

Board Practices Quarterly

Artificial intelligence (AI) revisited

April 2025

Results by respondent demographic

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TABLE OF CONTENTS

Results by respondent demographic

Public companies	3
Mega- and large-cap	13
Mid-cap	23
Private companies	33

Respondents, primarily corporate secretaries, in-house counsel, and other in-house governance professionals, represent public and private companies.

Public company respondent market capitalization as of December 2024: 54% large-cap (which includes mega- and large-cap) (> \$10 billion); 41% mid-cap (\$2 billion to \$10 billion); and 4% small-cap (which includes small-, micro-, and nano-cap) (< \$2 billion).

Private company respondent annual revenue as of December 2024: 58% large (> \$1 billion); 0% medium (\$250 million to \$1 billion); 33% small (< \$250 million); and 8% not able to share.

Results pertaining to small-cap companies have been omitted due to limited respondent population.

Response percentages may not add up to 100% due to rounding.

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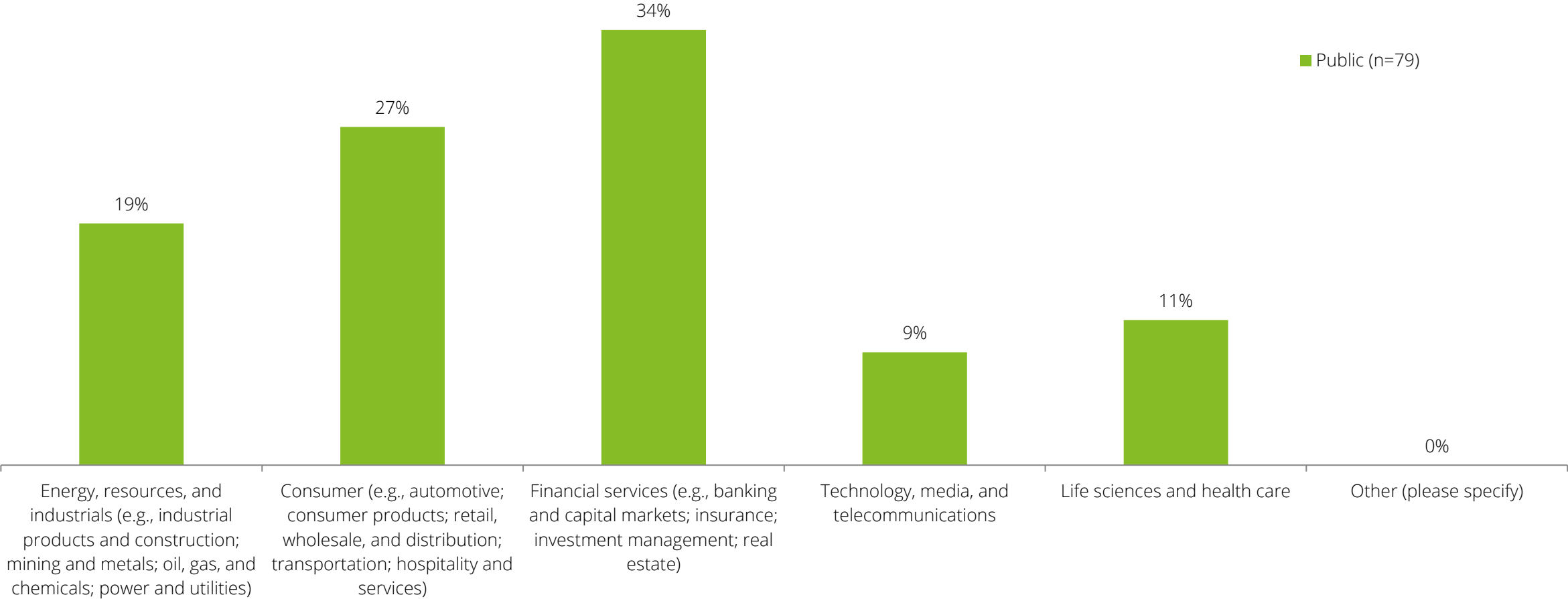
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Public companies

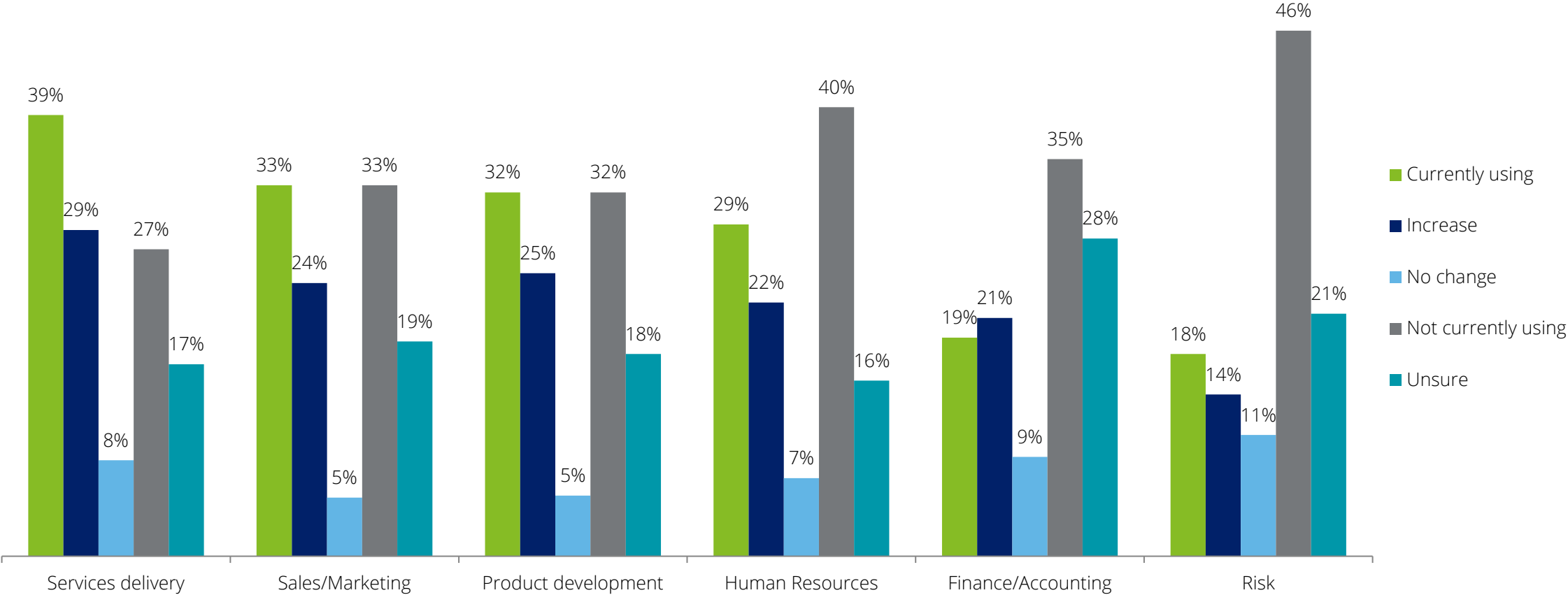
80 public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:



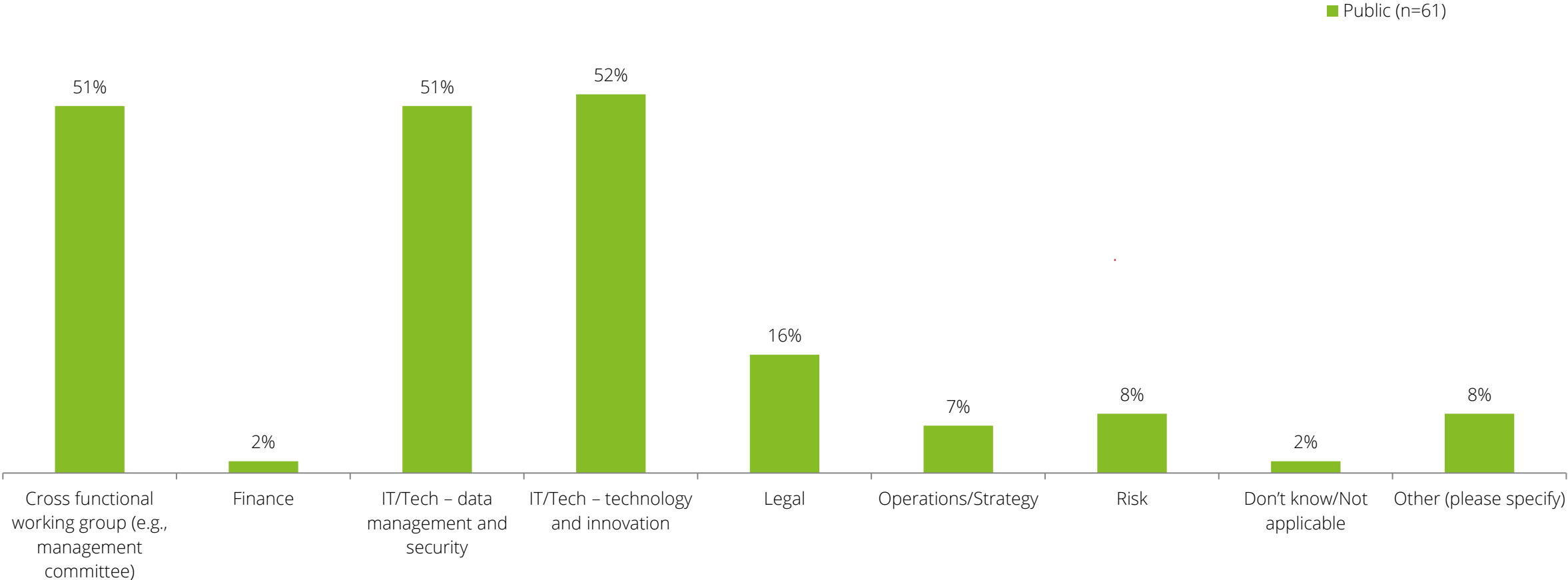
Please indicate whether your company is using artificial intelligence (AI) in the following areas. If so, specify any change in use over the past year.

Public (n=61)

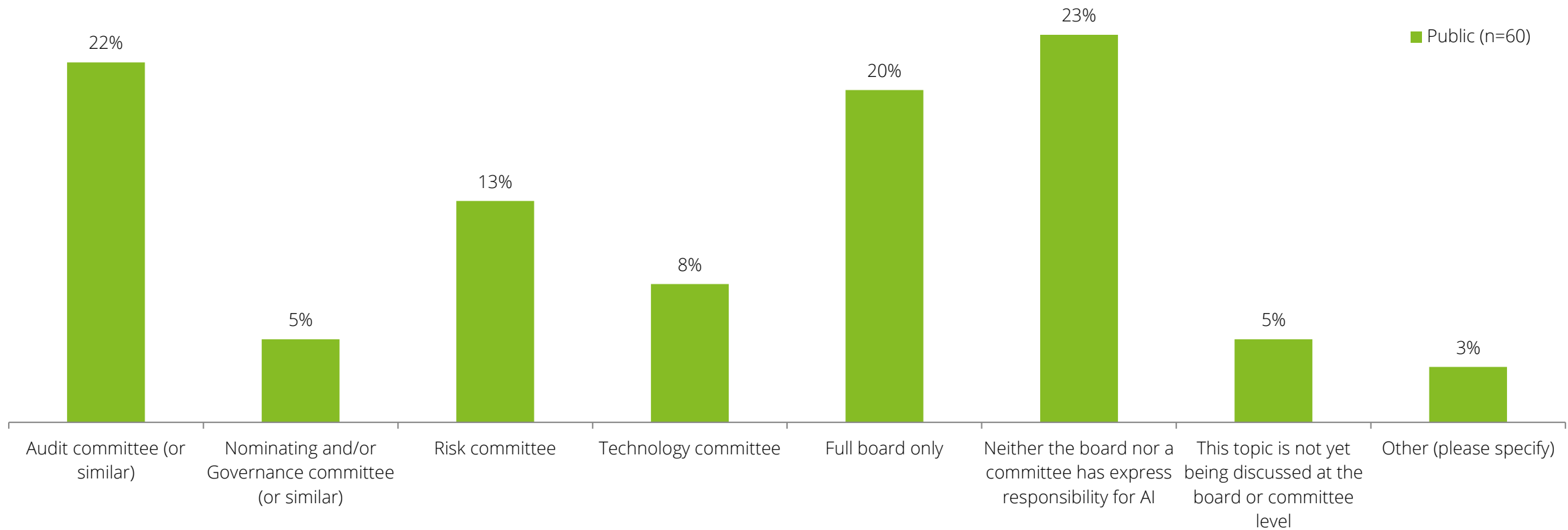


Note: No respondent answered "decrease."

Which functional area(s) or department(s) in your company has/have primary responsibility for AI matters (e.g., design, development, or validation/testing)? Select all that apply.

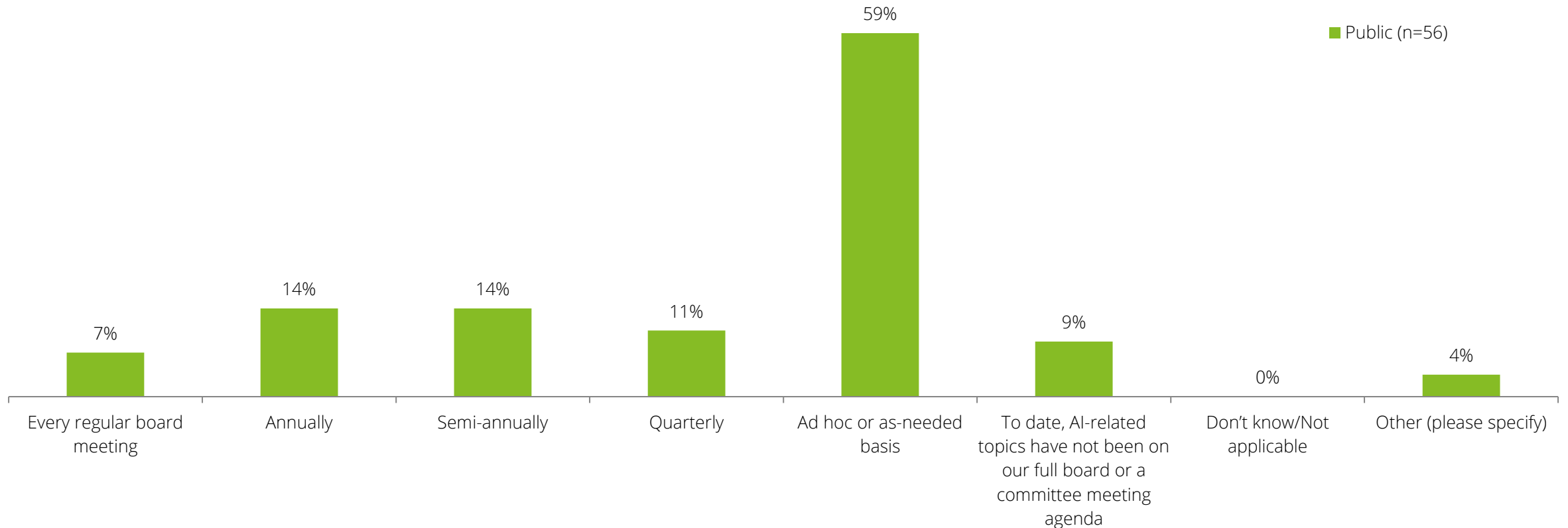


Where does primary oversight for AI lie within your company's board?

