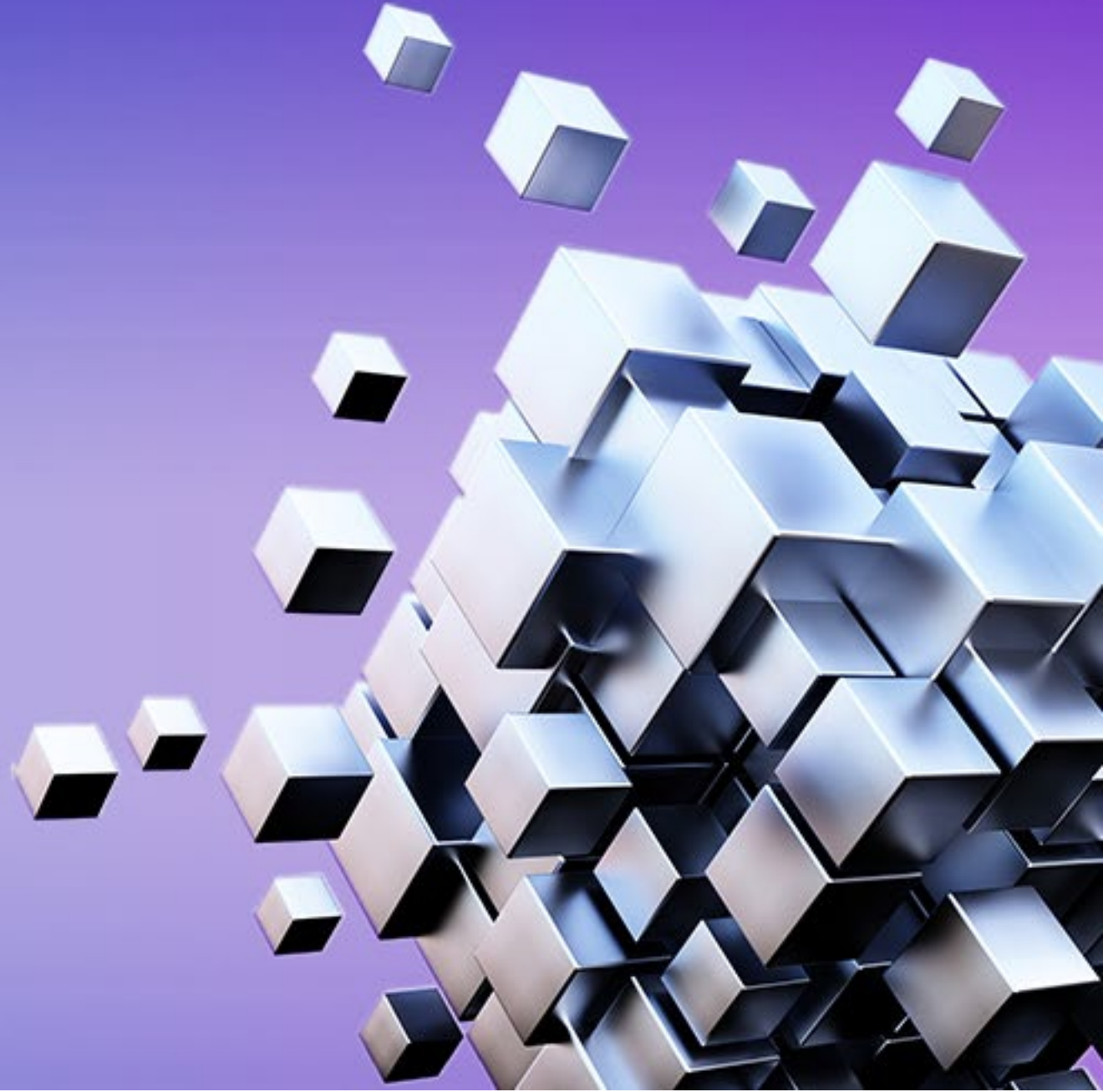




# 2025 Survey: Boardroom Lens on Generative AI

KPMG Board Leadership Center

March 2025



# About this survey

This KPMG Board Leadership Center (BLC) survey of 93 US board members was conducted January 21–February 23, 2025.



# Key takeaways

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# Key takeaways

## **It's mostly about efficiency (for most companies)**

Most directors continue to cite productivity and cost-savings as the top benefit of adopting/leveraging GenAI.

## **Starting to scale**

Few companies have integrated GenAI into their strategy, but an increasing number are starting to scale, have enterprise-wide GenAI training, and have adopted responsible GenAI usage guidelines.

## **Hurdles and hesitation: Talent and culture, data quality and security, compliance**

Companies continue to face significant disruptions, obstacles, and risks in the deployment of GenAI—including talent, culture, data quality and security, and compliance.

## **Use of recognized risk and governance frameworks is lagging**

Of the various AI/GenAI governance tools and approaches being used or developed, “responsible-use policies” are most common, with recognized AI risk and governance frameworks in distant second.

## **Agentic AI in view and gaining traction**

Many companies are adopting, or exploring adoption of, emerging forms of AI—including agentic AI—to automate and re-engineer workflows.

## **On the rise: Tech/AI skills in the boardroom**

Most respondents said that their boards include directors with general technology/data skills, but fewer reported having board-level GenAI expertise.

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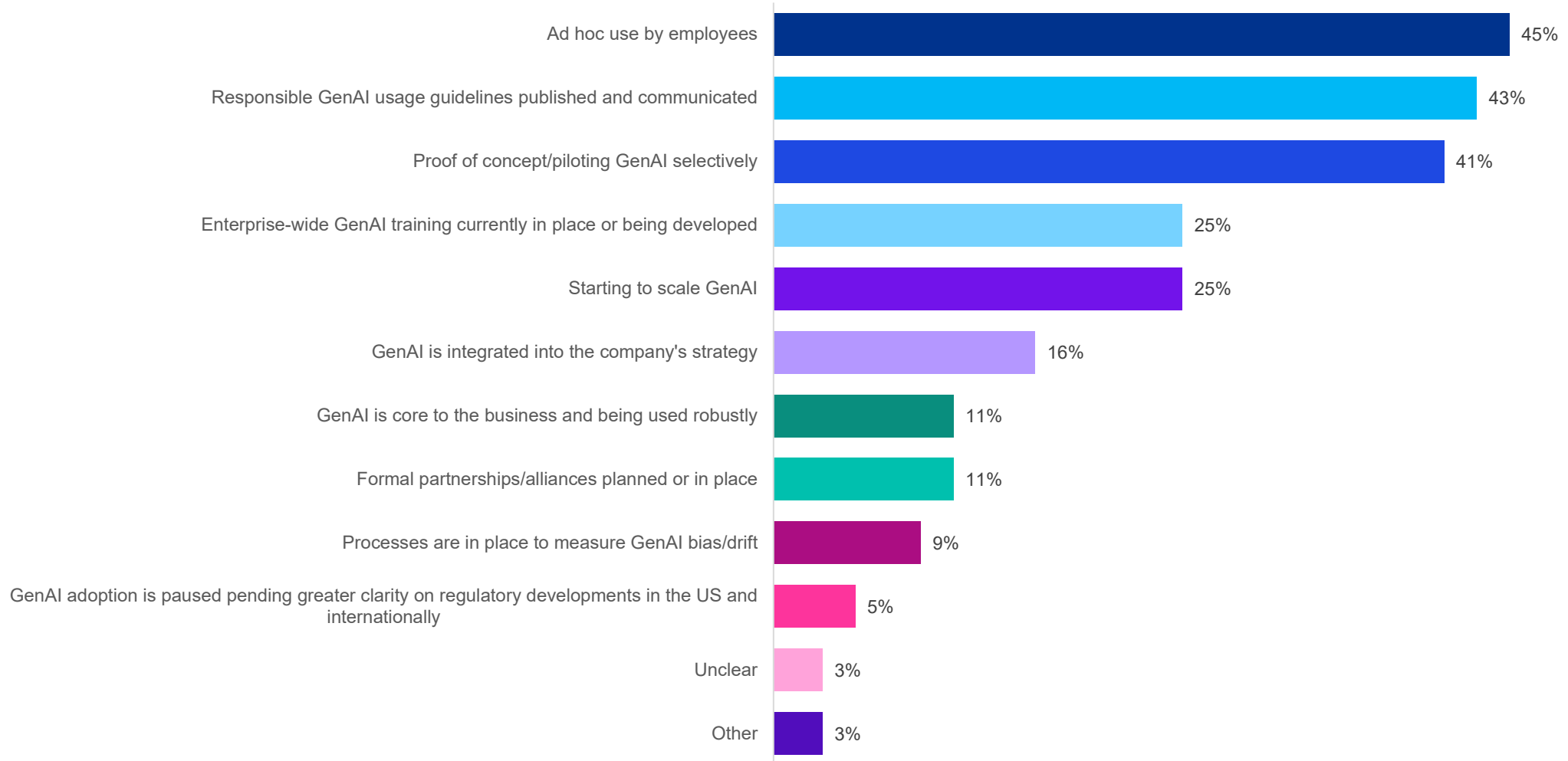
# Survey results

