

Appendix 3: Selecting the Members of the AI Ethics Board

The AI ethics board should consist of members who meet four main requirements. While selecting the board members, consider the following:

Independent: The ethics code will be far more credible if the AI ethics board members are not beholden to personal interests that affect their judgement. When creating the board and choosing ethics board members, ask whether ethics board members:

- Are free to make their own recommendations on ethics principles
- Are not under pressure to adopt specific recommendations from board members
- Are free of outside financial or family interests that might influence their judgement or give the appearance of conflicts of interest

Individually knowledgeable, collectively representative: Ethics boards require a mix of expertise and empathy. They should give voice to the people who have to work under these standards, and for those who could suffer the consequences if AI is managed irresponsibly. While creating the AI ethics board, ask whether the mix of members includes:

- People who are knowledgeable about the company's existing ethics codes and codes of conduct. These might include compliance officers and human resource managers.
- Experts in ethical decision-making. These might include professional ethics consultants and academic experts on ethics.
- Experts in AI who are knowledgeable about the ethical issues that have and will arise in the field: e.g., AI experts and computer scientists from academia or consulting firms who have studied AI ethics issues.
- Experts in the ethical issues faced by management teams and employees in the company wherever the organization operates, and those faced by its partners and competitors. These might include compliance officers, financial executives and function or business process experts inside or outside the organization.
- Legal experts who know the legal and regulatory requirements in the jurisdictions where the company operates.
- People who can ably represent those affected by AI decisions and actions such as customers, employees or patients; children and others unable to represent themselves; women, minorities and others who could be affected by bias and other AI ethics problems. These representatives should include labour union representatives and employees; they could also include members of professional associations and advocacy organizations. There should be opportunities for input and comment on drafts, as being undertaken by other AI ethics development bodies.

Of good moral standing: Ethics boards should not include people of questionable integrity. When selecting individuals to serve on the board, the same level of review when hiring selecting senior managers is required:

- Conduct a reference check
- Check for criminal records
- Review the quality of their work on, or relating to, AI ethics issues

Of constructive character: Members of ethics boards should have a personal character that is appropriate for an ethics board. While performing reference checks, enquire whether the candidate:

- Is a good listener who respects and accommodates other points of view
- Can apply ethical principles to new and complex situations
- Has a reputation for treating other people respectfully