Responsible use of AI for KPN

KPN is leading the way in the digitalisation of the Netherlands. Applying artificial intelligence (AI) is an important building block in this digitalisation. It offers immense opportunities to streamline business processes, optimise them and create new growth opportunities. As a result, AI has a key position if we want to stay ahead in the ever larger and faster information flows in our society today.

Within KPN, AI is applied. We distinguish three categories:

- Digitising and optimising our core business;
- Simplifying and personalising customer contacts, offers and services - both for consumers and businesses;
- Supporting our employees.

In doing so, we use self-made and -trained AI systems as well as purchased applications.

However, it is equally important to recognise that AI also poses new challenges and risks, especially in terms of ethics and responsible use. As KPN, we take our responsibility to ensure that AI is used in a way that benefits our customers, employees and society as a whole. We are committed to promoting responsible AI by integrating ethical considerations into our AI strategy and ensuring that our AI models are fair and explainable. We also believe in working with stakeholders, including our customers, partners and research institutes, to ensure that AI is used in a way that is in line with societal values and human rights.

Our approach includes:

- Values we adhere to for the responsible use of AI within KPN;
- A governance framework in which we define roles, responsibilities and processes that ensure these values.

KPN values for responsible AI

KPN contribution to society

KPN customers can be confident that we are consciously considering whether and how our AI applications impact our society. We make our contribution in improving AI systems and proactively share our knowledge. We train our employees and teach them how to remain critical when using AI.

Besides improving the quality of AI systems, we look for ways to learn how AI can be used fairly. This knowledge is shared with our employees and other companies in the Netherlands. We also invest in research. The KPN Responsible AI Lab focuses on developing technology that makes it possible to use AI responsibly. In this way, together with JADS, we promote PhD research in this field which helps advance society as a whole.

Human-centred

We develop and use human-centric AI. This means that for every process, we put the employee at the centre and we critically examine what needs to be done by a human and what the AI system can take over. Here, it is important to know to what extent the AI system can be relied on, where to watch out and how to intervene if necessary. By this, we also mean that we go beyond the 'hype' and look critically at what the added value of the AI application is.

We look at the possible impact on our employees and the systems they work with and involve them in this process. Basic tasks and routine operations can be automated by AI, with possible positive and negative consequences. Depending on the type of process in which the AI system plays a role, we determine which tasks should be done by an employee and which tasks we can increasingly have AI perform. AI can also be used for tasks that cannot be done by employees, such as discovering patterns in large amounts of data. We

define who is responsible for the deployment of AI and the inputs and outputs delivered in the process. Should the AI system generate no results or the wrong results, we know how to intervene, always being able to stop it if necessary. Finally, we actively encourage employees to build knowledge about AI so that our employees know how to assess the results of an AI system.

Transparent
We ensure a transparent process when implementing AI systems. Think about the quality requirements we set when doing so. In addition, the AI system is explainable and understandable for everyone involved. We are transparent about the data science process we use. We document what the AI system is and does, what problem it solves and what trade-offs we have made. Through transparency, we know what to expect from the AI system. In this way, our customers or employees can understand how decision-making happen and what consequences it has for them. This is how we create trust in the use of AI systems.

Inclusive and fair
While developing or procuring AI systems, privacy and autonomy of individuals are paramount. We believe it is important that the AI system treats everyone fairly and we do not exclude minorities. We test this at the beginning and monitor during the use of AI systems that affect our employees or customers. If we use suppliers for the AI system, we further ensure that we have appropriate privacy agreements in a processing agreement with that supplier.

AI systems use large amounts of data. Unfortunately, the reality is that it can happen that an AI system makes biased judgements based on someone's ethnicity, gender or education level, without this data having been used in the AI system. The system may have learnt this based on other indicators, such as addresses. The use of AI systems can exacerbate existing biases if not intervened and monitored. There is also a risk that an AI system will encapsulate and automate inequality. Therefore, we test for this at the beginning of the process and monitor for these risks during use. We intervene or stop if necessary. We provide our employees with tools to deal with described risks. In addition, we engage in research in which we continuously learn how to do this better. We can do this by regularly comparing human assessment with algorithm assessment, for example.

Robust
AI systems are part of a process. So it is important that an AI system is made so that it is robust and does not fail or make wrong decisions. It should be developed in such a way that the process continues to work even if, for example, input data changes.

As KPN, we place high demands on the quality of the AI system. It must be reliable and work well with the other parts of the process in which it is applied. These quality requirements apply to the AI systems we develop ourselves, and to the systems we procure. Once the AI system is up and running, we make sure the quality remains high and continue to monitor the system.

According to the rules
KPN employees work in accordance with legislation and internal policies. Especially for AI, we have supplemented our policy. In doing so, we take a proactive attitude and go further than the laws and regulations require of us.

As KPN, we are subject to all kinds of laws and regulations. Many processes and procedures are already in place for this. Our employees are trained to work according to these rules. Especially for AI, we have developed additional processes, procedures and policies. The aim of this is responsible and safe AI use in accordance with the rules where we also go a step further than legally expected of us.

AI Governance framework: roles, responsibilities and processes

AI Governance is the process of developing, implementing and enforcing quality standards for the development and use of AI. This is a continuous learning process. KPN's governance framework provides consistent procedures while allowing enough flexibility depending on the process where AI is applied. Being 'in control' requires a combination of trained staff, processes and technology.

At KPN, AI Governance consists of processes and standards for each step in the AI system development process. Documenting and measuring are key components in this, ensuring transparency. This also covers the trade-offs and assumptions made, including possible ethical considerations. Models are recorded in a registry. If necessary, AI applications are discussed in the multidisciplinary advisory body where we facilitate an ethical discussion based on our AI values. Applications allow us to manage, monitor and intervene when necessary.