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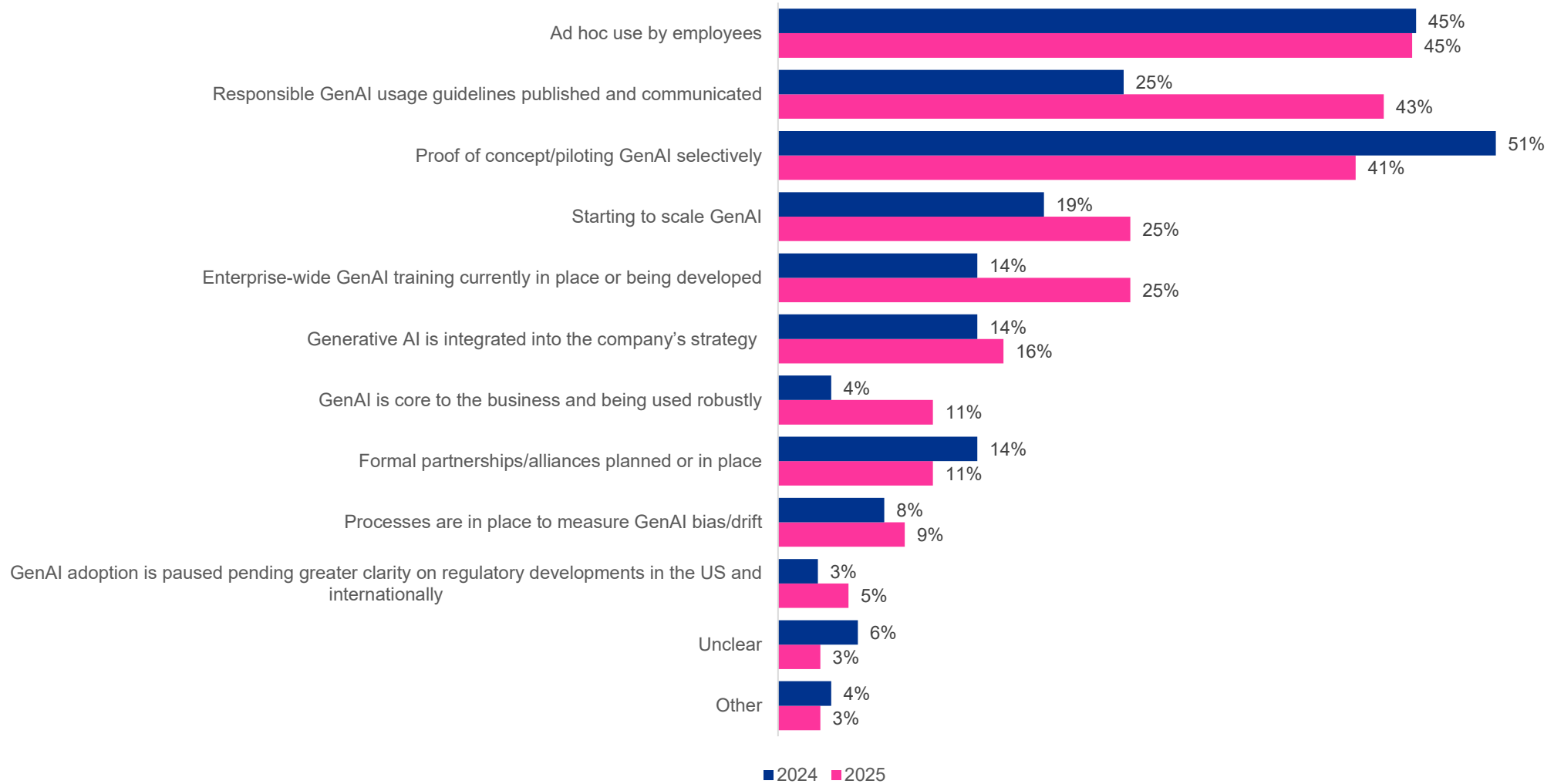


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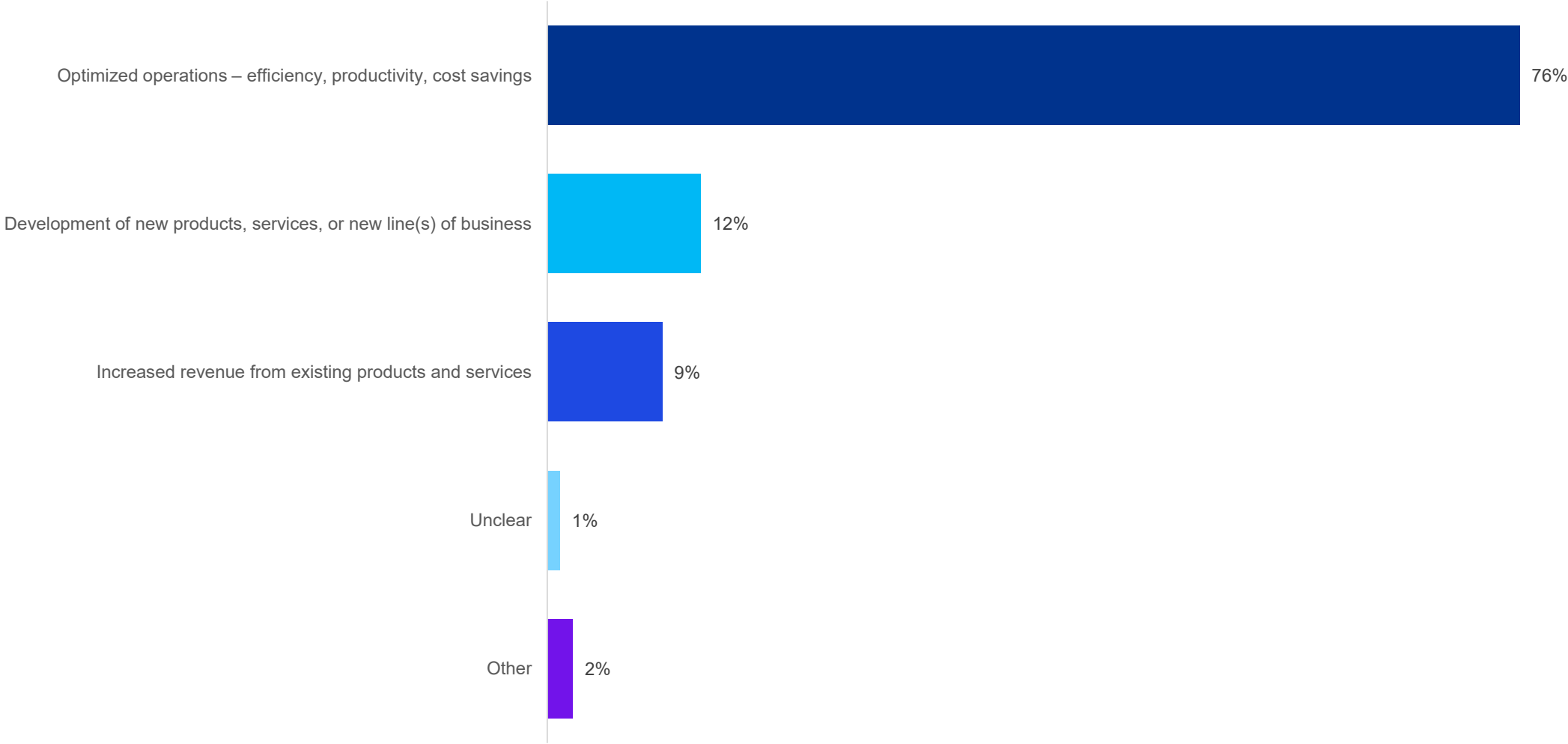
## What is the state of your company's adoption of generative AI? (select all that apply)



