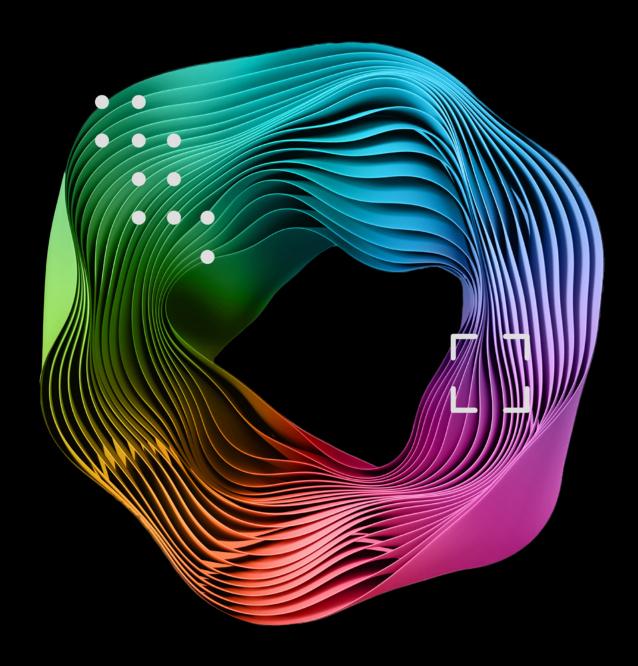
Deloitte.



Deloitte Access Economics

Al at a crossroads Building trust as the path to scale

Deloitte Asia Pacific | Al Institute



Report overview

This report was co-developed by Deloitte Access Economics and the Deloitte AI Institute to provide insights to Asia Pacific C-suite executives and tech leaders, on how they can improve their governance structures and organisation settings to develop more trustworthy AI solutions.

Deloitte has created a Trustworthy Al Framework that identifies seven dimensions necessary for organisations to have trust in their Al solutions – transparent and explainable, fair and impartial, robust and reliable, respectful of privacy, safe and secure, responsible and accountable.

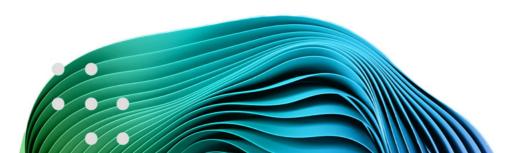
But what needs to be in place for organisations to achieve trustworthy Al? Good Al governance.

For C-suite executives and board members, activating and supporting effective AI governance practices can be challenging amidst competing priorities. To help address this ambiguity, we've developed an AI Governance Maturity Index to identify what good AI governance looks like in practice. This index contains a set of criteria to assess AI governance within an organisation and was applied to the responses of nearly 900 surveyed senior leaders from Australia, China, India, Indonesia, Japan, Malaysia, New Zealand, Philippines, Singapore, South Korea, Taiwan (China), Thailand, and Vietnam.

A range of industries, organisation sizes and public sector organisations were included in the responses.

The survey questions aimed to understand the maturity level of AI governance across organisations, identify key enablers of effective AI governance and assess the benefits to organisations from having these arrangements in place.





Al at a crossroads:

Building trust as the path to scale

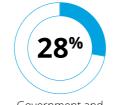
As senior leaders move from experimenting to rolling out Al solutions, a number of key risks – such as security vulnerabilities, privacy and legal risk – are experienced by the organisation. While Al solutions offer powerful productivity tools, they can lead to data breaches, loss of reputation and business and regulatory fines if the risks of these tools are not managed properly.

Concerningly, more than half of technology workers do not believe their workplace can address AI related risks. To understand how effective AI governance can help to address these risks and unlock the potential of AI, Deloitte has surveyed nearly 900 senior leaders from 13 locations across the Asia Pacific region in one of the most comprehensive stocktakes of AI governance maturity levels to date.

There is a rising number of incidents from using AI across all industries

Over a quarter of organisations have experienced an increase of incidents related to AI in the past financial year.

Increase in incidents recorded in the past financial year, by industry



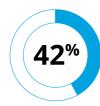




Life sciences and health care



Technology sector



Financial sector

Good governance also leads to greater AI adoption and financial returns

WW

28% more staff

using AI solutions across the business



3x more likely

to be using Al solutions in areas such as R&D, operations and production, and customer service, marketing and sales



4.6 percentage points higher in **revenue growth** from AI solutions

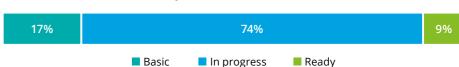


45% of senior leaders believe good governance **improves reputation** among customers

Yet more than 90% of organisations can improve Al governance

Deloitte's Governance Maturity Index uses 12 indicators to assess Al governance across organisations.

Distribution of Al Trustworthy Index across Asia Pacific



Actions to build Trustworthy Al

1

Prioritise Al governance to realise the returns from Al

2

Understand and leverage the broader Al supply chain

3

Build risk managers, not risk avoiders

4

Communicate and ensure Al transformation readiness

01

Navigating the risks from rapid AI adoption

The adoption of Al across the Asia Pacific region is transforming the business landscape. The rapid emergence of generative Al (GenAl) has only accelerated this process, with investment in Al across the Asia Pacific region expected to grow fivefold by the end of the decade, reaching \$117 billion USD by 2030.¹ GenAl has quickly become the region's fastest-growing enterprise technology.

Behind the rapid pace of adoption are employees, who often outpace their leaders. A previous Deloitte study on Generation AI found that more than two in five employees were already using generative AI at work, with young employees leading the way.²

This pace and scale of AI adoption means leaders are encountering AI related risks in real time as they experiment and roll out the technology.

Our survey of nearly 900 senior leaders reveals that risks related to security vulnerability (86%), surveillance (83%) and privacy (83%) are the most common concerns for senior leaders when using Al (Figure 1). These risks have become even more pronounced since the advent of GenAl, which has seen a step change in the capabilities of the technology alongside more user-friendly interfaces that have broadened the number of people who can use these powerful tools.

"Over half of technology workers believe their workplace does not have the appropriate settings to identify or address Al-related risks according to a Deloitte study."³ Security vulnerabilities can arise from Al solutions or the vast amount of data used by the solutions, which can become targets for theft or data breaches, and can result in significant costs. The global average cost of a data breach reached nearly \$5 million USD in 2024, a 10% increase from the previous year. 4 Of course, for large organisations, this cost can be significantly higher.

There are also broader costs that are difficult to quantify, such as damage to brand and loss of customers. The erosion of consumer confidence and the negative impact on brand reputation can have long-lasting effects, making it crucial for businesses to manage Al and cybersecurity effectively. At the same time, there is a strong consumer preference for businesses that use Al in a way that aligns with their ethical standards, such as transparency when Al is used. Research indicates that 62% of consumers place higher trust in companies whose Al interactions they perceive as ethical, and 53% are willing to pay a premium for such products and services.⁵

Organisations must also ensure that their use of AI is compliant with evolving legislative and regulatory requirements, which was a shared theme among the most common risks identified by senior leaders. While there has been a focus on developing and enacting regulations and legislation across Asia Pacific governments, these existing regulatory requirements are usually a minimum standard for organisations to meet rather than comprehensive best practices. As a result, senior leaders must develop, adopt and enforce organisational trustworthiness standards for AI solutions and systems.⁶

Addressing Al-related risks is essential: without proper management, these risks could lead to strained customer relationships, regulatory penalties or public backlash. Furthermore, fear of these risks can also deter organisations from using Al. The *State of Al Enterprise* survey found that three out of the four biggest challenges to developing and using Al tools are risk, regulation and governance issues.⁷ This highlights the importance of effective Al governance for managing the ethical and operational risks associated with Al and fully leveraging this technology.

Figure 1

Top concerns about potential risks associated with using Al

Security vulnerabilities	86 %
Surveillance	83 %
Privacy	
Legal risk and copyright infringement	83 %
Regulatory uncertainty	80 %
	79 %
Reliability and errors	78 %
Malicious content	78 %
Regulatory burden	76 %
Accountability	75 %
Transparency/explainability	
Responsibility	73 %
	73 %
Bias and discrimination	71 %
Job displacement	70 %
Source: Deloitte Trustworthy Al survey (2024)	

Source: Deloitte Trustworthy Al survey (2024

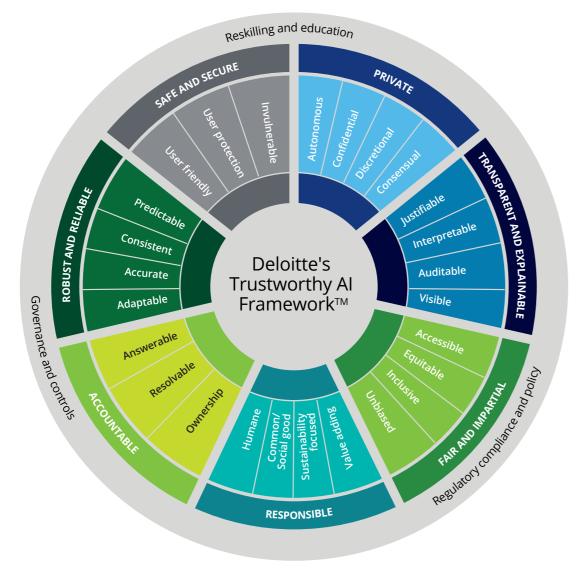
02

What does good AI governance look like?

