

Is GenAI for us? Are we prepared?

Beltug Survey Report

September 2024



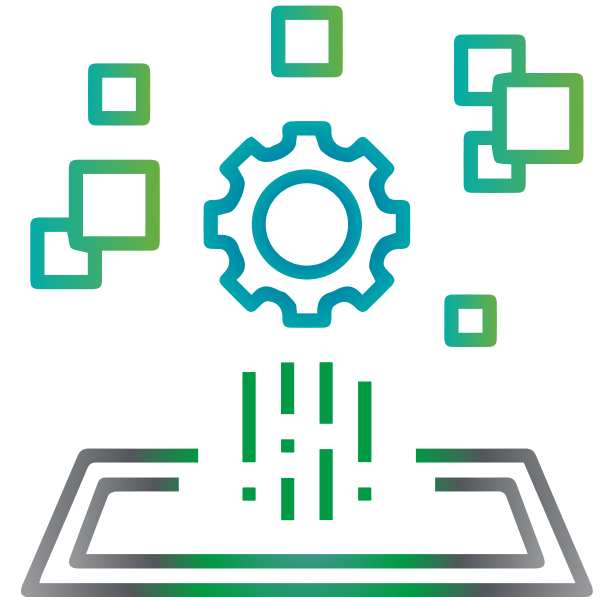


# About Beltug

With over 2700 members from 500+ organisations, Beltug is the largest Belgian association of CIOs & Digital Technology leaders. We cover their priorities such as vendor relations, hybrid IT, IT Governance, cyber security, artificial intelligence, privacy, the future of connectivity, data strategy and governance, OT-IT convergence, and many more.

We defend the interests of our members, develop positions, and support knowledge exchanges between our members. Each year, we organise more than 50 events for sharing experiences. Beltug also represents the business ICT users at the European and international levels, in close cooperation with organisations in other countries.

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# Forward

## Forward



AI technologies are transforming industries and how organisations operate, with generative AI (herein 'GenAI') at the forefront. As entrepreneurs, employees or citizens, we're all witnessing an amazingly rapid penetration of GenAI in the workplace and society.

Attempts and innovative ideas coming from IT providers about how using this technology to accelerate business growth, improve productivity and data value are exponential. Along the same lines, software developers are integrating more and more GenAI into their applications.

From this perspective, GenAI started to be perceived as a catalyst for change of the existing human-centric models of business growth. However, this comes along with new risks and governance obligations.

Against this background, it becomes vital for organisations, now more than ever before, to assess how they should leverage these technologies and successfully mitigate their risks.

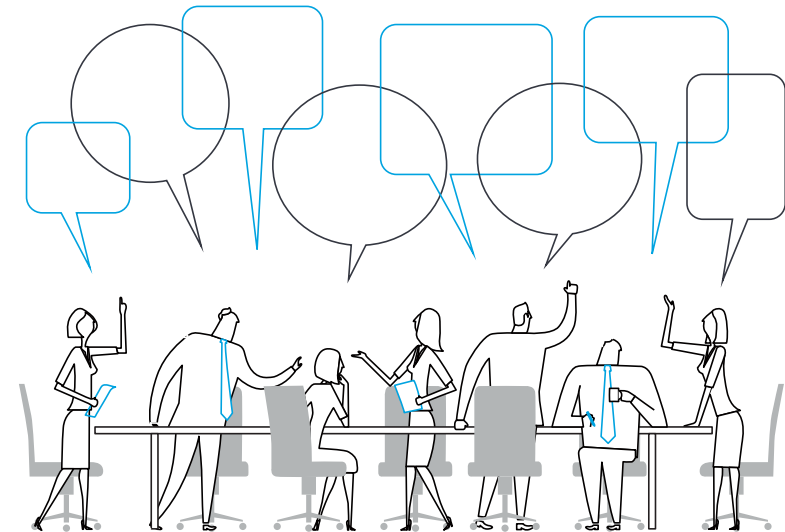
It is with this thought in mind that Beltug teamed up with Deloitte to take a closer look at GenAI and the position of the business on this new technology. In the next pages we discuss the state of play of GenAI adoption in organisations doing business in Belgium and how these organisations regard benefits, risks and opportunities related to this technology.

This summary is based on a survey that targeted in particular organisations established or having operations in Belgium. Our survey included 16 targeted questions and 145 organisations from all types of industries sent us their feedback.

It was crucial for Beltug which primarily defends the interests of CIOs and digital technology leaders based in Belgium, to gather together data that would be relevant to the Belgian market. This would allow Beltug members to benchmark themselves against peers of their local market and envisage potential GenAI uses based on experiences gathered in Belgium.

Accordingly, this report aims to present an 'in the field' viewpoint from the ICT decision makers, CIOs and their teams about the use of (gen)AI, its challenges and the way the latter are perceived by the business in Belgium.

We hope that you will find in the following pages some concrete takeaways you can leverage on, to improve the effectiveness of the GenAI adoption efforts in your organisation, as well as the overall maturity level of your AI governance initiatives.



# In a nutshell

## In a nutshell



### AI is rising in importance on businesses'

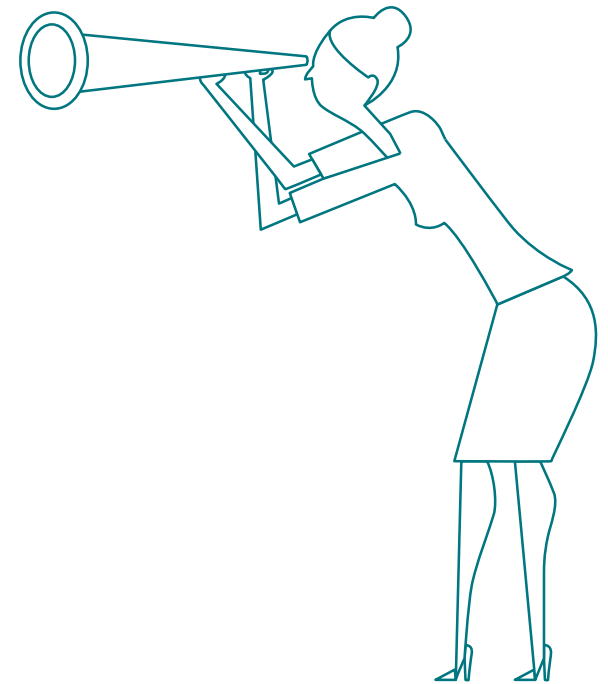
**agendas:** The data clearly show that organisations are favourably inclined towards GenAI, with many already taking concrete steps to embrace this technology. For the majority of organisations which completed our survey, companies' top management and decision-makers are taking AI seriously, looking into how to incorporate it into the strategic vision of their organisations. This trend highlights the necessity for all organisations to stay informed about GenAI developments and consider how they can leverage its capabilities to remain competitive and innovative in an ever-evolving market.

The survey questions have shed light on the use of GenAI within organisations and on how businesses are engaging with this emerging technology. The findings indicate that most organisations are in the early stages of GenAI implementation, with many in the testing phase or lacking a comprehensive structural approach. This initial phase can be attributed to the complexity of GenAI and the need for specialised knowledge to effectively integrate it into existing operations. Despite these challenges, it is evident that most organisations are actively seeking and testing how to incorporate GenAI. Moreover, the survey insights reveal that most organisations have allocated budgets for investing in GenAI, while an important portion is in the process of securing the necessary funds. This proactive financial commitment

highlights the growing recognition of GenAI's potential and the willingness of organisations to invest in its adoption.

### Many advantages but not without a risk:

Following the survey results, the benefits of GenAI can vary among different organisations, depending on their specific needs, goals, and readiness to adopt such advanced technology. Nevertheless, the seeming importance of GenAI in modern business cannot be overstated. The primary GenAI advantage that survey respondents underline is GenAI's ability to enhance efficiency, producing content and responses instantly as well as speeding up traditionally laborious tasks. This leads to significant cost control and resource maximisation, which are essential in the current business landscape. On the other hand, the survey statistics underscore the multifaceted nature of the challenges organisations face when implementing GenAI. Data related issues, with regard, for example, its quality of inputs and outputs, are stated on the top of the main issues organisations have to deal with. GenAI risk management concerns, and a lack of qualified personnel also score high. These findings emphasise the need for organisations to adopt a holistic approach that addresses these barriers when implementing GenAI.





**Urgent need for risk assessments:** Organisations are in the early stages of using GenAI and are more focused on its benefits than its risks for now. While organisations recognise that there are risks associated with all technology, including GenAI, the identifiable risks are mostly being addressed through consultations with security teams. Although, currently, it seems that organisations have a more or less good understanding about the type of risks GenAI poses in general, they are not in a position to define yet what these risks mean specifically in their organisation and how they should be tackled. However, the ‘GenAI risk management’ is not yet fully integrated into the current company organisational frameworks. The good thing is that some basic governance is now being designed (e.g., in the form of a company GenAI policy). However, this is a first only step towards defining concrete processes and measurements to transpose the rules into practice. Overall, there is still a critical need for an increased focus on developing comprehensive risk assessment and management strategies in the big majority of organisations.

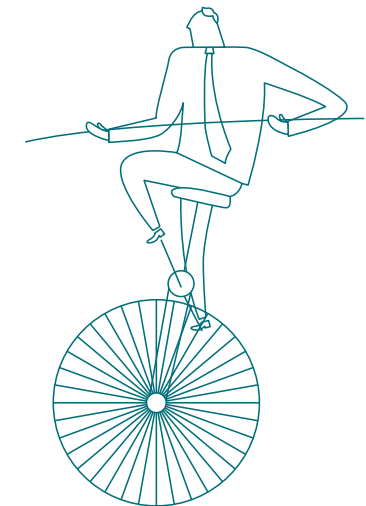
**The pivotal role of training:** On the topic of employee training, some organisations are taking positive steps by providing training and raising awareness, which is encouraging. However, the fact that many have not done so yet, especially about the risks that GenAI brings along, indicates a significant gap. It shows that companies are not yet prepared and sufficiently equipped neither for defining GenAI risks nor for preparing their employees about how to encounter those risks. Ethical concerns, such as bias and job displacement, are prominent, but few

organisations have determined how to practically translate those risks in specific use cases to explain to employees.