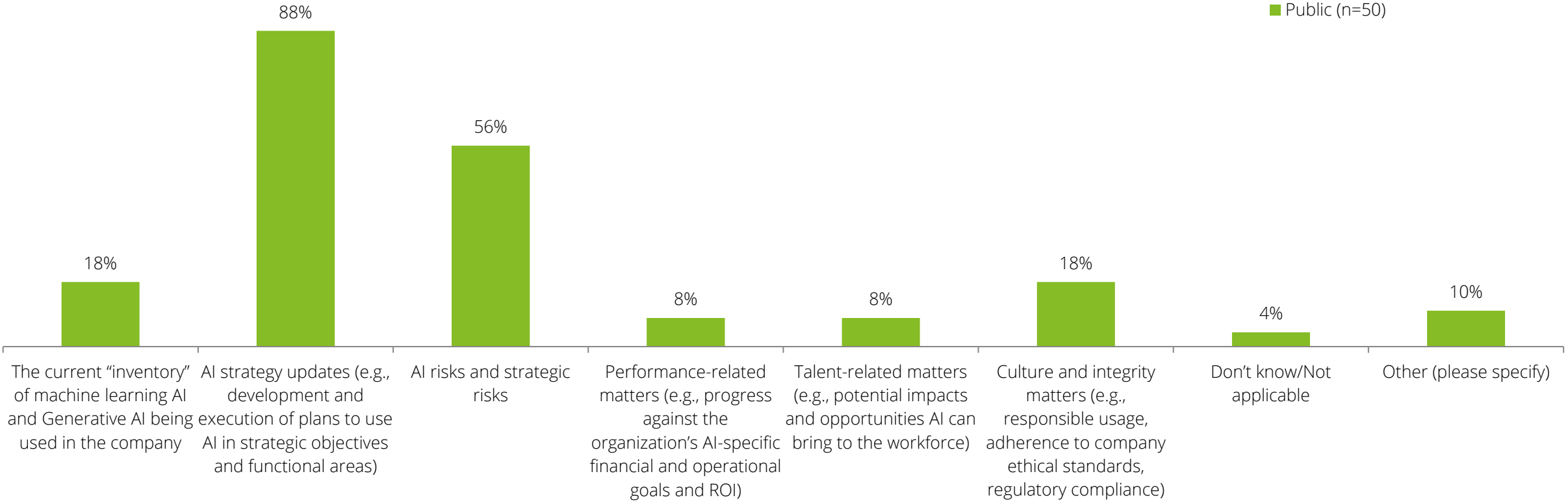


Note: No respondent answered "Compensation committee (or similar)" or "Don't know/not applicable."

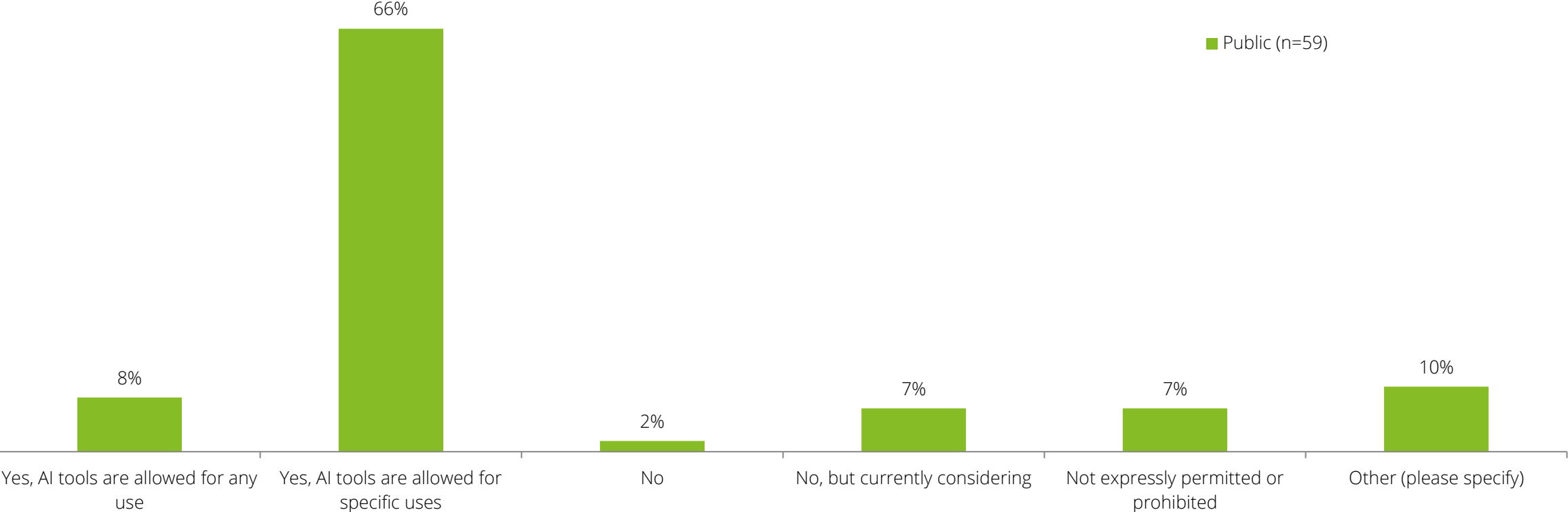
**Describe the frequency of AI-related topics on the meeting agenda for the full board or board committee(s).
Select all that apply.**



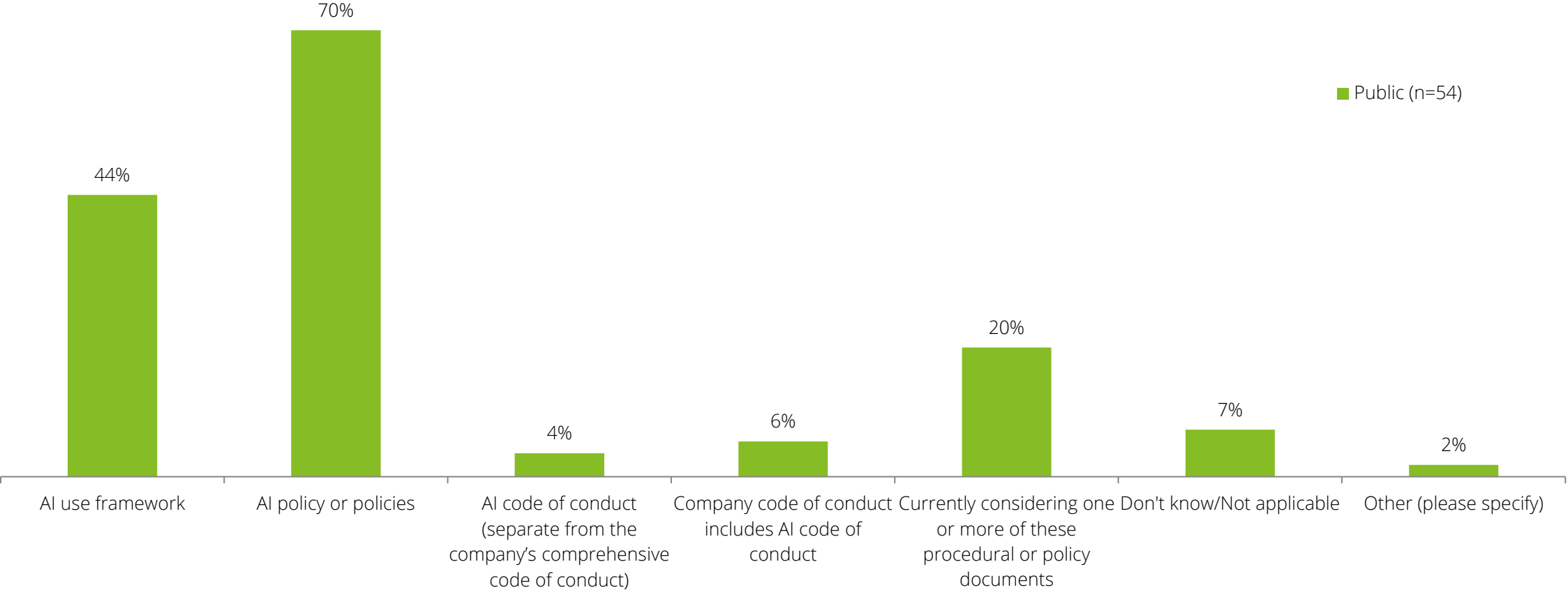
Which of the following information does the board and/or any of its committees regularly receive related to company use of AI? Select all that apply.



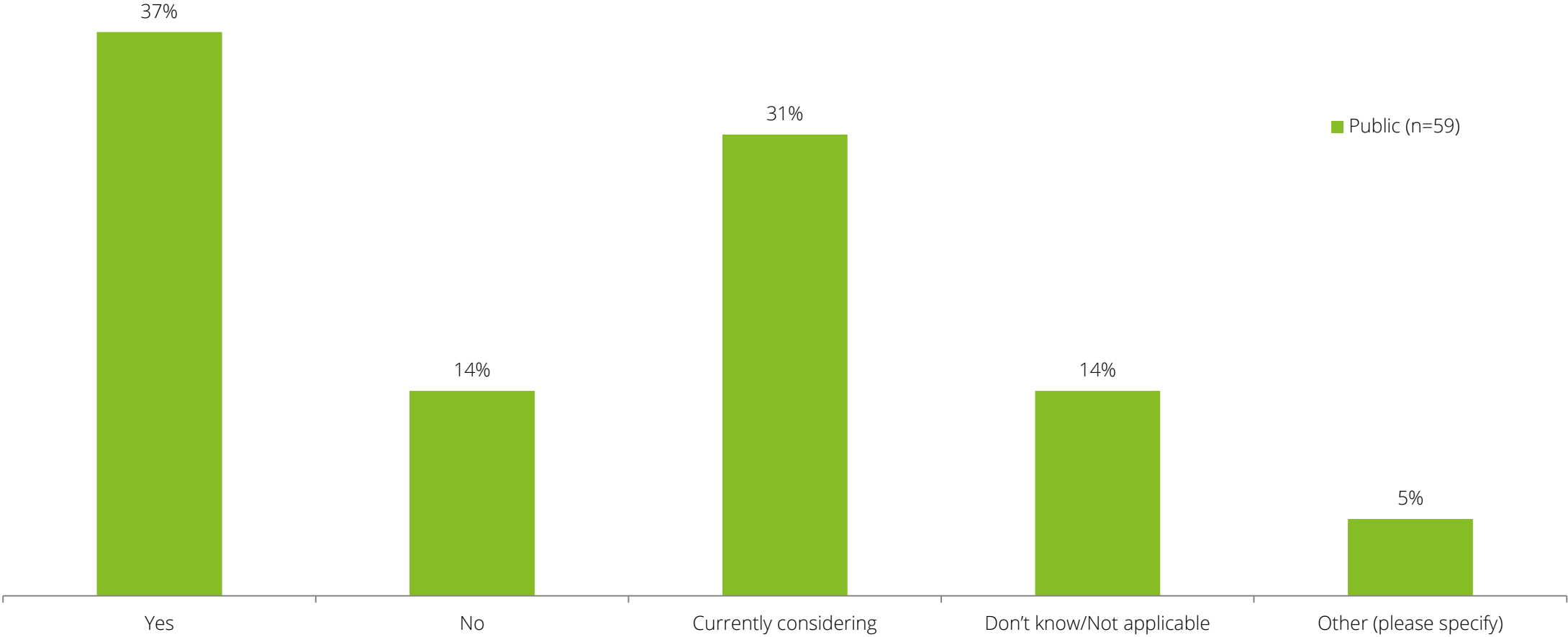
Does your company permit the use of AI tools by employees?



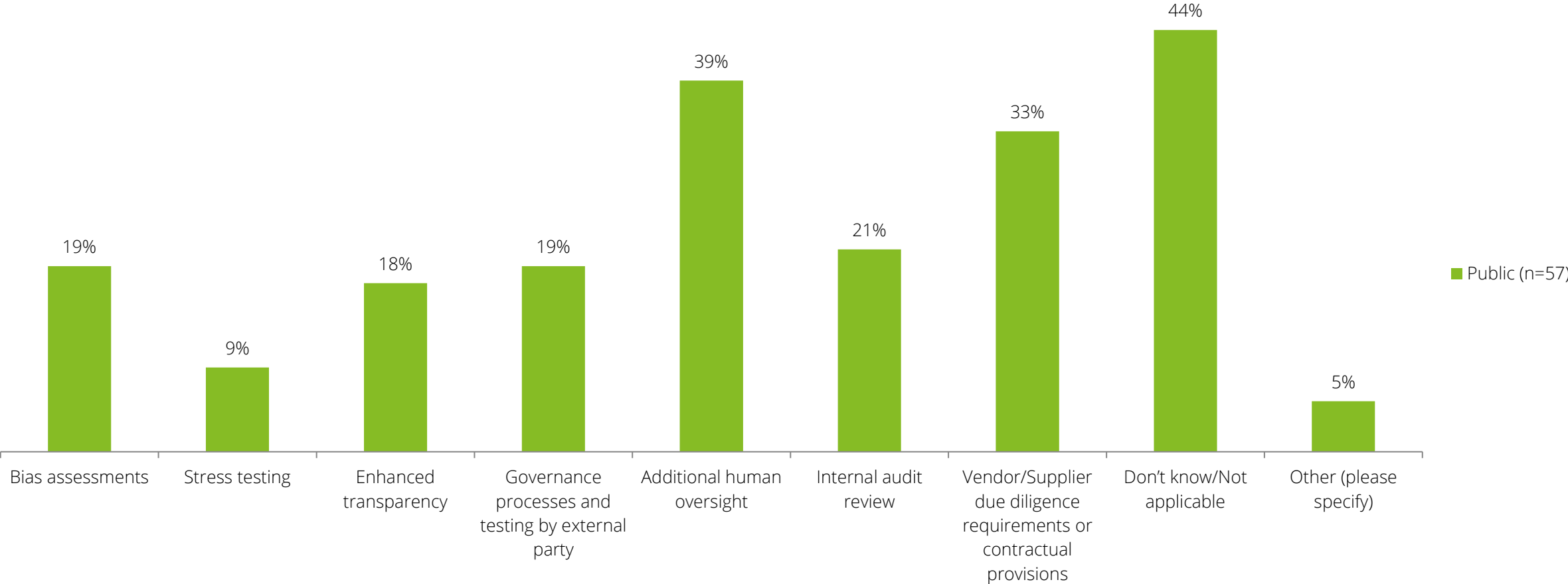
**Does your company have any of the following procedural or policy documents?
Select all that apply.**



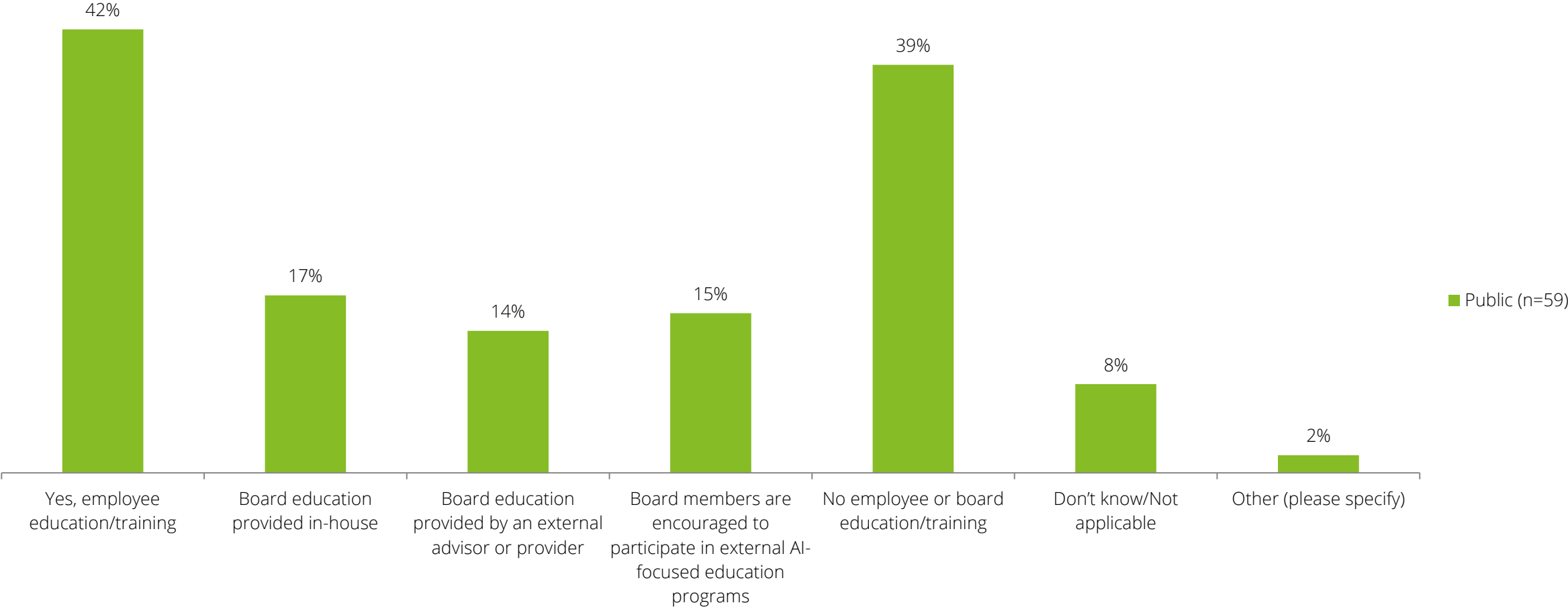
Has your company revised corporate policies, such as privacy, cyber, risk management, data management (e.g., records retention), etc. to address the use of AI?