Developing trustworthy AI solutions is essential for senior leaders to successfully navigate the risks of rapid AI adoption and fully embrace and integrate this transformative technology. Trustworthy AI provides a level of certainty that the technology is ethical, lawful and technically robust and provides confidence for senior leaders to use AI solutions throughout their organisation.

Deloitte has developed a Trustworthy Al Framework that outlines seven key dimensions that are necessary to build trust in Al solutions – 1) transparent and explainable, 2) fair and impartial, 3) robust and reliable, 4) respectful of privacy, 5) safe and secure, 6) responsible, and 7) accountable (Figure 2). This framework and criteria should be applied to Al solutions from ideation through to design, development, procurement and deployment.

Figure 2: Deloitte Trustworthy AI framework



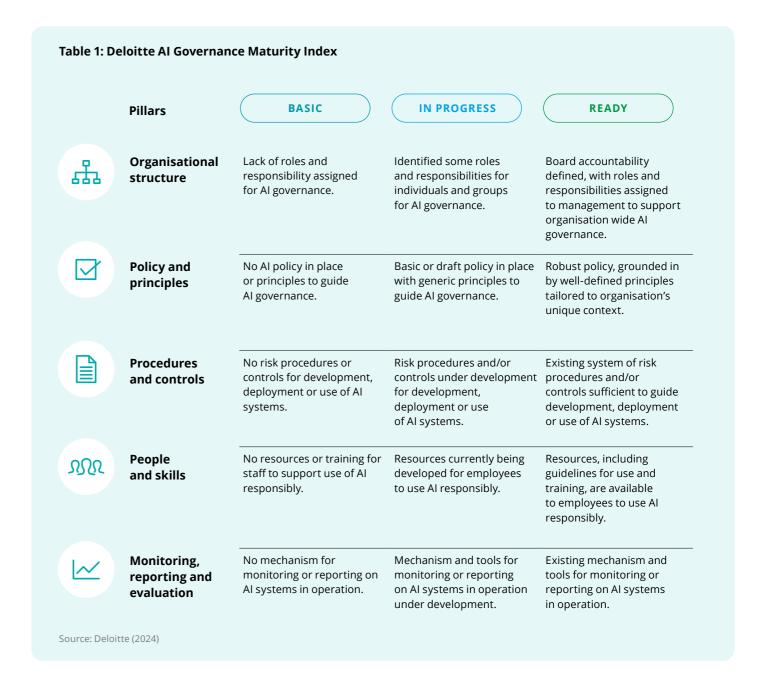
Source: Deloitte (2024)

Developing trustworthy AI solutions that meet these seven criteria does not happen automatically. Organisations must have robust AI governance to provide the structure that ensures AI solutions align with these principles.

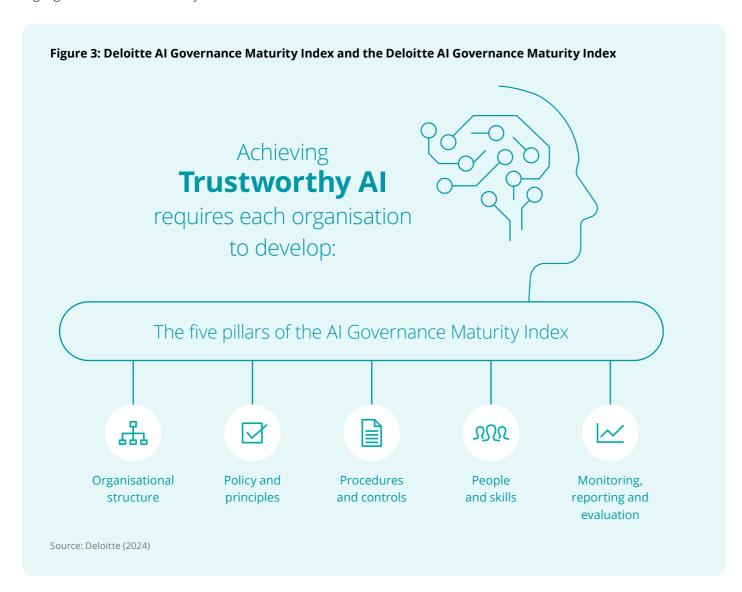
At its core, good AI governance is required at all stages of the technology lifecycle and is embedded across technology, processes, and employee training. Governance arrangements require tailoring to the sophistication of AI solutions used, location and industry-specific regulations, and internal organisational policy and standards.

Al governance can often feel elusive with constantly shifting goalposts. To assist organisations to take practical steps to achieving trustworthy Al, we have created an Al Governance Maturity Index.

This Index, based on 12 key indicators across five pillars (organisational structure, policy and principles, procedures and controls, people and skills and monitoring, reporting and evaluation), assesses an organisation's Al governance maturity (Table 1). Based on these indicators, we categorise organisations as 'Basic', 'In progress' or 'Ready' in terms of their Al governance maturity. Further details about the Index and the underlying questions are available in Appendix B.



The figure below depicts how each of the pillars in the Deloitte AI Governance Maturity Index is a foundational element that can enable an organisation to achieve trustworthy AI. Furthermore, the Index identifies the practical arrangements and activities that an organisation should undertake to achieve the seven dimensions highlighted in the Trustworthy AI Framework.



There is no one-size-fits-all approach to Al governance. The specific governance structures will vary depending on the industry, regulatory environment, Al ambition and type of Al solutions being adopted. For instance, an Al-powered chatbot providing employees with information about HR policies will require different control processes compared to a bank's Al-driven credit application solution that interfaces directly with customers. Comparing common features of Al governance can help organisations identify areas for improvement in their governance standards.

It should also be noted that higher levels of AI Governance Maturity do not automatically lead to trustworthy AI outcomes. If governance procedures are in place but are not effectively implemented, understood by staff or well-tailored to the business context and strategy, trustworthy AI outcomes may not be achieved. Effective AI governance is different for every organisation. For this reason, it is important for organisations to continuously evaluate and refine their AI governance framework to ensure that it is right-sized to their unique needs and evolving regulatory requirements.

Empowering the future:

Energy Queensland's commitment to responsible AI and sustainable innovation

Energy Queensland is Australia's largest, wholly government-owned electricity company, servicing over 2.3 million customers and employing more than 9,300 people across its distribution, retail, and integrated energy solutions businesses.

Sharyn Scriven, CIO Energy Queensland expresses that "AI is a game changer and as it matures will help aid our business and people to achieve our vision and 2032 Corporate Strategy."

Josh Gow, General Manager of Customer and Emerging Platforms, recognises that integrating AI is an important focus area for Energy Queensland to drive operational excellence and enhance customer experience, supporting the organisation's ambitious strategy. While Energy Queensland has been using AI for several years, there has been a shift from niche specialised use cases to broader use case evaluation and deployment.

Drafting an AI policy has been essential for Energy Queensland to ensure the right policies and settings are in place before introducing new AI solutions. This has involved developing an AI Policy and a roadmap for use case rollout across the organisation, along with necessary actions to establish appropriate guardrails. To ensure the AI policy adhered to industry best practices and was implemented correctly, Energy Queensland had the AI policy independently reviewed by an external organisation, as well as internally. Josh explains:

"Our AI policy is under continued review, as a living, breathing document, given the rapidly changing environment of AI and maturing industry standards and guidelines. Our monthly AI steering committee includes senior executives who regularly discuss the progress, risks and opportunities of AI."

Testing and piloting AI use cases before full implementation is an important feature of Energy Queensland's approach to AI. Trialling AI through internal use cases has been a strategic choice to create an environment where it has been 'test and learn focused to further evaluate risk and opportunity

incrementally', according to Josh. This has involved trialling enterprise tools and building AI platform services to initially support corporate users with heavy documentation, meetings and emails.

Effective and responsible use of Al requires team members with the right capabilities alongside powerful Al solutions. For this reason, 'control group releases' are being conducted and reviewed, where employees in different roles participate in a controlled release, education and training program before further deployment.

"Ensuring we capture the value, opportunity and continue to manage the risk that AI will bring with further adoption is critical. It's a matter of when, not if, AI will be in broader use across many more technologies. Not everyone will get the same AI and it may also be 'under the hood'. We need to tailor how AI will aid our company to ensure it is effective, responsible, and valuable."

Key features to ensure trustworthy Al



Al policy



Al steering committee



Piloting and trialling AI programs internally



Training programs

03

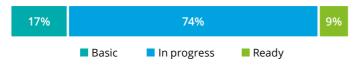
Al governance across Asia Pacific

Fewer than one in ten organisations across the Asia Pacific have the governance structures necessary to achieve trustworthy Al. Using our Al Governance Maturity Index, we classify 91% of organisations as having 'Basic' or 'In progress' Al Governance structures in place, highlighting substantial room for improvement in Al governance (Chart 1).

Examining the five pillars of the Al Governance Maturity Index, organisations across Asia Pacific have the greatest opportunity for improvement in policies and principles as well as procedures and controls. Currently, 31% and 23% of organisations, respectively, are categorised at 'Basic' levels in these two pillars. In contrast, organisations performed better in the organisational structure and monitoring and evaluation pillars, with more than 90% achieving at least 'In Progress' status.

Achieving a 'Ready' status for the Al Governance Maturity Index overall requires high performance across all five pillars. While nearly one in five organisations achieved a 'Ready' status in one of the pillars, only half that shared achieved 'Ready' for their Al governance overall. This highlights the need to consider Al governance in a holistic sense to develop the conditions required for trustworthy Al.

