

Empowering Innovation Through Responsible AI Governance

Table of Contents

Data Privacy and Protection: A Prerequisite for Responsible AI	3
Responsible AI Programme: Modelled on Privacy, Built on a Foundation of Trust	4
Looking Ahead	7
Meet Some of the Executives, Team Members and Cross-Functional Supporters Who Power Responsible AI at Workday	7

Workday is focused on amplifying human potential through the development of innovative AI technologies that positively impact society. Workday Chief Legal Officer and Head of Corporate Affairs Rich Sauer discusses the commitment Workday is making to responsible AI governance.

The emergence of artificial intelligence (AI) and machine learning (ML) has set the stage for a transformative future, promising unprecedented advancements across industries. However, with great opportunity comes great responsibility. The development of responsible and trustworthy AI technologies is of paramount importance, particularly considering the role that these technologies play in [powering the future](#) of work.

Since the beginning, as Workday set out to inspire a brighter work day for all, we have been steadfast in our commitment to our core [values](#), including respect and appreciation for employees and customers, and innovating with integrity. It was in this spirit that Workday first committed to an ethical AI approach [in 2019](#) and, more recently, [updated our ethical AI principles](#). And while principles are important, they are only the first step in a responsible AI (RAI) governance process. It's critical that these principles are operationalised across the company through practices, procedures, training and tools, and aligned with the expectations of our customers, partners and key stakeholders, including government regulators.

At Workday, RAI is a top priority. We've been busy, so we wanted to share some updates on the important work we're driving.

Data privacy and protection: a prerequisite for responsible AI

Any discussion of RAI must start with how we collect, manage and safeguard data, since data is what fuels AI innovation. And with any use of data, privacy protections are critical.

From day one, privacy and security protections have been a foundational element of Workday services and a core component of our culture, processes and technology. Workday was “born in the cloud” and – while a distant memory now – customers were apprehensive when cloud technologies first emerged about handing over their most sensitive data to a third-party cloud vendor like Workday. To address those concerns, Workday created a set of guiding privacy principles and established an industry-leading privacy programme that provides our customers – now more than 10,000 strong – with the confidence they need to trust Workday as their preferred partner to digitally transform their HR and finance operations.

“

The development of responsible and trustworthy AI technologies is of paramount importance, particularly considering the role that these technologies play in powering the future of work.

“

Any discussion of RAI must start with how we collect, manage and safeguard data, since data is what fuels AI innovation. And with any use of data, privacy protections are critical.

Our customers were a critical component of building our privacy programme, and through feedback, we learned early on that they wanted transparency, choice and control regarding their data use across our products and services. As we gained a deeper understanding of their global data protection requirements, we engaged with global government regulators and policymakers. This included working with organisations such as the International Association of Privacy Professionals (IAPP), of which Workday Chief Privacy Officer Barbara Cosgrove is a member of the board, to better understand and influence the direction of privacy law and regulation globally. This enabled us to build a comprehensive global data protection programme that not only serves our customers' needs, but that also stands up to regulatory scrutiny.

Our programme enhancements have been innovative, including our securing of [Binding Corporate Rules](#) (a detailed code of conduct around personal data), and often trailblazing, such as being the first company to certify to [Asia-Pacific Economic Cooperation Privacy Recognition for Processors System](#), and also the first to demonstrate adherence to the [EU Cloud Code of Conduct](#). And most recently, we added our certification under the new [EU-U.S. Data Privacy Framework](#) to this growing list of validations.

We stand behind our privacy efforts and subject them to close scrutiny via independent third-party audits. They have withstood thorough review by the Irish Data Protection Commission, along with secondary reviews by the UK Information Commission Office and the Netherlands Data Protection Authority. We also regularly certify their adherence with many of the leading international standards bodies, including certification under ISO 27001, 27017, 27018 and 27701 for information security and privacy practices, and our SOC 2 report covering our privacy commitments and principles.