Nevertheless, the reality shows that in the GenAI case, and even much more compared to other technologies, workforce members need to be trained to utilise GenAI tools effectively. It is not only because of the complexity and ‘unpredictability’ of this technology but also because of the wide availability of many GenAI features on the workplace (and often for free) that tempt employee to ‘try’ GenAI. Investing in training programmes would help organisations optimise the use of GenAI, communicate about the purposes and on how this technology should be used, while preventing underperformance and misapplication.

**Focussing on regulatory convergence:** Often regulatory obligations provide the foundational aspects of adequate governance programmes. For example, they require that certain risks are accounted for and often mandate the establishment of governance ‘offices’ that can provide resources or additional guidance. Furthermore, organisations may have already developed a method or process for other regulatory obligations that will now need to be adjusted for AI regulatory compliance. A lack of understanding about what the regulatory obligations from the onset are, will often lead to more business disruption in the long term as the implementation of controls and processes will be done in a less organised and structured manner.

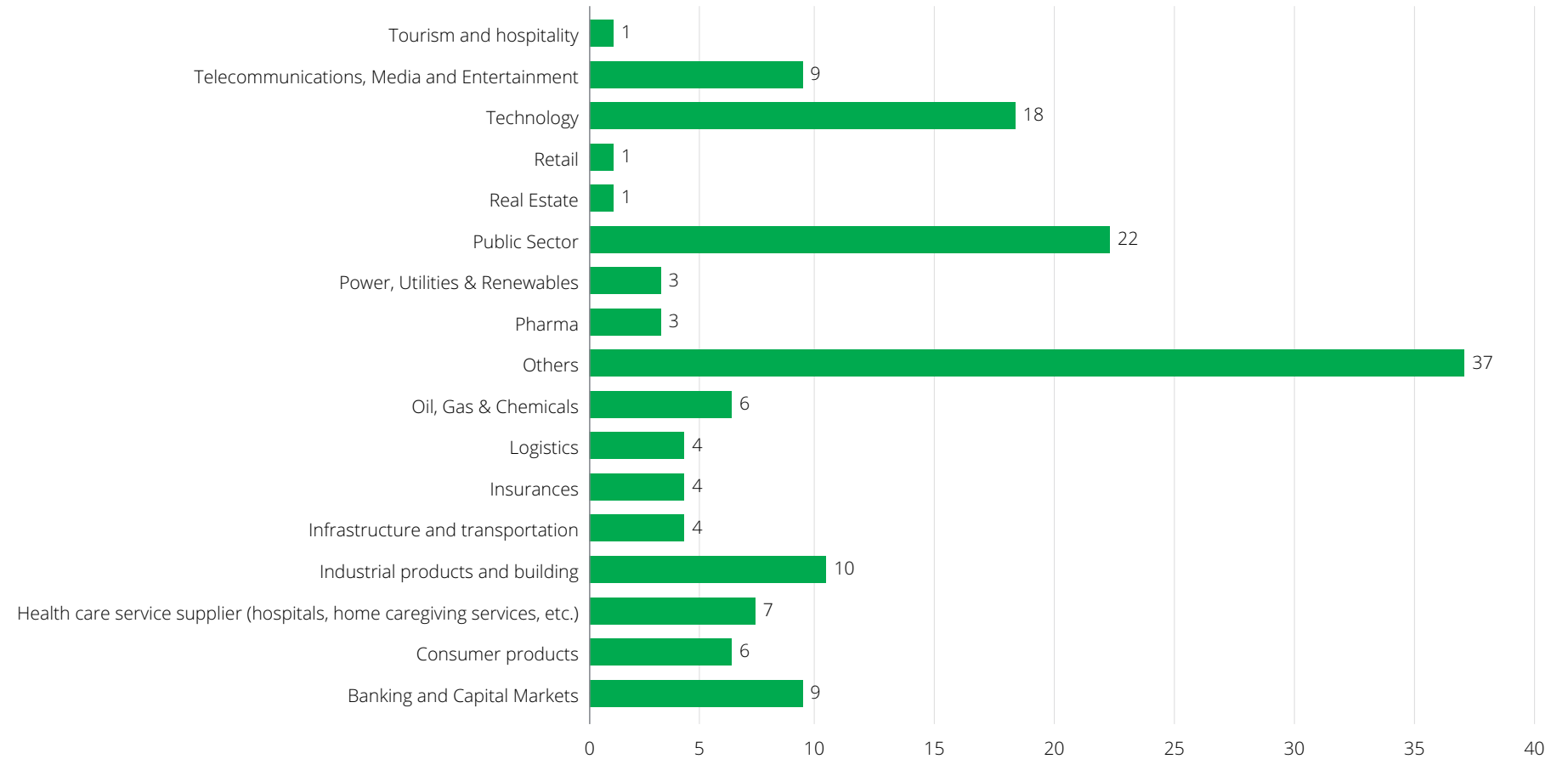
While there is widespread acknowledgment of the importance of regulatory compliance, the survey reveals room for improvement. Organisations must not only understand the regulatory landscape but also implement structured and proactive measures to ensure comprehensive compliance with both the EU AI Act and other regulations that have been adopted or upcoming (e.g., EU Data Act, GDPR). As compliance and risk teams are now analysing how the new Regulation will impact their organisations, they should give priority to effective compliance rather than ‘zero risk’ which is, by the way, unattainable. Therefore, while designing their GenAI compliance journey organisations should rather follow a convergent approach whereby GenAI is examined not only through the lenses of the specific subject-matter regulation (e.g., EU AI Act) but by taking stock of the good standards and practices tackling data, risk and technology, like the GDPR.



# Demographics & Organisational Information

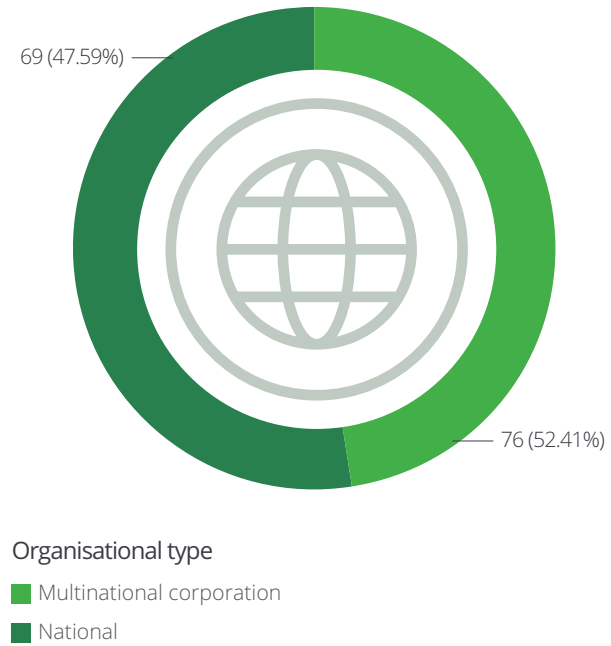


**Figure 1:** Primary business activity of your organisation

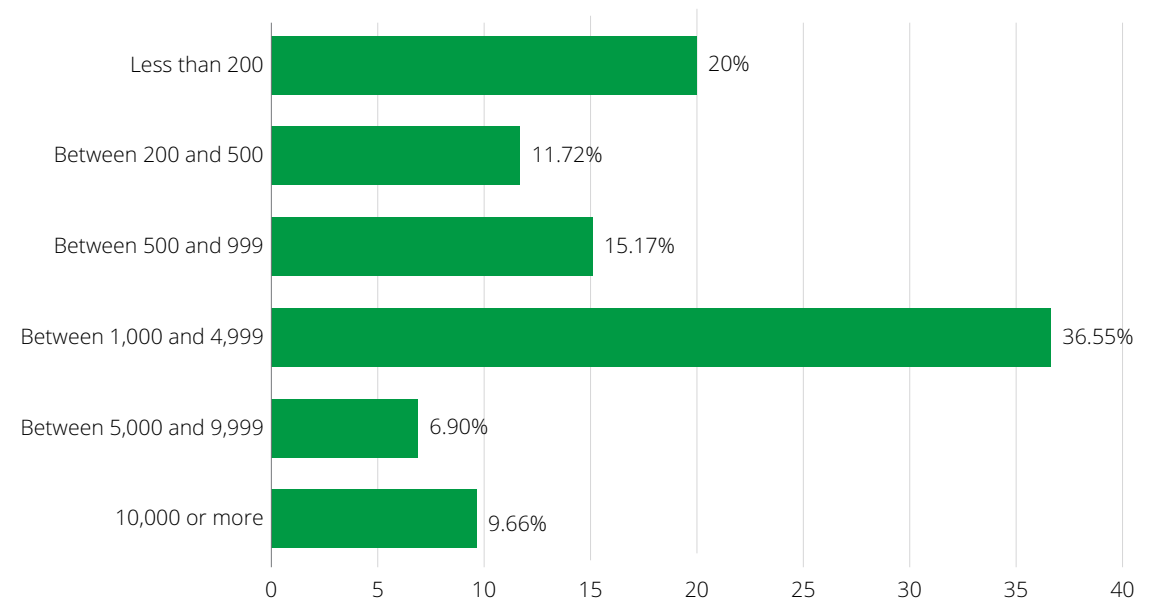





**Figure 2:** National vs. Multinational cooperation



**Figure 3:** Size of your organisations (number of employees in Belgium)



# Finding 1

1 Organisations are eager to adopt GenAI technologies and most are taking the necessary steps 





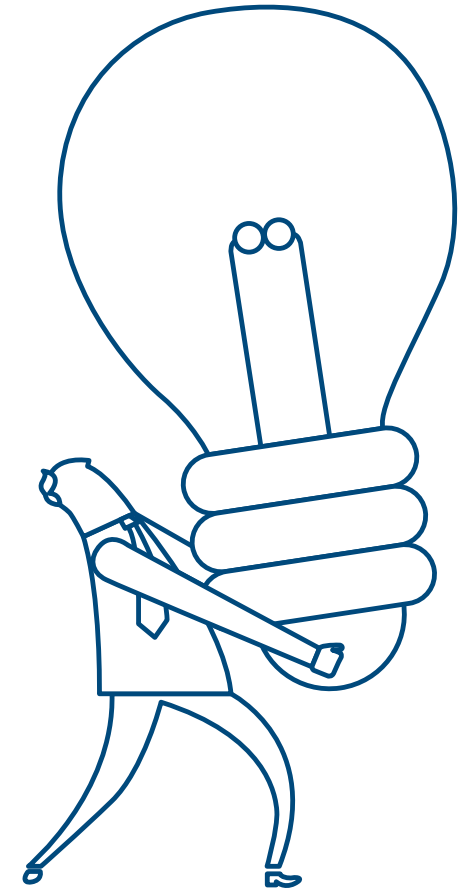
# 01 Organisations are eager to adopt GenAI technologies and most are taking the necessary steps

GenAI tools can complete a wide range of tasks bringing up great benefits to almost all business units within an organisation regardless of the industries and/or products and services provided. Due to GenAI novel and revolutionary nature, discussions on whether organisations should embrace and invest into this technology must in principle take place at the highest level of management within the organisation. Active involvement of the most senior stakeholders is necessary not only when decisions are taken about the deployment of a GenAI tool but also throughout the thinking process that an organisation will have to go through to determine potential risks, mitigating measures, human resources and budgets that will have to be invested in this technology.

