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To Whom it May Concern,

As head of Mastercard's AI Governance program, I met Lambert Li during Mastercard's annual collaboration with Wake Forest. Lambert and their team produced a capstone project in conjunction with Mastercard, which Lambert contributed to in great part as Research Officer.

Lambert's team delivered an analysis of how the enterprise can operationally assess and determine Generative AI (GenAI) systems to estimate risk and returns prior to development. This team exceeded the norms in output and impact from such projects. Not only did they deliver a research paper; they also advanced drafts of functional tools for assessing GenAI systems that were worthy of serious review and integration into enterprise operations. I reviewed Lambert's research in detail and was highly impressed; it is even expected that this work will benefit Mastercard's operations.

I would not normally write a recommendation for someone based on limited collaboration. However, Lambert deserves special mention. Lambert possesses excellent attention to detail. Despite the many commitments on their time, they deeply understood their research and gave honest, thoughtful responses to difficult questions. I usually expect to see these behaviours in seasoned professionals. Given these well-demonstrated qualities, I urge you to give Lambert serious consideration.

I am available to you should you have any questions.

Warm Regards,

John Hearty

Vice President, AI Governance