Our commitment to providing industry-leading privacy protections for our customers is unwavering. We will continue to enhance our privacy programme to support our customers, and to be responsive to policymakers in the ever-evolving global privacy regulatory landscape.

Responsible AI programme: modelled on privacy, built on a foundation of trust

We've learnt a lot while developing a world-class data privacy programme, and we've leveraged those learnings to build a similarly robust and customer-centric approach to RAI governance. Like many, we have been on a journey to build out our RAI efforts, but given the pace of AI innovation and the importance of doing so responsibly, it's imperative that we move fast to get our programme to scale so that our customers can continue to confidently embrace Workday AI technologies. Following are some key components we've instituted, with customer and stakeholder trust being top of mind:

- **Leadership commitment.** Just like with privacy, our RAI programme starts with the commitment of our most senior leaders and then cascades throughout the company, including our RAI advisory board. As Workday chief legal officer and head of Corporate Affairs, I chair

“

We've learnt a lot while developing a world-class data privacy programme, and we've leveraged those learnings to build a similarly robust and customer-centric approach to RAI governance.

the board, which is comprised of cross-functional executives including our chief integrity and compliance officer, chief diversity officer and chief technology officer, to name a few. This group meets regularly to review and approve new aspects of the RAI programme, and to advise on novel issues that are not currently contemplated by existing policies or processes – helping to address edge cases and escalations as needed.

The advisory board members' seniority and cross-disciplinary diversity enable us to make difficult decisions, mandate necessary risk mitigations and delay or stop product releases if the technology fails to align with the company's ethical AI principles and core values. For instance, the board helps ensure that Workday AI capabilities always keep humans at the centre and that no decision is fully automated.

- **Dedicated resources.** To effectively develop and maintain an RAI governance programme, you need a team whose full-time job is to drive this forwards, which is why we have an RAI team. This team is a dedicated, cross-disciplinary group of subject matter experts, including social and data scientists, and technology experts. The team is responsible for programme design and administration, training and development, and orchestrating the ethical review of our AI and ML technologies. And as our AI and ML innovation efforts continue to expand, so too will our investment in this team, with plans to double it in size. We're also mindful that in line with best practices, this team does not participate in the frontline development of AI systems, which helps ensure the independence of their work.
- **Cross-company support.** The RAI programme's strength comes not only from a single dedicated team, but also from the collective efforts derived from a cross-company commitment to uphold our ethical AI principles. That cross-company effort is unlocked and facilitated by a network of RAI champions (RAI champs). Our RAI champs are a group of experts from across the company who are embedded within key product and technology teams, and are passionate about the development of responsible and ethical AI. They assist the RAI team in developing a complete understanding of the technical, legal and compliance details needed for governance, and serve as RAI ambassadors within their respective teams and as the local go-to resource for guidance and support.
- **Responsible AI guidelines and review processes.** Our RAI guidelines are a primary method of operationalising our AI ethics principles. These guidelines cover key RAI topic areas derived from these principles, and are guided by and mapped to best practices frameworks, including the [NIST AI Risk Management Framework](#). The guidelines are essentially a set of rules and directions for how to develop AI and ML at Workday in a manner that is fully consistent with our principles. In other words, our guidelines take our principles and turn them into practices.

“

Our RAI team is a dedicated, cross-disciplinary group of subject matter experts, including social and data scientists, and technology experts.

“

Our RAI champs are a group of experts from across the company who are embedded within key product and technology teams, and are passionate about the development of responsible and ethical AI.

For example, in specific cases, our guidelines may necessitate detailed documentation and descriptions of how the technology functions. Alternatively, the guidelines might require system capabilities that allow customers to toggle certain features on or off, or provide tooling for customers to configure the AI technology according to their unique requirements and sensitivities. For certain use cases, the guidelines require that we make available to customers summary results of fairness testing. One of the most important guidelines is to always incorporate human review of any outputs generated from any AI technology that we release. These guidelines are essential to our RAI programme, and we regularly review and supplement them as we work to keep abreast of the ongoing legal and regulatory developments, as well as customer feedback, when it comes to AI.

