enough or representative enough to teach the system. For example, using training data that features only female teachers trains the system to conclude that all teachers are female.

**Prejudice bias.** In this case, the data used to train the system reflects existing prejudices, stereotypes, and faulty societal assumptions, thereby introducing those same real-world biases into the machine learning itself. For example, using data about medical professionals that includes only female nurses and male doctors could perpetuate a real-world gender stereotype about healthcare workers in the computer system.

**Measurement bias.** As the name suggests, this bias arises due to underlying problems with the accuracy of the data and how it was measured or assessed. Using pictures of happy workers to train a system meant to assess a workplace environment could be biased if the workers in the pictures knew they were being measured for happiness; a system being trained to precisely assess weight is biased if the weights contained in the training data were consistently rounded up.

**Exclusion bias.** This happens when an important data point is left out of the data being used – something that can happen if the modelers don't recognize the data point as consequential.

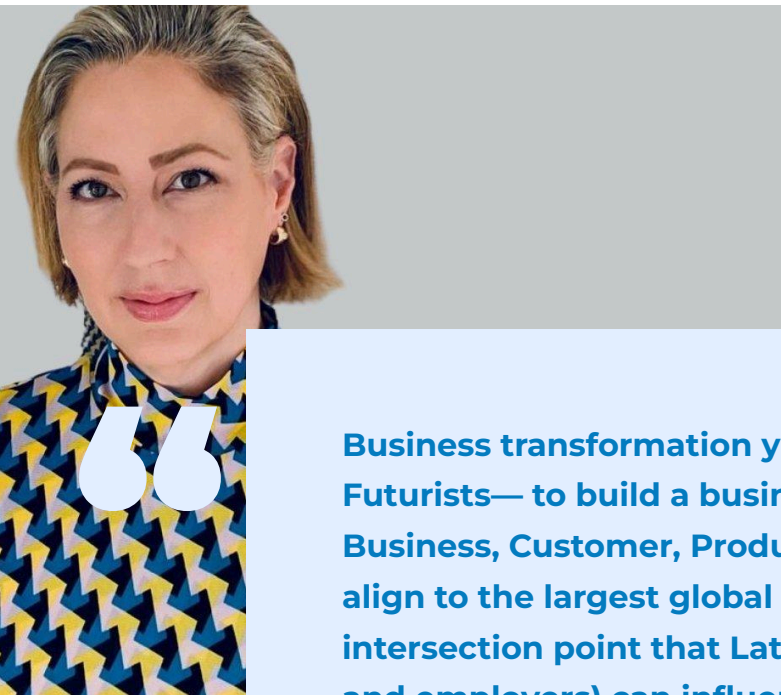
**Selection bias.** This occurs when the data used in training either isn't large enough or representative enough, thereby misrepresenting and lowering accuracy results and performance.

**Recall bias.** This bias develops in the data labeling stage, where labels are inconsistently given through subjective observations. Recall is measured as how many points are labeled accurately over the total number of observations in a model.

These are only a select number of data biases that can be in an AI model. Ensuring we build AI models with foundational AI ethical and trusted practices is key.

What better voice is there in our executive leadership teams than our Chief Diversity Officer/DEIB community to lead more on one of the most significant changes in human history – The Rise of AI and help collectively to combat the major risks of AI data bias.

The importance of AI leadership was also reinforced by Ana Ceppi, Executive Director of WPP.



**Business transformation yields the opportunity for all executives to be Futurists— to build a business that is adaptive with growth in mind. Business, Customer, Products and Services, Domestic and Global all align to the largest global market (USA), there is now a large growth intersection point that Latinos and Blacks (consumers, employees, and employers) can influence. It is critical that AI is equitable from its roots and there are no better allies in this charge than the C suite and inclusion of CDOs and CHROs to ensure equitable and inclusive dialogue is front and center. There will be limited AI growth and deployment without the 30% of Latinos in the USA are effectively engaged.**

– Anna Ceppi, Global Client Leader, WPP, Board Member, HACE

## 4.0 - What is the role of a CDO?

The primary role of a CDO is to promote and advocate for diversity, equity, and inclusion within an organization.