What risk mitigation measures pertaining to AI has your company adopted/implemented? Select all that apply.



Does your company provide training/education on AI? Select all that apply.



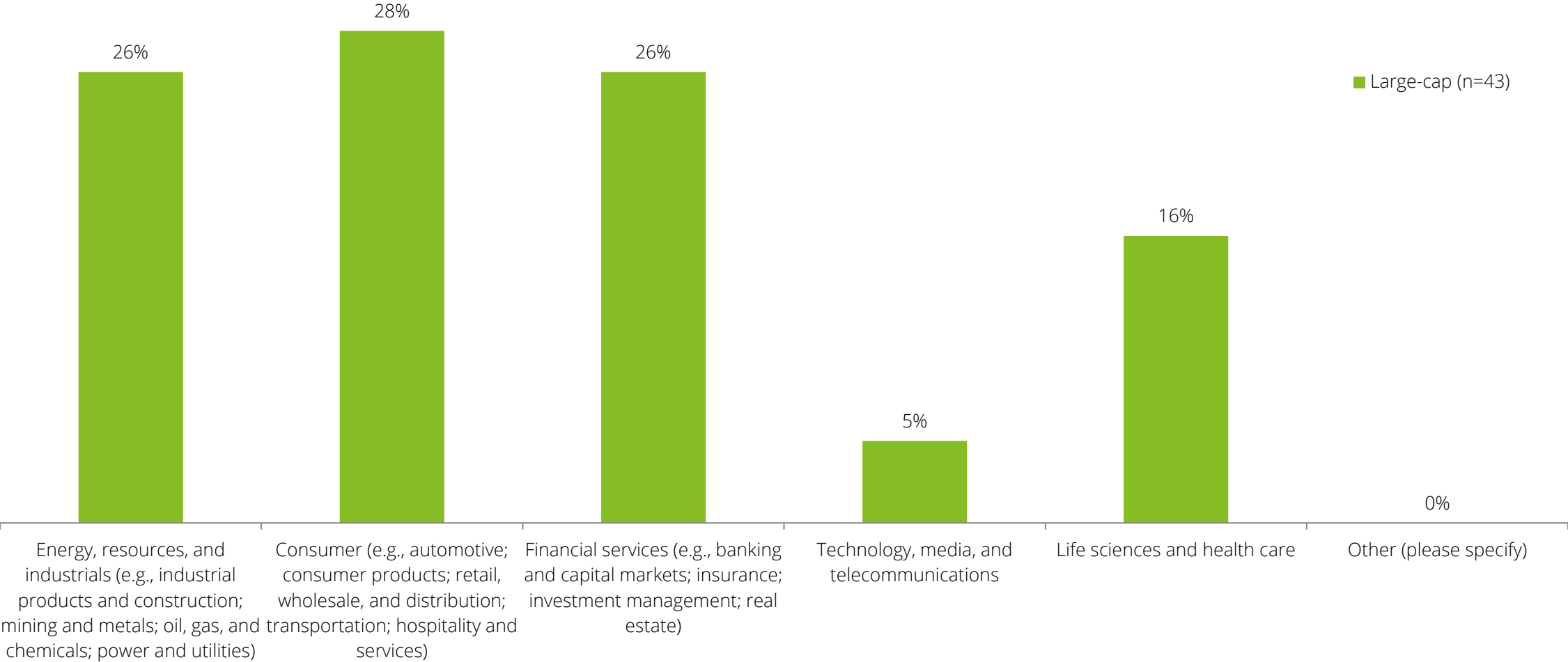


Public companies

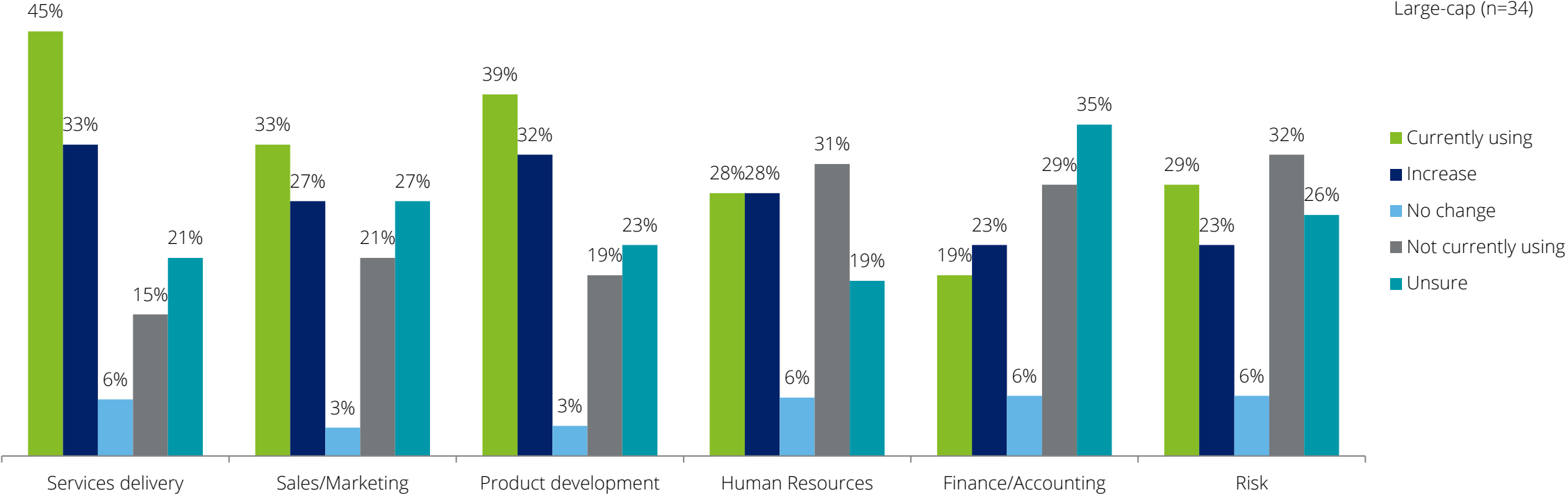
Mega- and large-cap (>\$10 billion)

43 mega- and large-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:

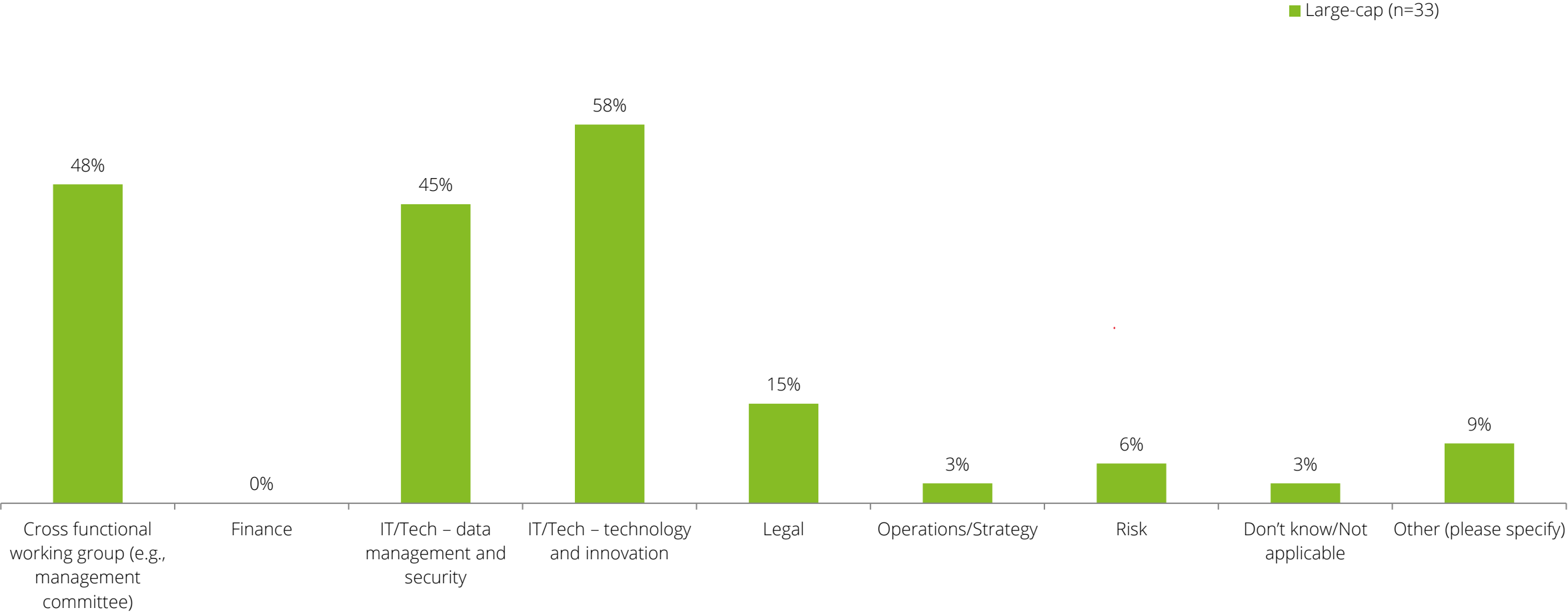


Please indicate whether your company is using artificial intelligence (AI) in the following areas. If so, specify any change in use over the past year.

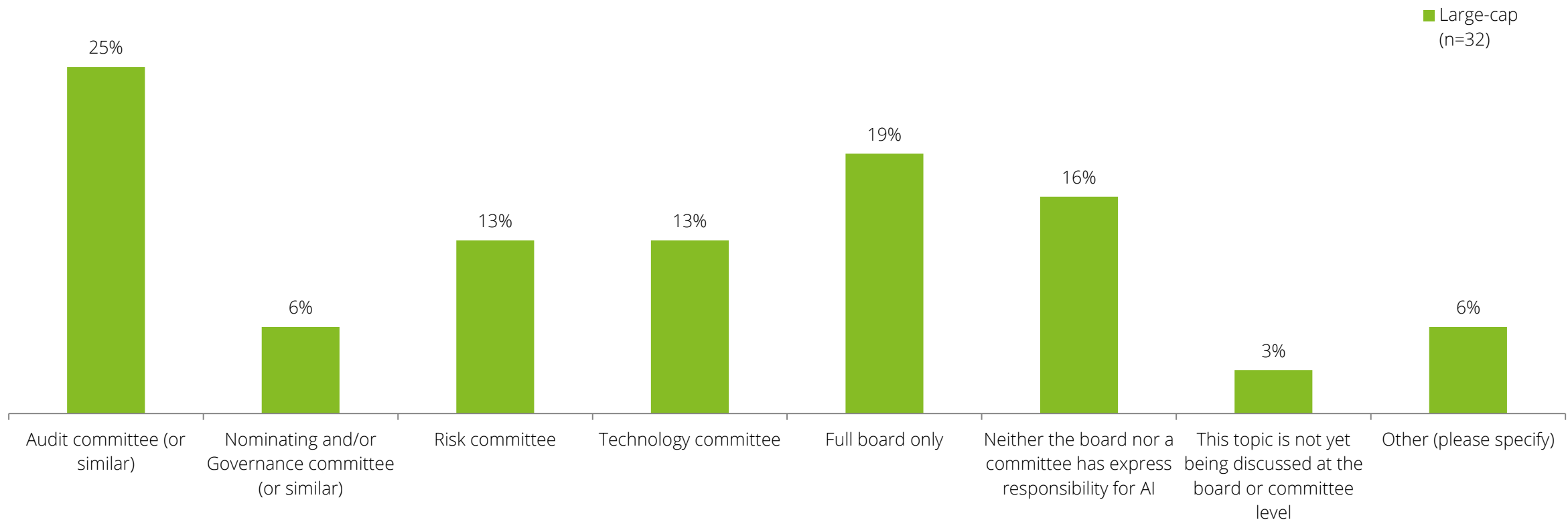


Note: No respondent answered "decrease."

Which functional area(s) or department(s) in your company has/have primary responsibility for AI matters (e.g., design, development, or validation/testing)? Select all that apply.

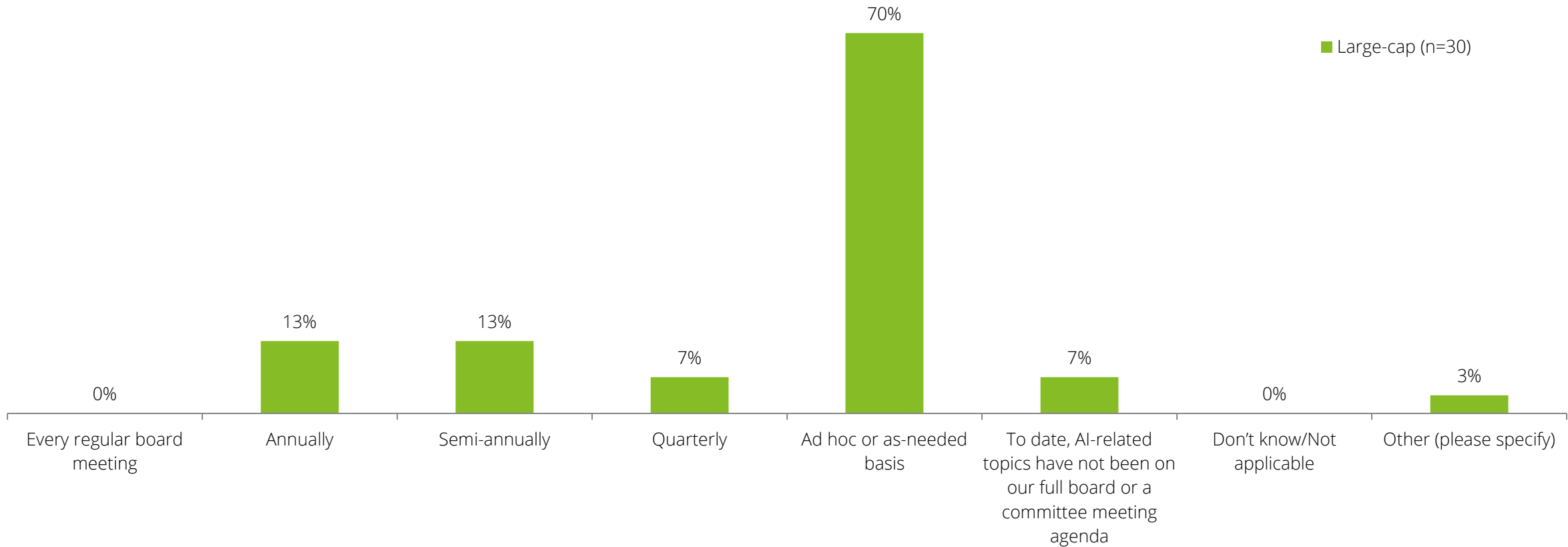


Where does primary oversight for AI lie within your company's board?

