

The Financial Times' "AI Transformation Programme"

Kate Sargent, Chief Data Officer

Introducing my role...

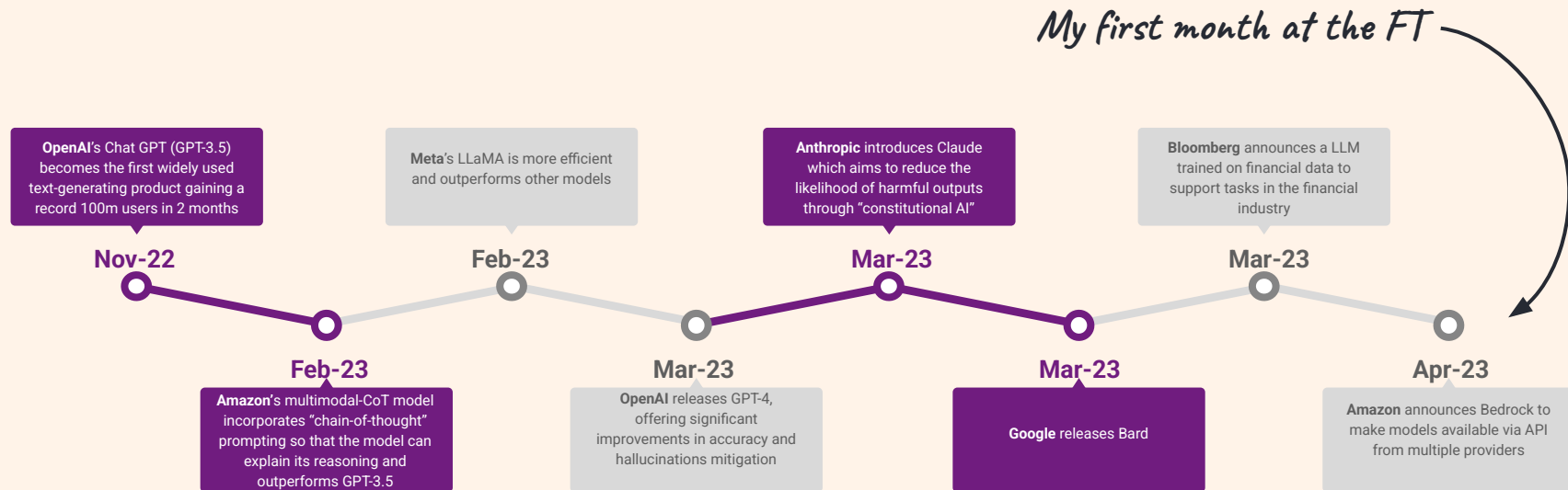
- 29 years in Data & Analytics
- Joined the FT in April 2023
- Part of Product & Technology function
- Responsible for...
 - Data Science, ML & AI
 - Insight Analytics, Research & Experimentation
 - Business Intelligence
 - Data & AI Governance & Architecture
 - Data & AI Strategy, Value & Literacy
- Teams in London, Sofia & Manila



My purpose:
To create
value from
data



My warm-up act...



Who is the Financial Times?

- Part of Nikkei Inc.
- B2C and B2B subscriptions, learning programmes, events and a consultancy business
- Portfolio of specialist titles
- Employs more than 2,900 people worldwide, including 700 journalists in 40 countries



Back in May 2023, we formed AI Principles & Policy

Principles guiding our approach to AI

- 1. We will not allow AI to compromise the integrity of our journalism:** We may use AI to assist journalists in discovery of stories, but articles will be reported and written by our journalists and editors, among the best in the world.
- 2. We will use AI where it enhances our business:** The FT has a tradition of adopting technologies that support our business and enhance our subscriber and customer experience. This is also the case with AI, deployed within the rules of our governance framework.
- 3. We are committed to respecting data privacy:** We respect our customers' and employees' privacy and will use their data only within the boundaries of data protection laws. All employees handling any form of personal data must understand and adhere to FT's policies on data usage.
- 4. We support innovation in AI, including Generative AI (Gen AI):** The FT is committed to supporting the development and that help people and organisations make better decisions. We will work with a select number of organisations to advance and commercial purposes. We may also deploy Gen AI in commercial applications, within strict parameters.
- 5. We will protect our own intellectual property, brand and business:** We insist that organisations must not use the FT's content without explicit permission. Insofar as possible, we will police and prohibit any use of our content without licensing. Separating the framing of any licensing arrangement with third parties.