- They work to create a more inclusive environment by implementing strategies, policies, and programs that foster diversity and equality.
- They collaborate with different stakeholders to develop programs that address bias, discrimination, and underrepresentation.
- A diversity leader also facilitates training and education on cultural competency and unconscious bias, and they often support recruitment strategies to ensure diverse talent pools are targeted and sustained.
- Ultimately, their goal is to cultivate an inclusive workplace where diverse individuals can thrive and contribute their unique perspectives and talents.

With the explosion of AI, and most recently with ChatGPT, the growth of data sets that are being trained on historical data sets that are saturated with many social and cultural biases only amplifies what we do not want to bring forward in the new and enhanced AI intelligent world. Hence the role of a CDO becomes even more important to manage data bias risks.

## 5.0 - What is the role of a CDO in AI Governance?

There are many ways that CDOs can contribute:

### 5.1 - Governance: Stakeholder Engagement and Transparency

- They can ensure there are internal governance practices of AI and have an accountability role to ensure data sets are not biased and are advancing their CDO operating mandate needs.
- Diversity officers can engage with internal and external stakeholders to raise awareness about AI bias and its potential impact.
- They can facilitate dialogue and transparency, ensuring that concerns and feedback from diverse communities are considered in AI system development and deployment.

### 5.2 - Ethical Guidelines and Policies

- Chief Diversity Officers can collaborate with AI development teams to establish guidelines and policies that promote ethical AI practices.
- These guidelines can address issues such as bias detection and mitigation, data collection and labeling, algorithm transparency, and fairness in AI decision-making.
- They can also learn about the AI Ethical regulatory frameworks and ensure risk is being managed to ensure diversity, equity, and inclusion goals are not marginalized in flawed data sets.