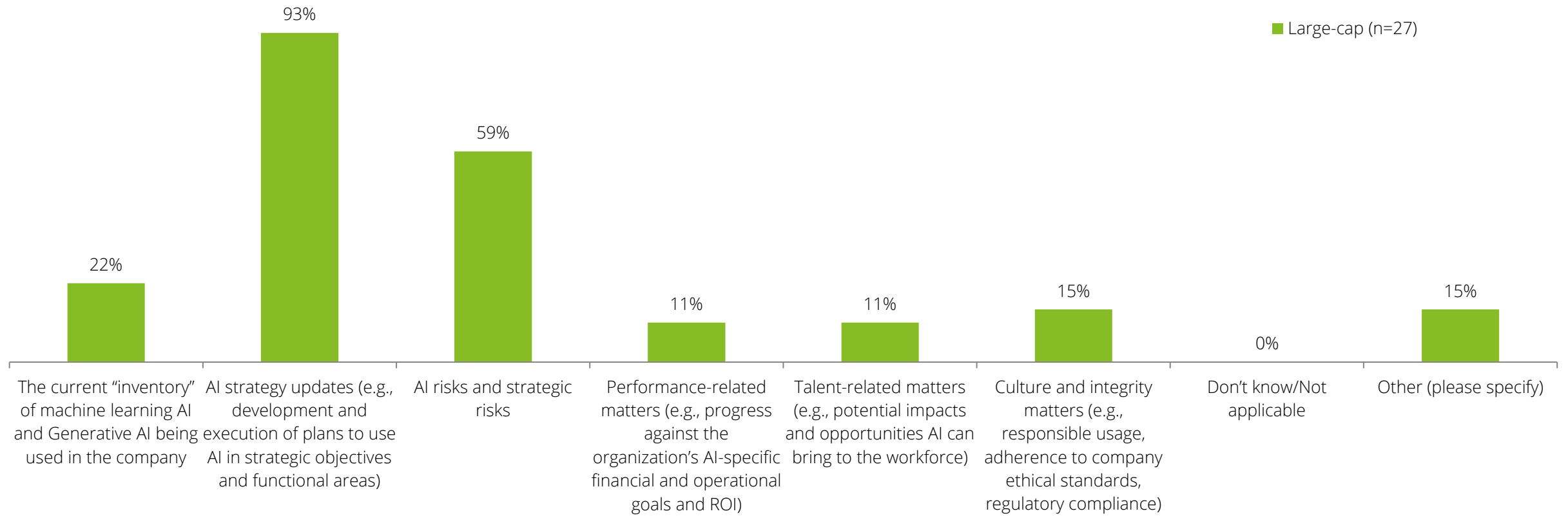


Note: No respondent answered "Compensation committee (or similar)" or "Don't know/not applicable."

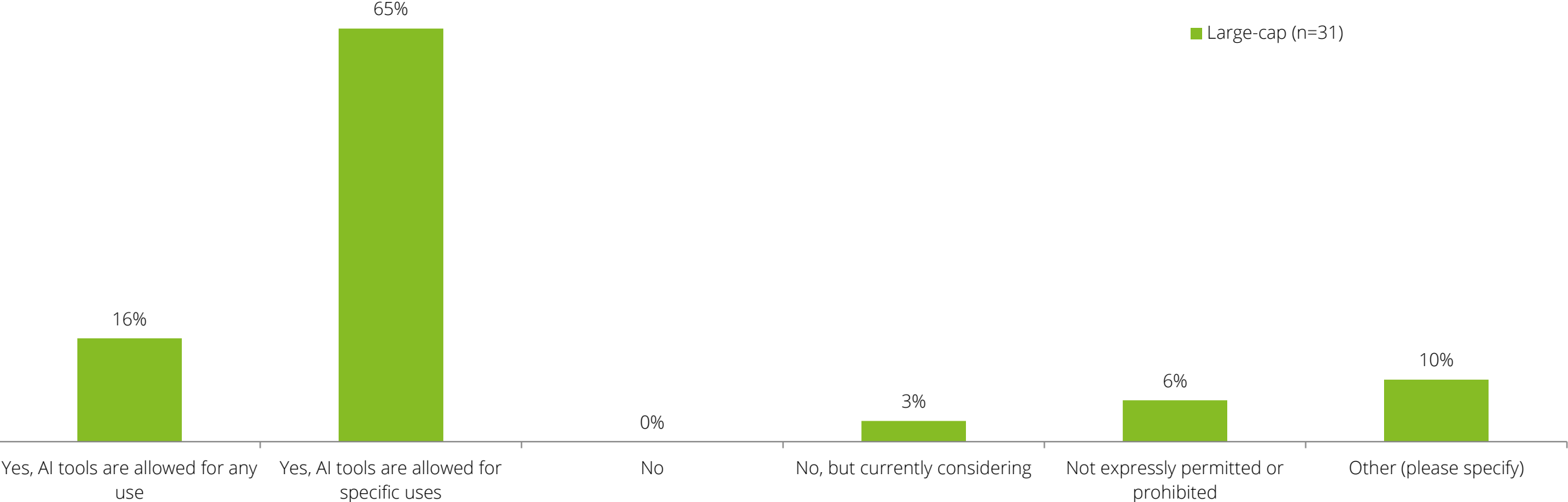
**Describe the frequency of AI-related topics on the meeting agenda for the full board or board committee(s).
Select all that apply.**



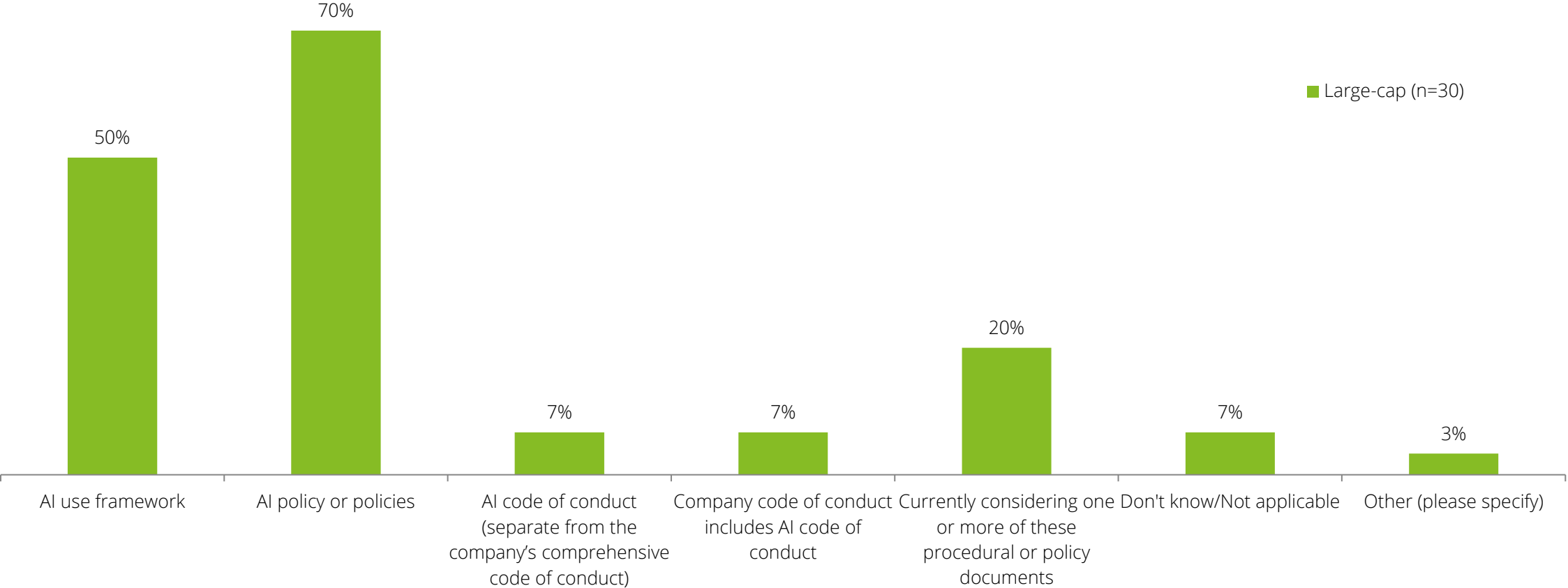
Which of the following information does the board and/or any of its committees regularly receive related to company use of AI? Select all that apply.



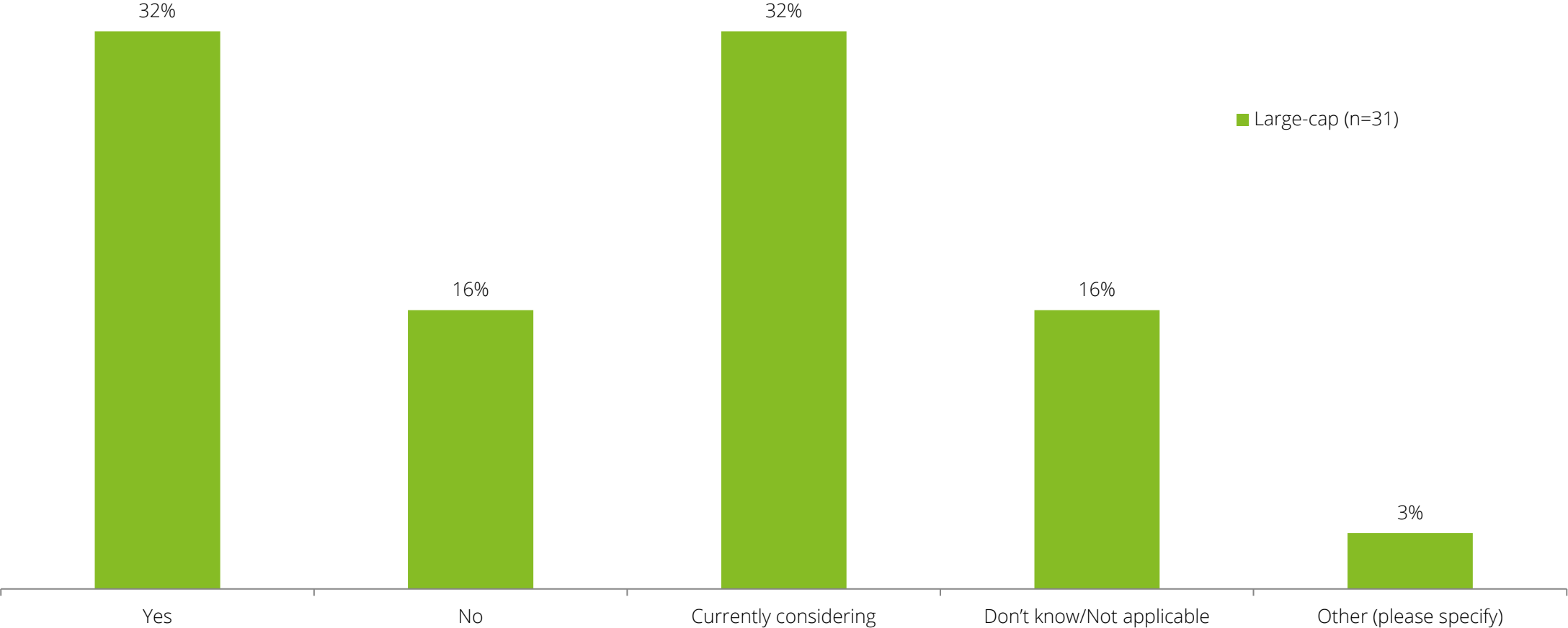
Does your company permit the use of AI tools by employees?



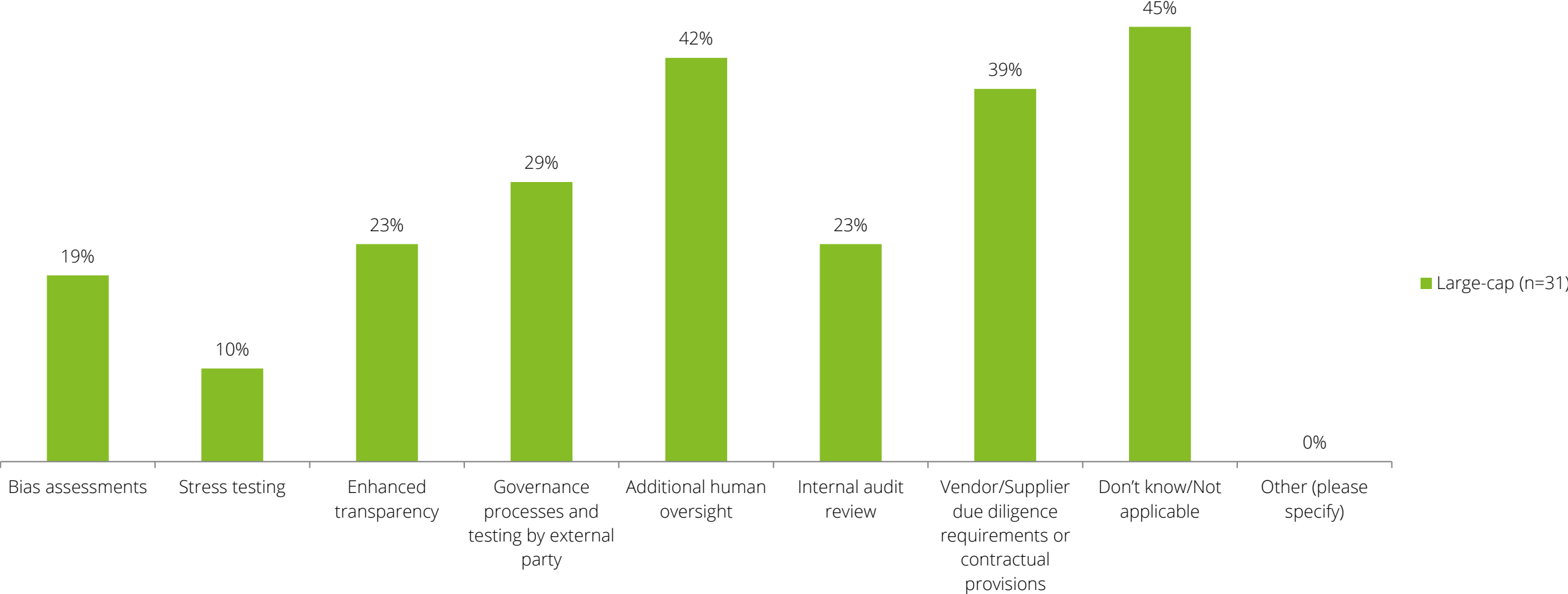
**Does your company have any of the following procedural or policy documents?
Select all that apply.**



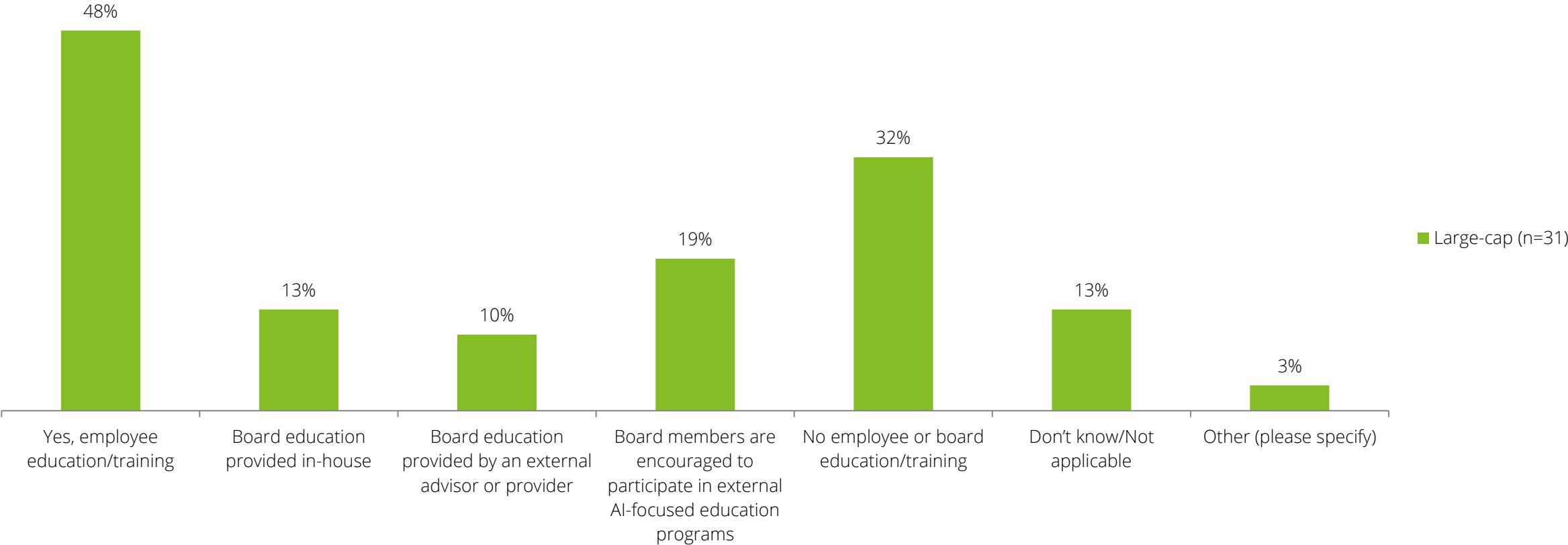
Has your company revised corporate policies, such as privacy, cyber, risk management, data management (e.g., records retention), etc. to address the use of AI?