As shown in Figure 4 below, the survey confirms this approach. The vast majority of organisations (88%) are discussing GenAI at the board level in some capacity. The survey data also reveals that only a small minority (10%) of the participating organisations have not yet put the GenAI topic on the board's agenda. In contrast, a good number of the organisations (34%) refer to GenAI regularly at senior management level, suggesting an important level of interest and acknowledgment of its potential.

These companies understand the challenge and growing interest in staying current with technological advancements and are exploring ways to integrate GenAI into their operations.

However, regarding the consistency and regularity of bringing the GenAI topic on the discussion table of the top management, the majority of organisations (41%) indicated that they do so only ad-hoc, engaging with it as specific projects or opportunities arise. This shows a rather reactive approach, meaning that GenAI is addressed only on occasional basis and when necessary, rather than through a strategic, ongoing focus from the board. For the time being, only a small number of organisations (12%) regards GenAI as a top priority and discuss it very frequently. This can be considered as a downside given that more frequent discussions would indicate, in general, that organisations take it seriously and are committed to take responsible decisions on the topic.



1 Organisations are eager to adopt GenAI technologies and most are taking the necessary steps



Similar to the results of the survey regarding discussions with board members, a strong majority of organisations have started using GenAI applications in some capacity (Fig. 5). Considering the rapid technological evolution over the past decade, these findings are not entirely surprising, yet they highlight that organisations are at various levels of maturity with regard to the adoption of these technologies.

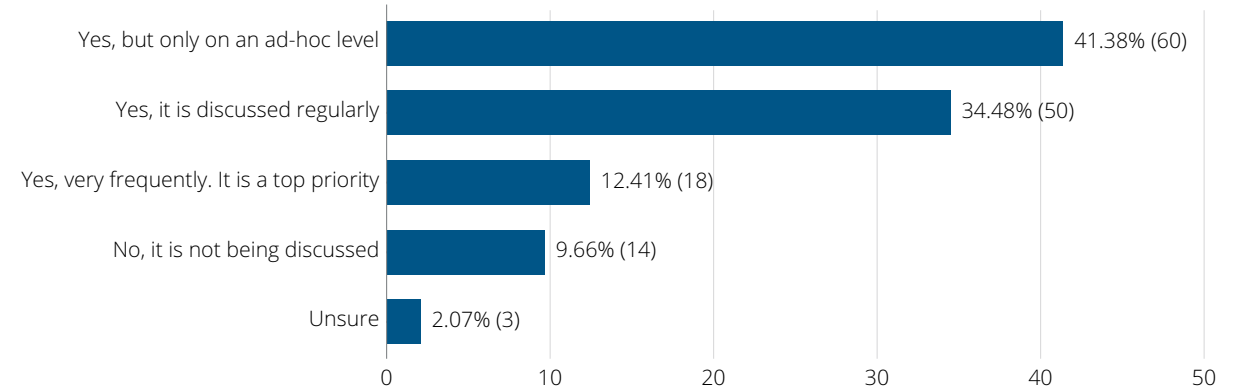
The majority of organisations report using GenAI primarily in its testing phase, while another large segment stated they are starting to leverage GenAI, but without a cohesive organisational approach. It is notable that only a few organisations have deeply integrated GenAI in a structured manner.

This smaller number seems accurate as integrating new technologies like GenAI requires time, rethinking of internal operations and staff training where expertise is lacking. Yet, it remains to be seen how structured the implementation will be for the organisations that are only testing GenAI. However, the collected data also highlight a critical point: the structural approach about GenAI's uptake in the organisation remains underdeveloped.

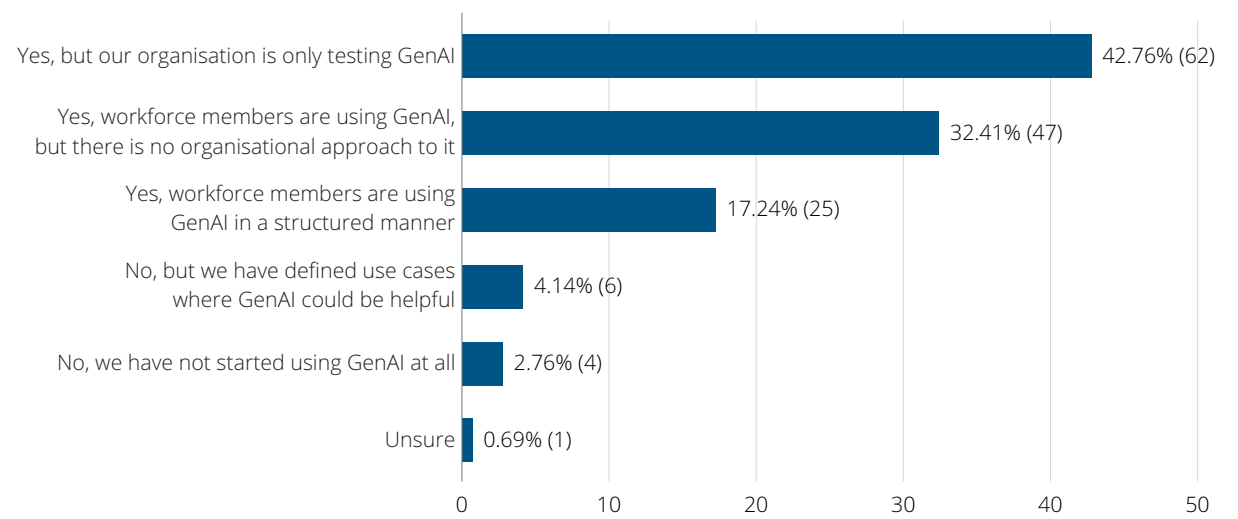
1 Organisations are eager to adopt GenAI technologies and most are taking the necessary steps



**Figure 4:** In your opinion, is GenAI being discussed at the Board level of your organisation?

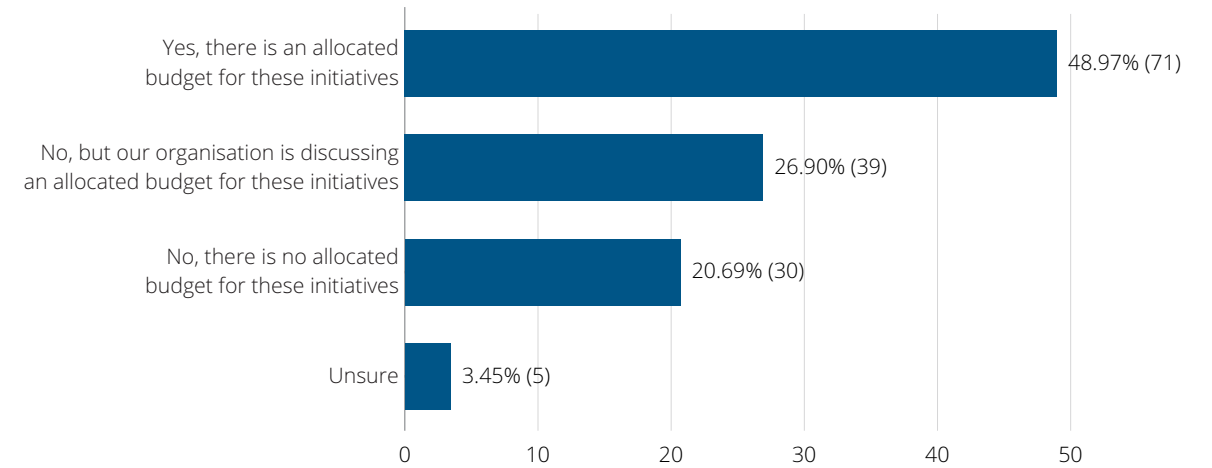


**Figure 5:** Are workforce members at your organisation using GenAI today?



Lastly, the survey results also indicate that organisations are eager to adopt GenAI technologies by highlighting how organisations have allocated (49%) or are in discussions of allocating a budget (27%). In contrast, a smaller number of organisations (21%) have not yet budgeted for GenAI initiatives (Fig. 6). This distribution underscores the growing recognition of GenAI's potential impact and the necessity for financial planning to support its adoption. The fact that most organisations have either allocated a budget or are in the process of doing so highlights several key points. It emphasises the strategic importance that organisations place on GenAI. By committing financial resources, these organisations signal their intent to keep up with new technology and leverage GenAI. This proactive financial commitment is also critical because implementing new technology like GenAI is not merely a technical challenge but also a significant investment in time and resources.

**Figure 6:** Has your organisations decided to invest in innovation, i.e., adopting new GenAI technologies, building an AI governance framework, or exploring GenAI use cases?



1 Organisations are eager to adopt GenAI technologies and most are taking the necessary steps



# Deloitte point of view

1 Organisations are eager to adopt GenAI technologies and most are taking the necessary steps



We were not surprised by the very low percentage of respondents who stated that they have not started using GenAI in any way or have not defined use cases for GenAI within their organisation. Given the recent hype, the plethora of new GenAI applications, and the promises regarding return on investment, organisations are quite eager to implement GenAI tools.