Chart 1: Distribution of Al Trustworthy Index across Asia Pacific



Source: Deloitte Trustworthy Al survey (2024)

Chart 2: Distribution of Trustworthy AI Index across pillars



Source: Deloitte Trustworthy Al survey (2024)

Addressing the overconfidence bias

Leaders may overestimate the maturity of Al Governance. Deloitte's *State of Generative Al in the Enterprise* survey found that 23% of organisational leaders rated their risk management procedures and governance as highly prepared. However, this more detailed study, exploring the underlying structure of Al governance revealed only 9% had actually achieved a 'Ready' level of governance.⁸ While the specific questions and sample differ, the extent of the variation in these studies suggests that senior leaders need to have a detailed understanding of their Al governance maturity. This is pertinent as overconfidence can represent a barrier to improving Al governance; if leaders believe they have sufficient settings in place to manage Al risks, they are less likely to explore how they can improve.

PILLAR 1

Organisational structure



Having clearly identified roles within an organisation that are accountable for managing Al standards helps to ensure any emerging Al-related issues are addressed appropriately. For most organisations surveyed, this responsibility lies with senior leadership, with 91% of organisations having a board member or C-suite executive explicitly responsible. A further 7% nominated a non-executive Al lead as responsible for managing risks and standards, while less than 2% of respondents were not able to identify anyone primarily responsible in their organisation.

How organisations structure the teams responsible for ethical, legal and regulatory compliance related to Al may vary. Just over a quarter (28%) of organisations have a centralised ethics and risk team to monitor trends and detect risks related to Al use, while the majority (61%) of organisations have dedicated professionals working in all or some departments or teams (Chart 3). The remaining organisations have either some teams with dedicated professionals or no dedicated roles for Al use.

More important than the structure of the team is having clear responsibility and accountability for AI standards, yet this is less common in smaller organisations. For organisations with more than 1,000 employees, only 3% have no dedicated AI risk roles, compared to 23% of those with fewer than 100 employees.

Chart 3: Structure of team responsible for ethical, legal and regulatory compliance related to AI









Source: Deloitte Trustworthy AI survey (2024)



PILLAR 2

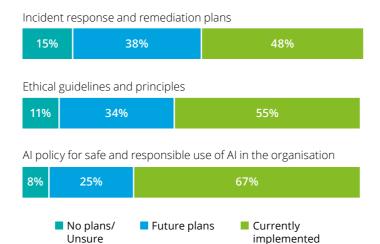
Policy and principles



Clear, broadly understood policies and principles are a fundamental prerequisite for effective AI governance. This AI policy differs from an AI strategy, with the latter including broader elements such as ambitions related to AI and key metrics to measure progress. While most organisations across Asia Pacific have an AI strategy in place, many are missing key elements of good governance in their AI policy. More than half of AI policies lack timelines for implementing AI governance goals or contain ethical guidelines and principles related to AI.

Including these governance features in an Al policy is key for employees to see the value. Among organisations with an organisation-wide Al strategy, 30% report that not all employees see the strategy's value. Where the Al policy includes monitoring or auditing, i.e. having a defined risk appetite, response and remediation plan integrated with broader organisation policies, employees are more likely to see the value in the strategy.

Chart 4: Implementation of trustworthy AI policies



Source: Deloitte Trustworthy Al survey (2024)

PILLAR 3

Procedures and controls



The third pillar explores day-to-day practices for managing Al-related risks and standards in an organisation. This includes an assessment procedure to identify and manage Al-related risks, a comprehensive inventory of Al solutions used, and control frameworks that mitigate risks associated with the use of an Al solution. With the fewest organisations categorised as 'Ready' for this pillar, progress in this area will be key for improving trustworthy Al performance across the region.

A key element of effective Al governance is a system for employees to report queries or incidents related to Al use in the workplace. Yet, two in five organisations lack such a reporting mechanism. Organisations with formal reporting systems see five times more queries and twice as many reported incidents – indicating that those without these systems may be blind to emerging risks associated with Al. This issue is only growing more urgent, especially in Asia Pacific, where the number of queries and incidents continues to rise (see Chart 5).

Chart 5: Change in the number of incidents related to AI in FY24 compared to FY23



27%



35% Remained about



32% Decreased

Source: Deloitte Trustworthy Al survey (2024) Note: excludes 'unsure' answers (6)

PILLAR 4

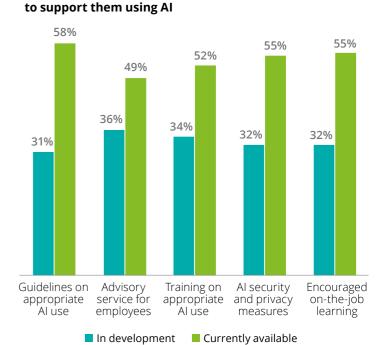
People and skills



Employees play a crucial role in ensuring trustworthy Al. Yet, this remains a challenge for many organisations, where only 56% of employees, on average, have the skills and capabilities to use Al responsibly.

Training can be a powerful tool to bridge this gap. Organisations that provide Al training see a 27% higher share of employees equipped to use Al safely compared to those that don't – though just 52% of organisations surveyed currently offer such programs. That said, 72% of organisations that currently don't offer training are actively developing programs for their teams.

The majority of organisations do offer guidelines on responsible AI use, and 55% encourage on-the-job learning and experimentation and slightly fewer organisations have an advisory service or body for employees (49%). Private sector organisations lead in offering AI use guidelines and training, whereas public sector organisations are more likely to focus on security measures and encourage on-the-job learning.



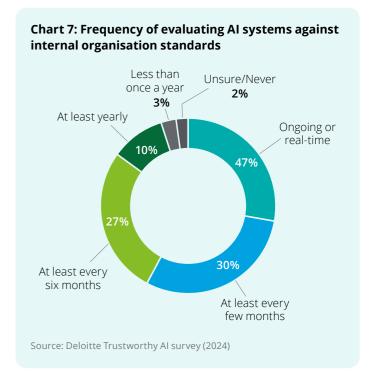
Source: Deloitte Trustworthy Al survey (2024)

PILLAR 5

Monitoring, reporting and evaluation

<u>~</u>

Having Al governance systems that are responsive to changing requirements and emerging issues is critical to ensuring organisations can respond to risks and incidents as they emerge. Overall, organisations performed relatively well in this pillar, with the equal highest share (18%) achieving 'Ready' status. The majority (85%) of organisations evaluated their Al governance against internal standards at least every six months (i.e. those evaluating at least every six months, three months or in real-time). Monitoring and evaluating whether Al governance is complying with any changes in regulatory requirements is another element of this pillar. Nearly three-quarters of organisations review legal and regulatory requirements at least every six months.



How does trustworthy Al compare across industries? The results for the Al Governance Maturity Index and individual pillars vary by industry. We find that organisations within technology, financial services and professional services more generally have the highest share of organisations that are 'Ready' for trustworthy Al. Meanwhile, public sector and life science and healthcare organisations have a lower share. A high-level summary of four key industries is over the following pages. A similar summary for key geographies across Asia Pacific is available in Appendix D.

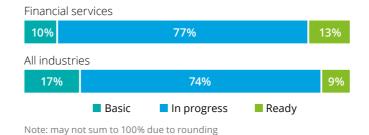
Spotlight on

Financial services industry

Being a knowledge and data intensive industry, financial services have been leading adopters of digital innovation. The relatively higher levels of regulation and sensitive financial information held by these organisations means that governance processes have needed to develop rapidly in response to new innovations.

Our AI Governance Maturity Index shows the financial services industry has higher levels compared with other industries. Demand for financial services is growing, particularly among younger and more tech literate consumers, which suggests good governance will be required for future growth in the industry. Complying with regulations and protecting client data will be key issues as the sector continues to adopt AI technologies.

Al Governance Maturity Index



Top three expected **benefits** of effective Al governance



Higher levels of trust in the outputs or results from AI solutions (57%)



Greater use of AI solutions as a result of higher trust (47%)



Faster deployment of Al solutions across the organisation (47%)

Top three concerns about **risks** associated with using Al



X Reliability and errors (92%)



Legal risk and copyright infringement (88%)



Security vulnerabilities

Top three **barriers** associated with using or implementing Al



Concerns about regulatory, legal, ethical, compliance and other risks (45%)



Technology implementation challenges (38%)



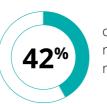
Lack of appetite for innovation and/or insufficient experimentation (32%)



of financial services organisations have a system for employees to raise concerns.



of financial services organisations' employees have the required level of skills to use AI solutions in ethically and legally.



of financial services organisations reported an increase in incidents received in the last financial year.



of financial services organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

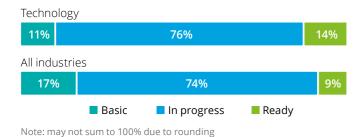
Note: Sample size for financial services = 60

Technology industry

The technology industsry is at the forefront of Al disruption and a key enabler of developing Al solutions for other industries. As long-time users of Al solutions, the industry has more established governance processes compared with other industries, leading to higher results in the Al Governance Maturity Index.

Based on the Deloitte Generation AI report, technology employees lead in adoption of GenAI into their workflow, allowing the sector to be highly responsive to new developments. The sector faces key challenges in managing legal and confidentiality risks surrounding the use of data in technology solutions. As the sector provides technology support to other industries, prudent governance will be a priority to maintain customer trust.