What risk mitigation measures pertaining to AI has your company adopted/implemented? Select all that apply.



Does your company provide training/education on AI? Select all that apply.



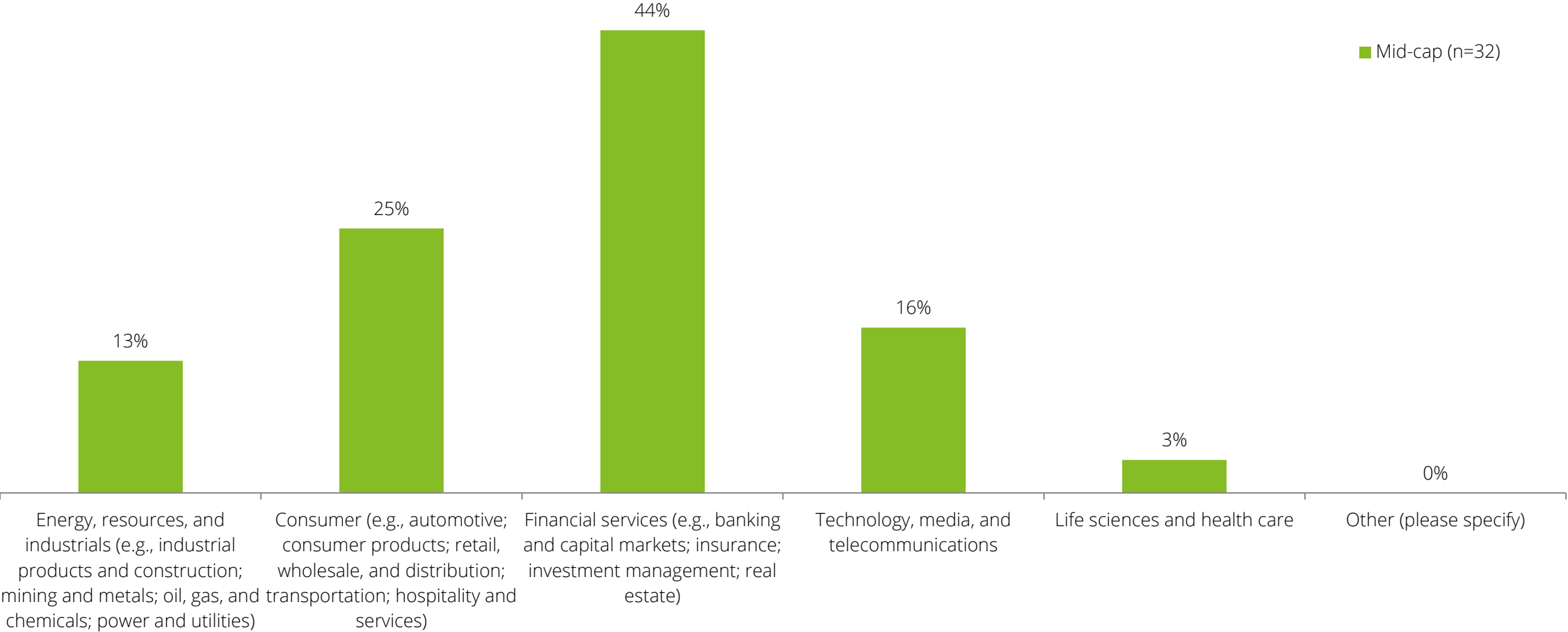


Public companies

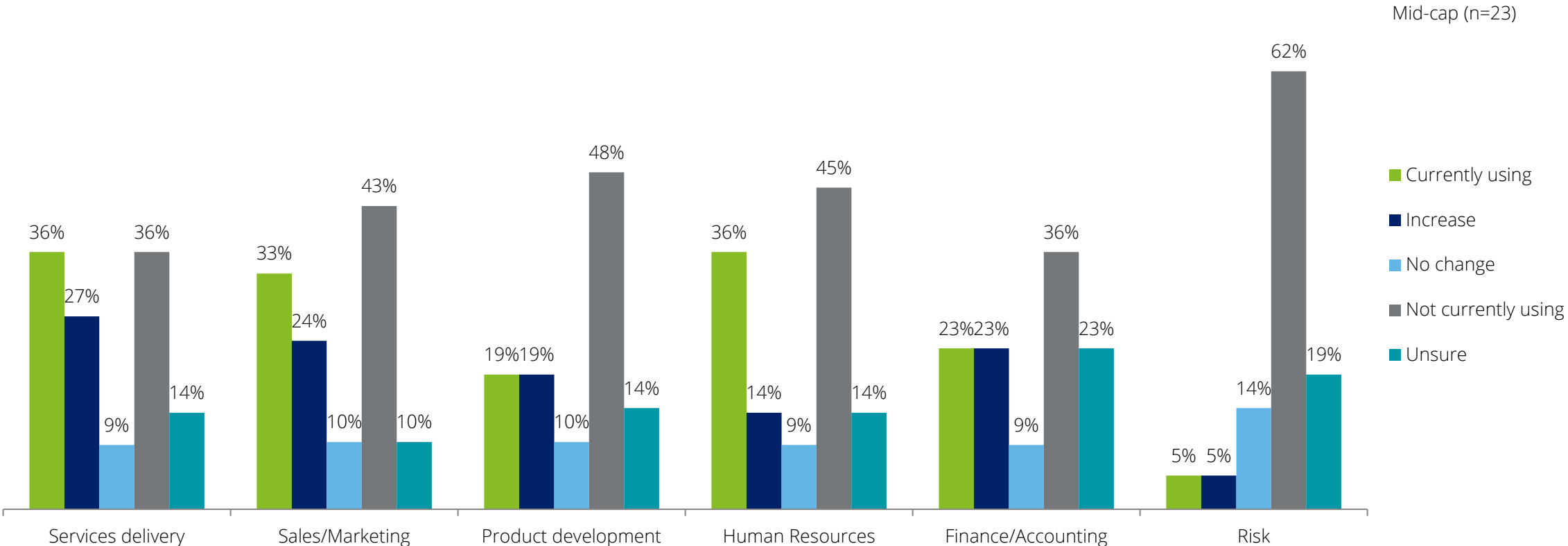
Mid-cap (\$2 billion to \$10 billion)

32 mid-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:

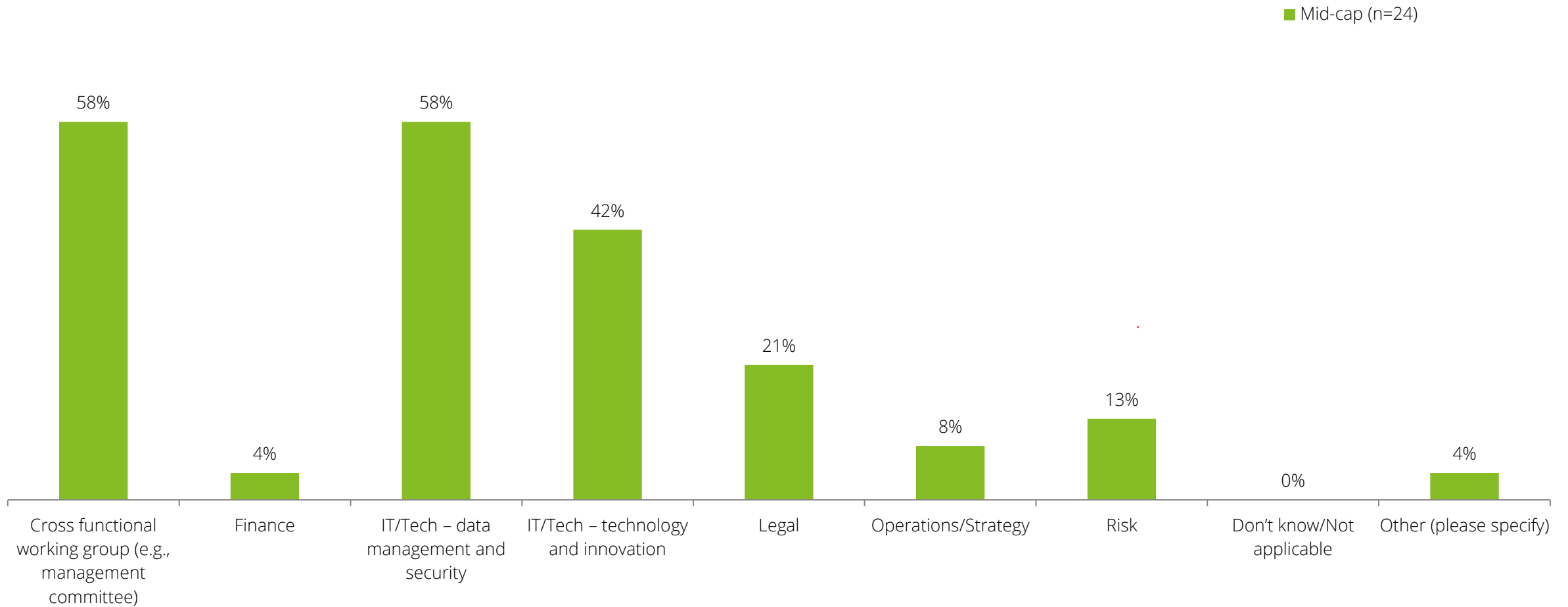


Please indicate whether your company is using artificial intelligence (AI) in the following areas. If so, specify any change in use over the past year.

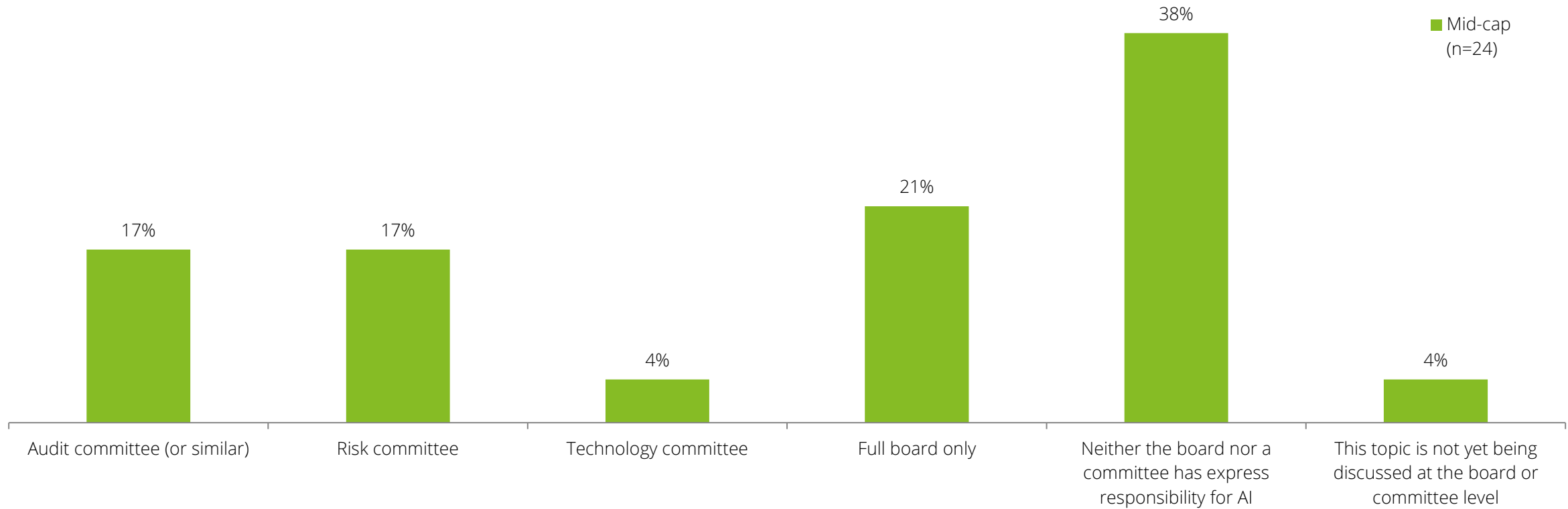


Note: No respondent answered "decrease."

Which functional area(s) or department(s) in your company has/have primary responsibility for AI matters (e.g., design, development, or validation/testing)? Select all that apply.

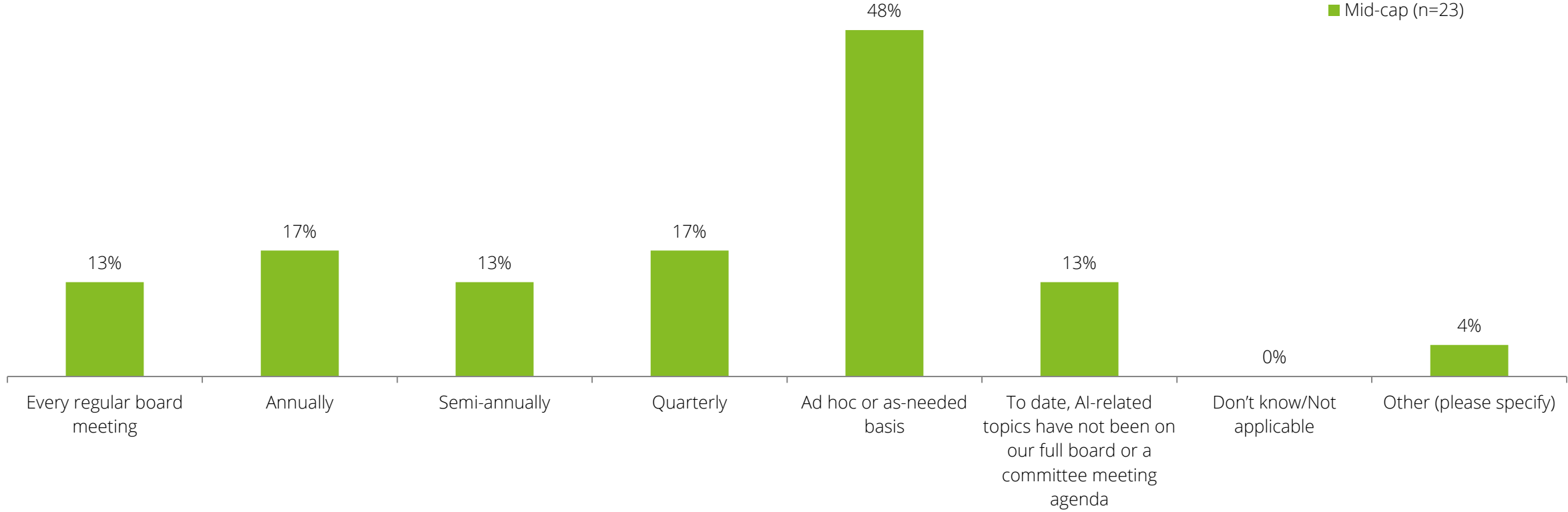


Where does primary oversight for AI lie within your company's board?



Note: No respondent answered "Compensation committee (or similar)"; "Nominating and/or Governance committee (or similar); "Don't know/not applicable"; or "Other (please specify)."