These statistics also suggest that GenAI tools are different from other types of technologies and are already revolutionary in their adoption. The number of early or quick adopters is rather extreme compared to other types of technological evolutions that ended up disrupting the operational landscape (i.e., electronic mail applications and cloud services). While there may be some particularities with GenAI and other revolutionary technologies, they would not fully account for GenAI being more quickly adopted. The visual benefits and the variety of ways AI technologies can be used, such as rephrasing text for tone and digestibility, translating text in various languages, and generating images or music can be done on a massive scale and at a rapid speed.

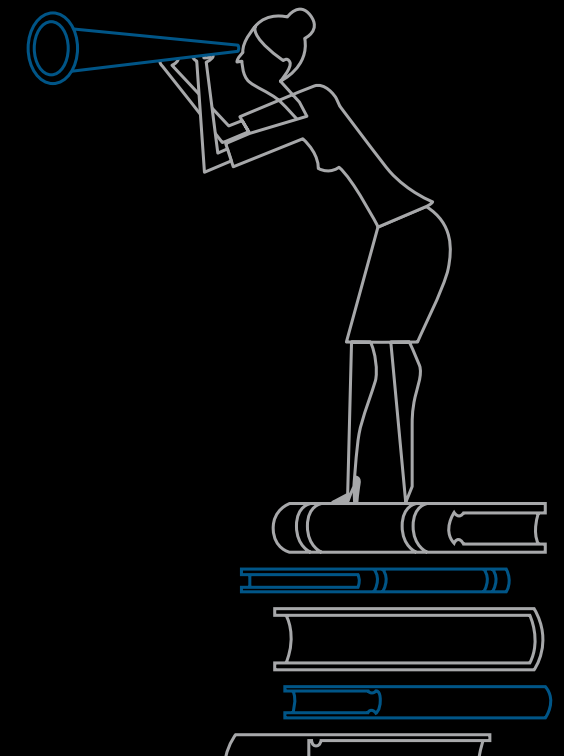
We also see that organisations do not want to be left behind compared to their competitors who are also most likely adopting GenAI tools. This rapid adoption of GenAI technologies creates additional challenges because there are no best practices or lessons learned that can be leveraged.

In other words, there is not, for the moment, enough investment from the business into a structured and prepared deployment of GenAI within the business environment. We take of course in account that the rapid GenAI development being intrinsic to this technology, makes it even harder to talk about 'best practice'.

Nevertheless, the lack of a structured approach can impact the business quite if, for example, GenAI is scaled up through scattered and confusing practices across the different business units, if related risks are not captured in time and if staff is not prepared to understand and manage this technology. An unstructured approach can also result in spending unnecessarily effort, time and money on wrong tools and short-term solutions. At the end of the day, organisations will not only miss the return on investment that GenAI promises in principle but, on the contrary, will complicate the efficient take-up of this technology internally while increasing its cost.

For the above reasons, setting the tone at the top through the active involvement of the board in the decision-making process when organisations have to make choices around GenAI is crucial. Now is the time to have these discussions at management level if organisations have not done so yet.

On the other hand, adopting a too heavy approach for rolling out GenAI will not be compatible with the extremely fast-paced expansion of GenAI. From this perspective, it is key to strike the right balance between a swift decision-taking that will not block the business, while underpinned in a process guaranteeing that the particular traits and related risks of each GenAI are identified and put under control.



# Finding 2

2 GenAI tools offer both  
benefits and challenges



# 02 GenAI tools offer both benefits and challenges

GenAI enhances efficiency by producing instant content and responses, speeding up laborious tasks. In today's business environment, effective cost control is crucial for maximising resources and improving profits. Therefore, the strategic value of using Gen AI in business is imperative.

These benefits are highlighted within the survey results in a very uniform manner. An outstanding number of organisations (93%) indicates that their primary goal for adopting GenAI is to increase employee productivity, emphasising cost and effort reduction as key benefits (Fig.7). This overwhelming consensus reflects a clear trend: organisations are prioritising the efficiency gains and operational cost savings that GenAI can deliver. Cost reduction emerges as the most critical factor for these organisations, underscoring the strategic importance of GenAI in enhancing productivity. By automating routine tasks, and facilitating better text generation for example, GenAI can significantly reduce the time and resources required for various business processes and improve profits. This reduced effort can lead to a direct decrease in costs, allowing organisations to allocate resources more effectively on other tasks and functions, such as customer relations.

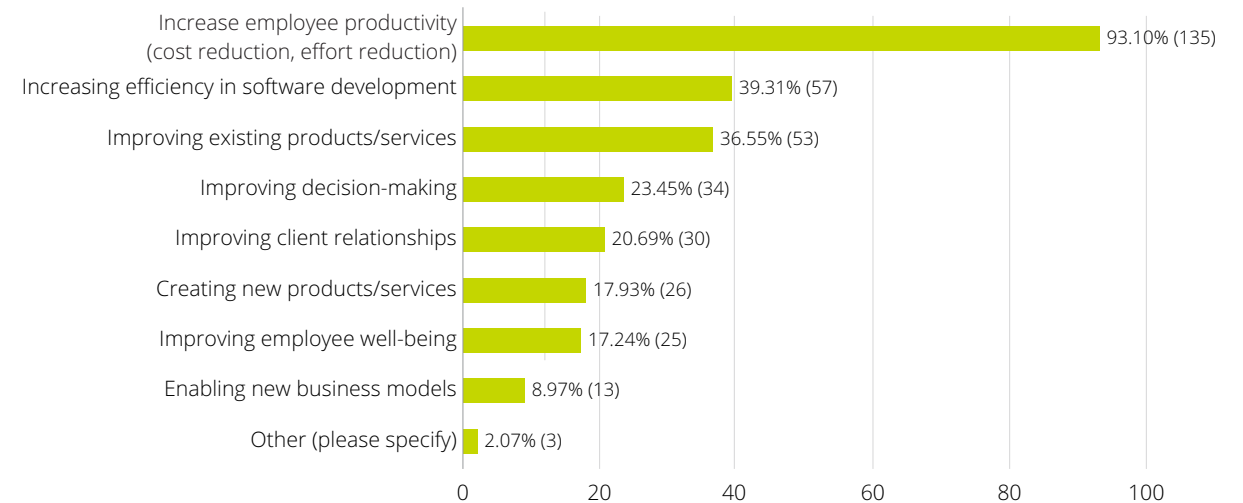
In addition to cost reduction, the survey reveals other notable benefits that organisations are targeting with GenAI. For instance, a good number of participating organisations (39%) aim to make software development more efficient. This indicates that organisations are leveraging GenAI to streamline their development processes thus enhancing overall productivity and innovation.

Another notable segment of organisations (37%) identified improving existing products and services as a key advantage of GenAI. This focus on product enhancement suggests that businesses are looking to leverage GenAI to refine their offerings and stay competitive in their respective markets.

## 2 GenAI tools offer both benefits and challenges

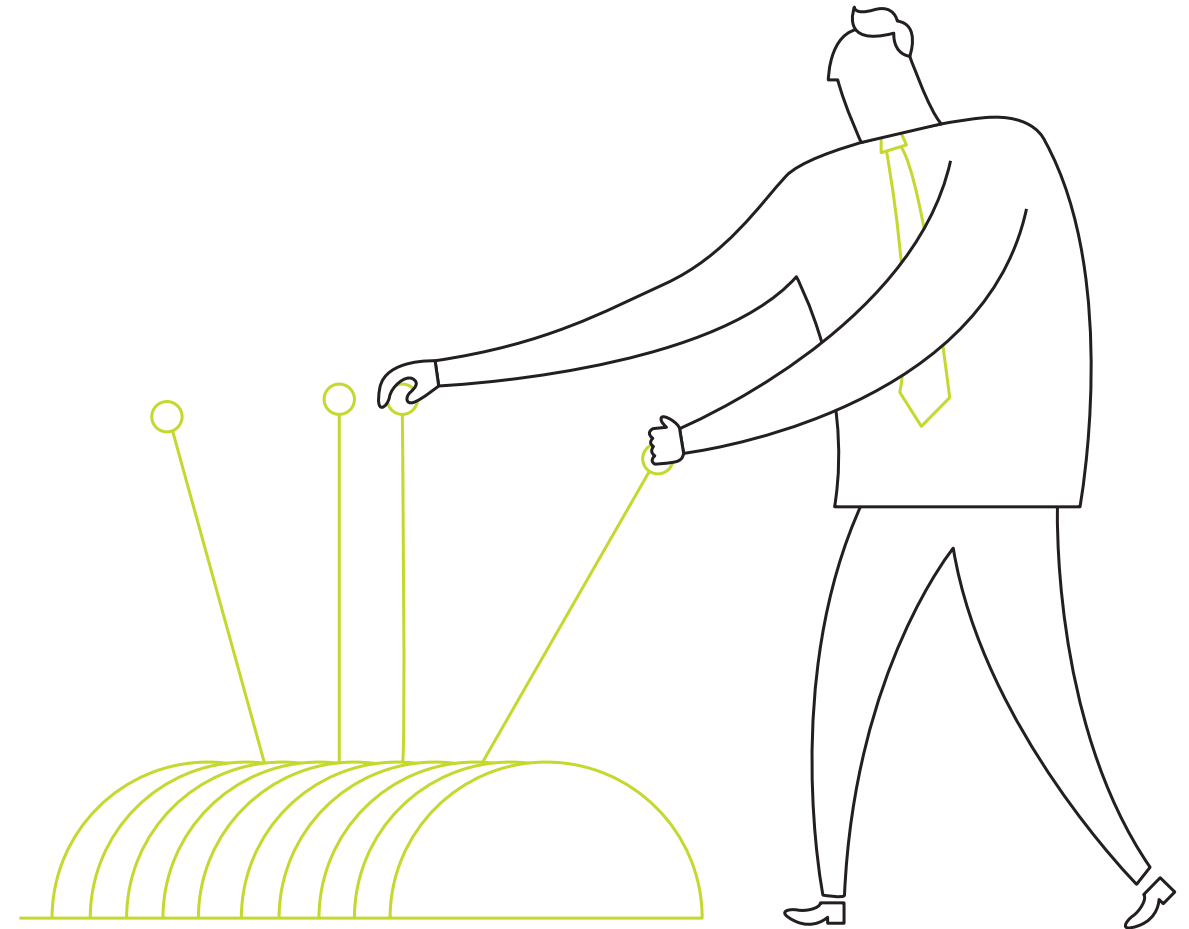


Figure 7: Main perceived advantages when implementing AI



However, while the advantages of GenAI are substantial, they often still come with hidden costs and risks that organisations must carefully consider before implementation. Successful GenAI initiatives involve not only the initial cost of technology acquisition, but also ongoing expenses related to maintenance, training, and system updates. It's crucial for organisations to understand and manage these challenges and by doing so, maximise the advantages of GenAI while mitigating the hurdles associated with its implementation.