AI Governance Maturity Index



Top three expected **benefits** of effective Al governance

Greater use of AI solutions as a result of higher trust (58%)

Higher levels of trust in the outputs or results from Al solutions (54%)

Faster deployment of Al solutions across the organisation (53%)

Top three concerns about **risks** associated with using Al



Privacy: risk of sensitive, confidential or personal data breaches (83%)

Security vulnerabilities: risks of hacking/cyber-attacks, unauthorized access or misuse of Al systems (81%)

Top three **barriers** associated with using or implementing Al



(1) Concerns about regulatory, legal, ethical, compliance and other risks (34%)



Insufficient understanding of the technology and its potential (33%)



of technology sector organisations have a system for employees to raise concerns.



of technology sector organisations' employees have the required level of skills to use AI solutions in ethically and legally.





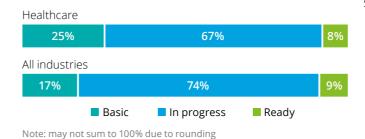
of technology sector organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of AI.

Spotlight on

Life sciences and healthcare industry

Al solutions in healthcare often require personal data – such as medical conditions and demographic information – which require robust privacy and security standards. The nature of this data contributes to security vulnerabilities being one of the top risks identified by the industry. Patients require this certainty before providing consent for their data

AI Governance Maturity Index



to be used in AI solutions, hence the improved reputation among customers and social licence to operate being key benefits.

The relatively higher share of 'Basic' organisations in this industry is consistent with evidence that healthcare can be slower to embrace digital transformation and there can be resistance among employees. This could mean healthcare organisations are prevented from using Al solutions unless Al governance is improved.

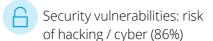
Top three expected **benefits** of effective Al governance



An established social license to operate AI solutions (42%)

Greater regulatory compliance (42%)

Top three concerns about **risks** associated with using Al



Surveillance: invasion of privacy due to pervasive surveillance (86%)

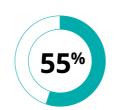
Regulatory burden: the extent of reporting and process requirements associated with using Al solutions (83%)

Top three **barriers** associated with using or implementing Al

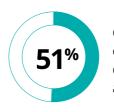


Lack of executive commitment (33%)

Lack of strategy and vision for Al implementation (33%)



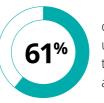
of healthcare organisations have a system for employees to raise concerns.



of healthcare organisations' employees have the required level of skills to use AI solutions in ethically and legally.



of healthcare organisations reported an increase in incidents received in the last financial year.

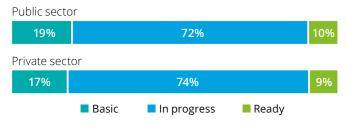


of healthcare organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

Public sector

Public sector organisations across Asia Pacific face key challenges relating to regulation and ethical use of AI. Being flexible and quick to respond to the new concerns emerging around the use of AI technologies is a priority to stay on top of the shifting environment. Al has the potential to enhance the efficiency of public services to deliver digital services to citizens, but in doing so data security must be ensured to protect against risks of cyber-attacks. This is contributing to a relatively higher share of organisations with concerns around security vulnerabilities and surveillance.

Al Governance Maturity Index



Note: may not sum to 100% due to rounding

Top three expected **benefits** of effective Al governance



Higher levels of trust in the outputs or results from Al solutions (56%)



Greater use of AI solutions as a result of higher trust (54%)



Faster deployment of Al solutions across the organisation (48%) Top three concerns about **risks** associated with using Al



Security vulnerabilities: risk of hacking / cyber (87%)



Surveillance: invasion of privacy due to pervasive surveillance (83%)



Malicious content (82%)

Top three **barriers** associated with using or implementing Al



Technology implementation challenges (38%)



Concerns about regulatory, legal, ethical, compliance and other risks (37%)



Insufficient understanding of the technology and its potential (36%)



of public sector organisations have a system for employees to raise concerns.



of public sector organisations' employees have the required level of skills to use AI solutions ethically and legally.



of public sector organisations reported an increase in incidents received in the last financial year.



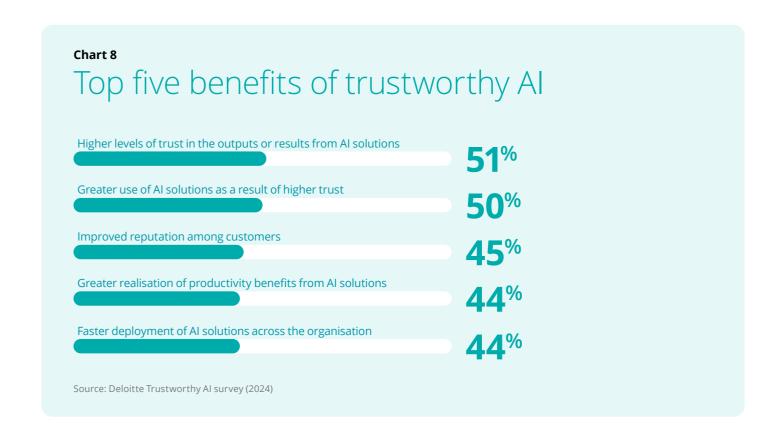
of public sector organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of AI.

Note: Sample size for Government and Public Services = 172
The Public Sector is defined by the ownership of the organisations within the sector, whereas the other industries are defined by a specific good or service that is being produced. The organisations in the Public Sector operate in a number of industries such as health and finance.

04

The dividends from good AI governance

Organisations that invest in developing their AI Governance maturity are attaining significant dividends with senior leaders recognising that they will not unlock the opportunities from AI unless they can trust the outputs.



One of the most common benefits associated with effective AI governance is **higher levels of trust in the outputs or results from AI solutions**, with half (51%) of senior leaders selecting this benefit (Chart 8). A separate study found that transparent AI systems improve users' trust by 30%, thereby increasing the likelihood of adoption and utilisation.⁹

Greater trust in Al outputs comes from governance providing tangible actions to mitigate the risks discussed in the earlier chapter that senior leaders are facing when using Al. For example, implementing incident responses and remediation plans can provide leaders with confidence that issues will be appropriately managed. Those organisations with 'Ready' levels of Al Governance Maturity were less likely to be concerned about key risks such as security, privacy or legal risk (Chart 9). Both 'In progress' and 'Basic' organisations had similar levels of concerns about the risks, highlighting the importance of implementing effective Al governance across the pillars to address concerns about Al use.

Greater use of AI solutions across the organisation

is another key benefit of having effective governance, with half of senior leaders reporting this benefit. This result was validated using econometric modelling, which found that organisations attaining a 'Ready' level in the AI Governance Maturity index have deployed AI solutions across three additional areas of the organisation, compared to otherwise similar organisations with only a 'Basic' level.¹⁰ For example, 'Ready' organisations are three times or more likely to use AI in customer service, marketing and sales, operations and production, and research and development (R&D).

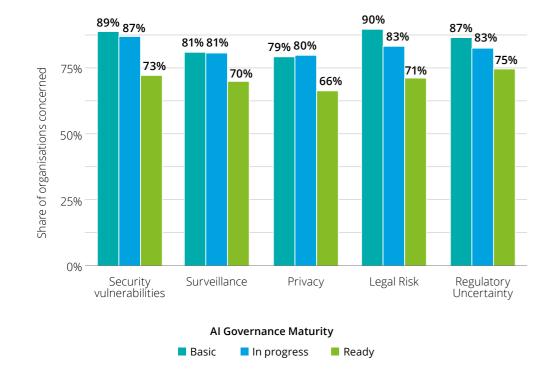
In addition, establishing governance arrangements for Al also increases the **extent of use** within the area where the Al solution has been deployed. Organisations with a 'Ready' rating have 16 percentage points, on average, more employees using Al tools compared with 'Basic'

organisations. This is equivalent to a 28% increase in the number of users of AI for the average organisation.

This result holds even when comparing organisations that have deployed AI solutions to the same sub-areas (e.g., marketing and sales or research and development) within their business – suggesting that trustworthy AI overall supports better uptake of AI solutions among an organisation's staff. For further details about the modelling for this report, please see Appendix C.

"Modelling undertaken for this research shows that effective AI governance increases both the breadth of AI use (across the organisation) and depth (used by more employees) of deployed AI solutions in an organisation."

Chart 9: Concerns about key risks, by AI Governance Maturity



Source: Deloitte Trustworthy Al survey (2024)

Customers are increasingly concerned about ethical considerations and data privacy when it comes to Al. In fact, only half of consumers feel that the benefits realised from online services outweigh data privacy concerns.¹¹ Having effective Al governance demonstrates a commitment to these values, enhancing the organisation's reputation. This **customer reputational benefit** was recognised by 45% of senior leaders.

Both traditional AI and GenAI tools have shown that they can significantly boost productivity. According to Deloitte's analysis of 11,900 young employees and students, whom we've dubbed "Generation AI", daily users of GenAI save 5.3 hours each week.¹² This may have increased as users become more familiar with using the technology and the capabilities of the technology continue to develop.

Another study indicates that companies using Al solutions report a 15% increase in operational efficiency and productivity.¹³ **Our findings show that effective** governance frameworks can make AI solutions even more productive, with 44% of senior leaders **reporting higher productivity gains.** The modelling for this report shows that higher levels achieved on the Trustworthy Al Index are associated with higher revenue growth over the past year. An extra 15 points on the Trustworthy Al Index score is associated with 4.6 percentage points higher revenue growth, even after controlling for the level of AI use. For a large organisation (with more than 1,000 employees) that experienced growth of \$100 million from Financial Year 2024 to 2025, the organisation would realise an increase of \$4.6 million of revenue growth as a result of a higher level of Trustworthy AI. For the median organisation (with 19.5% revenue growth last year), this would reflect a near 25% increase. For further details about the modelling for this report, please see Appendix C.