### 5.3 - Bias Identification

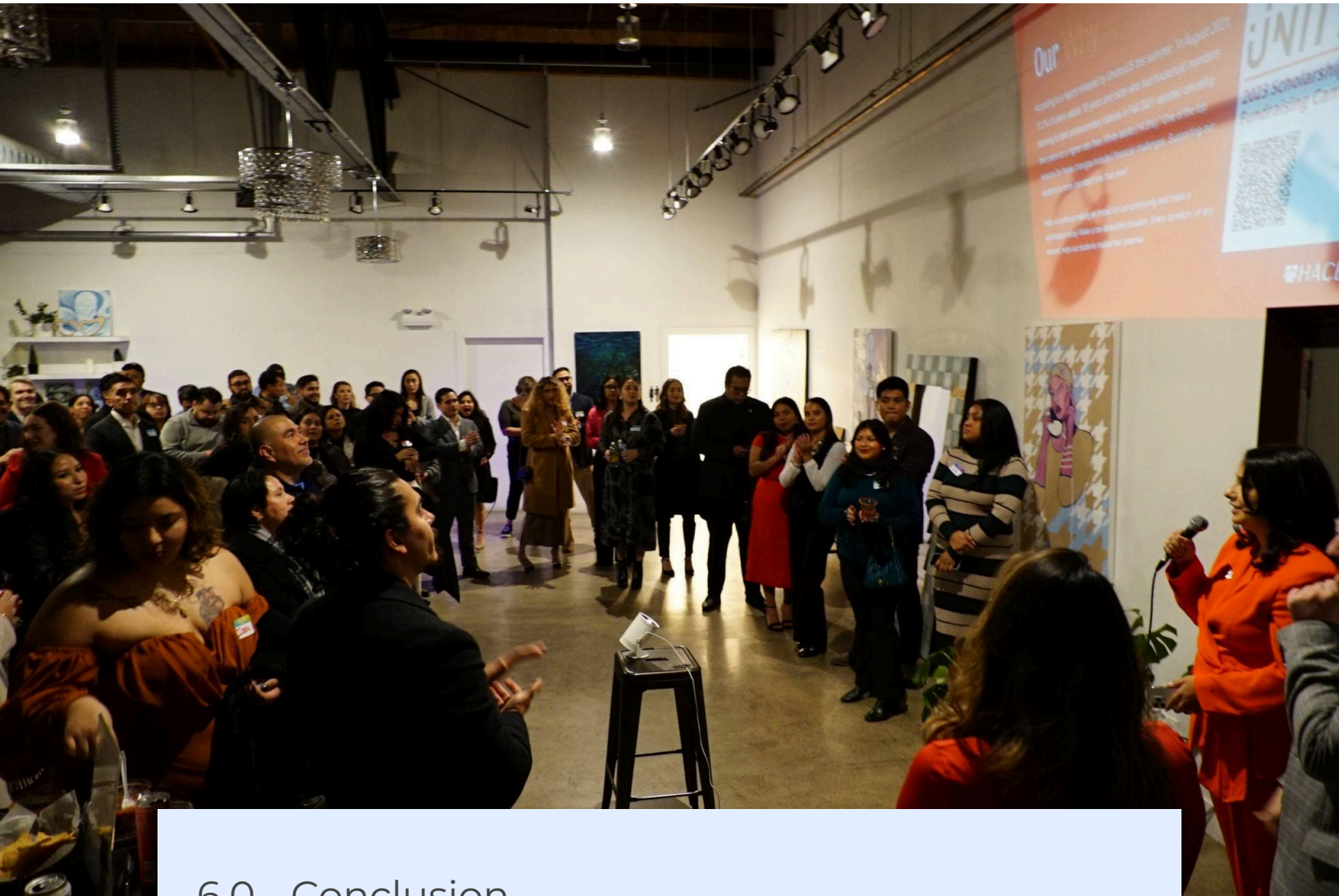
- Diversity officers can work more closely with data scientists and AI developers to identify potential biases in the training data.
- They can bring awareness to different dimensions of diversity and ensure that biases related to race, gender, ethnicity, age, or other protected characteristics are considered and addressed.

### 5.4 - Diverse Representation in AI Software Development

- Diversity officers can advocate for diverse representation within AI development teams.
- They can ensure diverse perspectives and experiences are included in the development process, and the likelihood of biased outcomes can be reduced.
- They can also encourage the inclusion of underrepresented groups in data collection and annotation processes to minimize biases in the training data.
- They can provide a quality inspection review - audit on data bias risks and have sign-off authority on AI models.

### 5.5 - Sustainability: Continuous monitoring and evaluation

- Diversity officers can establish mechanisms for ongoing monitoring and evaluation of AI systems to identify and address any emerging biases.
- Regular audits and assessments can help detect bias and provide insights for improvement.
- Engaging third-party AI ethicists to periodically evaluate data sets and operating practices to keep a vigilant focus on reducing data bias and improving equitable practices.



## 6.0 - Conclusion

Chief Diversity Officers have a significant and purposeful leadership role to help mitigate the serious risks of AI data bias.

They have a responsibility to work collaboratively with diverse stakeholders, data scientists, ethicists, cyber-security experts, legal, and policy experts, etc. to ensure diverse talent is operating effectively and efficiently to solve the explosion of data bias challenges.

**AI is only as smart as the diversity of the talent responsible for examining the data sets that AI is given to train on. Leveraging the past does not equal the right future. Let alone, a bright future.**

Who is accountable for ensuring data represents the future of the organization's vision to ensure that diversity, equity, and inclusion are front and center, not just in the talent pool, but also in the vastness of the data pools that are everywhere, and only accelerating.