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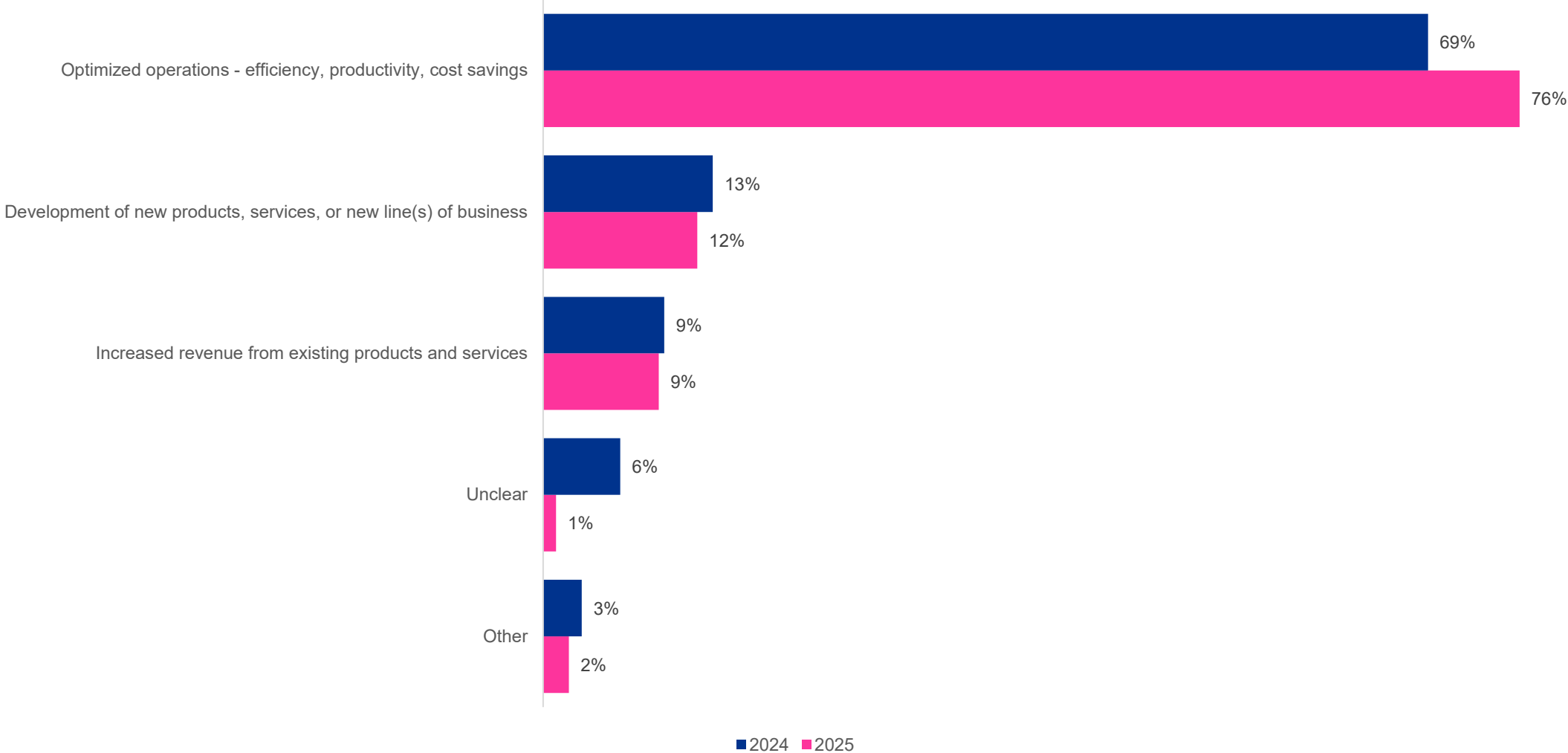


In your view, what is the top benefit to the company of adopting/leveraging generative AI? (select one)