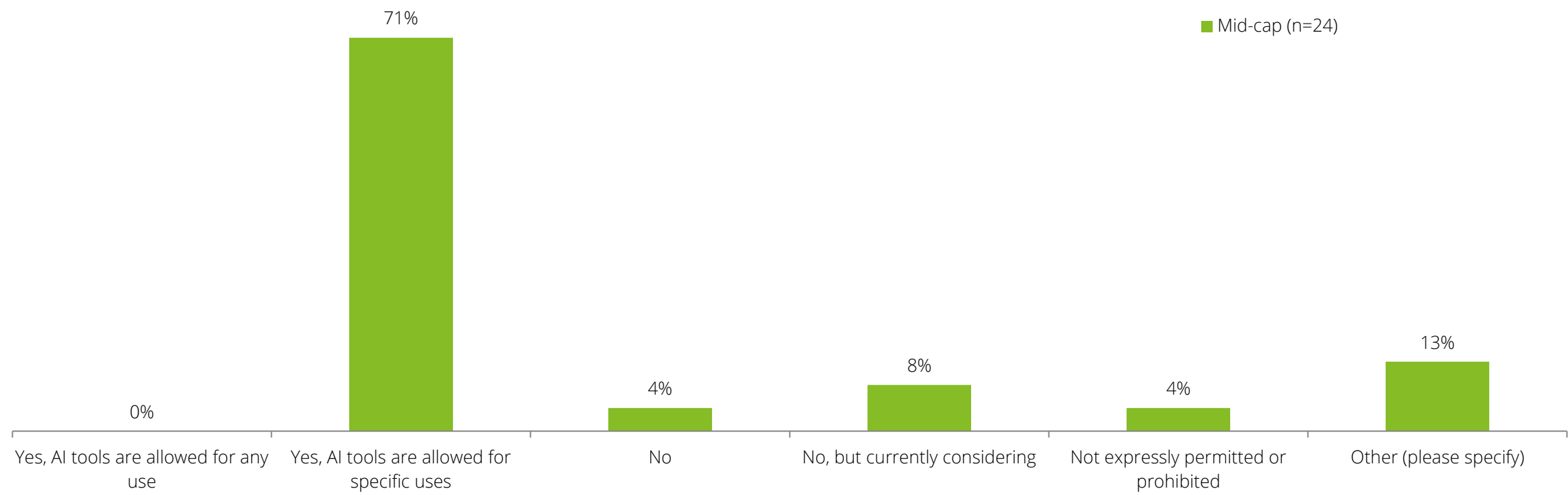
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Select all that apply.**



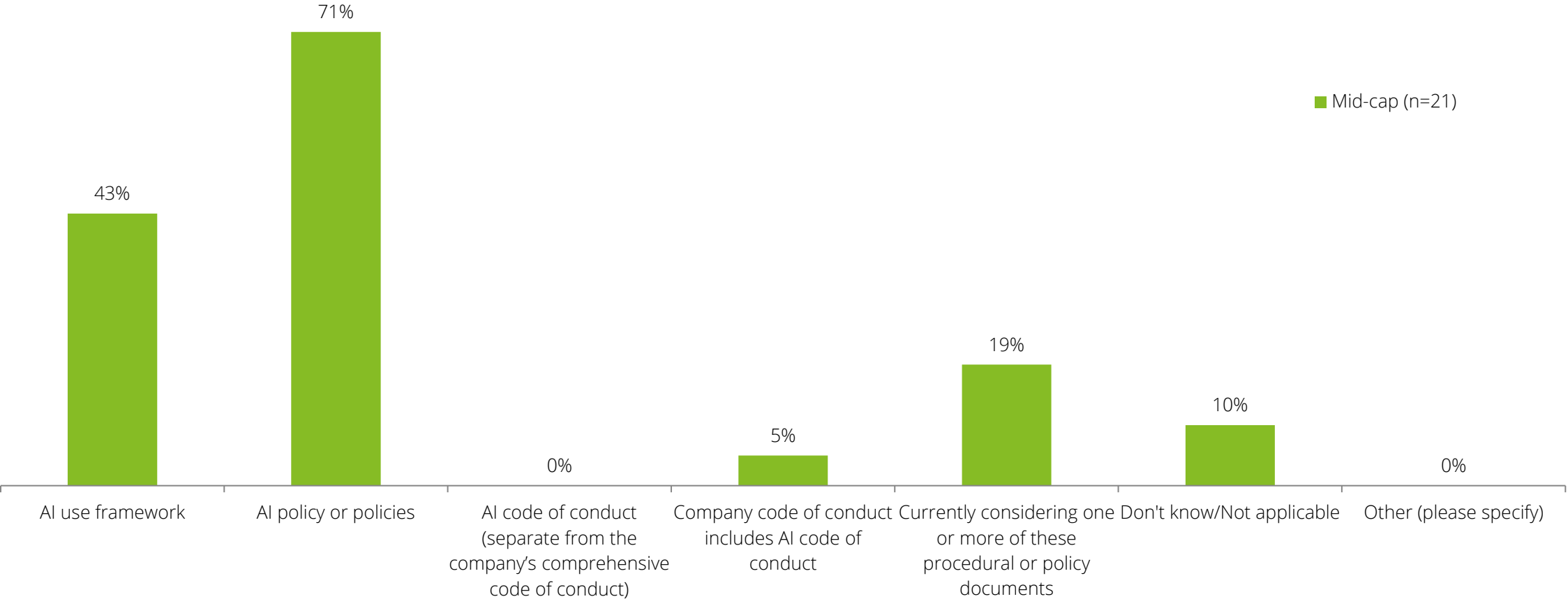
Which of the following information does the board and/or any of its committees regularly receive related to company use of AI? Select all that apply.



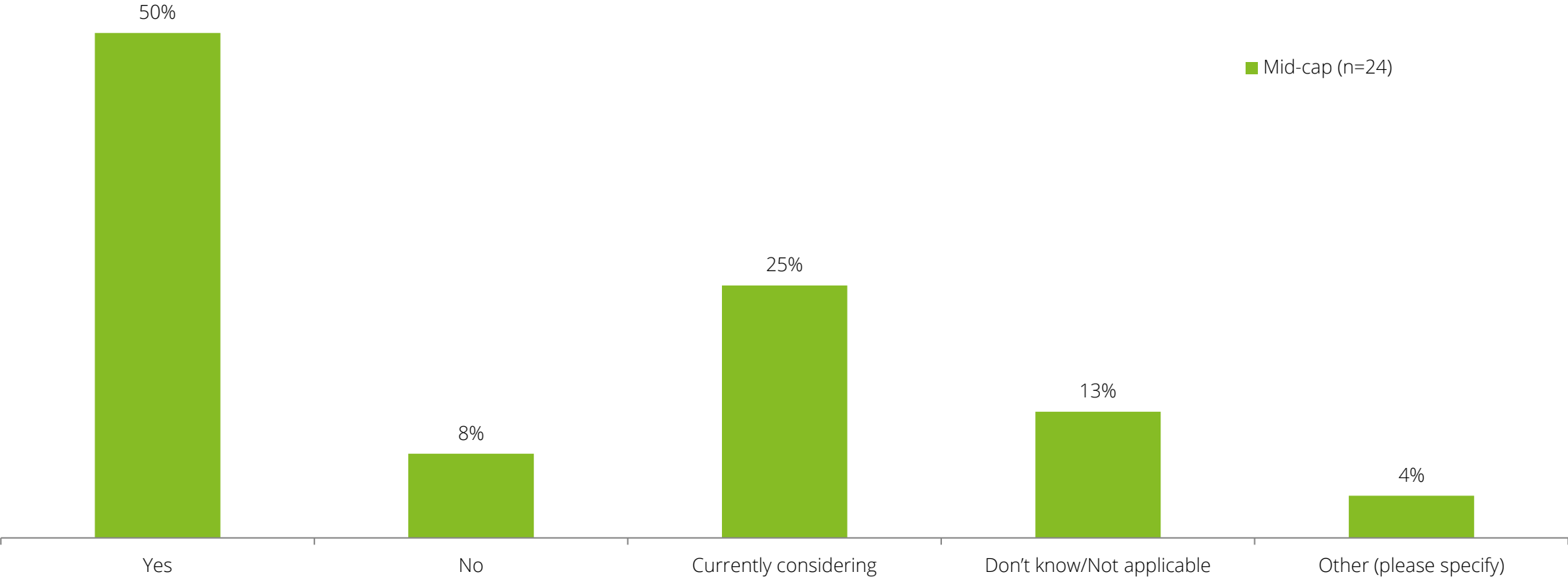
Does your company permit the use of AI tools by employees?



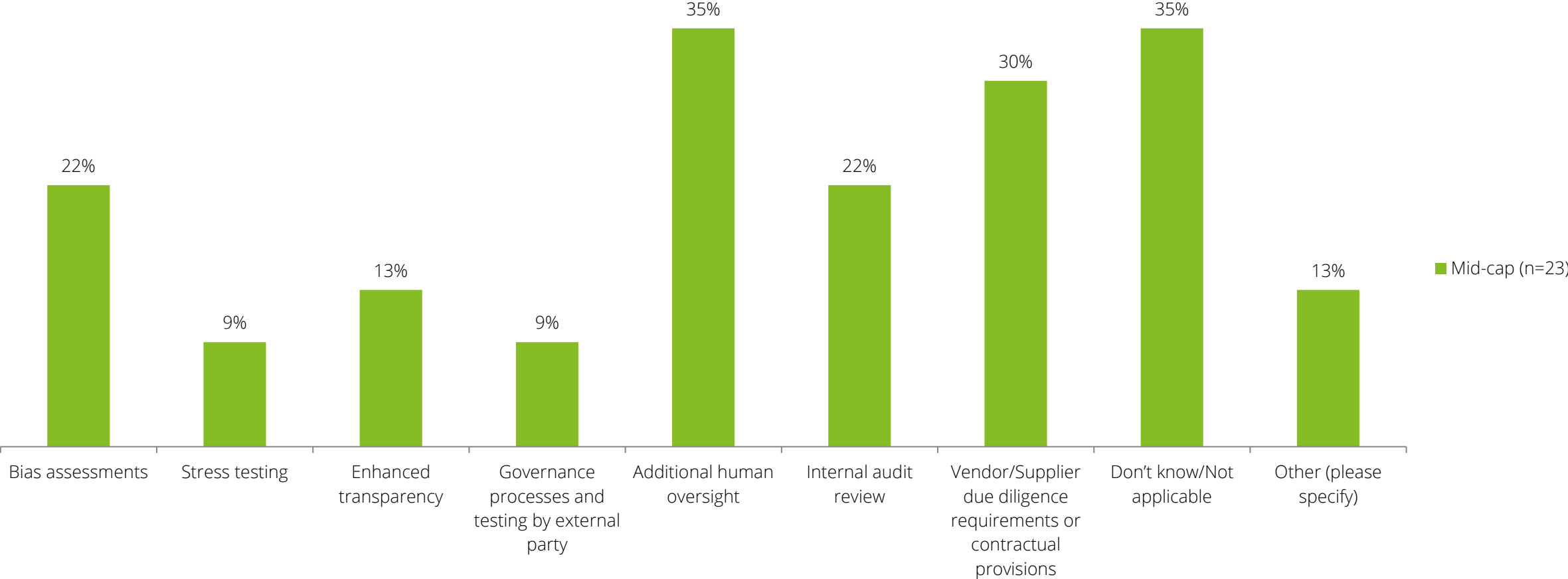
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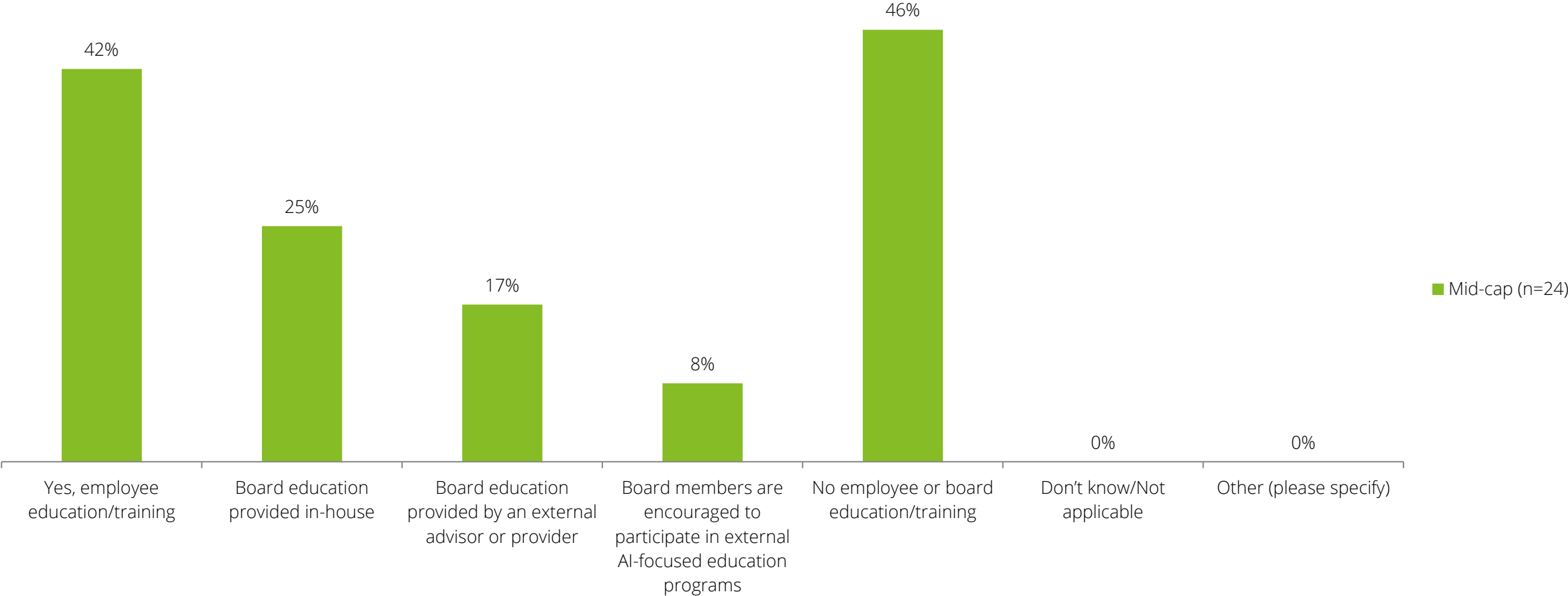
Has your company revised corporate policies, such as privacy, cyber, risk management, data management (e.g., records retention), etc. to address the use of AI?



What risk mitigation measures pertaining to AI has your company adopted/implemented? Select all that apply.



Does your company provide training/education on AI? Select all that apply.