The survey results on the key challenges organisations face in implementing GenAI, reveal critical insights into the barriers hindering its widespread adoption (Fig. 8). Notably, more than half of organisations, rightfully, highlight data-related issues as a primary challenge. These issues encompass uncertainties about data sources, concerns over data quality, and confidentiality risks. GenAI systems are dependent on vast amounts of high-quality data for their training and testing. However, it is often quite unclear what are the sources and overall quality of the data being used. Additionally, depending on the configuration and contractual agreements organisations should be concerned with what happens to the data that is used as inputs and who controls such data. In addition to data-related issues, a good number of organisations (41%) identify challenges in AI risk management as a barrier. This category includes copyright issues, ethical concerns, and the impact of AI on the fundamental rights of individuals.



2 GenAI tools offer both  
benefits and challenges



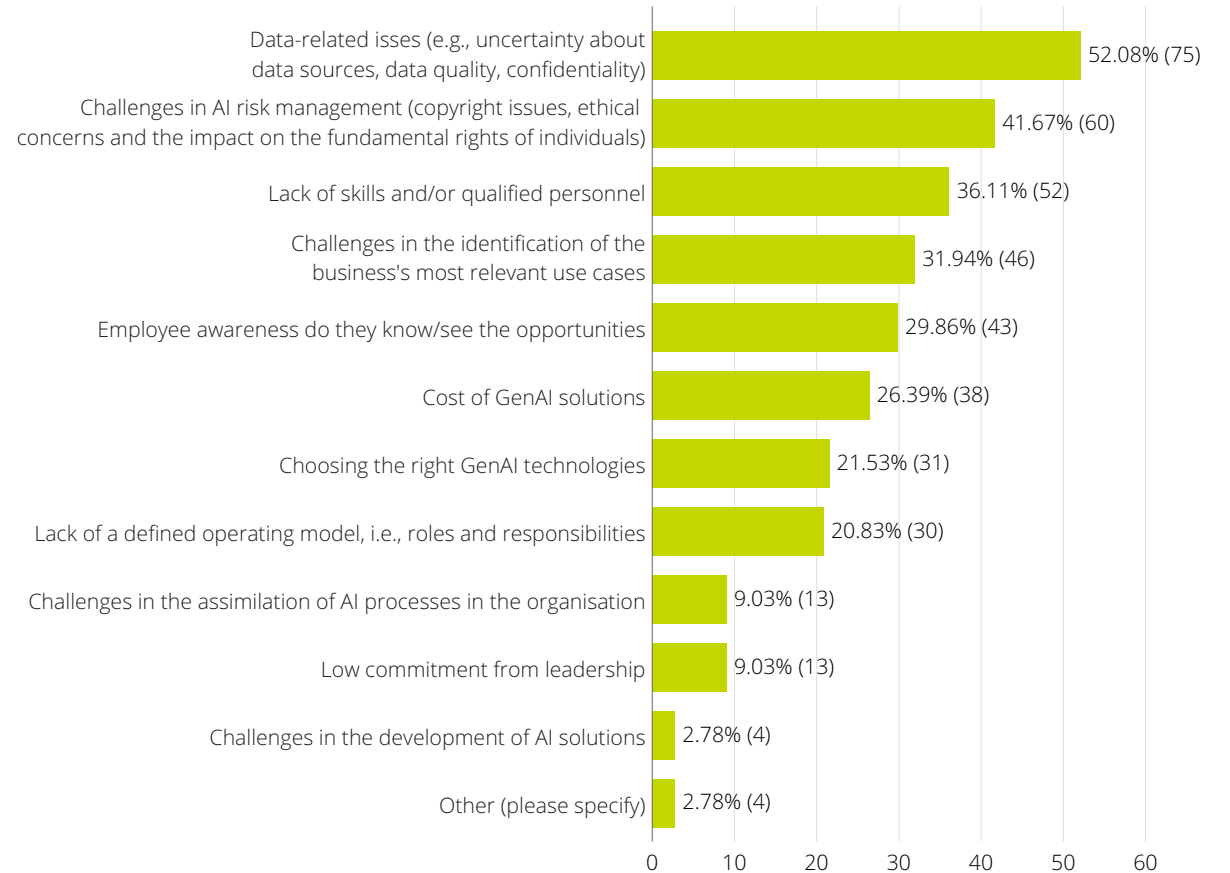
On the other hand, as GenAI continues to evolve, it raises complex legal and ethical questions. For instance, the use of copyrighted material to train AI models can lead to legal disputes, while the potential for AI to make biased or unfair decisions poses serious ethical dilemmas. Moreover, the impact of AI on privacy and fundamental rights necessitates stringent regulatory compliance and robust trustworthy frameworks.

Another significant barrier to the implementation of GenAI illustrated by the survey is the lack of skills and qualified personnel. The specialised knowledge required to develop and/or manage GenAI systems is still relatively scarce and organisations find it challenging to quickly acquire the necessary talent. It is hard to get the needed skills set because often this requires finding an individual who has specific knowledge on different topics such as legal, data quality, and IT security, and all this to apply on a novel tool. This skills gap can slow down the adoption process and limit the ability of organisations to fully leverage the capabilities of GenAI.

2 GenAI tools offer both benefits and challenges



Figure 8: Distribution of perceived challenges regarding GenAI by organisations





# Deloitte point of view

## 2 GenAI tools offer both benefits and challenges



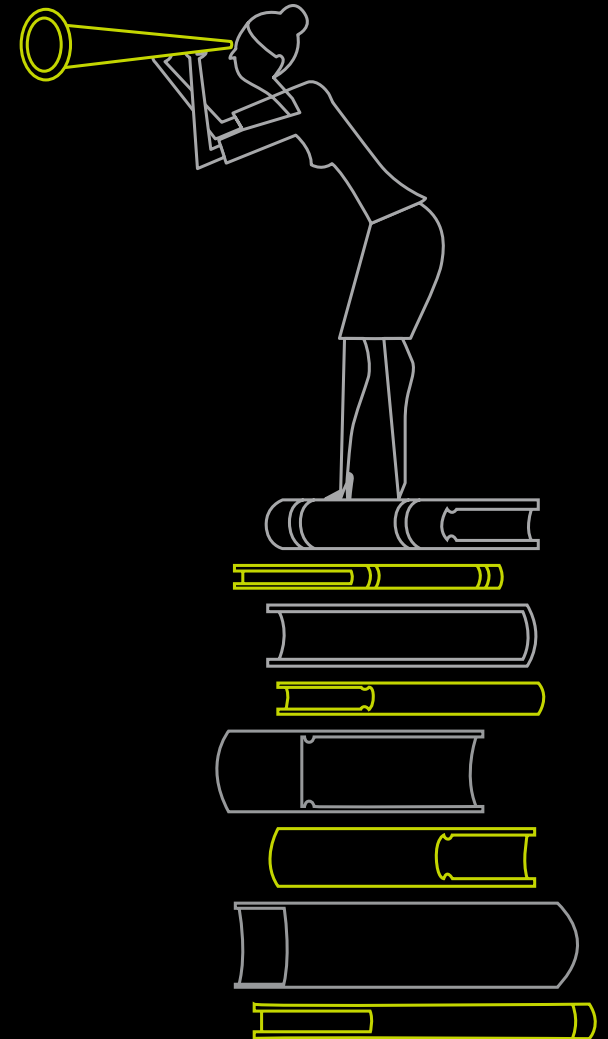
Looking into the results discussed above, it is obvious that organisations driving the rapid experimentation of GenAI in their business environment are primarily focused on reducing internal costs and improving employee efficiency. On the contrary, improving employee well-being ranks low among the perceived benefits. However, it is crucial for decision makers to recognise that employee well-being will impact how end users engage with GenAI applications. When considering which GenAI use cases to pursue, the potential impact on employee well-being must be a key consideration.

For instance, GenAI tools could alleviate the burden on workforce members facing talent shortages, such as applications that assist with code drafting, or aid those tasked with manual data entry. While numerous AI tools can enhance efficiency, those that improve quality of life for the workforce will likely be more enthusiastically embraced.

Furthermore, organisations should acknowledge employees' reasonable concerns about the potential for AI systems to replace them in the workforce. Therefore, organisations should thoughtfully consider their approach to messaging GenAI tools and reflect on how the disparity between desired benefits may negatively affect their workforce's perception of such tools.

Organisations have identified two clear challenges for implementing GenAI tools: risks related to data and how to manage them, and the need for knowledge and expertise. These challenges stem from the relative newness and uniqueness of AI technologies, and are interlinked. For example, it is difficult to determine what constitutes quality data without the expertise of a knowledgeable workforce member, or to adequately mitigate privacy risks when the technical aspects of AI tools are unfamiliar to privacy experts. Across the board, organisations need to enhance their AI literacy and expertise. While the focus is primarily on high-risk systems, the new EU AI Act reinforces this by mandating an AI literacy obligation in certain circumstances.

We recommend that organisations either acquire in-house personnel with this knowledge or leverage external experts to bridge this knowledge gap. It is evident that GenAI tools are not a passing fad and are unlikely to be replaced anytime soon. In fact, most organisations will have an increasing pipeline of GenAI tools to compare and test for potential implementation. Specific expertise is required to ensure that the use cases for GenAI are appropriate, and that the technical setup and envisioned controls are worth the time and money required. Without the right expertise, organisations will not be able to achieve the return on investment they are hoping for.