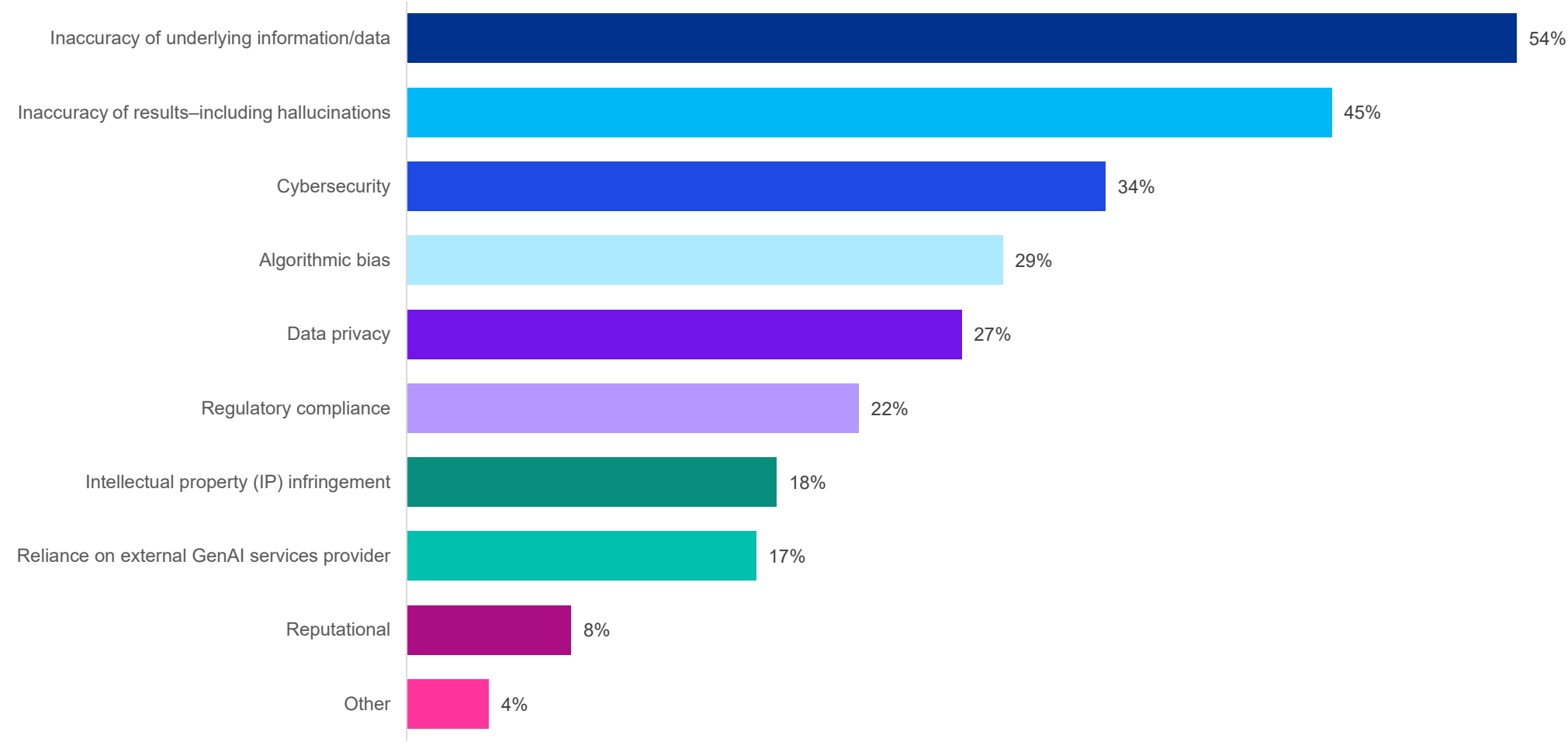




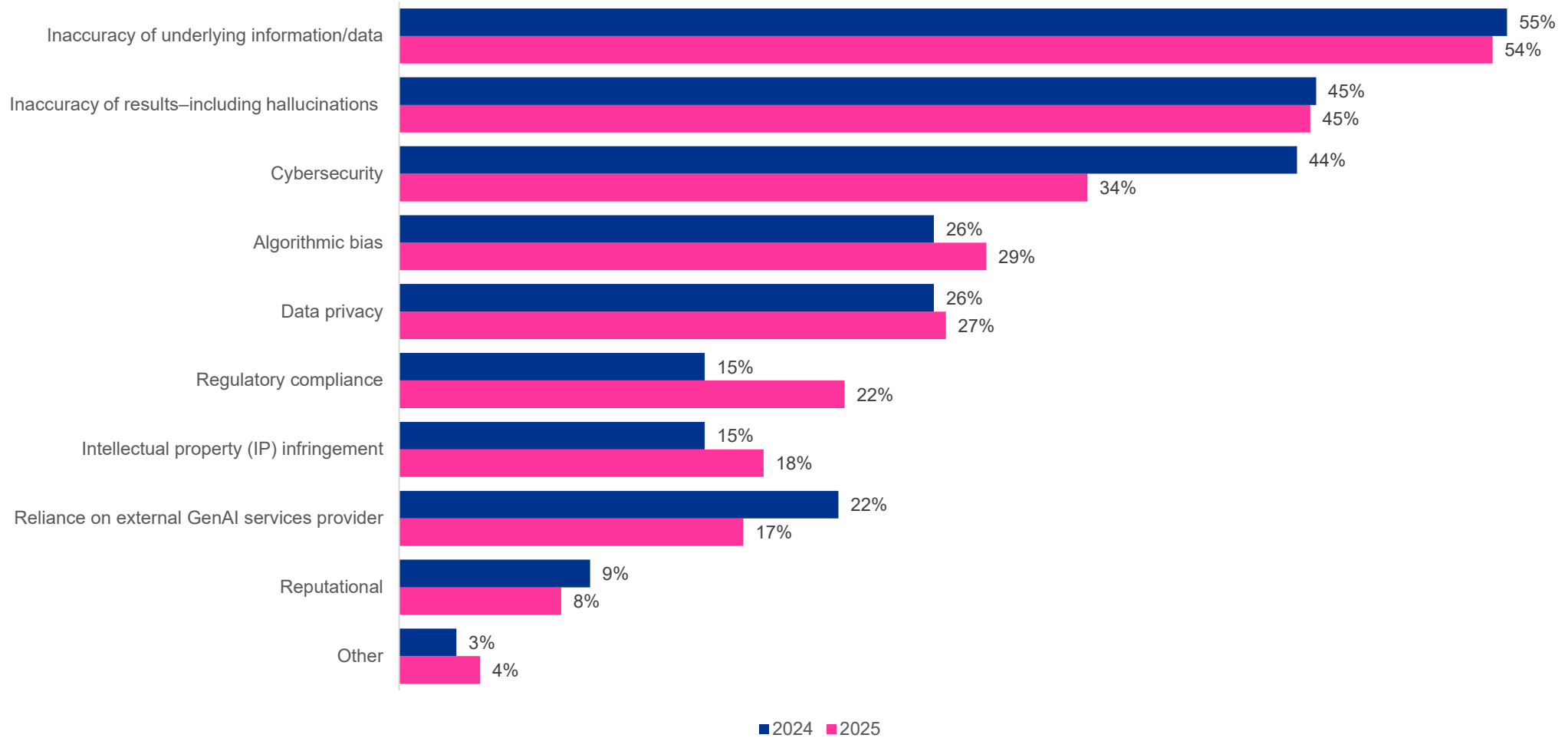
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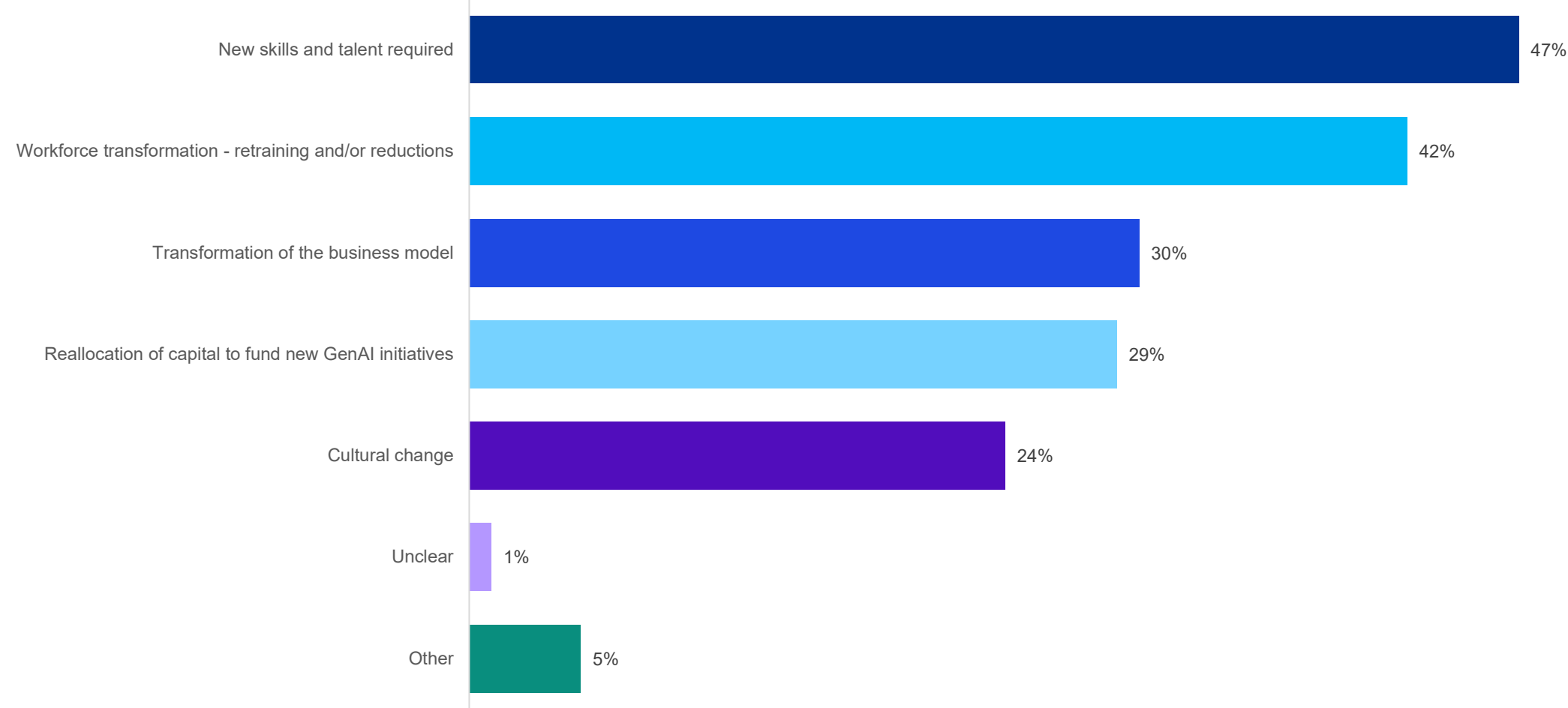
Which of the following risks posed by the company’s adoption of generative AI are of greatest concern? (select up to three)