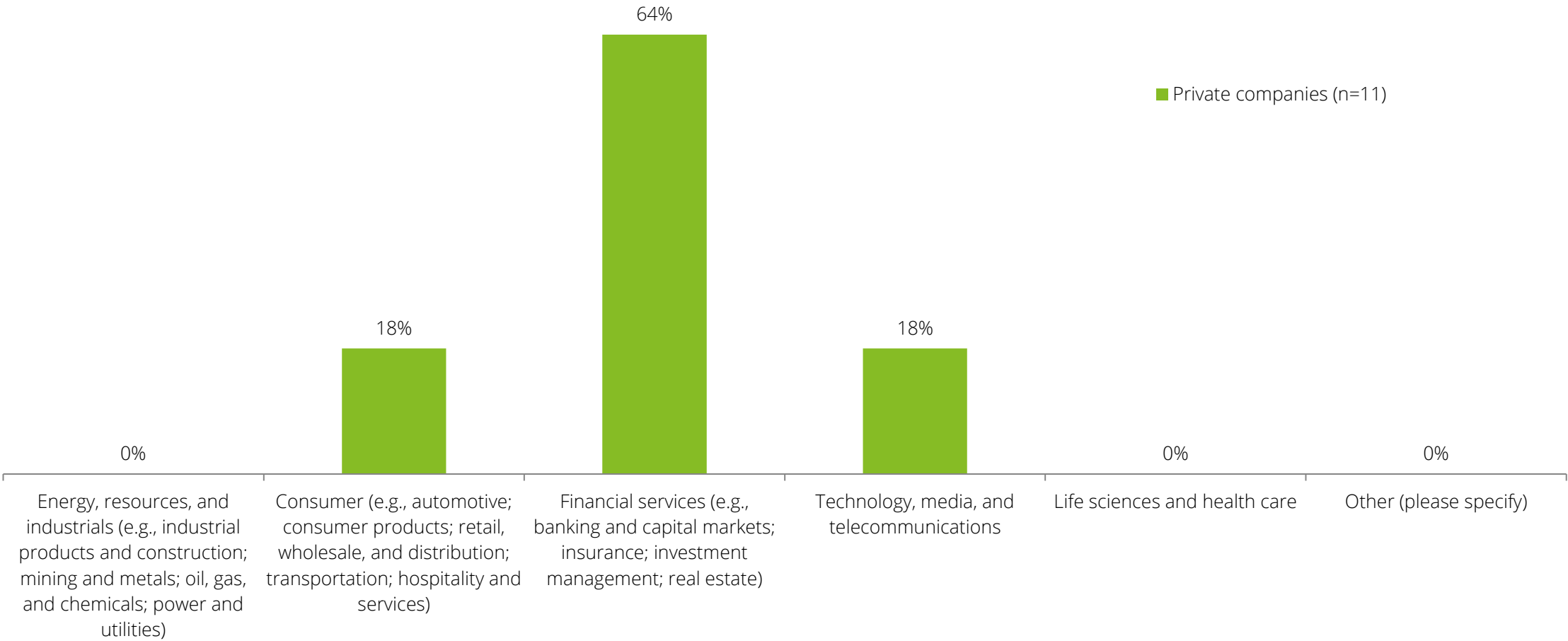




Private companies

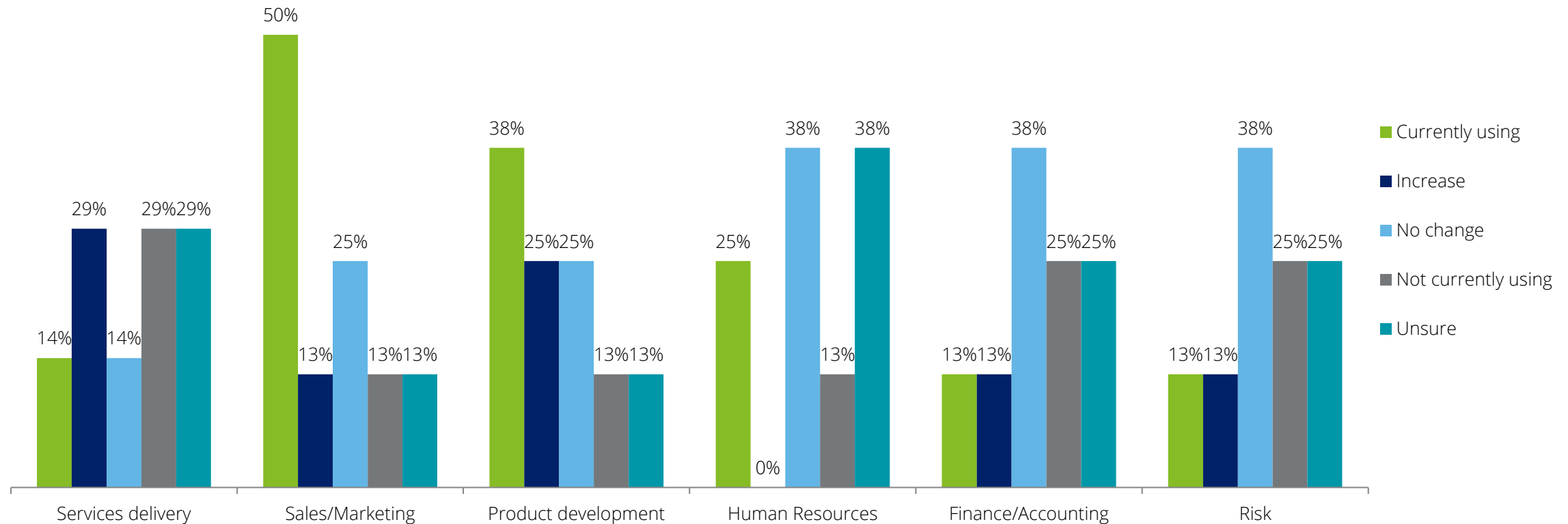
13 private companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:



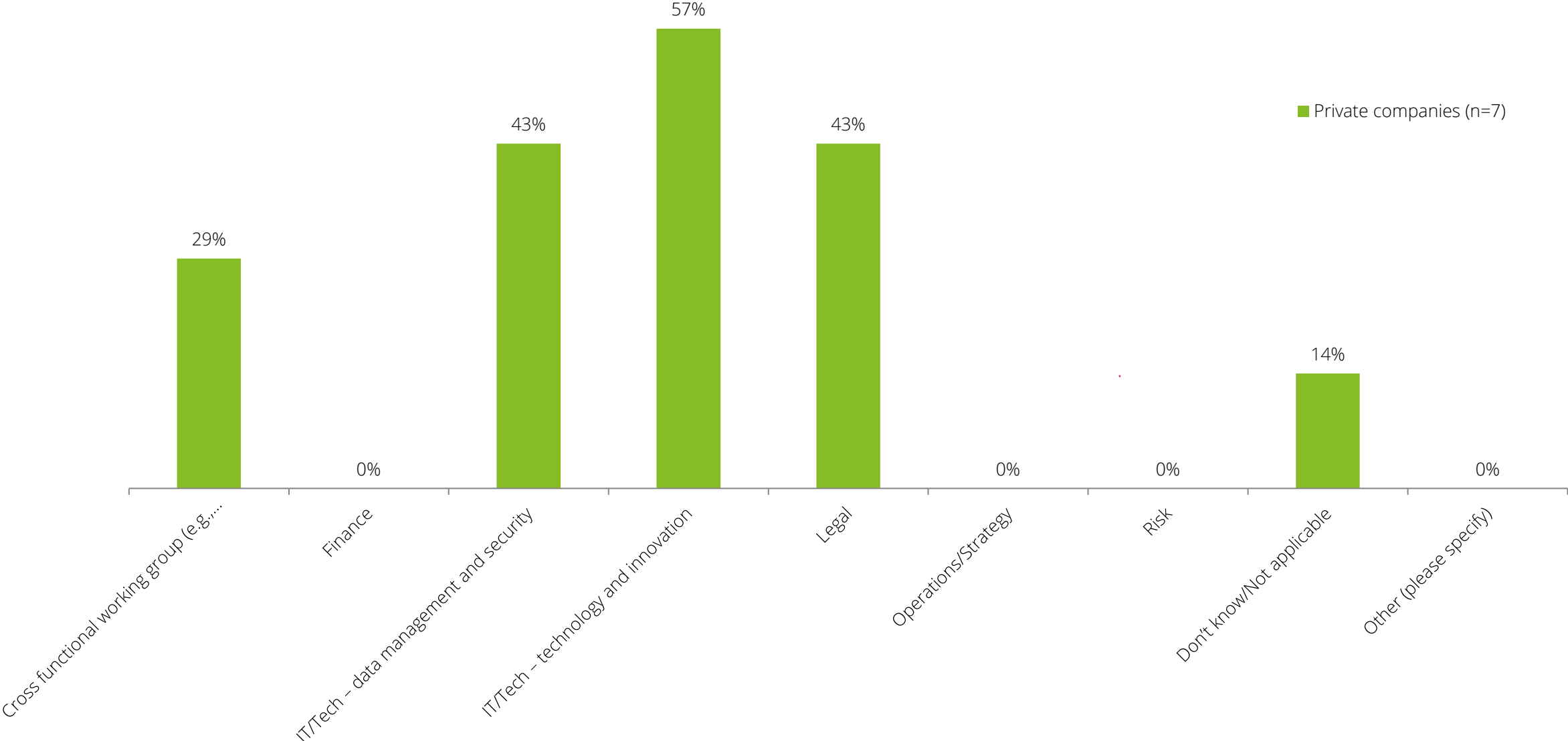
Please indicate whether your company is using artificial intelligence (AI) in the following areas. If so, specify any change in use over the past year.

Private companies
(n=8)

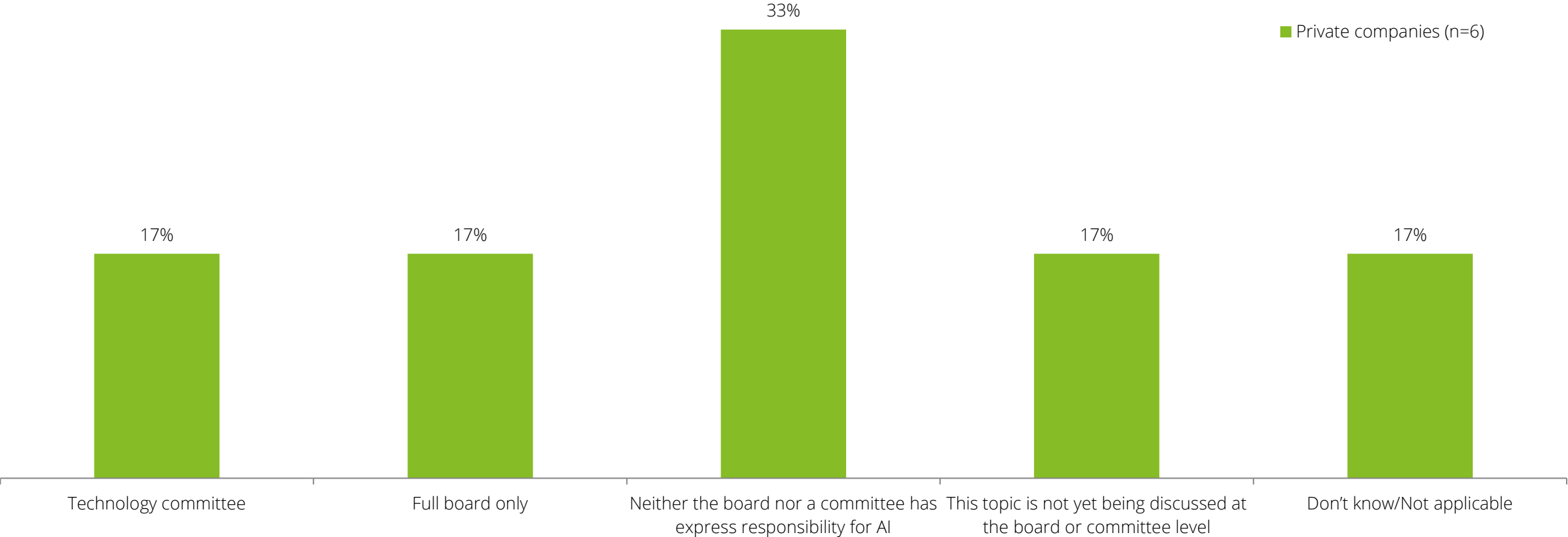


Note: No respondent answered "decrease."

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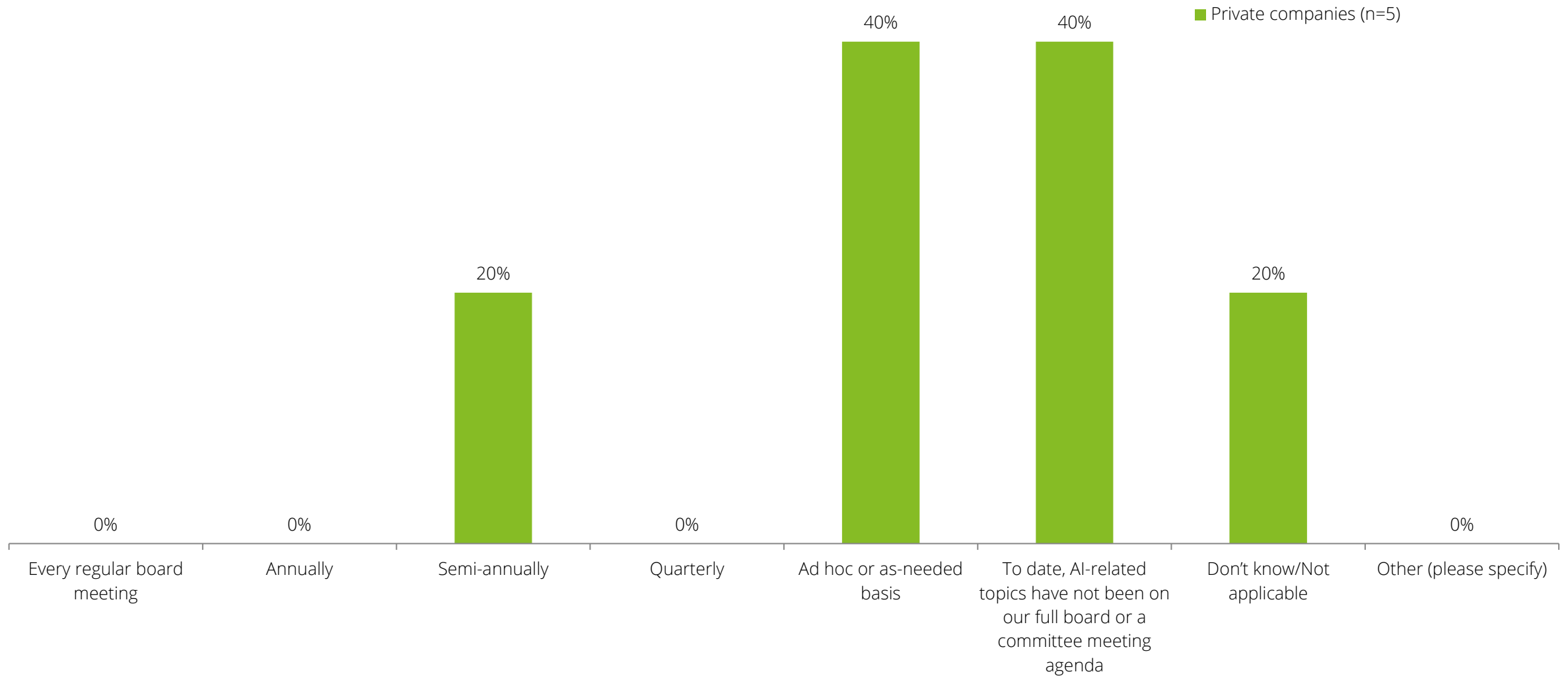


Where does primary oversight for AI lie within your company's board?

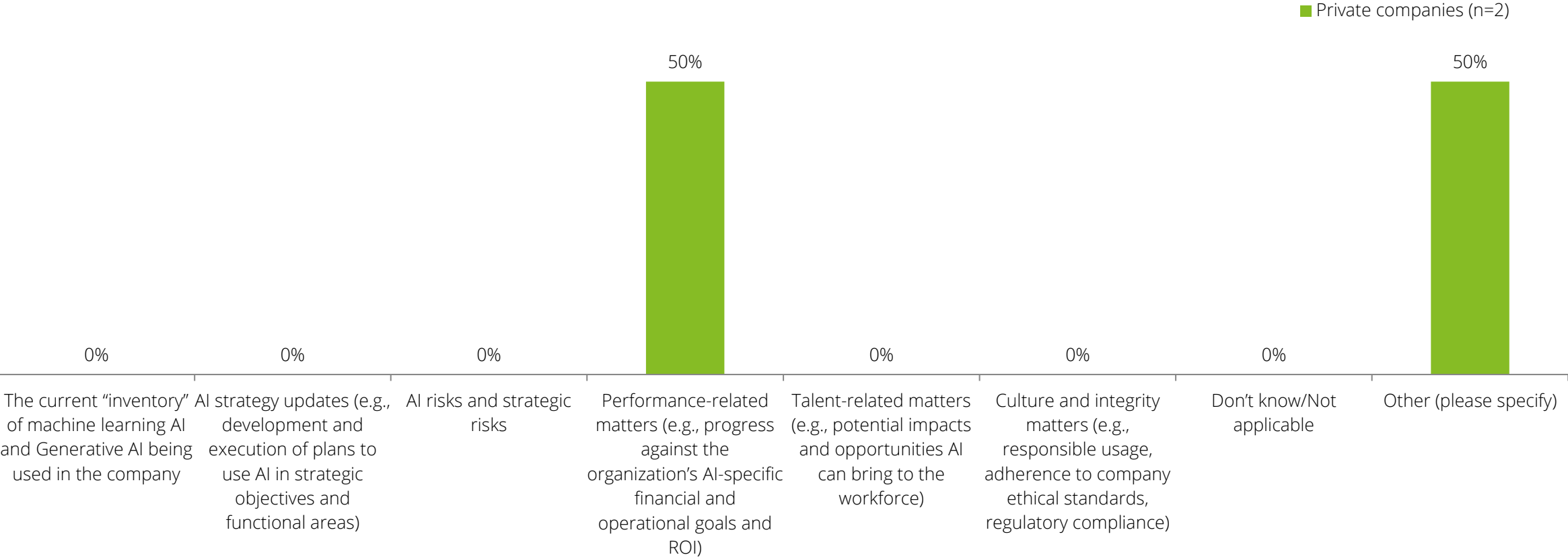


Note: No respondent answered "Audit committee (or similar)"; Compensation committee (or similar)"; "Nominating and/or Governance committee (or similar)"; "Risk committee"; or "Other (please specify)."