**Do we have the right AI model registration systems and audit controls in place to govern AI?**

CDOs must increase their digital literacy and understanding of AI, and engage more actively with their CEO, CHRO, CIOs, CTOs, CFO, CLOs (legal), and Chief Data Science Officers. CDOs, after all, have a great deal to lose if data bias risks in large data sets are not more rapidly curtailed. CDOs need to lean in more to ensure they increase their governance leadership profile in ensuring AI is implemented responsibly. Building Trusted AI practices is critical to ensure diversity and inclusiveness flourish versus being marginalized in old paradigms.



**We must equip our current and future workforce with the necessary training and resources, such as AI, to be successful in their careers and contribute to society. Given that Latinos are the youngest and fastest-growing demographic, and if measured by GDP, the U.S. Latino economy would rank as the fifth largest in the world.**

**The strength and power of the community come from its youth, population growth, labor force participation and educational attainment. While this is powerful, today, Latinos only represent 4% of executive-level roles in Corporate America, and 2% in elected official roles, among other positions of influence that aid in creating a more just and equitable society for all.**

– Patricia Mota, CEO, HACE

How are you stepping up to ensure AI creates a more equitable society for all?

**Note:** See Appendices for more information and support offers to guide your journey into using AI effectively and efficiently, [underscoring your leadership role in AI and mitigating the risks of data bias](#).

## References

Buckman, Shelley, Choi, Laura, Daly, Mara and Seitelman, Lily “The Economic Gains from Equity (2021). Brookings Research. Source:  
[https://www.brookings.edu/wp-content/uploads/2021/09/15985-BPEA-BPEA-FA21\\_WEB\\_Buckman-et-al.pdf](https://www.brookings.edu/wp-content/uploads/2021/09/15985-BPEA-BPEA-FA21_WEB_Buckman-et-al.pdf)

Data Robot Research Survey, June 2021 Methodology. DataRobot conducted an online survey of more than 350 U.S. and U.K.-based CIOs, IT Directors, IT managers, and development leads who use or plan to use AI. Source:  
<https://www.datarobot.com/resources/aisuccess2023/>

Gordon, Cindy. May 21, 2023. “Why Chief Diversity Officers Must Lean In More On AI Data Bias”. Forbes. Source:  
<https://www.forbes.com/sites/cindygordon/2023/05/21/why-chief-diversity-officers-must-lean-in-more-on-ai-data-bias/?sh=3b6b62e24852>

Gordon, Cindy. September 8, 2024. HACE CDO Round Table Washington DC. U.S.A. Presentation and Research on “*Who is Making AI Not Bias?*”

Hoffman, Dennis, and Jurado, Jose. (2023). The 2023 U.S. Latino GDP Report., prepared by researchers from the L. William Seidman Research Institute at ASU’s W. P. Carey School of Business. Source:  
<https://lattice.net/wp-content/uploads/2023/09/LDC%20GDP%20REPORT%202023.pdf>

Pew Research. Hispanics: Growing Influence and Purchasing Power Facts. (2023). Source:  
<https://www.pewresearch.org/topic/race-ethnicity/racial-ethnic-groups/hispanics-latinos/>

## Appendix A

### How can I learn more about AI Data Bias and AI Governance Fairness practices?

Detecting bias in AI systems can be a challenging and time-consuming task. Often data preparation particularly for complex or large-scale systems can take up to 80% of the AI model journey. Fortunately, there are now many tools that can make this job easier and more efficient. For instance, data tools such as pandas, scikit-learn, TensorFlow Data Validation, and IBM Watson OpenScale can help with collecting, cleaning, processing, and analyzing data. Algorithm tools like PyTorch, Keras, SHAP, and Google What-If Tool can be used to design, implement, test, and audit algorithms for bias detection.