Opinion **Artificial intelligence**

Letter from the editor on generative AI and the FT

Our journalism will continue to be reported, written and edited by humans who are the best in their fields

ROULA KHALAF

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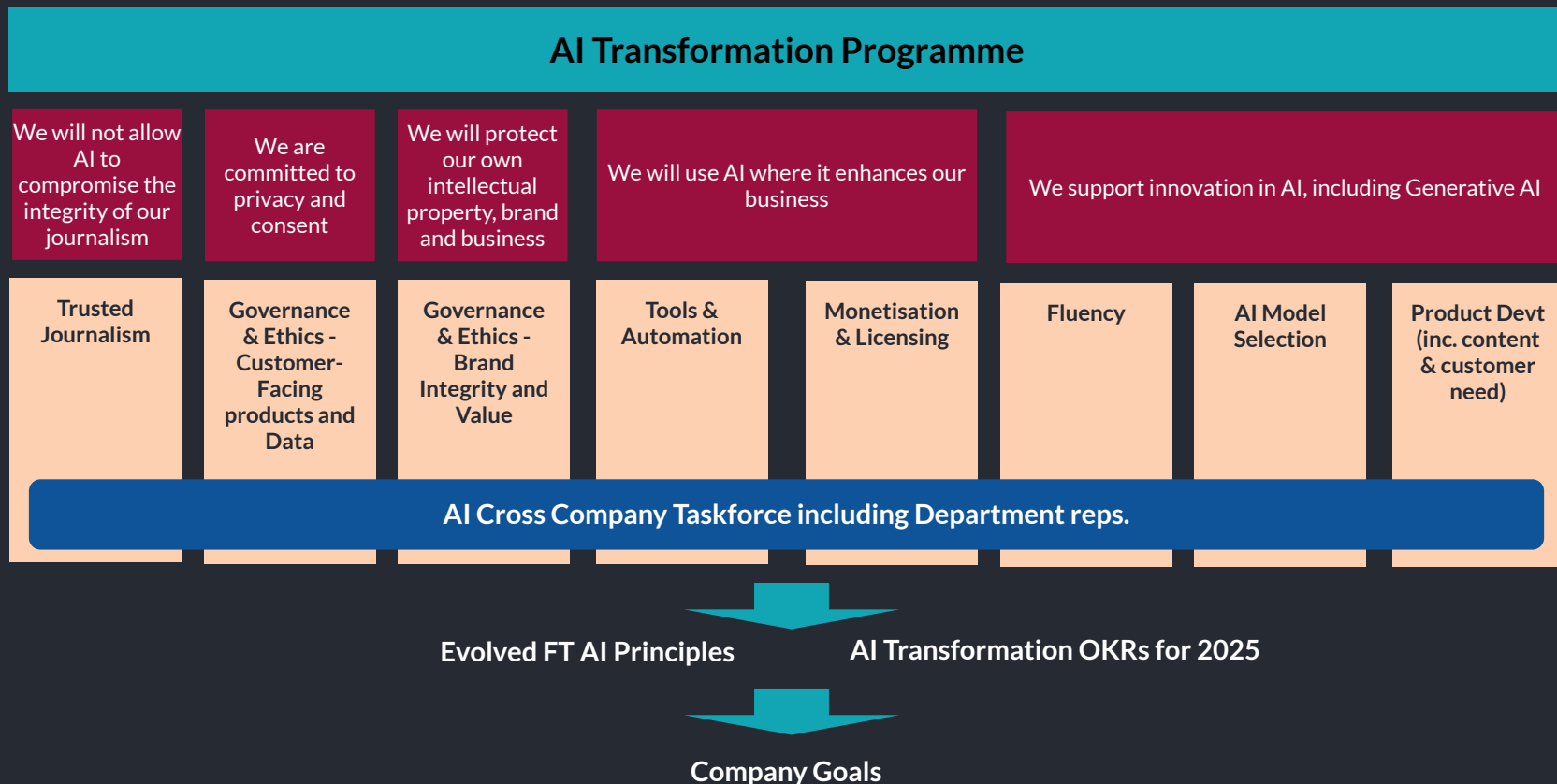
This innovation is an increasingly important area of coverage for us and I am determined to make the FT an invaluable source of information and analysis on AI in the years to come. But it also has obvious and potentially far-reaching implications for journalists and editors in the way we approach our daily work, and could help us in our analysis and discovery of stories. It has the potential to increase productivity and liberate reporters and editors' time to focus on generating and reporting original content.

In January 2024, we set the vision of an “AI Fluent” FT

"Our industry will be transformed by this cutting edge technology - and we have to lead the field, as we've done in earlier tech driven disruptions."

John Ridding, CEO

And in Sep. 2024, established an AI Transformation Programme





“

The purpose of the **AI Cross-Company Taskforce** is to share insights, learn together, and support the sustainable integration of AI across the FT.

The Taskforce is truly cross-functional

20

Departmental Reps

Responsible for sharing knowledge, use cases, and communications into their teams

8

Focus Area Reps

Responsible for coordinating and communicating activity across their focus area

5

Core Programme Team members

Central programme management and communications

The need to actively improve our AI Literacy is now enshrined in law

EU AI Act

Part of Chapter I: General Provisions

Article 4: AI literacy

Date of entry into force:

2 February 2025

According to:

Article 113(a)

Inherited from:

Chapter I

[See here for a full implementation timeline.](#)

SUMMARY –

This article states that companies that create and use AI systems must make sure their employees and anyone else who operates or uses these systems on their behalf are well-educated about AI. This includes considering their technical knowledge, experience, education, and training, as well as the context in which the AI systems will be used and the people or groups who will be using them.