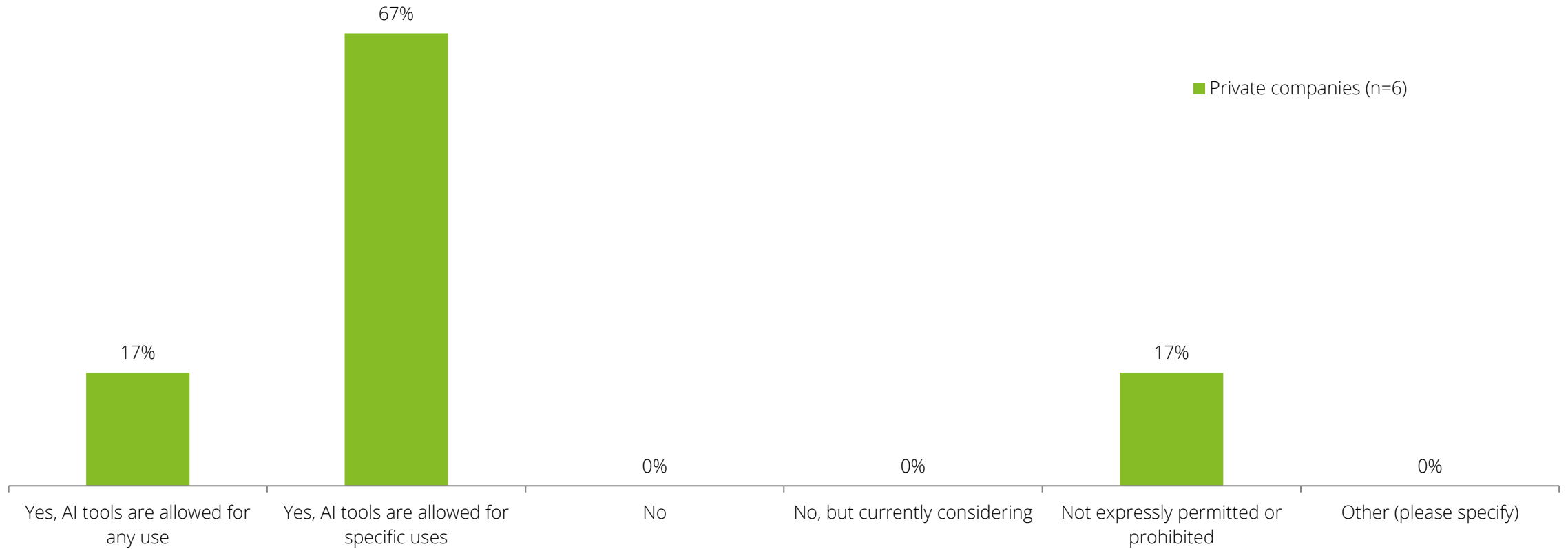
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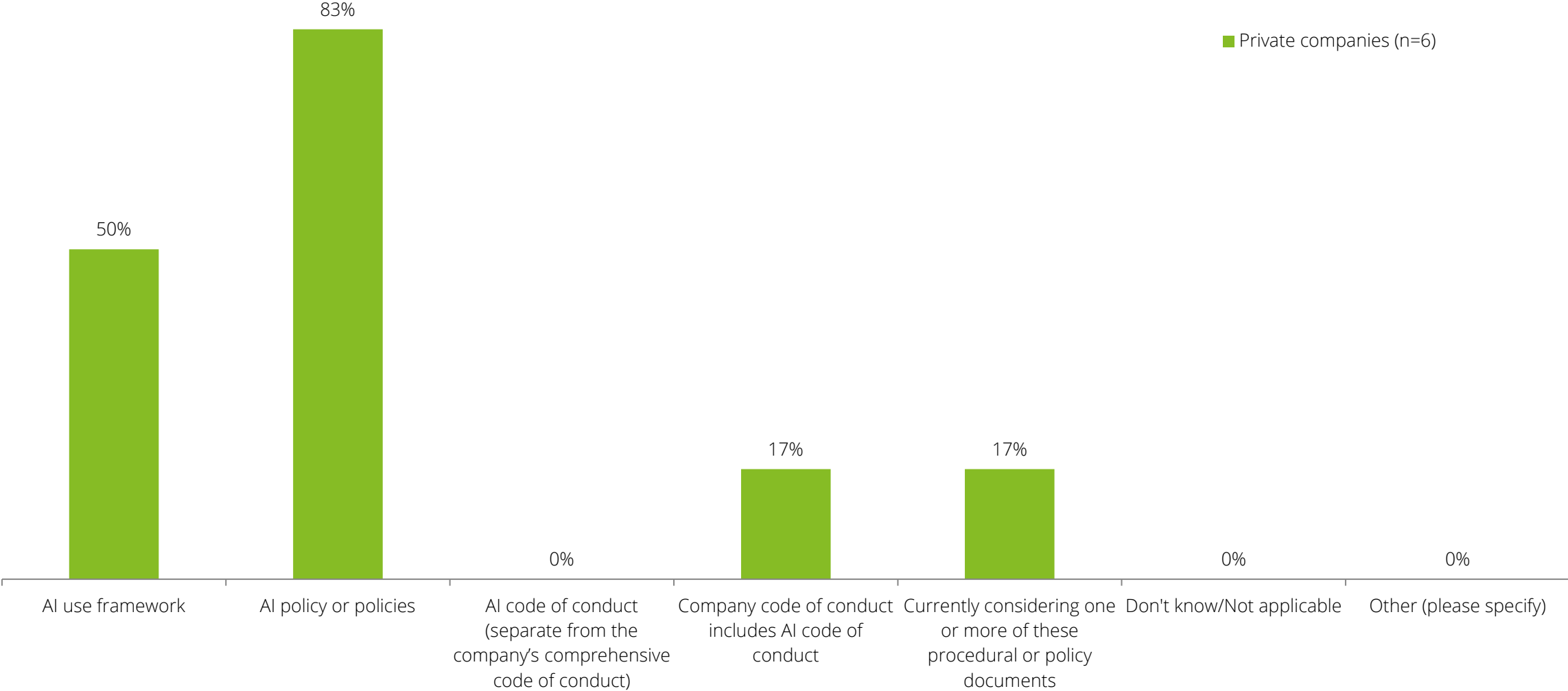
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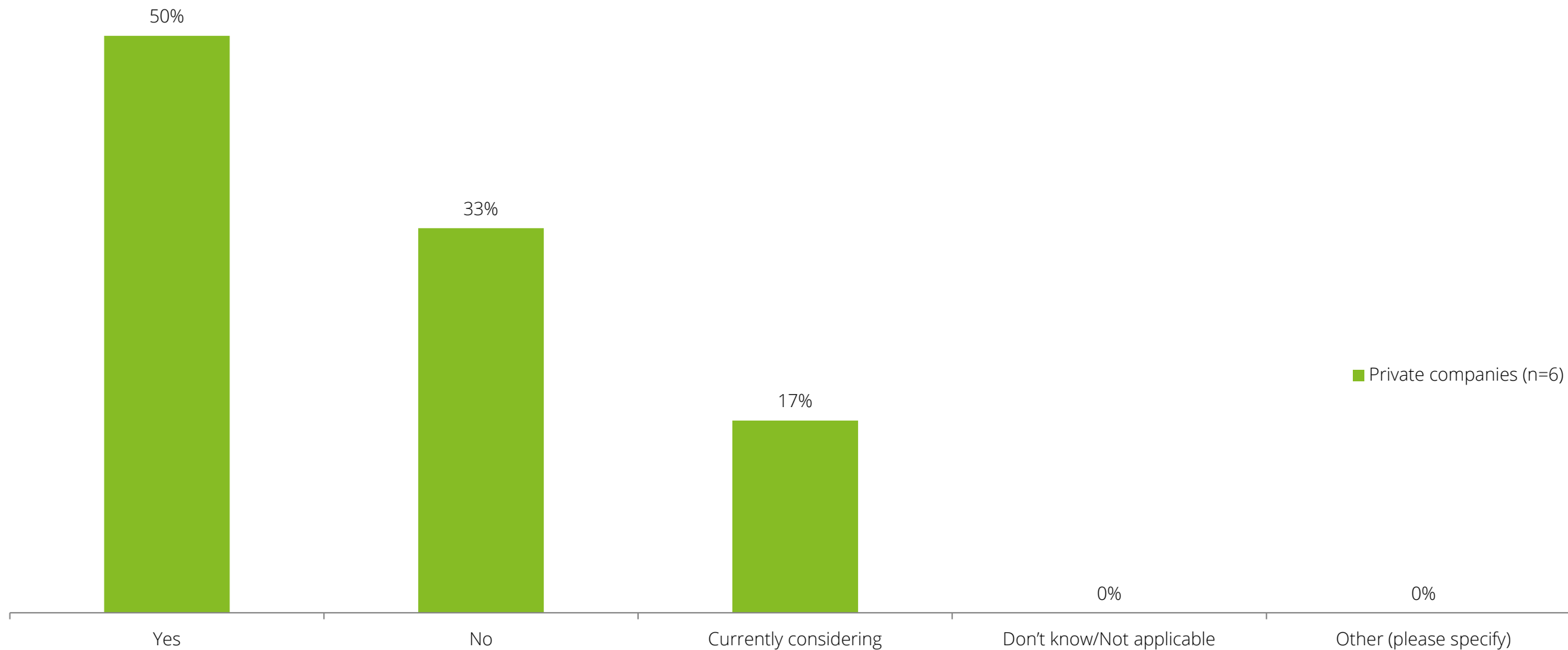
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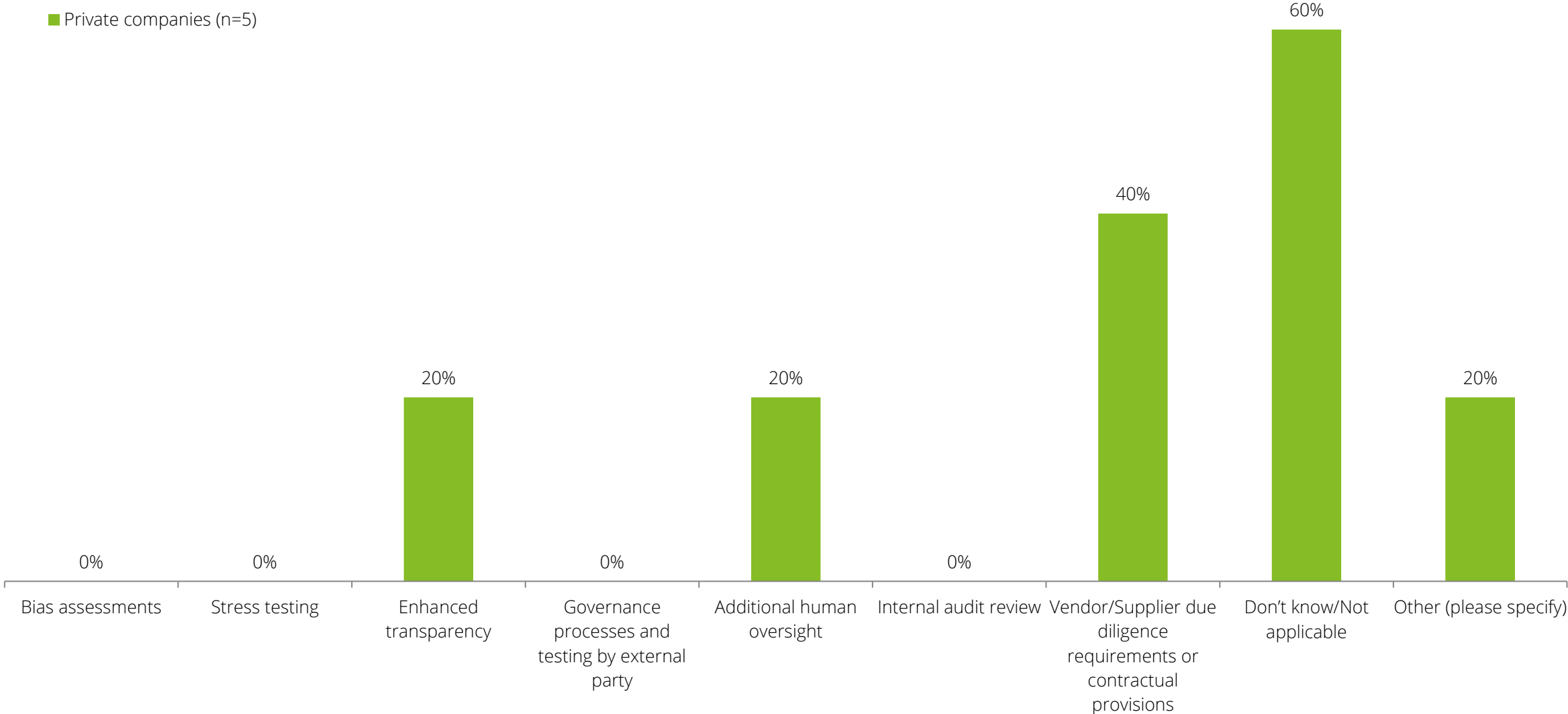
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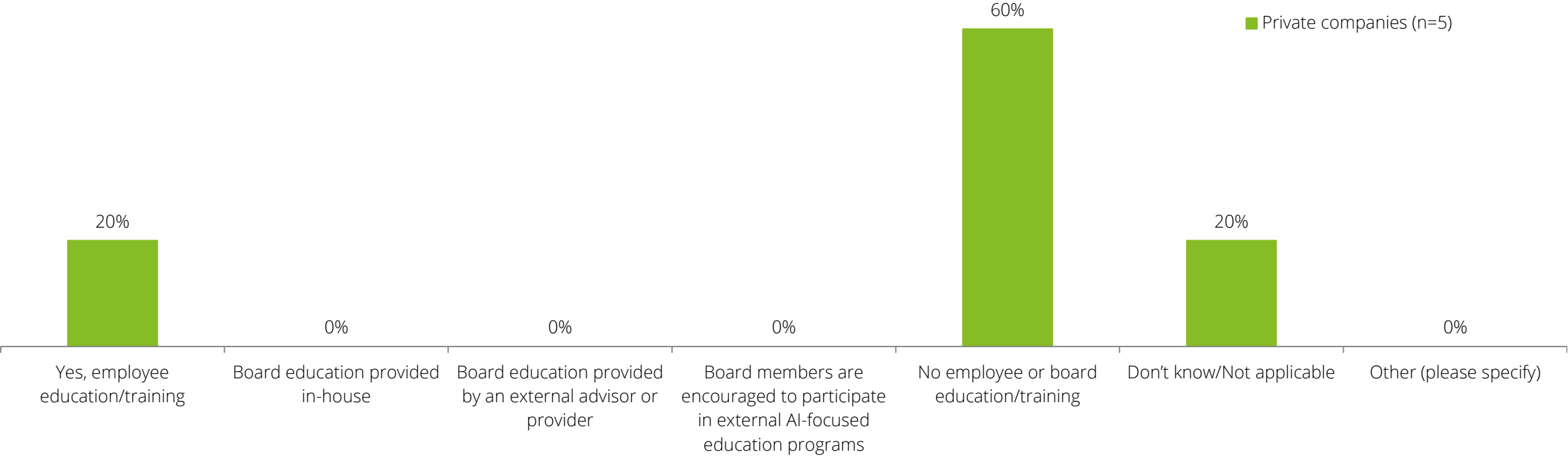
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Does your company provide training/education on AI? Select all that apply.



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Founded in 1946, the Society is a professional membership association of approximately 3,800 corporate and assistant secretaries, in-house counsel, outside counsel, and other governance professionals who serve approximately 1,600 entities, including 1,000 public, private, and nonprofit organizations of almost every size and industry.

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Deloitte's Center for Board Effectiveness helps directors deliver value to the organizations they serve through a portfolio of high-quality, innovative experiences throughout their tenure as board members. Whether an individual is aspiring to board participation or has extensive board experience, the Center's programs enable them to contribute effectively and provide focus in the areas of governance and audit, strategy, risk, innovation, compensation, and succession.

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