- **Robust and scalable development tools.** Central to our ability to scale our RAI work is the creation of processes and tools designed to help ensure that we are living up to our ethical AI principles, including building in responsible AI by design throughout the development process while we innovate in AI and ML. Like privacy, our RAI framework takes a risk-based approach to evaluating different use cases. This means that we consider our ethical AI principles and core values, look at existing and developing laws and regulations, and factor in customer input and experience in evaluating various use cases to determine if they implicate a particularly sensitive or consequential use of AI technology. To scale this review, we've created an RAI risk evaluation tool that Workday product managers use at the ideation stage of any new AI and ML project. The tool walks product managers through a series of questions that help determine whether the intended use case for the technology is sensitive and merits close scrutiny, or whether it is of less concern. An example of a sensitive use is one that supports customers with worker transitions such as hiring, promotions, transfers, terminations or career changes. A use of less concern is an AI technology that helps customers detect anomalies in expense reports. Through the use of this tool, we get visibility into AI projects under development across the organisation, and it allows us to align our resources to the projects that require close consultation with the RAI team.
- **Transparency and disclosure.** Also central to our RAI approach is customer transparency. We work to help ensure that we are providing our customers with a clear understanding of how our AI and ML technologies are developed and assessed in order to help mitigate any risks associated with their use. As part of this effort, we make AI and ML fact sheets available to our customers, which are updated regularly and provide insight into how we build, maintain and monitor our AI and ML products.

“

We work to help ensure that we are providing our customers with a clear understanding of how our AI and ML technologies are developed and assessed in order to help mitigate any risks associated with their use.

Looking ahead

Just as companies like Workday are putting in place processes and tools to help ensure RAI development, a growing number of governments around the world are increasingly engaging in conversations focused on AI regulation and governance. We welcome this increased focus and believe that government engagement and smart safeguards are crucial in driving widespread awareness about the need to manage risk, avoid unintended consequences and create trust in AI technologies.

The [NIST AI Risk Management Framework](#) is one example of a government-sponsored trust-enhancing tool that follows on the success of its cybersecurity and privacy frameworks. It provides guidance for organisations looking to map, measure, manage and govern technology-based risks. In addition, [the European Union is nearing the end stage of thoughtful legislation](#) seeking to establish a risk-based approach to AI regulation. Workday has been [actively involved](#) in AI-focused policy discussions and has taken a leading role in engaging with governments worldwide to promote responsible AI practices on an international level. We will remain engaged and continue to contribute to AI policy outcomes across the globe, as well as to incorporate the latest government guidelines into our RAI governance efforts.

As one of the [world's most ethical companies](#), we're committed to developing trustworthy and responsible AI. We're approaching RAI governance just as we've approached complex yet important topics before: with a humble curiosity, a desire to do right by our customers and our shared communities, and an openness to learning. As we continue to invest in, expand and evolve our RAI efforts, our goal is to build an industry-leading programme that meets our customers' needs, exceeds our stakeholders' expectations and upholds our values and principles. By taking proactive measures, making thoughtful investments in this area and engaging with lawmakers and other external stakeholders, we can help shape a future where RAI becomes a driving force for positive change at Workday and beyond.

“

As we continue to invest in, expand and evolve our RAI efforts, our goal is to build an industry-leading programme that meets our customers' needs, exceeds our stakeholders' expectations and upholds our values and principles.

Meet some of the executives, team members and cross-functional supporters who power responsible AI at Workday

Meet David Somers

David is group general manager of Product for the Office of the CHRO at Workday, and is a member of our responsible AI advisory board. With a team responsible for helping drive HR product strategy and development at Workday, David's organisation is focused on how we put people at the centre of our AI and ML innovation efforts. David joined Workday in 2018 through the acquisition of Rallyteam, where he was co-founder and CEO for three years.