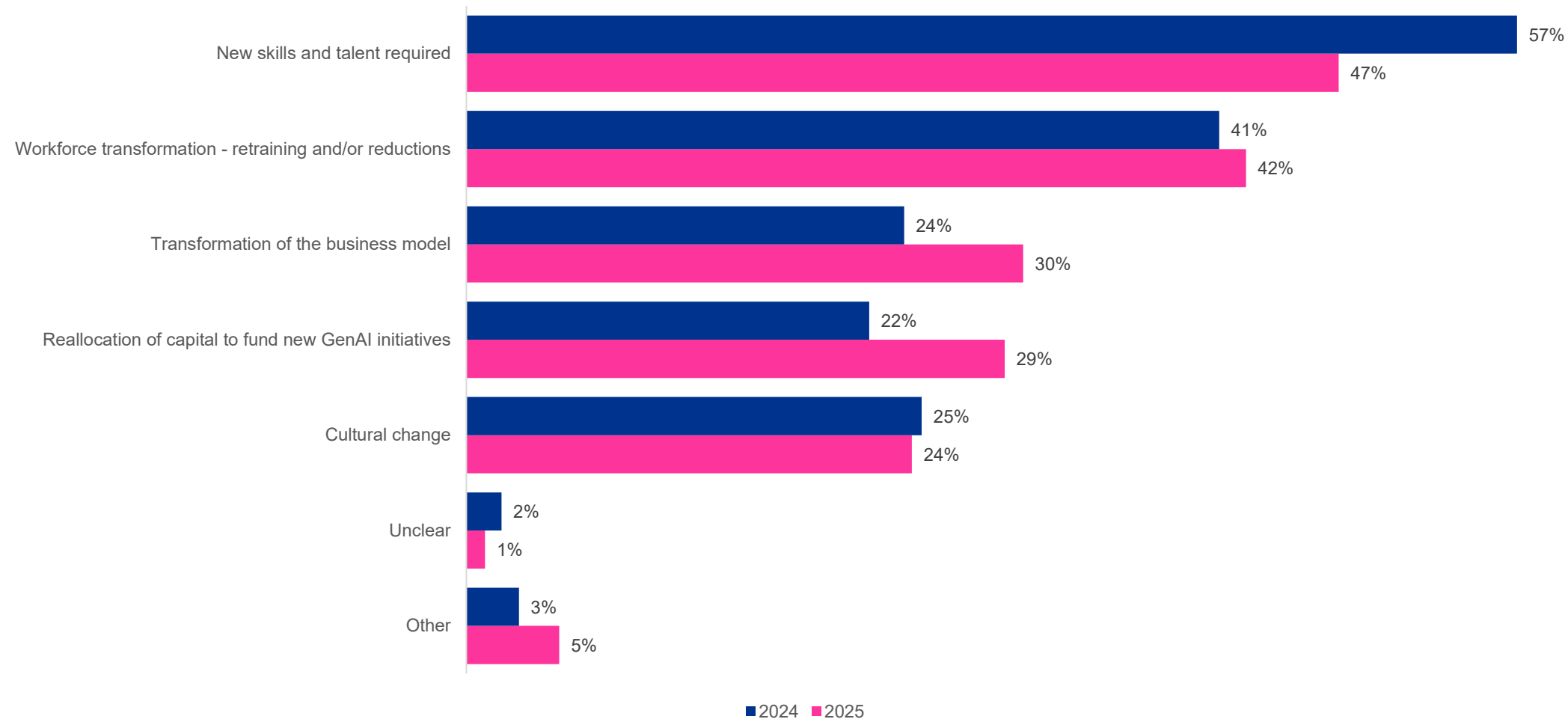
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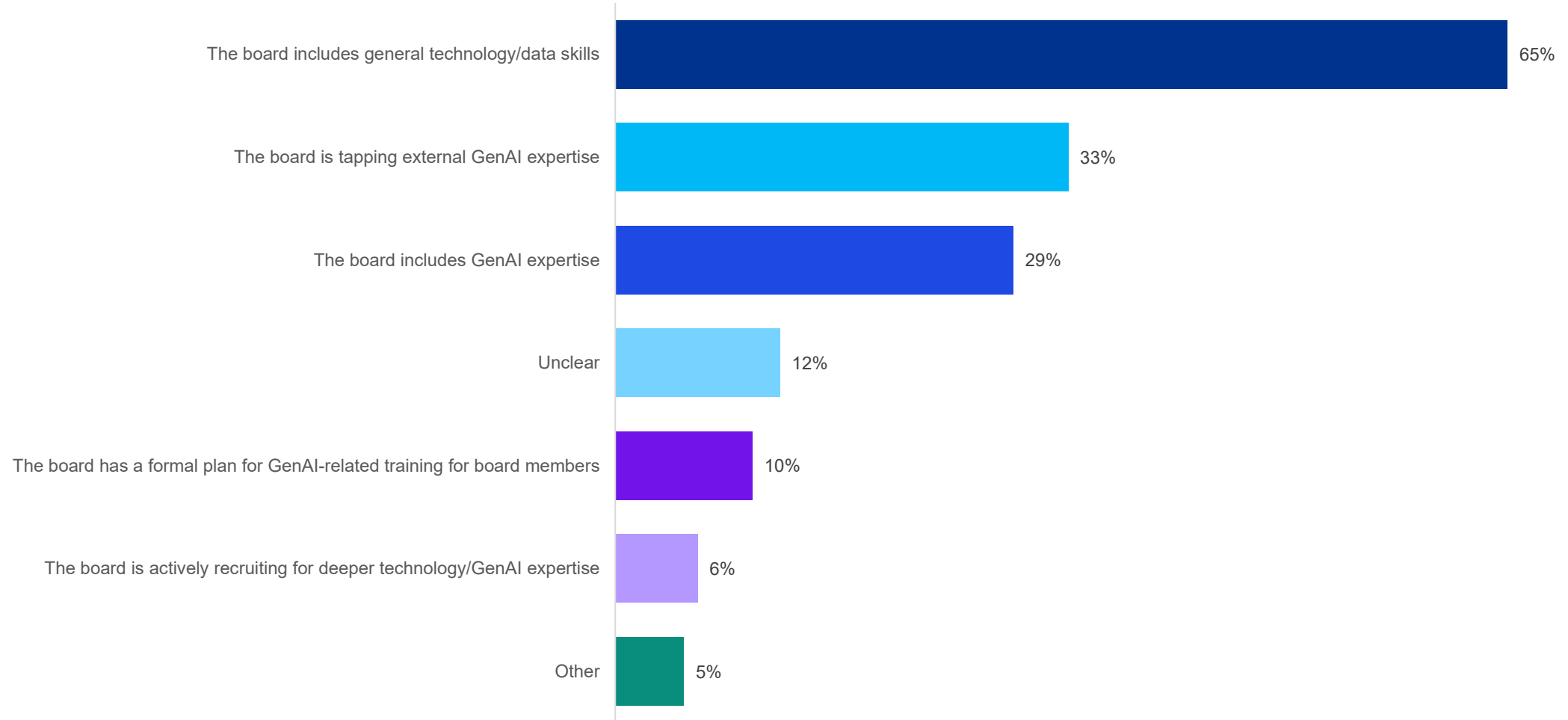
In your view, what are the most significant disruptions facing the company in its adoption of generative AI? (select up to two)



In your view, what are the most significant disruptions facing the company in its adoption of generative AI? (select up to two)



In terms of specific generative AI-related knowledge, skills, and experience, which of the following apply to the board currently? (select all that apply)