# Finding 3

3 Risk management of GenAI applications is lagging behind



# 03 Risk management of GenAI applications is lagging behind

The survey provides insights into how participating organisations are managing the risks associated with the use of GenAI. As shown in Figure 8 and discussed above, an important number of the participating organisations (35%) express concerns about various ethical issues related to GenAI, such as bias, taking jobs away from humans, lack of transparency, and output accuracy, or feel that these risks are relevant to their organisation. Despite recognising the relevance of these risks, these organisations have not yet fully identified the specific challenges they face (See Fig 9). The variation in responses underscores the different levels of readiness among organisations in managing GenAI risks and highlights disparity in how organisations are dealing with the ethical risks of this new technology. This indicates that organisations understand that there are risks to GenAI but the majority of them have not yet clearly singled out or addressed these risks. Within this majority, although a sizable number of organisations (29%) have identified the ethical concerns of GenAI they have not implemented any controls to mitigate them.

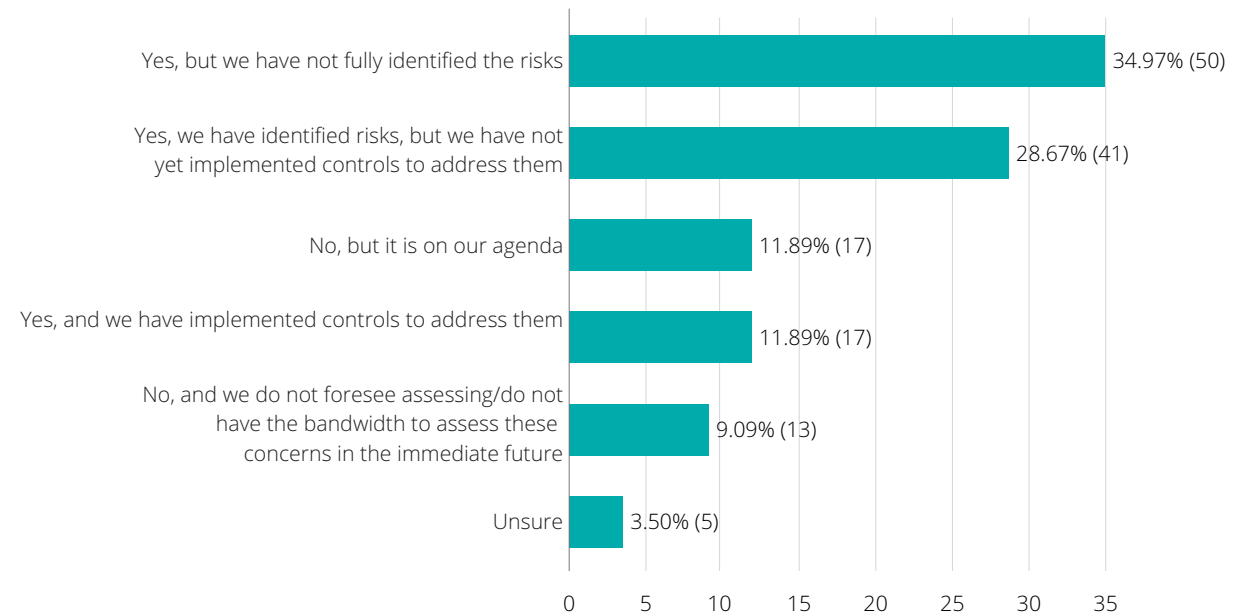
Although the above responses indicate a high level of awareness and understanding about GenAI potential risks, they point to a gap between recognizing risks and addressing them. This inaction could stem from several factors such as limited resources, lack of expertise, or underestimating

the urgency of these risks. In contrast, only a small number of organisations (12%) have both identified the ethical risks associated with GenAI and implemented controls to address them.

These organisations represent a proactive minority that has established frameworks and measures to mitigate potential ethical issues.

However, the fact that such a small percentage have taken these steps indicates there is still room for improvement across all industries.

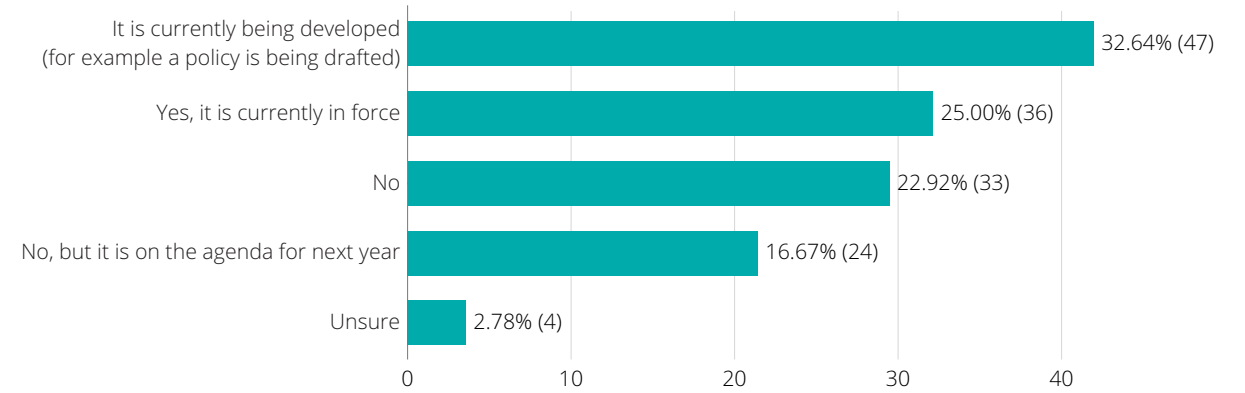
**Figure 9:** Is your organisation concerned about risks associated to GenAI?



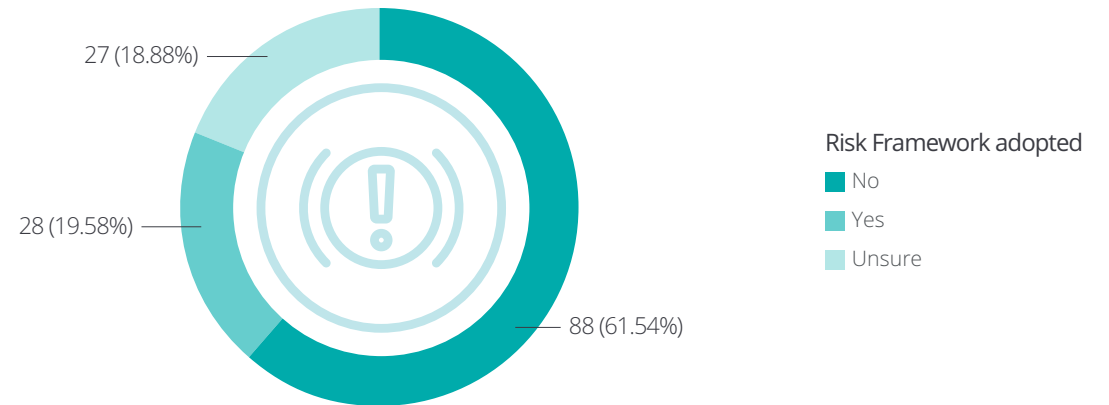
On the question as to whether organisations have already been equipped with a governance framework, more than the majority of responses confirm that there's progress. Although there are still companies lagging behind (17%), it seems that, at least drafting an AI policy seems to be the basic and most obvious step organisations have accomplished in this direction.

The adaptation of organisations' risk management frameworks to manage GenAI-related risks is also addressed in the survey. More than half of organisations (62%) reported that they have not adapted their frameworks to address these new challenges (see Fig 10). For some organisations, these new challenges may not yet be fully understood. In contrast, only a small number of organisations (20%) have updated their risk management practices including GenAI-specific risk frameworks and demonstrate a proactive approach, recognising the importance of staying ahead of emerging risks and ensuring comprehensive oversight. This substantial gap highlights a critical area for improvement. The integration of GenAI into business operations introduces unique risks that traditional risk management frameworks may not fully cover (see Fig. 11). This disparity underscores the need for more widespread efforts to update risk management practices, ensuring that all organisations are equipped to handle the unique challenges posed by GenAI.

**Figure 10:** Has your organisation adopted a governance framework for GenAI?



**Figure 11:** Has your organisation's Risk Management Framework been adapted to manage GenAI-related risks?

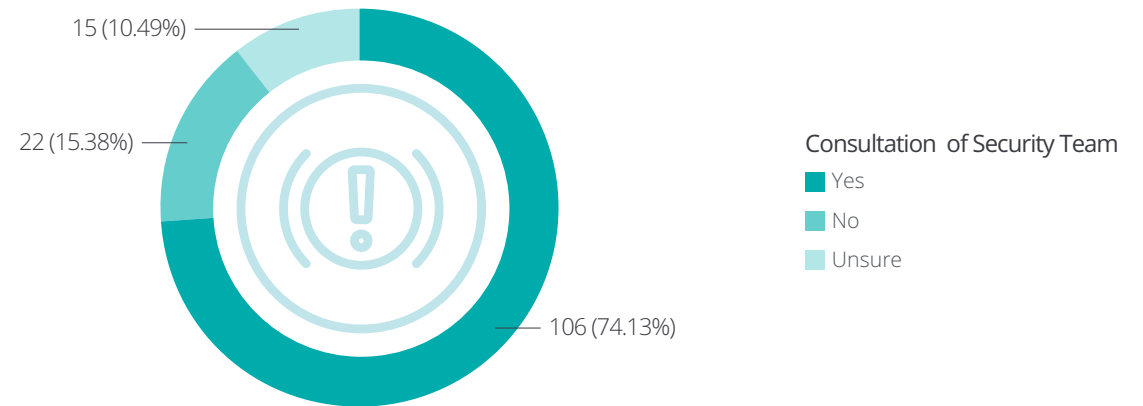


Another interesting graphic (Fig. 12) focuses on the involvement of information security teams in the deployment of GenAI products and services. The survey addressed whether organisations consult their information security teams regarding the security implications of using GenAI (product/services). Overall, we note a positive trend among the majority of participants that recognise and act upon the importance of involving information security teams in the adoption of GenAI. Accordingly, a significant high number (74%) responded affirmatively, indicating that they do involve their security teams in these decisions. In contrast, only a minor amount (15%) reported that they do not consult their information security teams. The latter ones may be at greater risk of encountering security issues. The high level of consultation with information security teams highlights the importance of integrating security considerations into the adoption of GenAI, as new technology comes with new risks. The involvement of security teams helps organisations to identify potential risks, implement security measures, and comply with regulatory requirements. This can also be regarded as a first step towards the mitigation of the more significant weaknesses highlighted above, i.e., no real identification of the risks involved by the GenAI and no adaptation yet of risk management frameworks accordingly.