- a. [Alan Turing Institute](#) – offers learning toolkits on Fairness, Transparency, and Privacy Risk
- b. [IBM](#) – Fairness 360 Toolkits offers software tools for developers.
- c. [The LinkedIn Fairness Toolkit \(LiFT\)](#) – is a Scala/Spark library that enables the measurement of fairness in large-scale machine-learning workflows.
- d. [SalesChoice Inc.](#) – is an AI company with proven AI SaaS and solutioning expertise: AI Readiness, AI Strategy, AI Governance, AI Audits, AI Data Bias Audits, AI Modelling (Design to Sustain), and AI educational services. Two AI SaaS Products, [MoodInsights](#) (Tracking on Diversity in Employee Engagement Methods using AI narrative insights) and [SalesInsights](#) (predicting sales diverse sales outcomes using trusted AI methods), are award-winning applications, serving mid to large enterprises. In addition, the company is developing generative AI strategies, and practices, and building apps. For more technical data bias tools such as Pandas, Scikit-learn, Google - TensorFlow, Microsoft Azure, and Amazon Sage, all have data bias toolkits to help with collecting, cleaning, processing, and analyzing data to support the design, developing, and sustaining AI models. In addition, algorithm tools like PyTorch, Keras, SHAP, and Google What-If Toolkit can be used to design, implement, test, and audit algorithms for bias detection.

# Appendix B

## SalesChoice Offerings in Advancing Responsible AI

### Our AI Solution Offerings

Offerings	Industry Expertise	Roles Engaged	Data and AI Compliance
<ul style="list-style-type: none"> <li>AI &amp; Data Strategy</li> <li>AI &amp; Data Governance</li> <li>AI Readiness &amp; Risk Assessments</li> <li>AI Modelling and Ap Development</li> <li>AI Data Labelling</li> <li>AI Machine Learning Ops (MLOPS)</li> <li>AI Risk Reporting</li> <li>AI Inventory Review</li> <li>AI 3rd Party Vendor Management</li> <li><b>AI Data Bias Assessment</b></li> <li>AI Education</li> </ul>	<ul style="list-style-type: none"> <li>Consumer Packaged Goods</li> <li>Financial Services</li> <li>Healthcare</li> <li>High Tech</li> <li>Manufacturing</li> <li>Media and Entertainment</li> <li>Professional Services</li> <li>Retail</li> <li>Transportation and Logistics</li> <li>Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Chief Executive Officer</li> <li>Chief Operations Officer</li> <li>Chief Information Officer</li> <li>Chief Financial Officer</li> <li>Chief Technology Officer</li> <li>Chief Data Officer</li> <li>Chief AI Officer</li> <li>Chief Legal and Compliance Officer</li> <li>Chief HR Officer</li> <li>Chief Sales &amp; Marketing Officer</li> <li>Chief Diversity, Equity and Inclusiveness Officer</li> </ul>	<ul style="list-style-type: none"> <li>OECD Guidelines Compliance</li> <li>General Data Protection Regulation (GDPR)</li> <li>National Institute Safety Technology (NIST AI RMF)</li> <li>EU AI Act Readiness</li> <li>Digital Services AI Audit</li> <li>The USA AI Executive Order</li> <li>The California AI Accountability Act - Senate Bill 896</li> <li>New York City Bias Audit</li> <li>Colorado SB21-169</li> <li>Canada PIPEDA</li> <li>Canada Bill C-27</li> <li>Canada AIDA Act</li> </ul>

### SalesChoice Credentials

- Over 30 years of combined AI Expertise
- 100+ AI & Data Projects
- Forbes AI Thought Leader
- Teach AI Masters Courses at The United States AI Institute
- Teach AI Ethics and Law at College and University Levels
- Honorary Doctorate in AI and MIT AI Certificates
- Recognized as one of the top 10 AI Influencers
- Hundreds of AI publications and Books
- Currently Co-Authoring a New Book on Responsible & Trusted AI with global AI head of Tier One PS Firm