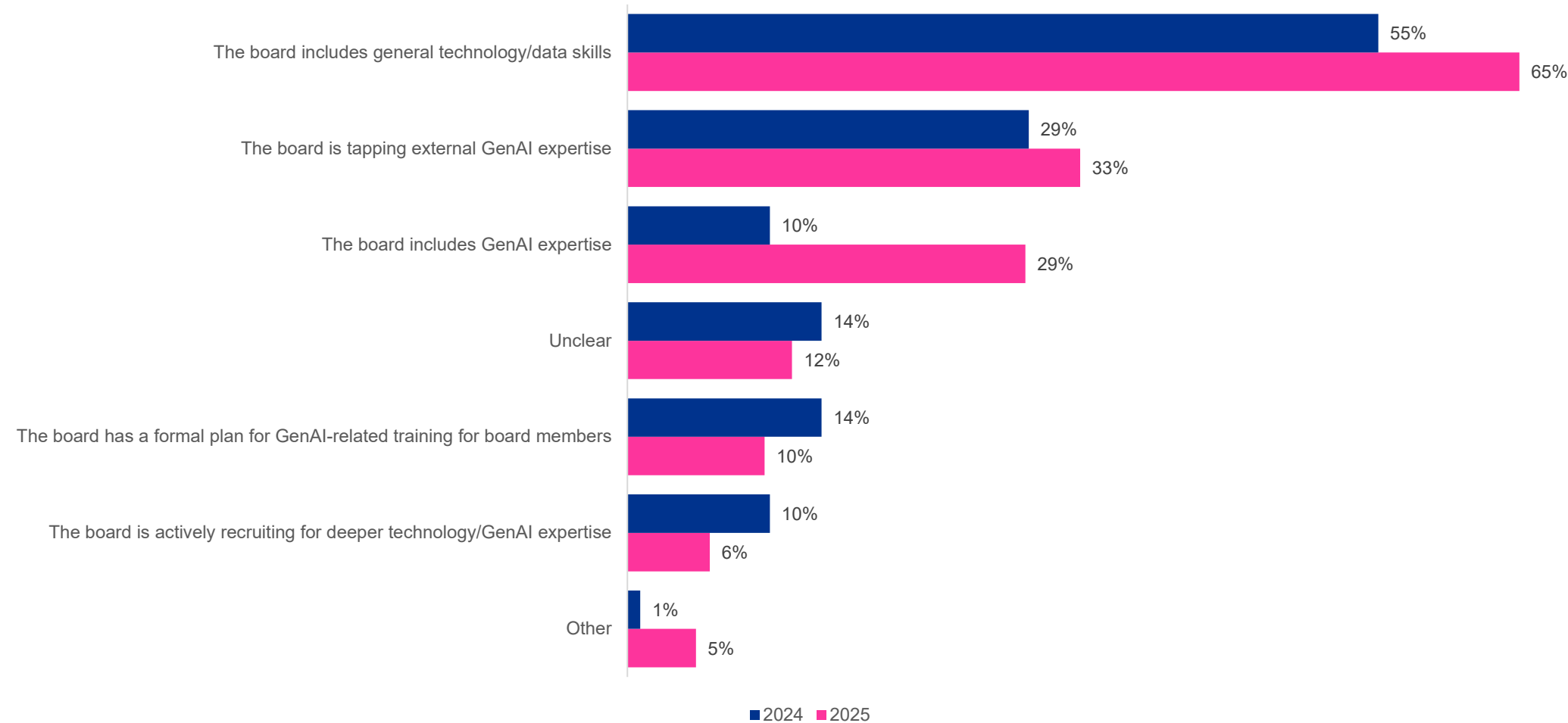


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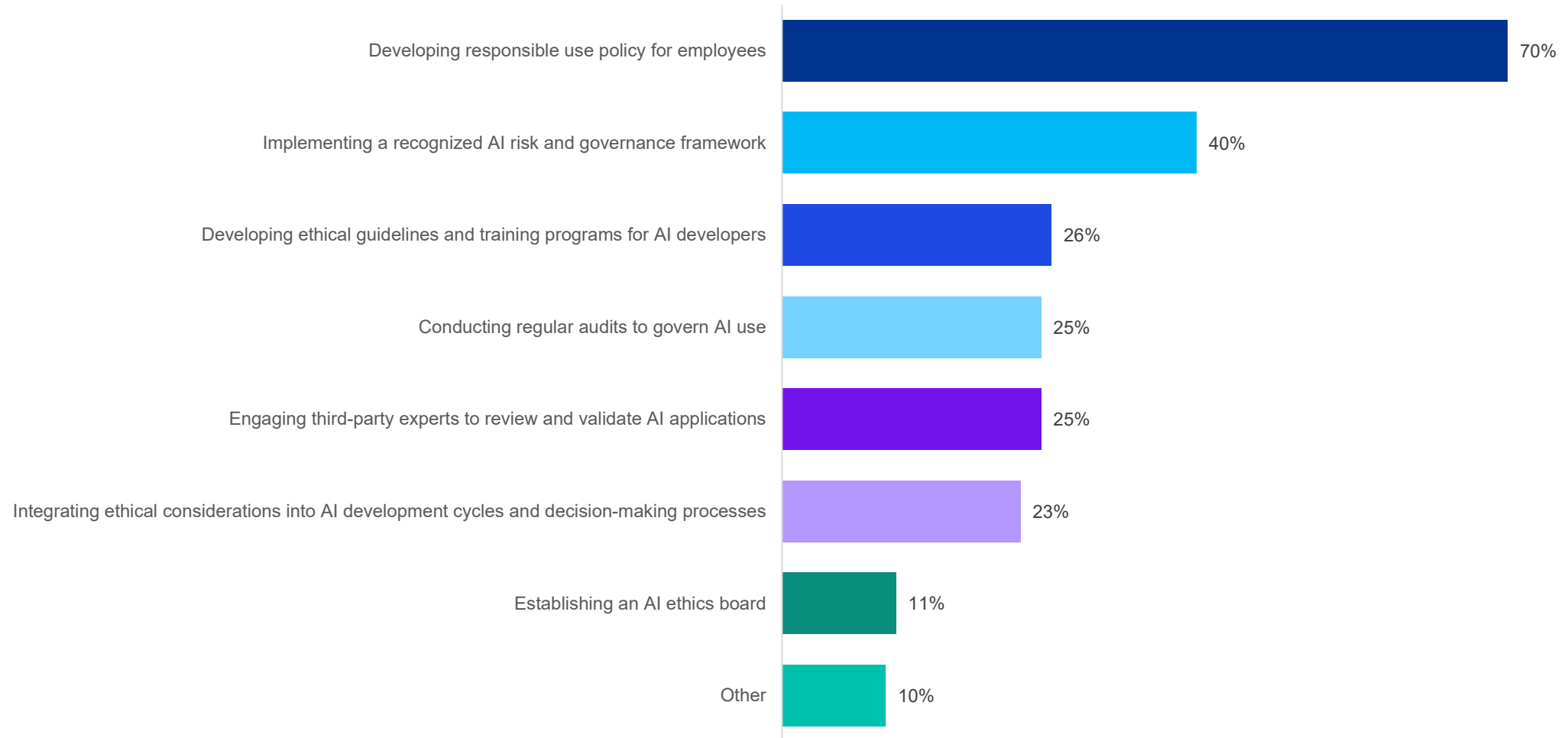


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In terms of specific generative AI-related knowledge, skills, and experience, which of the following apply to the board currently? (select all that apply)