"Having the right AI governance can make AI solutions more productive. Higher AI Governance Maturity scores leads to an increased revenue growth, even after accounting for the amount of AI solutions being used."

There can be a misconception that Al governance can lead to internal business red tape, consequently slowing down Al adoption in an organisation. Yet, effective Al governance can streamline the process of deploying Al solutions by establishing clear procedures and controls. 44% of senior leaders believe effective Al governance can lead to faster deployment of Al solutions across the organisation and this result is reinforced by another study, which found that organisations with strong Al governance frameworks deploy Al solutions 20% faster than those lacking such frameworks.



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05

Building the foundations for trustworthy AI

Effective Al governance is critical for organisations when integrating Al solutions into their operations and business models. As shown in previous chapters, more effective governance leads to greater use of the technology and increased returns while helping to manage downside risks.

So, what are the critical steps that organisation leaders can take now to improve their Al governance? Based on the analysis of our findings, four high-impact actions stood out:

RECOMMODATION 1

Prioritise AI governance to realise the returns from AI

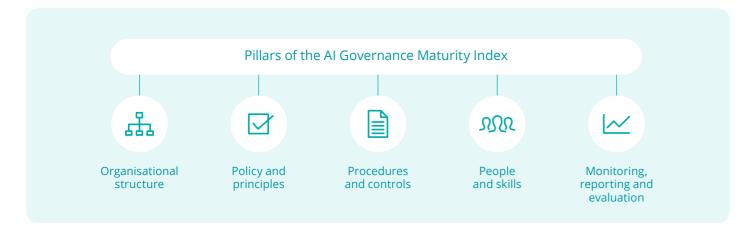
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The Al Governance Maturity Index has revealed that the majority of organisations can substantially improve their Al governance. This research shows that enhancing Al governance is not a 'nice to have' but a critical enabler to leverage one of the most powerful enterprise technologies. The first step in prioritising Al governance is understanding the starting point.

The Al Governance Maturity Index identifies five pillars – organisational structure, policy and principles, procedures and controls, people and skills and monitoring, reporting and evaluation – that organisations can use to evaluate their own systems and identify

areas for improvement. Our research suggests that many organisations should focus primarily on both the policies and principles and procedures and controls pillars.

Continuous evaluation of AI governance is also required to address new or emerging risks related to AI or as solutions are deployed. Changing regulations for specific locations and industries requires businesses to remain at the forefront of standards related to AI governance.



RECOMMODATION 2

Understand and leverage the broader Al supply chain

Understanding an organisation's own use of Al alongside its interactions with the broader 'Al supply chain' – i.e. developers, deployers, regulators, platform providers, end users and customers – can help organisations develop a more holistic understanding of Al governance requirements. For example, 15% of senior leaders report their organisations are using a combination of purchased 'off-the-shelf' Al solutions, Al solutions developed in-house, and publicly available Al applications. Each of these sources of Al requires a tailored governance approach.

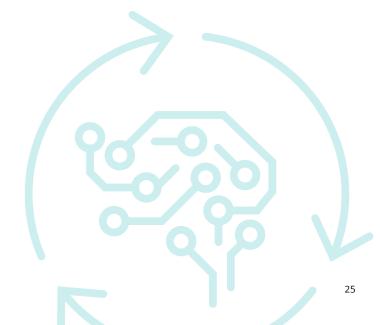
Senior leaders can also leverage the broader 'Al supply chain' to improve their Al governance settings as this group is likely to have expert and/or different perspectives. Increasingly, organisations are looking to build a 'Third level of Defence' in their governance

framework by engaging external audit organisations. To be effective in this role, these audits do need to occur throughout the AI solution lifecycle. Notably, organisations that have engaged an external organisation to review the implementation of AI solutions are associated with higher Trustworthy AI indices (Chart 10). Two-thirds of organisations classified as 'Ready' have had the implementation of AI solutions reviewed by an external party. Consultations for this research also found that engagement with relevant industry associations can be helpful for understanding unique requirements for AI governance.

Chart 10: Types of reviews of AI implementation and AI Governance Maturity Index



Source: Deloitte Trustworthy Al survey (2024)



RECOMMODATION 3

Build risk managers, not risk avoiders

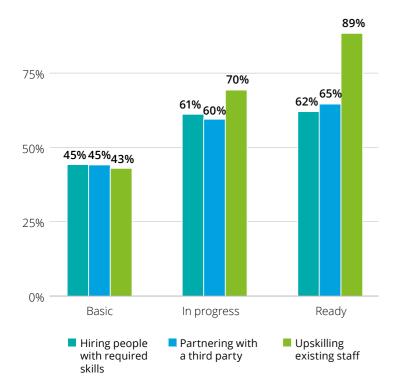
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Human judgement and action (or reaction) are critical to successful Al governance. The employees – whether they are designing, deploying, or using the Al solutions themselves – will have valuable insights about the functionality and potential risks related to using Al solutions. Importantly, developing the skills and capabilities of employees can help to identify, assess and manage risks that can lead to preventing or mitigating risks that emerge rather than risk avoidance or risk ignorance. With this in mind, people and skills are a critical pillar within the Al Governance Maturity Index, but despite its importance, this pillar remains the area where organisations consistently score the lowest on average.

'Ready' organisations are more likely to actively develop skills and capabilities to ensure that employees are using AI ethically and responsibly. Nearly 90% of organisations classified as 'Ready' in the AI Governance Maturity Index are upskilling their existing staff to close the skills gap relating to the ethical and legal use of Al. On the other hand, only 43% of 'Basic' organisations are upskilling existing staff to close this gap. 'Ready' organisations are also partnering with third-party organisations with the right skills (65%) as well as hiring employees with the right skills (63%).

These actions are having a tangible impact on closing the AI skills gap, and continuously updating and refreshing these skills will be critical as the capabilities of the technology and regulatory environment evolve. Organisations classified as 'Ready' are associated with higher proportions of employees with the required level of skills and capabilities to use AI in an ethical and legally compliant way (73%), compared to 40% of employees in 'Basic' organisations.

Chart 11: Closing the skills gap approaches and AI Governance Maturity Index



Source: Deloitte Trustworthy Al survey (2024)

RECOMMODATION 4

Communicate across the organisation and ensure AI transformation readiness

Effective communication is important in the day-to-day governance of AI and will be necessary to bring your people on the journey. This includes being transparent about the long-term AI strategy, the benefits and risks to the business, upskilling teams on how to use AI models and reskilling people whose activities may be performed by AI in the future. It is essential to ensure that all stakeholders are aware of the risks and benefits associated with AI, and that they can make informed decisions about its use and raise a concern. This requires clear and transparent communication, as well as a willingness to engage in dialogue. Practical actions organisations can include scenario planning for high-risk events, narrative development so leaders and employees can tell a credible, human story about the role and

impact of the technology, and crisis exercising to test

readiness for a severe but plausible event.

"Establishing good Al governance often requires a mindset change in the organisation. When having initial conversations, some colleagues question whether governance was just a IT issue. Having a number of conversations about how Al intersects across the whole businesses – from IT, cyber, risk to regulatory compliance – has led to recognition that every team is accountable when it comes to good Al governance."

Director of Data Strategy, major telecommunications provider



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Appendix A

Survey

In September and October 2024, we surveyed 899 senior leaders across thirteen locations across the Asia Pacific region. The survey aimed to assess the maturity level of Al governance structures and understand the benefits of good Al governance.

Respondents were specifically targeted to be in senior roles like chief risk officers, chief compliance officers and chief data officers across various sectors, including public, private and not-for-profit, and a range of industries (including finance, education, health and technology).

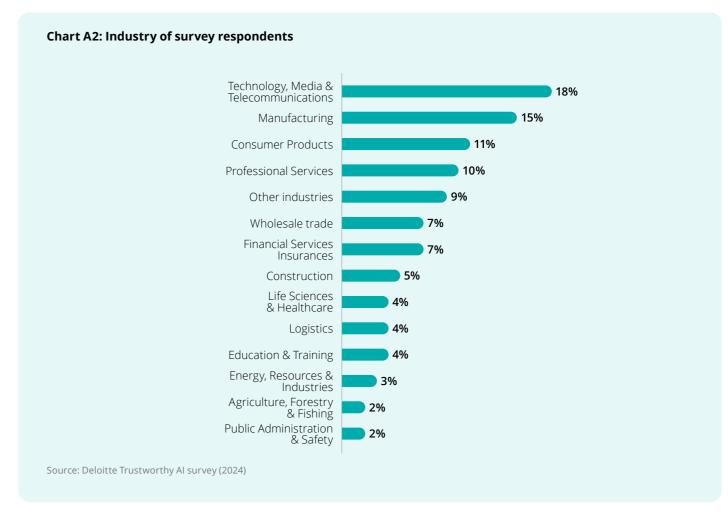
Table A1 shows the number of respondents in various locations across the Asia Pacific region. Charts A2 and A3, present the industries of employment and the role of respondents.