CONFIDENTIAL - COPYRIGHT © SALESCHOICE 2023

## Developing a Successful AI Journey Roadmap Requires

<p><b>1</b></p> <p><b>Developing a SOLID AI Strategy</b></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Organizational Alignment</li> <li>• Entry Solutioning</li> <li>• Value Monitoring</li> </ul>	<p><b>2</b></p> <p><b>Evaluate your AI Maturity</b></p> <ul style="list-style-type: none"> <li>• Develop a clear assessment of where you are to evolve your AI capabilities</li> <li>• 300 Proven AI Assessment Questions to evaluate your status and identify gaps to guide your journey in 10 key categories</li> </ul> <p>→ Governance      → Technology</p> <p>→ Strategy            → Data</p> <p>→ Organization      → Compliance/Regulatory</p> <p>→ Talent                → Value Realization</p> <p>→ Product</p> <p>→ Process &amp; Methods</p>	<p><b>3</b></p> <p><b>Establish your AI Compliance</b></p> <ul style="list-style-type: none"> <li>• Develop AI Ethics and Policy Guidelines</li> <li>• Ensure Compliance with relevant Jurisdiction Legal and Security Laws</li> <li>• Select AI Data and AI Compliance Monitoring Software</li> </ul>	<p><b>4</b></p> <p><b>Develop your Product &amp; Solutions</b></p> <ul style="list-style-type: none"> <li>• Identify and Prioritize optimal solutions with value impact</li> <li>• Business Casing and Funding Alignments</li> </ul>
<p><b>5</b></p> <p><b>Develop your Journey Roadmap</b></p> <ul style="list-style-type: none"> <li>• Initiatives Identified</li> <li>• High Level Journey Framework</li> <li>• Detailed Project Plans</li> <li>• Education and Training</li> <li>• Change Management</li> </ul>	<p><b>6</b></p> <p><b>Value Realization</b></p> <ul style="list-style-type: none"> <li>• Business Capability Measurements</li> <li>• Metrics /Analytics Dashboarding</li> <li>• Value Reporting</li> <li>• Communication</li> </ul>	<p><b>7</b></p> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Benchmarking</li> <li>• Best Practices</li> <li>• Knowledge Competency Center (Model Inventory Management)</li> <li>• Thought Leadership</li> <li>• Communication</li> <li>• Reward &amp; Recognition</li> </ul>	

## Appendix C

### **How can I review and modernize AI software development practices to demonstrate leadership as a Chief Diversity Officer?**

- a. Select training data that is representative and large enough to counteract common types of machine learning bias, such as sample and prejudice bias.
- b. If a training data set has inherent biases, create a synthetic data set that passes data bias audit tests.
- c. Test and validate to ensure the results of machine learning systems don't reflect bias due to algorithms or data sets.
- d. Monitor ML systems as they perform their tasks to ensure biases don't creep in over time, as the systems continue to learn as they work.
- e. Create a data-gathering method that accounts for different opinions. One data point could have multiple valid options for labels. When initially gathering data, taking those options into account increases the model's flexibility.
- f. Understand any training data used, as these training data sets could contain classes or labels that can introduce bias.
- g. Continually review the ML model, and plan to make improvements as more feedback is received.



## Appendix D

**How can I improve how my employees feel about our organization's progress on Diversity, Equity, and Inclusion – every day?**