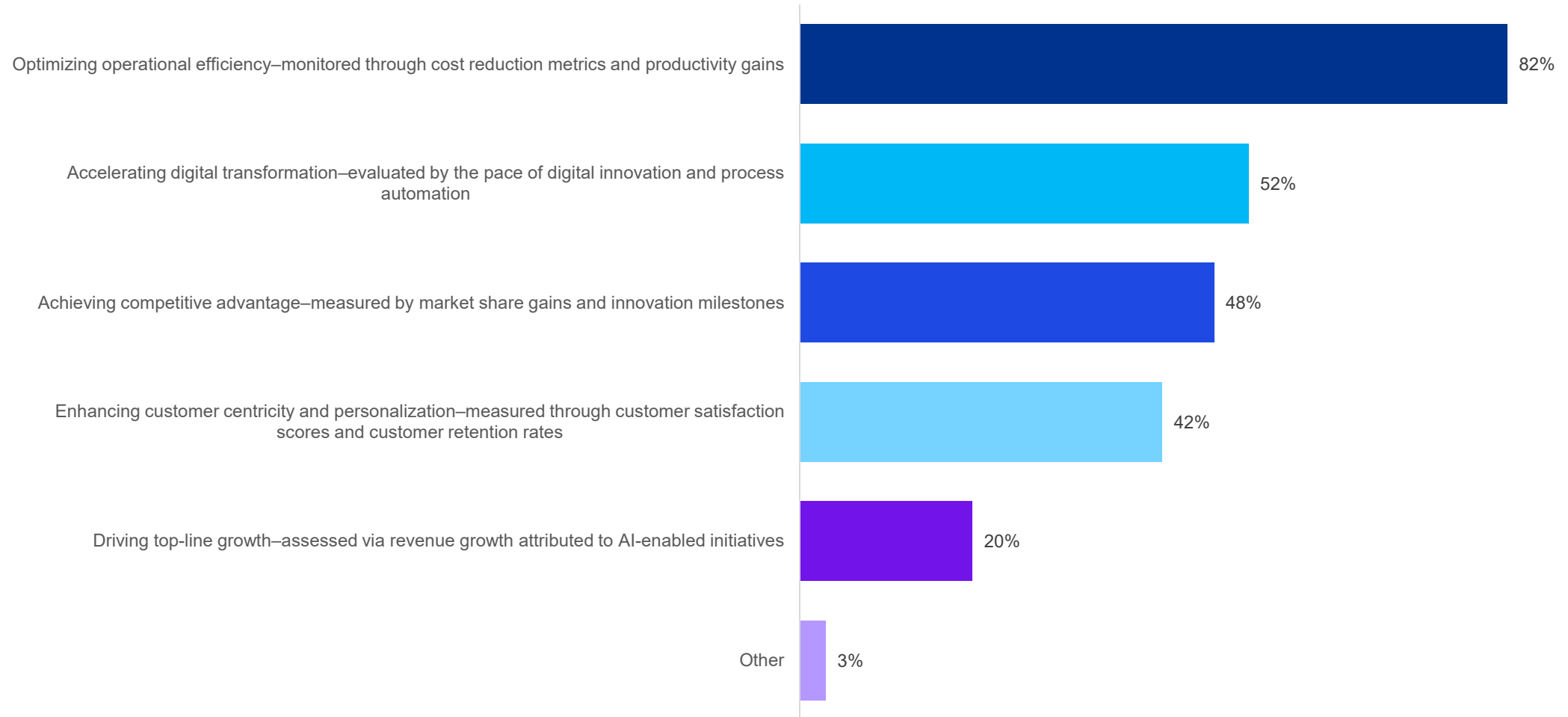


## What governance approach is your company implementing to ensure effective, ethical, and responsible AI/GenAI deployment? (select all that apply)