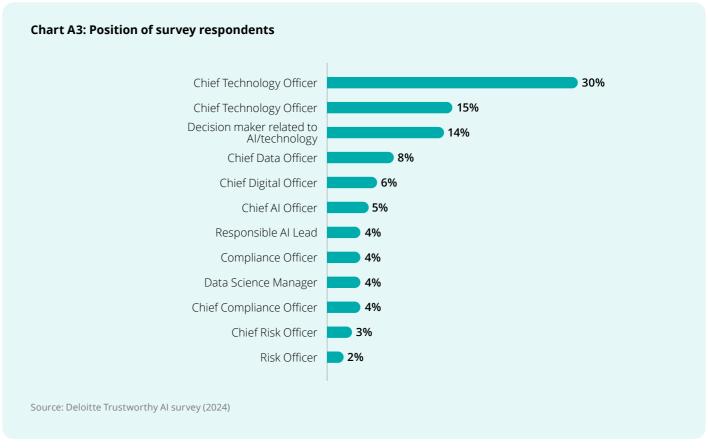
Table A1: Location of survey respondents

Locations	Number of respondents
Australia	112
China	103
India	102
Japan	104
New Zealand	53
Southeast Asia	321
Indonesia	64
Malaysia	51
Philippines	52
Singapore	51
Thailand	51
Vietnam	52
South Korea	52
Taiwan (China)	52
Total	899

Source: Deloitte Trustworthy Al survey (2024)







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Appendix B

Deloitte Al Governance Maturity Index

The Deloitte AI Governance Maturity index developed for this research is informed by the answers to 12 questions (some with multiple sub-questions) organised into five key pillars outlined below. This methodology was applied to nearly 900 organisations based on the responses to the survey.



Organisational Structure

Who in your organisation is primarily responsible for ensuring that ethical, legal and technical standards of AI are articulated and evaluated in your organisation?

Possible answers: The Board, Chief Executive Officer, Chief Technology Officer, Chief Digital Officer, Chief Data Officer, Chief Compliance Officer, Chief Information Officer, Chief Risk Officer, Chief Al Officer, Senior executive team, Compliance officer, Responsible Al lead, Heads of department/general manager/senior manager), Al development teams, other

- 2) Which of the following elements of organisational structure related to AI use are currently in place in your organisation?
 - a. Al governance operating structure with board oversight
 - b. Al committee responsible for overseeing Al governance, including representatives from legal, compliance, IT, HR, and other relevant departments
 - c. Clearly defined roles and responsibilities for Al governance across the Al lifecycle, e.g. Business Outcome Owner, Al System Owner, Data Owner, Domain Architect etc.
- 3) Which of the following best describes how the team responsible for ethical, legal and regulatory compliance related to AI is structured in your organisation?
 - a. We do not have formal ethics, risk or compliance roles related to AI use
 - b. Some departments/teams have dedicated ethics, risk and compliance professionals related to AI use
 - Every department/team has its own dedicated ethics, risk and compliance professionals related to AI use
 - d. There is a centralised ethics, risk and compliance team that works across the organisation to monitor trends and detect risks related to AI use
 - e. None of the above
 - f. Unsure / prefer not to say

\square

Policy and Principles

1) How would you best characterise the strategy for leveraging AI within your organisation?

- a. No Al strategy exists and no steps are being taken to develop one
- b. No AI strategy currently exists but steps are being taken to actively develop one
- c. Some departments/teams have their own Al strategy
- d. There is an organisation-wide AI strategy, but not everyone sees its value
- e. There is an organisation-wide AI strategy and it's a priority, but we don't track progress
- f. There is an organisation-wide AI strategy, which includes clearly defined processes to prioritise and measure the value of our analytics initiative
- g. Unsure / prefer not to say

2) Which of the following elements are included within your AI strategy or governance framework?

- a. Al policy for safe and responsible use of Al in the organisation
- b. Ethical guidelines and principles
- c. A clearly defined AI risk appetite for your organisation
- d. Timelines for implementation of AI governance goals and procedures
- e. Funding for implementation of the governance initiatives
- f. Monitoring and auditing processes
- g. Incident response and remediation plans
- h. Performance metrics and KPIs
- i. Integration with other relevant policies (privacy, data governance and cyber) or strategic objectives of the organisation

3) Which of the following elements are in place with regards to AI systems used or deployed within your organisation?

- a. Clear assignment of roles and responsibilities for the oversight and ongoing monitoring for AI systems
- b. Clear assignment of accountability for decisions made or derived with use of Al systems
- c. Protections are in place to ensure AI systems do not use data beyond its intended and stated use
- d. Users understand how the AI system makes decisions that impact them
- e. Mechanisms are in place to detect and mitigate biases in AI systems to ensure fairness and equity
- f. Al systems are designed and operated responsibly, with an aim for human, social and environmental wellbeing
- g. Al systems are designed and operated to produce consistent and accurate output, withstand errors and recover quickly from unforeseen disruptions
- h. Al systems are protected from unauthorised access and exploitation by attackers
- Data anonymisation and pseudonymisation measures are in place to protect personal and sensitive information



Procedures and Controls

- 1) Are there systems in place for employees to raise concerns about the use and output of Al?

 Possible answers: Yes; No; Plans for systems to be implemented; Unsure
- Which of the following practices, procedures or controls related to AI use are in place in your organisation?
 - a. Al risk taxonomy that define the set of risk of Al solutions
 - b. Al risk assessment procedure that supports identification and management of Al-related risks in development, trialling and implementation
 - c. Al controls framework that seeks to mitigate any risks associated with use of an Al solution
 - d. A current inventory of AI solutions used by your organisation, including both internally developed or procured
 - e. Al governance platform that evaluates and monitors Al system activities for risk and compliance
 - f. System to capture information across the AI lifecycle to support audit by independent third parties
 - g. Procedures in place for risk or complaints handling by external parties (clients or other stakeholders) for Al use.



People, Skills and Culture

- 1) Which of the following resources are available to employees to support them using AI in an ethical, legally and regulatory compliant and accurate way?
 - a. Provided guidelines on how to use AI appropriately at work
 - b. Developed an advisory service or body for employees to query aspects of using AI with team members experienced in risk and regulatory compliance
 - c. Provided training on how to use AI appropriately at work, understanding the ethical, legal, and regulatory compliance risks associated with it
 - d. Introduced security and privacy measures around the use of Al systems (e.g., data encryption and access controls)
 - e. Encouraged on-the-job learning (e.g., independent experimentation by employees, communities of practice, discussions between team members)
- 2) Based on your best estimate, what share of employees have the required skills and capabilities to use AI in a legally and ethical compliant way?



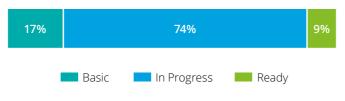
Monitoring, reporting and evaluation

- 1) How frequently does your organisation review existing legal or regulatory requirements for using AI at work to protect rights and prevent misuse?
 - a. At least every few months
 - b. At least every six months
 - c. At least yearly
 - d. Less than once a year
 - e. None of the above
 - f. Unsure / prefer not to say
- 2) How often are you evaluating your AI systems to ensure that they are meeting your organisation's standards for AI?
 - a. Ongoing or real-time
 - b. At least every few months
 - c. At least every six months
 - d. At least yearly
 - e. Less than once a year
 - f. None of the above
 - g. Unsure / prefer not to say

Each answer was given a score between 0 and 100, with the 'best' answer in each question given a score of 100. For example, if an organisation answered that 'there is an organisation-wide AI strategy with defined processes to prioritise and measure value', it received a score of 100 for that question, while if only some departments had AI strategies, a score of 60 was given. The score for each pillar is the average score for questions within each pillar, and the overall index is equal to the average score for each pillar.

Those with a score below 50 were categorised as 'Basic', those with a score between 50 and 90 were categorised as 'In progress' and those with a score above 90 were categorised as 'Ready'. The distribution of categories based on these scores is presented below:

Chart B1: Distribution of AI Governance Maturity Index scores



Source: Deloitte Trustworthy Al survey (2024)

The average, median scores for each pillar of the index are presented in the table below along with the share of organisations receiving a 'Basic' or 'Ready' score.

Al Governance Maturity Index Pillar	Average	Median	% Basic	% Ready
Overall Index	70.8	68.0	9%	17%
Organisational Structure	73.9	72.0	9%	18%
Policy and Principles	58.4	66.3	31%	13%
Practices, Processes and Controls	64.8	67.5	23%	10%
People, Skills and Culture	67.2	70.0	22%	14%
Monitoring, Reporting and Evaluation	76.0	80.0	6%	18%

Appendix C

Econometric Modelling

To estimate the relationship between good Al governance practices and measures of business performance, Ordinary Least Squares regressions were estimated. To reduce the risk of omitted variable bias, key characteristics of organisations were included as control variables. These control variables are listed in the table below:

Control variable	Details
Country of headquarters	Self-reported country of headquarters (of 13 options)
Industry	Self-reported ANZSIC (1-digit) category (of 19 options)
Number of Employees	Self-reported number of full-time equivalent (FTE) employees (of 4 options)
Sector	Sector of organisation (public, private or non-profit)
Revenue	Self-reported revenue in FY2023-24 (continuous, converted to USD at October 2024 exchange rates)

The two dependent variables are the number of areas of the business (out of 10 options) that respondents indicated had 'fully implemented' AI solutions, and the share of workers in the business using AI solutions in their work (between 0 and 100).

The key independent variable of interest is the Deloitte AI Governance Maturity Index, calculated as described in the appendix above. Specifications using both the numeric value and the categorisation into three categories were estimated.

In addition, recognising an organisation's level of Al adoption is likely correlated with both the error term and the independent variables, the share of workers using Al was included as a control. The inclusion of these variables does not significantly change the key parameter estimates. For models with the share of workers using Al as the independent variable, the number of areas of the business with fully implemented Al solutions was used as a control.