### MoodInsights™

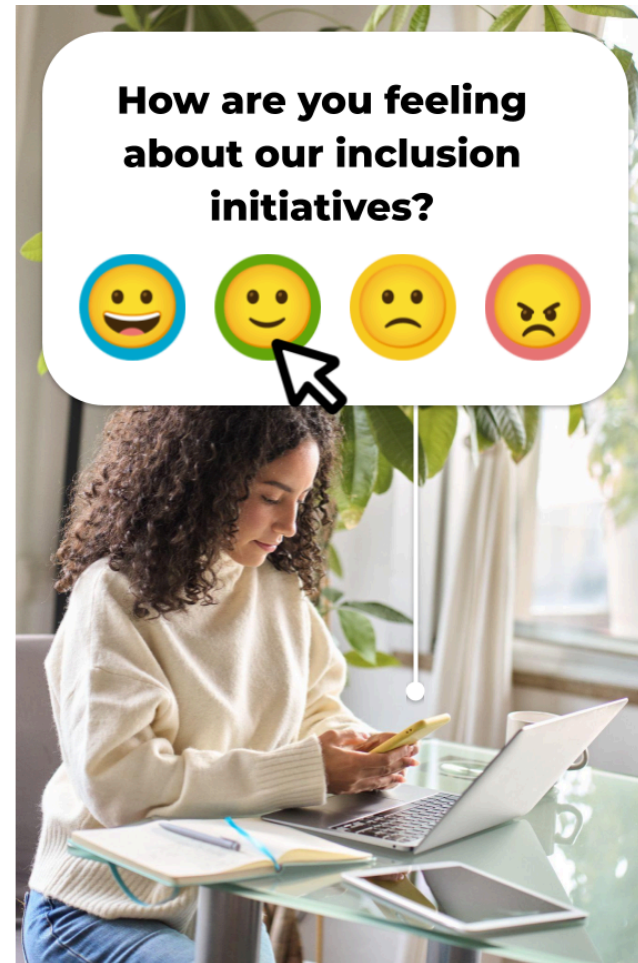
MoodInsights™ by SalesChoice is an award-winning B2B SaaS solution that allows organizations to get a real-time pulse on employee sentiment, their causes, and emerging operational and employee risks that would remain invisible until they turn into million-dollar problems.

MoodInsights™ provides your frontline team with a safe, and documented way to communicate their context in a daily ritual touchpoint that shows organizations care about making systemic improvements in diversity, equity, and inclusion.

We are using safe and anonymous methods and advanced generative AI methods to analyze all the verbatims (text submissions) to gain deeper insights than current methods do.

**Get leading indicators on the well-being of your team, with MoodInsights™**

[BOOK A DEMO →](#)



## About Dr. Cindy Gordon



**Dr. Cindy Gordon ICD.D. is the CEO & Founder of SalesChoice Inc. an AI company, focused on Human Advantage.**

She is well recognized globally as a digital transformation leader bridging new ways of working, using the most advanced forms of AI, and leading technology innovations. She has held senior executive or partnership roles at Accenture, XDLI, a venture capital fund, Xerox, Citicorp, and Nortel Networks. She has been an active angel in commercializing companies like Eloqua, sold for \$1.2B, and is currently advising leading AI companies like Emotional Cloud, and Kaji, to name a few.

Cindy is equally active in the Not for Profit sector and is a former National Chair for CATA for Women in Technology and Co-Chair of Smarter Cities. She currently sits on AI Advisory boards: the AI Forum, The Forbes Business and Technology Board - The Arizona State University Campus, and The USA Artificial Institute (USAII). Dr. Gordon is the recipient of numerous awards, most recently the Digital CEO Innovator of the Year Award (Bonhill Award), and also the Governor's General Award for Innovation and Community Leadership.

She is recognized by Onalytica as one of the top global AI thought leaders and is also a Forbes AI thought leader, with a regular column. She also teaches AI Strategy, AI Business Transformation, AI Ethics, and Law at USAII and George Brown College. She is also the author of 14 books, with a recent publication, the AI Dilemma. She is currently working on a new book, The Awakening: Building Responsible AI Organizations. She is very concerned about the challenges in AI Methods, which do not ensure diversity, equity, and inclusion in AI models and methods. She is also a certified board director with her ICD.D designation to help address the governance gaps in AI. Academically, she has a doctorate in complexity sciences, leveraging technology methods and integrative organizational design strategies to accelerate growth from the University of Toronto.

[cindy@saleschoice.com](mailto:cindy@saleschoice.com)

416-230-6538

[www.saleschoice.com](http://www.saleschoice.com)

[Connect on LinkedIn](#)

[Follow on Forbes](#)

## About Patricia Mota



[patricia@HACEonline.org](mailto:patricia@HACEonline.org)

Patricia Mota is the CEO of HACE and is an innovative trailblazer, advocate for access & equity, startup entrepreneur, author, connector, public speaker, and compassionate leader with a particular strength that exemplifies the mission of the Hispanic Alliance of Career Enhancement (HACE); to positively impact the workforce by cultivating the pipeline of Latinx/a/os/e talent and providing insight, access and support to their careers. Patricia serves as the President & CEO for HACE, leading strategy, fundraising & development, leadership programs, and expanding organizational reach on a national and international scale.