In conclusion, organisations are in the early stages of using GenAI and are more focused on its benefits than its risks. While organisations recognize that there are risks associated with all technology, including GenAI, the identifiable risks are mostly being addressed through consultations with security teams. However, this risk management is not yet fully integrated into the current organisational frameworks.

Some organisations are taking positive steps by providing training and raising awareness, which is encouraging. However, the fact that many have not done so indicates a significant gap. Ethical concerns, such as bias and job displacement, are prominent, but fewer organisations have incorporated comprehensive risk management strategies for GenAI. In conclusion, organisations are not yet as risk-aware regarding GenAI as they should be possibly due to the fact that GenAI includes a new technology.

**Figure 12:** Does your organisation consult with the information security team regarding the security of using GenAI products or services?



# Deloitte point of view

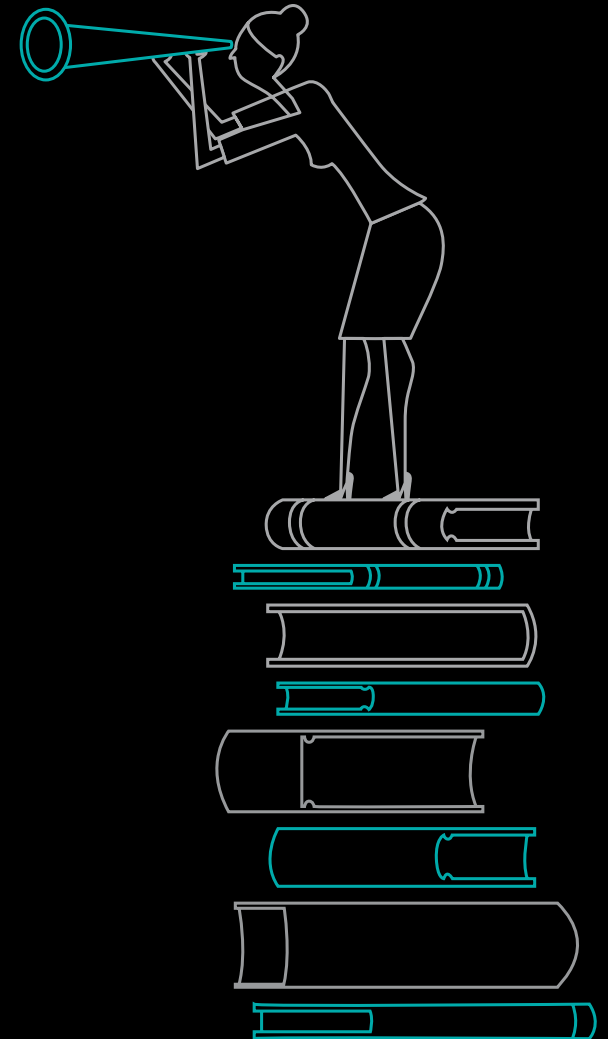
Organisations are aware of the inherent risks associated with deploying GenAI tools. While they can typically manage common software application risks, specific risks related to GenAI tools pose greater challenges. For instance, concerns extend beyond privacy, confidentiality, and security to encompass ethical, environmental, and data quality risks, requiring expertise from diverse domains. It is not surprising that many organisations have not updated their risk frameworks to address these new challenges, given the time-consuming nature of the process, the complexity of the underlying technology and formal approval requirements.

The disparity between the number of organisations using GenAI and those that have modified their risk frameworks suggests that many are deploying GenAI without adequate risk analysis or mitigation measures. We recommend that organisations exercise prudence in adopting GenAI tools and focus on enhancing their risk frameworks.

To effectively review the risks of GenAI, organisations should incorporate new elements and perspectives into their current risk management landscape, which may require additional effort, overhead, in-depth technical expertise on the topic and thus, involvement of functions at multidisciplinary level.

Clear checkpoints should be established to streamline the review process based on the operational landscape and available resources. It is important to note that there is no one-size-fits-all risk management approach. It is imperative that organisations assess which approach should fit them at best while tailoring it to their use cases and specific circumstances. We are expecting that best practice on how managing GenAI risks will be growing as GenAI usage will be growing too. What is crucial, however, is to identify appropriate channels that will help disseminate this practice to a larger company scale, coupled with concrete guidance stemming from regulators.

Drawing from the lessons learned from GDPR, organisations should not delay in adapting their policies and procedures to the new regulatory framework for AI technologies. As GenAI technologies become more widespread and integrated into various applications, the need to manage risks will only continue to grow in the future.



### 3 Risk management of GenAI applications is lagging behind



# Finding 4



4 Training and awareness campaigns are needed



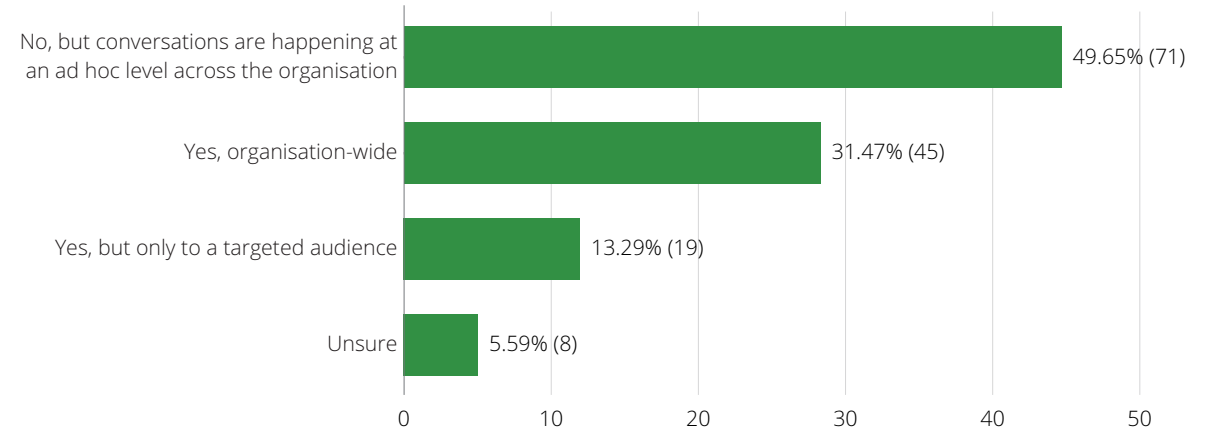
# 04 Training and awareness campaigns are needed

Understanding both the risks and benefits of GenAI is one side of the coin, taking steps to prepare your employees about those is the other.

The survey outlines a graphic (Fig. 13) that highlights how organisations are addressing the need for training and awareness on the GenAI topic. It appears that half of the participating organisations (50%) have not yet launched any training or awareness activities to educate their workforce about the potential risks of GenAI. This lack of proactive educational initiatives suggests a gap in preparing employees to understand and manage the ethical, legal, and operational implications of GenAI.

In contrast, a good number of organisations (31%) have implemented organisation-wide training and awareness campaigns. These comprehensive efforts demonstrate a commitment to ensuring that all employees are informed about GenAI risks, fostering a culture of awareness and responsibility throughout the organisation. Additionally, a modest number of organisations (13%) have targeted their training and awareness campaigns to specific audiences within the organisation. This approach likely focuses on departments or roles that are most directly involved with GenAI applications, ensuring that those who interact with the technology on a daily basis are well-equipped to manage its risks and challenges.

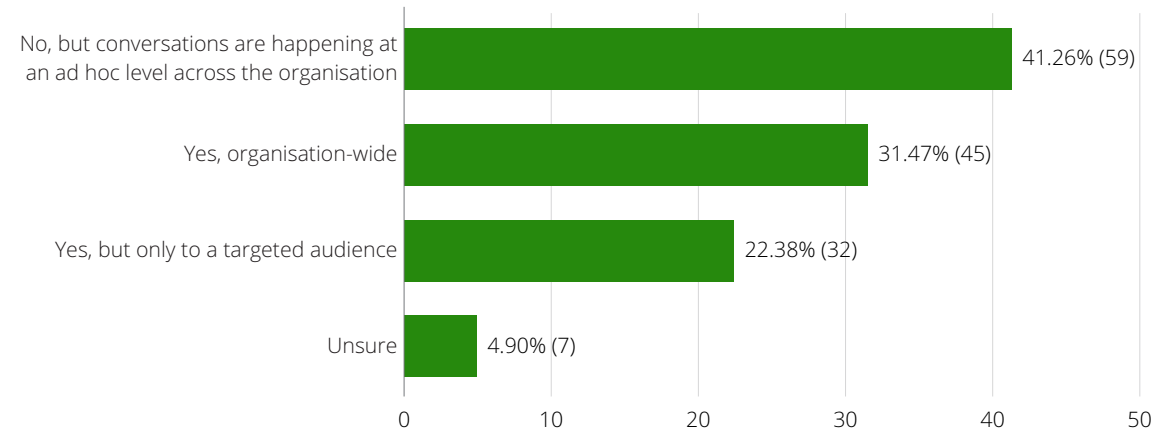
**Figure 13:** Has your organisation launched a training and/or awareness campaign regarding the risks and concerns of GenAI applications?





The survey includes another graphic about the launch of training and awareness campaigns regarding the benefits of GenAI (Fig. 14). In contrast to the earlier statistics concerning risks, more than half of the participating organisations (54%) have initiated such campaigns. A smaller percentage (41%) have not launched any formal training but do discuss the possibility on an ad-hoc basis. This underscores the emphasis organisations place on understanding and leveraging the benefits of GenAI. The focus is clearly more on the potential advantages of this new technology rather than the risks, highlighting a proactive approach to its adoption and integration.