Formally, regressions of the form were estimated:

- 1) Share of Workers Using Al= β_0 + β_1 *Index Score+ β_2 *Areas with Al tools+Control Variables
- 2) Areas with AI tools= $\beta_0+\beta_1$ *Index Score+ β_2 *Share of Workers Using AI+Control Variables
- 3) Revenue growth= $\beta_0 + \beta_1$ *Index Score+ β_2 *Share of Workers Using Al+Control Variables

Regression summary tables for these regressions are presented below. These models should be interpreted with caution, as data is self-reported and it is possible that there are remaining unobserved factors correlated with both the explanatory variables and the error term, biasing estimates. Results should be interpretated as correlations only.

Model 1: dependent variable - share of workers using AI tools

Variable	Estimate	Std. Error	P-Value
Index Score	0.30543	0.0646	<0.00001
Areas with AI tools	2.02022	0.3996	<0.00001
R^2	0.1978		
Adjusted R^2	0.1510		

Model 2: dependent variable - share of workers using AI tools

Variable	Estimate	Std. Error	P-Value
Index category – 'In progress'	8.27383	2.865	<0.00001
Index category – 'Ready'	15.7533	4.123	0.004
Areas with AI tools	2.257	0.393	<0.00001
R^2	0.1881		
Adjusted R^2	0.1394		

Model 3: dependent variable - areas with AI tools

Variable	Estimate	Std. Error	P-Value
Index Score	0.0555	0.0061	<0.00001
Share of Workers Using AI	0.0197	0.0039	<0.00001
R^2	0.3352		
Adjusted R^2	0.2965		

Model 4: dependent variable - areas with AI tools

Variable	Estimate	Std. Error	P-Value
Index category – 'In progress'	1.3557	0.283	<0.00001
Index category – 'Ready'	3.0569	0.396	<0.00001
Share of Workers Using AI	0.0226	0.004	<0.00001
R^2	0.3120		
Adjusted R^2	0.2707		

Model 5: dependent variable - revenue growth in FY23-24

Variable	Estimate	Std. Error	P-Value
Index Score	0.0031	0.0018	0.0884
Share of Workers Using AI	0.0017	0.0011	0.1355
R^2	0.0677		
Adjusted R^2	0.004769		

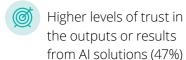


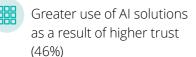
Australia



Australia population: 27.1 million | GDP: \$1.7 trillion USD

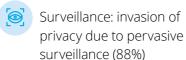
Top three expected **benefits** of effective Al governance





Greater regulatory compliance (42%)

Top three concerns about **risks** associated with using Al





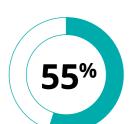
Security vulnerabilities: risks of hacking / cyber (85%)

Top three **barriers** associated with using or implementing Al

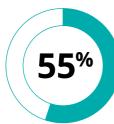








of Australian organisations have a system for employees to raise concerns.



of Australian organisations employees have the required level of skills to use Al solutions in ethically and legally.



of Australian organisations reported an increase in incidents received in the last financial year.



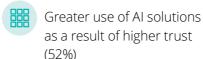
of Australian organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

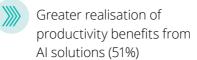
Spotlight on China



China population: 1,419 million | GDP: \$18.2 trillion USD

Top three expected **benefits** of effective Al governance







Top three concerns about **risks** associated with using Al



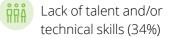


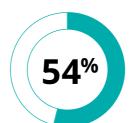


Top three **barriers** associated with using or implementing Al





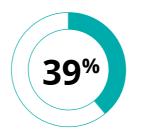




of Chinese organisations have a system for employees to raise concerns.



of employees in Chinese organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Chinese organisations reported an increase in incidents received in the last financial year.



of Chinese organisations are partnering with a third party to close the skills gap relating to ethical and compliant use of Al.

Spotlight on India



India population: 1,451 million | GDP: \$3.95 trillion USD

Top three expected **benefits** of effective Al governance

- Higher levels of trust in the outputs or results from Al solutions (63%)
- Improved reputation among customers (60%)
- Greater use of AI solutions as a result of higher trust (57%)

Top three concerns about **risks** associated with using Al



Security vulnerabilities: risk of hacking / cyber (92%)



Privacy: risk of sensitive, confidential or personal data breaches (91%)



Regulatory uncertainty: changing requirements that may result in being unaware of obligations (89%) Top three **barriers** associated with using or implementing AI



Technology implementation challenges (50%)



Insufficient understanding of the technology and its potential (35%)



Concerns about regulatory, legal, ethical and other risks (32%)



of Indian organisations have a system for employees to raise concerns.



of employees in Indian organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Indian organisations reported an increase in incidents received in the last financial year.



of Indian organisations are hiring people with the required skills to close the skills gap relating to ethical and compliant use of Al.

Spotlight on Japan



Japan population: 123.8 million | GDP: \$4.1 trillion USD

Top three expected **benefits** of effective Al governance



Higher levels of trust in the outputs or results from Al solutions (51%)



Improved reputation among customers (49%)



Greater use of AI solutions as a result of higher trust (45%)

Top three concerns about **risks** associated with using Al



Security vulnerabilities: risk of hacking / cyber (88%)



Surveillance: invasion of privacy due to pervasive surveillance (85%)



Privacy: risk of sensitive, confidential or personal data breaches (83%)

Top three **barriers** associated with using or implementing Al



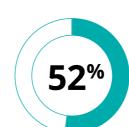
Lack of talent and/or technical skills (38%)



Concerns about regulatory, legal, ethical, compliance and other risks (36%)



Technology implementation challenges (33%)



of Japanese organisations have a system for employees to raise concerns.



of employees in Japanese organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Japanese organisations reported an increase in incidents received in the last financial year.



of Japanense organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

Spotlight on

South Korea

South Korea population: 51.8 million | GDP: \$1.7 trillion USD



Top three expected **benefits** of effective Al governance

- Greater use of Al solutions as a result of higher trust (46%)
- Greater regulatory compliance (42%)
- Faster development of Al solutions across the organisation (40%)

Top three concerns about risks associated with using Al



- Surveillance: invasion of privacy due to pervasive surveillance (85%)
- Regulatory burden: the extent of reporting or process requirements associated with using Al solutions (83%)

Top three **barriers**

- Technology implementation
- Lack of strategy and vision
- Concerns about regulatory, legal, ethical, compliance and other risks (31%)

associated with using or implementing Al

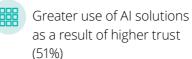




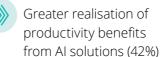


Top three expected **benefits** of effective Al governance

Spotlight on



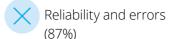
New Zealand population: 5.2 million | GDP: \$253 billions USD



Improved reputation among customers (38%)

Top three concerns about **risks** associated with using Al

New Zealand



Security vulnerabilities: risks of hacking / cyber (85%)

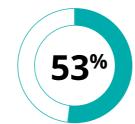
Privacy: risk of sensitive, confidential or personal data breaches from Al systems (85%)

Top three **barriers** associated with using or implementing Al









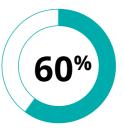
of New Zealand organisations have a system for employees to raise concerns.



Of employees in New Zealand organisations employees have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



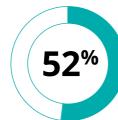
of New Zealand organisations reported an increase in incidents received in the last financial year.



of New Zealand organisations are partnering with a third party to close the skills gap relating to ethical and compliant use of Al.



of South Korean organisations have a system for employees to raise concerns.



of employees in South Korean organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of South Korean organisations are hiring people with the required skills to close the skills gap relating to ethical and compliant use of Al.

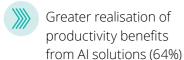
Note: Sample size for Korea = 52

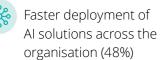
Taiwan (China)

Taiwan (China) population: 23.4 million | GDP: \$756.59 billions USD



Top three expected **benefits** of effective Al governance

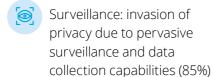




Improved reputation among customers (44%)

Top three concerns about risks associated with using Al





Regulatory uncertainty: changing requirements that may result in being unaware of obligations (81%)

Top three **barriers** associated with using or implementing Al



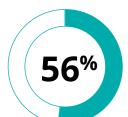
Technology implementation challenges (40%)



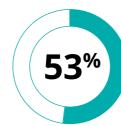
Al use cases and investment disconnected from strategy (40%)



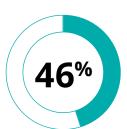
Lack of appetite for innovation and/or insufficient experimentation (37%)



of Taiwanese organisations have a system for employees to raise concerns.



of employees in Taiwanese organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.

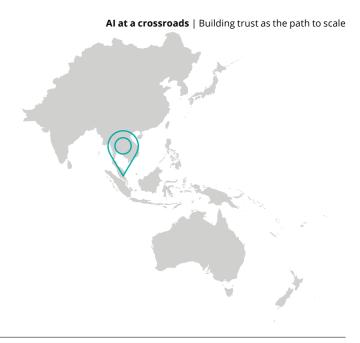


of Taiwanese organisations reported an increase in incidents received in the last financial year.



of Taiwanese organisations are hiring people with the required skills to close the skills gap relating to ethical and compliant use of Al.