Meet Andrea Ruiz

Andrea Ruiz is senior vice president of Product Development and Quality Assurance at Workday and a member of our responsible AI advisory board. Andrea leads a global organisation that oversees development and testing of Workday products. Prior to Workday, Andrea led product teams at PeopleSoft and Oracle, working on areas across customer relationship management, human capital management and payroll.

Meet Lisa McFall

Lisa McFall is senior vice president and deputy general counsel at Workday, and a member of our responsible AI advisory board. She leads the team of attorneys and professionals who provide strategic legal and compliance guidance to the Workday Product and Technology organisation. Lisa also leads the Privacy, M&A, Intellectual Property, and Data Compliance and Strategic Programmes teams, and has deep expertise in all facets of strategic IP creation, management and risk mitigation.

Meet Chandler Morse

Chandler is vice president, Public Policy, and leads Corporate Affairs for Workday, and is also a member of our responsible AI advisory board. In his role, Chandler is responsible for the company's sustainability efforts and public policy engagement in the US, Europe and Asia-Pacific. Prior to joining Workday, Chandler spent over a decade on Capitol Hill, working for Senator Jeff Flake (R-AZ) for more than 13 years.

Meet Kelly Trindel

Kelly is a social scientist and head of our Responsible AI team. Kelly has been working on responsible AI for more than a decade, having testified to the Equal Employment Opportunity Commission (EEOC) on the matter in 2016. Previously, Kelly organised and led an internal EEOC task force on AI before leaving to work on the development of ethical AI and ML products in the private sector in 2018. Before establishing the Responsible AI team at Workday, Kelly worked on our Corporate Affairs team learning about the developing regulatory landscape in this area at the state, local, national and international levels.

Meet Veena Calambur

Veena is a data scientist and responsible AI senior programme manager at Workday. Veena's deep expertise in data science and data-driven approach to developing governance are key to our RAI programme at Workday. Core projects Veena has led for Workday include refreshing our AI Ethics Principles and developing our RAI Risk Evaluation tool. Veena is working towards a Ph.D. in information science with a focus on human-computer interaction at Drexel University. Before joining Workday, Veena held positions in the business consulting and pharmaceutical industries.

Meet Zach Roberts

Zach is a Ph.D.-level industrial organisational (IO) psychologist and responsible AI senior programme manager at Workday. Zach's deep expertise in the science of workplace behaviour is fundamental to the Workday approach to responsible AI. Zach works closely with our Public Policy team, helping to track AI policy developments to advise on the latest thinking around regulatory requirements and best practices. A key project that Zach has led is the development of our RAI guidelines. Before joining Workday, Zach held positions in the business consulting and technology industries.

Meet Dasheika Rainney

Dasheika is a principal programme manager on the Workday Product Equity and Inclusion team and a responsible AI champion. Dasheika leads the Workday approach to product equity and inclusion, which integrates diversity, equity and inclusion into product design and development to improve equitable outcomes in our products and experiences. Before joining Workday, Dasheika worked across various industries – including international development, federal government, nonprofit and higher education – leading, developing and executing various organisational development programmes and projects at the intersection of people, culture and technology.

Meet Leslie Blanchard

Leslie is a senior principal functional architect in the Talent Acquisition Development organisation and a responsible AI champion at Workday. Leslie's extensive product experience and passion for customer experience make her an asset to our RAI programme. She leads our ML initiatives for recruiting, and has been a strong contributor to our AI Ethics Principles. Prior to Workday, Leslie held positions in product management and public accounting.

Meet Omer Mahmood

Omer is a senior director of machine learning development and responsible AI champion at Workday. Omer has over 20 years of experience in product development in both enterprise and direct-to-consumer domains. Omer's core passion lies in harnessing the power of AI to revolutionise product offerings, elevate customer experiences and drive operational efficiencies.