Patricia is also a co-founder of SHENIX™, a Fintech tool to close the wealth gap that impacts Latinas. Patricia's story of transition is representative of many of the stories of those positively impacted by programs and opportunities through HACE. Patricia is a proud Mexican-American, Latina, daughter of immigrants, and first-generation college graduate and professional. She is a fitness enthusiast, health, and lifestyle aficionado.

Patricia is involved in various boards, including the Associated Colleges of Illinois and the Chicago Theological Seminary, and has received accolades for her work. She is a 2021-23 World Economic Forum at Davos Delegate, 2023 Aspen Executive Seminar Fellow, 2019 Leadership Greater Chicago Fellow, and 2019 Aspen Institute Festival of Ideas Scholar. Patricia earned a double Bachelor of Arts degree from Indiana University-Bloomington in Spanish and Communication & Culture and a Master's in Public Affairs (MPA) in Public Management from Indiana University's School of Public & Environmental Affairs (SPEA)-Indianapolis, along with executive leadership certificates from both Kellogg School of Management at Northwestern University and the McDonough School of Business at Georgetown University. Patricia is also a certified coach and Insights Discovery© licensed practitioner.

## About SalesChoice Inc.

SalesChoice Inc. is a SaaS and Data Sciences company with a vision to enable human advantage using Trusted AI Methods to accelerate organizational growth. Its InsightEngine™ is an Award-winning AI platform that brings B2B sales and employee productivity apps to organizations. While SalesInsights™ helps B2B sales teams to end revenue uncertainty and sales inefficiencies to increase top-line revenue, MoodInsights™ is both an add-on and a standalone solution that helps organizations to reduce costs by tackling employee or customer churn, operational and safety risks, and workforce wellbeing. Including diversity and inclusiveness insights by mining story narratives. The company also offers AI enablement advisory and strategy solutions across diverse AI use cases to achieve its overall vision of Ending Revenue Uncertainty for Human Advantage, using Trusted and Responsible AI practices.

## About HACE

The Hispanic Alliance for Career Enhancement (HACE) is a national nonprofit dedicated to the employment, development, and advancement of current and aspiring Latino professionals. Since 1982, HACE has served as a resource for Latinos in the workplace and is a subject matter expert for corporations seeking to access diverse talent. Through professional development, resources, and networks, and by facilitating access to meaningful career opportunities, HACE helps Latinos succeed in every phase of their career. HACE works with employers to remain competitive in an increasingly dynamic economy by helping them attract, develop, and retain Latino and diverse professionals.

## About Us

Our organizations have come together to advance the leadership of the CDO community to advance corporate purpose to design and build trusted AI practices and help mitigate data bias risks that marginalize the Latino community's voice - but also ensure other communities are active in data-biased citizen privacy and as a community - we influence the technology titans and regulatory, legal and compliance leaders to mitigate data bias risks and create a better world.

We have come together to advance AI skills and competencies with new go-to-market offerings:

### OFFERING #1

**AI Readiness Audits of DEI Leadership Practices in AI Governance**

### OFFERING #2

**AI Executive Training for DEI Leaders**

### OFFERING #3

**AI Executive Strategy Development for DEI Leaders**

### OFFERING #4

**AI Employee Engagement Software for Monitoring DEI Health**

FOR MORE INFORMATION

Dr. Cindy Gordon at [cindy@saleschoice.com](mailto:cindy@saleschoice.com)

Patricia Mota at [patricia@HACEonline.org](mailto:patricia@HACEonline.org)



**GET READY WITH TRUSTED AI**