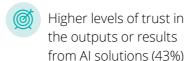
Spotlight on Singapore



Singapore population: 5.8 million | GDP: \$501 billions USD

Top three expected **benefits** of effective Al governance







Top three concerns about risks associated with using Al





Reliability and errors (94%)

Top three **barriers** associated with using or implementing AI









of Singaporean organisations have a system for employees to raise concerns.



of employees in Singaporean organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Singaporean organisations reported an increase in incidents received in the last financial year.



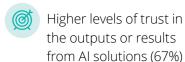
of Singaporean organisations hiring people with the required skills to close the skills gap relating to ethical and compliant use of Al.

Indonesia



Indonesia population: 278.7 million | GDP: \$1.37 trillion USD

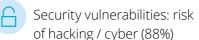
Top three expected **benefits** of effective Al governance

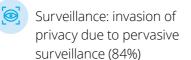




Greater use of Al solutions as a result of higher trust (61%)

Top three concerns about risks associated with using Al



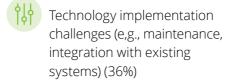


Legal risk and copyright infringement: legal liability or responsibilities associated with the use of data by Al solutions (83%)

Top three **barriers** associated with using or implementing Al









of Indonesian organisations have a system for employees to raise concerns.



of employees in Indonesian organisations employees have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Indonesian organisations reported an increase in incidents received in the last financial year.



of Indonesian organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

Spotlight on Malaysia



Malaysia population: 33.4 million | GDP: \$400 billion USD

Top three expected **benefits** of effective Al governance



Higher levels of trust in the outputs or results from AI solutions (65%)



Greater use of Al solutions as a result of higher trust (63%)



Faster development of Al solutions across the organisation (53%)

Top three concerns about risks associated with using Al



Security vulnerabilities: risk of hacking / cyber (90%)



Surveillance: invasion of privacy due to pervasive surveillance (84%)



Privacy: risk of sensitive, confidential or personal data breaches from AI systems (82%)

Top three **barriers** associated with using or implementing Al



Technology implementation challenges (e,g., maintenance, integration with existing systems) (51%)



Insufficient understanding of the technology and its potential (37%)



Lack of talent and/or technical skills (33%)



of Malaysian organisations have a system for employees to raise concerns.



of employees in Malaysian organisations employees have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Malaysian organisations reported an increase in incidents received in the last financial year.



of Malaysian organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

Spotlight on Vietnam

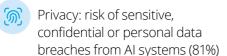


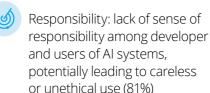
Vietnam population: 100.3 million | GDP: \$430 billion USD

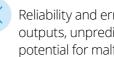
Top three expected **benefits** of effective Al governance

- Improved reputation among customers (67%)
 - Greater realisation of productivity benefits from AI solutions (65%)
- Higher levels of trust in the outputs or results from Al solutions (62%)

Top three concerns about **risks** associated with using Al







hallucinations) (79%)

Reliability and errors: incorrect outputs, unpredictability and potential for malfunction or unexpected behaviours (e,g.

Top three **barriers** associated with using or implementing Al

- Lack of talent and/or technical skills (56%)
- Concerns about regulatory, legal, ethical, compliance and other risks (40%)
- Lack of strategy and vision for AI implementation (37%)

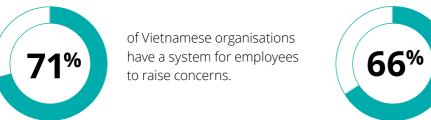
of employees in Vietnamese

organisations have the required

level of skills and capabilities to

use AI solutions in an ethically

and legally compliant way.

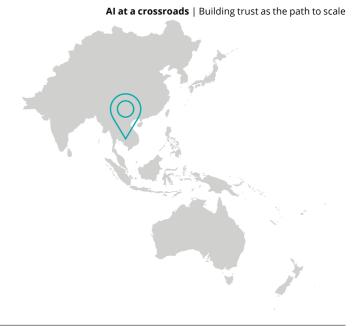






of Vietnamese organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

Spotlight on Thailand



Thailand population: 66.1 million | GDP: \$515 billions USD

Top three expected **benefits** of effective Al governance



Higher levels of trust in the outputs or results from AI solutions (55%)



Greater use of Al solutions as a result of higher trust (51%)



Faster deployment of Al solutions across the organisation (43%)

Top three concerns about risks associated with using Al



Security vulnerabilities: risk of hacking / cyber (76%)



Surveillance: invasion of privacy due to pervasive surveillance (75%)



Legal risk and copyright infringement: legal liability or responsibilities associated with the use of data by AI solutions (71%)

Top three **barriers** associated with using or implementing AI



Insufficient understanding of the technology and its potential (41%)



Technology implementation challenges (37%)



Concerns about regulatory, legal, ethical, compliance and other risks (35%)



of Thai organisations have a system for employees to raise concerns.



of employees in Thai organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Thai organisations reported an increase in incidents received in the last financial year.



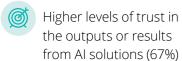
of Thai organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.

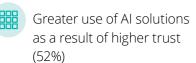
Philippines



Philippines population: 115.8 million | GDP: \$437 billions USD

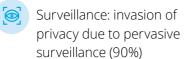
Top three expected **benefits** of effective Al governance





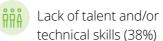
Improved reputation among customers (48%)

Top three concerns about **risks** associated with using Al



Security vulnerabilities: risk of hacking / cyber (85%)

Privacy: risk of sensitive, confidential or personal data breaches from AI systems (83%) Top three **barriers** associated with using or implementing Al



Technology implementation challenges (37%)

Lack of strategy and vision for AI implementation (33%)



of Filipino organisations have a system for employees to raise concerns.



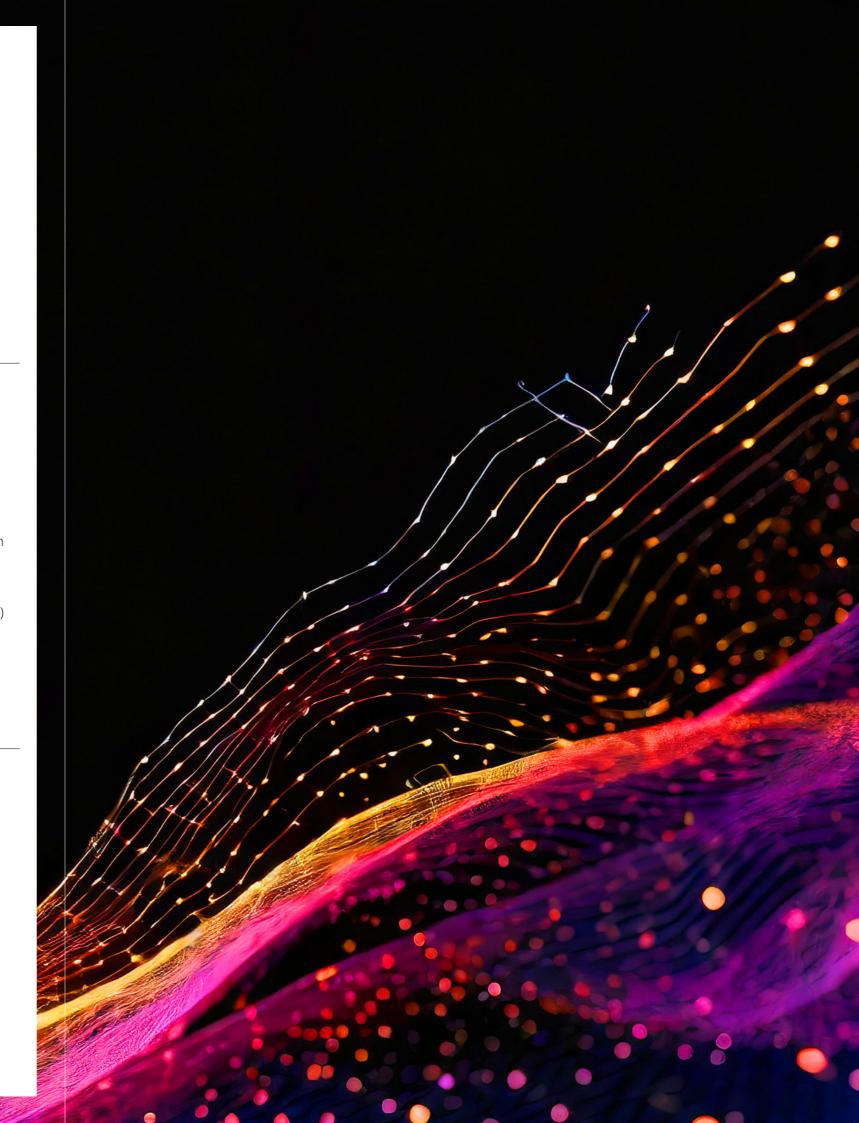
of employees in Filipino organisations have the required level of skills and capabilities to use AI solutions in an ethically and legally compliant way.



of Filipino organisations reported an increase in incidents received in the last financial year.



of Filipino organisations are upskilling existing staff to close the skills gap relating to ethical and compliant use of Al.



Al at a crossroads | Building trust as the path to scale Al at a crossroads | Building trust as the path to scale

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- 13 Schrage, M. et. Al, MIT Sloan Management Review (2023), "Al is helping companies redefine, not just improve, performance"; https://sloanreview.mit.edu/article/ai-is-helping-companies-redefine-not-just-improve-performance/
- 14 The third level of defense refers to a managing risks where the first level of defense are business users or direct managers, the second level of defense is risk and compliance teams and third level of defense is independent assurance

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