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Providers and deployers of AI systems shall take measures to ensure, to their best extent, a sufficient level of AI literacy of their staff and other persons dealing with the operation and use of AI systems on their behalf, taking into account their technical knowledge, experience, education and training and the context the AI systems are to be used in, and considering the persons or groups of persons on whom the AI systems are to be used.

Our AI Fluency Framework supports our colleagues where they are



1. Beginner

Starting to explore the potential uses and capabilities of AI.

2. Literate

Basic knowledge and competence of responsible use of AI.

3. Fluent

The confident and responsible use of AI to achieve the FT's objectives.

Objective: Everyone will be confidently and responsibly using AI to achieve the FT's objectives

Key Result: Every department has a curation of use case stories with qualitative and/or quantitative data on the impact, by April 2025

AI Fluency Framework

Theme	1. Beginner. Starting to explore the potential uses and capabilities of AI.	2. Literate. Basic knowledge and competence of responsible use of AI.	3. Fluent. The confident and responsible use of AI to achieve the FT's objectives.
Tools, Productivity and Innovation	Beginning to be aware of Enterprise AI tools and their potential uses.	Uses Enterprise AI tools to enhance productivity and improve efficiency e.g. drafting emails or documents.	Uses Enterprise AI tools to achieve business objectives, and shares stories of the value AI added.
Critical Thinking	Beginning to question the underlying processes and outputs of AI.	Evaluates AI-generated insights with skepticism, aware of the potential of "hallucinations" or shortcomings.	Evaluates AI-generated insights critically, validating results against known criteria and seeking improvements.
Governance	Beginning to gain awareness of AI risks.	Competent awareness of AI risks, policy, and follows organisational AI usage guidelines.	Fully understands their personal responsibility when using AI tools. Knows when to discuss new projects with AI Governance.
Ethics	Beginning to be aware of the ethical considerations of AI.	Aware of the key areas where bias is a risk in AI, and is curious to learn more in order to mitigate for bias in their use of AI.	Applies ethical principles to assess the fairness, bias, and societal impact of AI.

Our Data & AI Academy now has dedicated AI Fluency content

Online Course

What is AI?

AI at the FT

Ethics and Responsible Use

Improving ChatGPT skills

Assessment, Certification

Live Workshops

ChatGPT Fundamentals: Practical introduction to using ChatGPT

Intermediate: Enhanced Prompting & GPT Build Workshop

In-Person & Online

GLOBAL AI IMMERSION WEEK

24-28 June 2024
Livestream

Build your AI confidence at the FT

AI Tip of the Week

This week's tip is inspired by FT journalist Emma Jacobs' piece on [how ChatGPT helped her write a difficult email](#).

If you have a tricky email or conversation in the works, try sharing your challenge with [The Negotiator GPT](#). You might not get the answer you need immediately, but it can help you provide a rough draft to get that difficult message started.

AI case study: Increasing client engagement with AI translated newsletters

FT AI LIVESTREAM TALKS

February 27

Submit your questions on [slido.com](#) using the code #FT-AI



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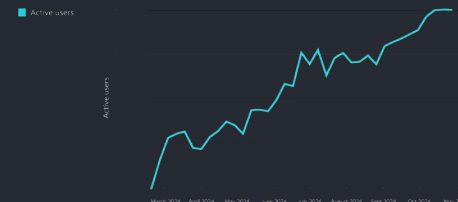
How to get approval for using Generative AI at the FT



Do you have a brilliant idea to use Generative AI (Gen AI) outside Editorial? Use this guide to help you get your idea approved.

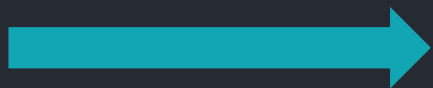


ChatGPT weekly active FT users



98% of colleagues are now 'AI Literate' or higher

88%



98%

July 2024

December 2024

We govern the use of our AI in a number of different ways



Principles



Policy



Responsible &
Ethical AI

“Success in creating effective AI, could be the biggest event in the history of our civilization. Or the worst. We just don’t know. So, we cannot know if we will be infinitely helped by AI, or ignored by it and side-lined, or conceivably destroyed by it.” Stephen Hawking

Our Responsible & Ethical AI Framework



Transparency



Fairness



Privacy &
Security



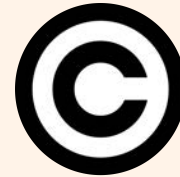
Accountability



Human Oversight



Sustainability



Ownership &
Intellectual Property

And these are overseen by a handful of (human-led!) forums

**AI Use Case
Panels**



**Data Governance
Council**

**Delegation of Data
Governance,
Compliance, Legal,
Technology & Cyber
team members**

**Responsible Board
members**

Lessons we're learning

1. What people need to know

To teach people to drive, not everyone needs to know all the detailed terms and engineering of an engine, they need to be able to drive responsibly. It's similar with AI Fluency.

2. Which tools and approaches are most useful

Over time, we're gravitating towards a smaller set of 'go to' tools...but we're letting the voice of our employees decide which these are.

3. This is a transitional state

Much like Digital Transformation a couple of decades ago, this too will become business as usual. We're treating this as a transformation; not a strategy.



Thank you!