**Figure 14:** Training and awareness campaign regarding benefits of GenAI for the organisation?

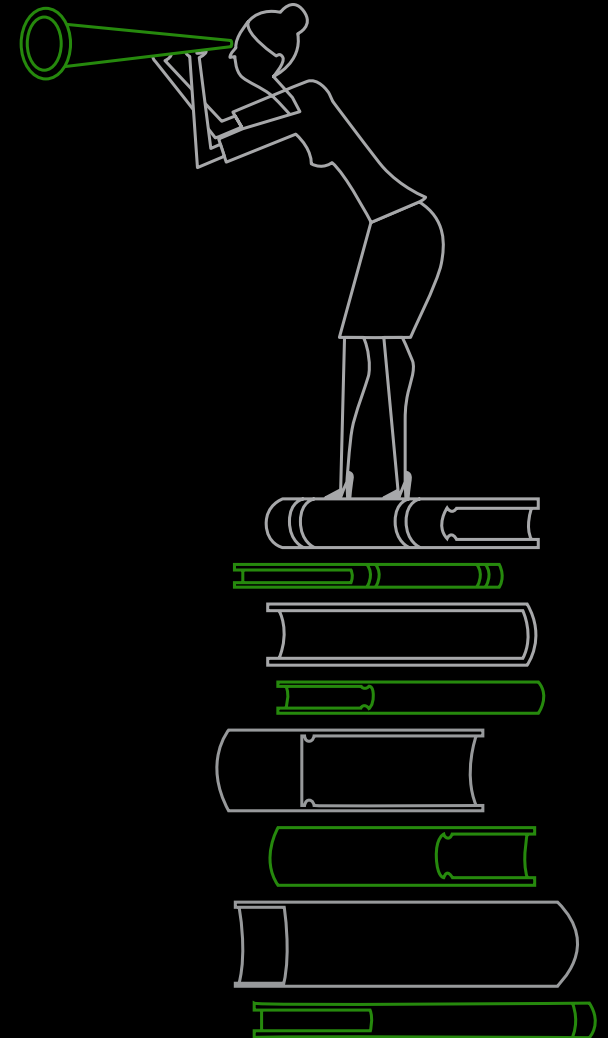


# Deloitte point of view

Training the workforce is crucial to mitigate GenAI risks and realise the intended benefits of this technology. Employees must understand how to use the AI tools correctly and what is permitted. For instance, unclear guidelines on tools like ChatGPT have led to inadvertent input of personal or confidential information, that poses a clear risk if suppliers start using those data for model training purposes. Organisations need to ensure that employees grasp the appropriate use of different data types and which applications they are allowed to use on the workplace.

Some applications also monitor inputs for malicious or inappropriate employee behaviour so employees need to be aware of the boundaries to avoid misuse that could lead to contract termination. Training is essential for employees to effectively use the GenAI tools and achieve the desired outputs, especially for those who are less technologically savvy. Organisations should carefully select use cases and provide detailed guidance on generating optimal outputs. They must also think about smart and user-friendly ways to disseminate this guidance, as well as the detail of it, considering that different GenAI tools perform different functions and ingest data in various ways.

Tailored training and awareness materials are necessary to mitigate risks and achieve the desired return on investment. These materials should be adapted to the organisation's size, services, and types of GenAI tools used. Looking at the ever-increasing percentages of GenAI penetration in the business environment discussed above (see Fig.5), now is the time to define the type of trainings to be given to the workforce, the training contents and the approach to spread awareness about GenAI benefits and risks, as well as to develop GenAI bespoke supplemental training as needed.



## 4 Training and awareness campaigns are needed



# Finding 5



5 Regulatory compliance is on most radars but improvements should be made



# 05 Regulatory compliance is on most radars but improvements should be made

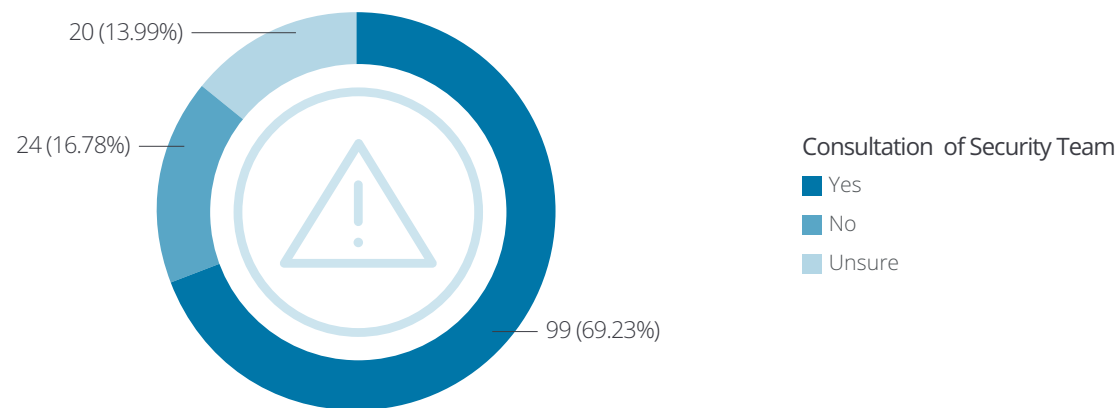
Compliance obligations regarding GenAI is a hot topic and more emphasis is placed on it since the recent adoption of the EU AI Act. Due to the powerful and disruptive nature of these technologies, and their ‘black box’ characteristics, regulations around AI and technology have become critically important all around the world, with many new regulations emerging. The regulations aim to ensure that organisations are developing and using AI technologies in a safe and trustworthy manner by requiring specific controls or measures to be implemented.

The survey shows (Fig. 15) that almost all participating organisations (69%) follow and track regulatory compliance obligations related to GenAI, while only a small amount (17%) do not. This could be regarded as a sign that a significant majority of midsized and larger companies are making efforts to stay compliant and are paying attention to the regulatory developments. This diligence will be essential to the successful rollout of GenAI tools, because, depending on the circumstances, specific obligations will apply to specific market categories. Even though the accompanying standards of the recently-published EU AI Act are still being drafted, it is surprising that there is not a greater emphasis on structured implementation as seen with Finding 3.

It should be stressed that there are several other regulatory obligations that come in intersection with the EU AI Act, such as the GDPR and local employment regulations or product safety that have been pointed out by the survey participants. Interestingly, of the organisations surveyed, 16% are not actively looking into regulatory compliance. This lack of oversight is concerning because regulatory aspects are at the forefront of EU regulators’ agendas, underscoring why this is such a hot topic.

Additionally, around 14% of the participating respondents reported that they are unaware of how their organisation is tracking and following the applicable regulation, which further indicates that there is a lack of diligence surrounding this topic. These organisations will need to make new efforts in a timely fashion to ensure that they are able to comply with the regulatory requirements associated with GenAI.

**Figure 15:** Does your organisation follow and track regulatory compliance obligations regarding GenAI



5 Regulatory compliance is on most radars but improvements should be made

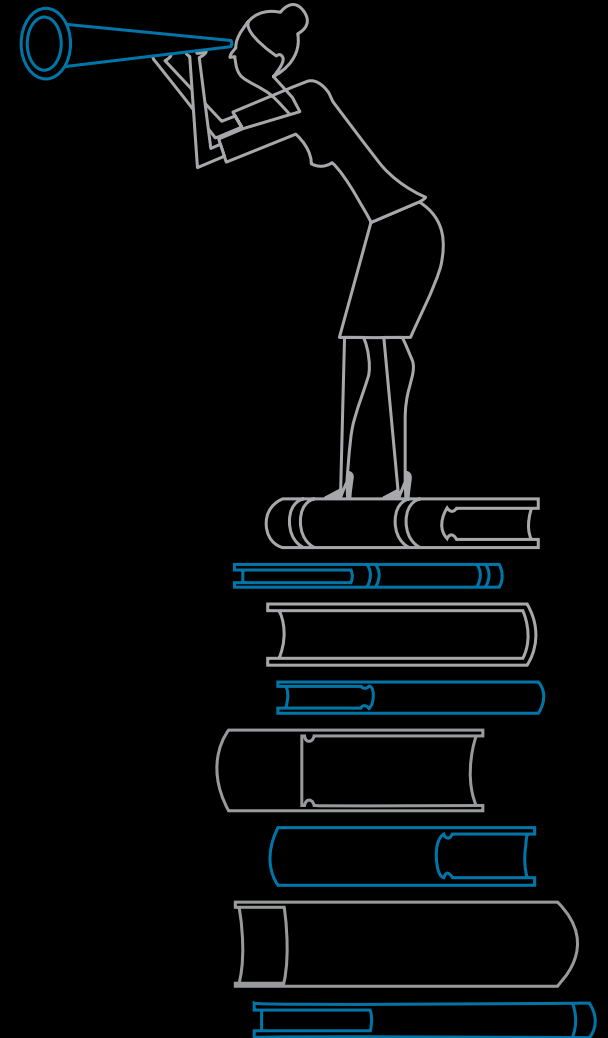


# Deloitte point of view

Organisations must urgently address the growing regulatory obligations related to GenAI; a task more complex than many realise. The recently published EU AI Act but also other upcoming digital regulations will expand the scope and add complexity to compliance, making it essential for organisations to monitor legislative changes to keep up with their obligations.

It is crucial to identify the appropriate stakeholders to assess various aspects of AI tools and ensure compliance as different regulations come into play requiring practical knowledge in different regulatory areas. For instance, the EU AI Act may impose obligations regarding data quality, potentially conflicting with GDPR principles. From this perspective, organisations will have to review their regulatory controls' frameworks, revamp their risk assessment processes and, ideally, adopt a convergent approach in addressing the relevant GenAI risks. The main objective should be not to reinvent the wheel but take as basis existing compliance tools and methodologies and build upon them the controls' layer relevant to (Gen)AI.

Additionally, regulatory compliance comes together with efficient governance. The complexity and challenges of GenAI as discussed above, show that organisations would need to revisit their governance model, meaning the set of functions, roles, responsibilities and relevant processes that would help to roll out successfully the GenAI use cases companies start to work on. The involvement of functions and teams like the Data Protection Office, Risk Office, Data Office, as well of an IT department bringing the right GenAI technical expertise would be key to address GenAI's risks and make its implementation successful in the organisation.



5 Regulatory compliance is on most radars but improvements should be made



# Who to contact?

For insights and information about the cyber and regulatory challenges highlighted in this Booklet, as well as to confirm updates of the upcoming regulation, please reach out to:



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