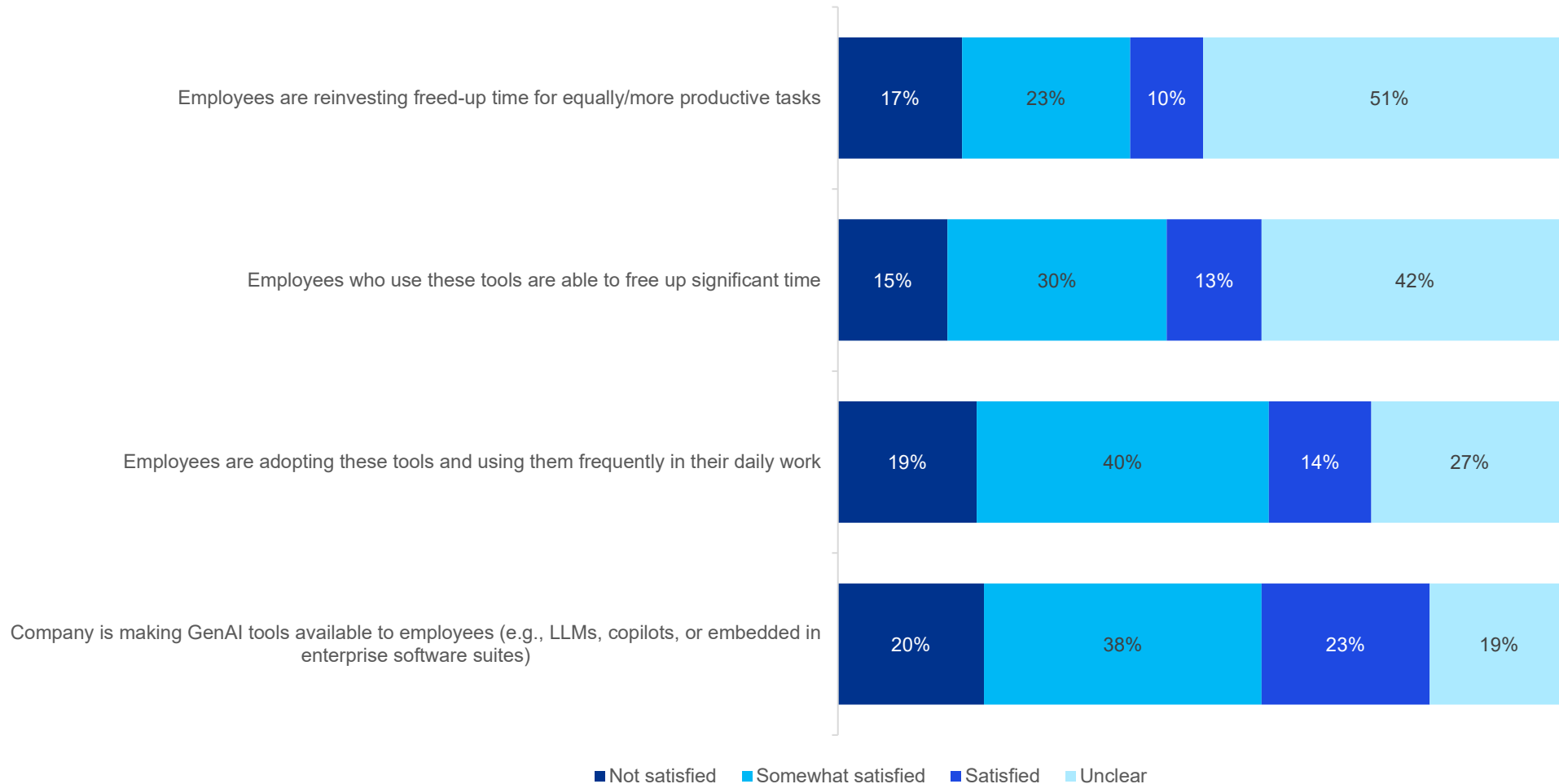




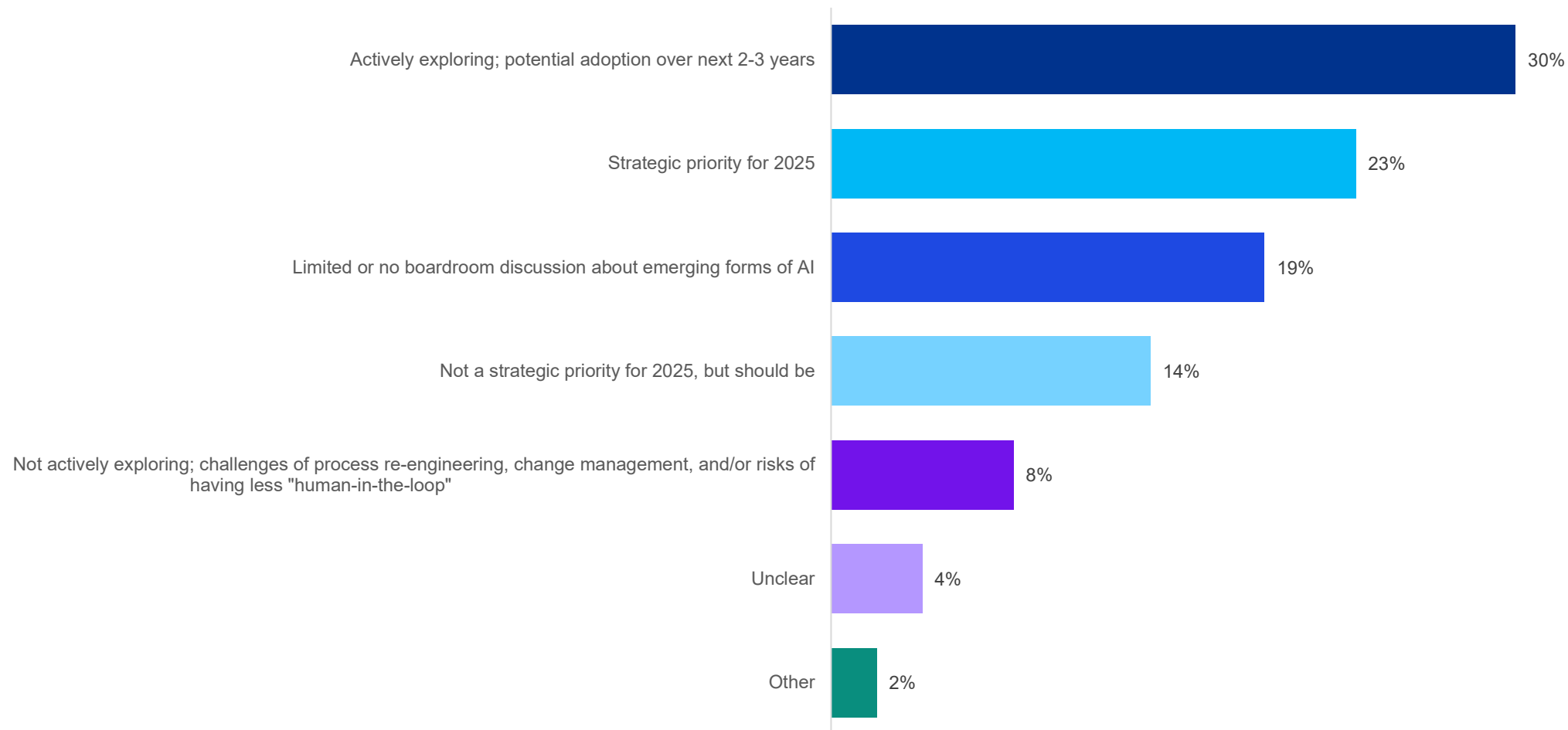
## What strategic considerations will drive your company's investment in GenAI and measures of success over the next 2-3 years? (select up to three)



## How satisfied are you with your company's efforts to train and upskill current workers and stimulated the behavioral change at scale to realize the anticipated benefits of GenAI? (select one per row)



## To what extent is the company focused on adopting emerging forms of AI—including agentic AI—to automate and re-engineer workflows in 2025 (select one)





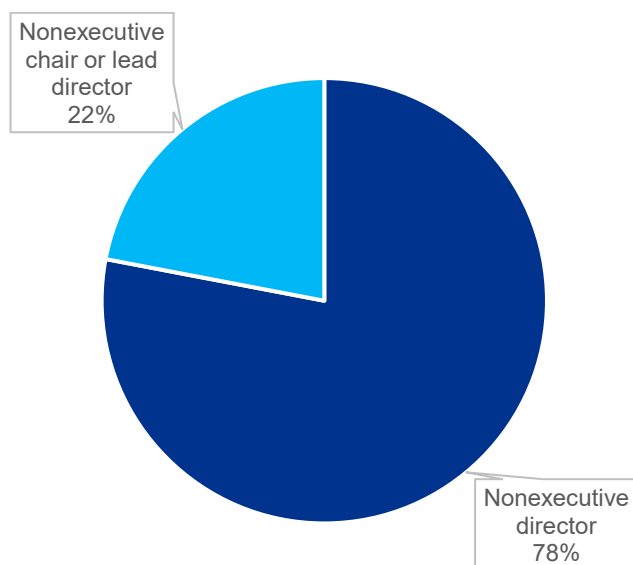
# Survey demographics

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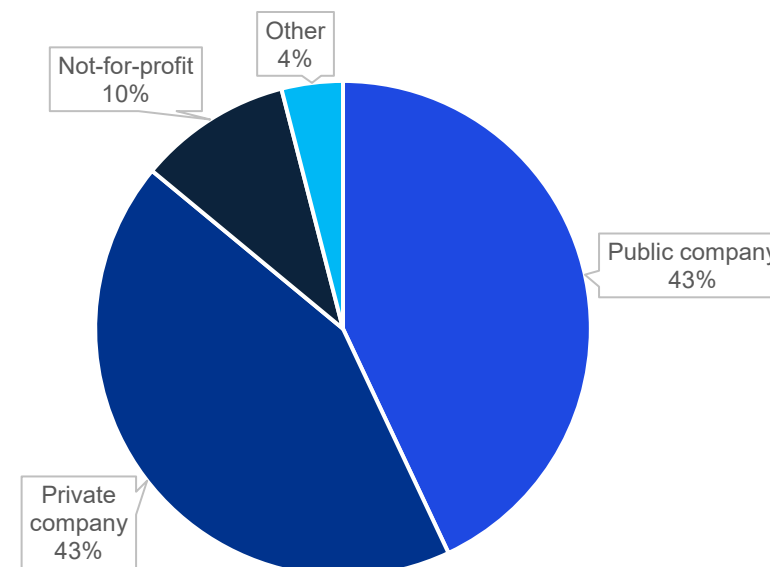


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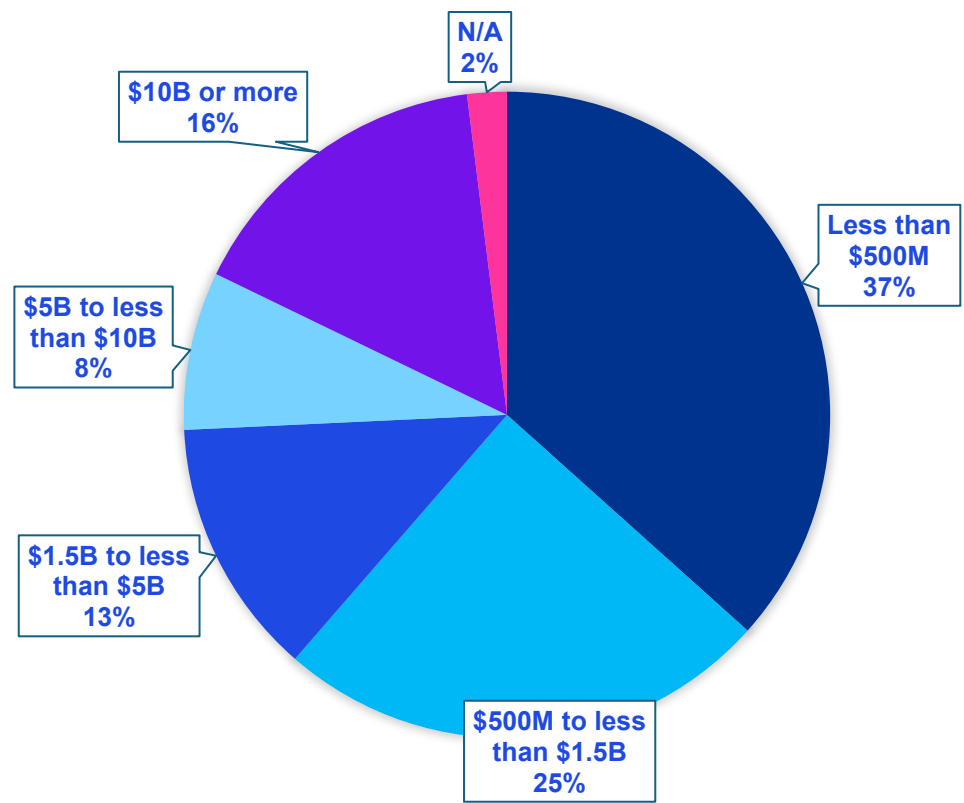
Please indicate your role/title for which you are responding to this survey: (select one)



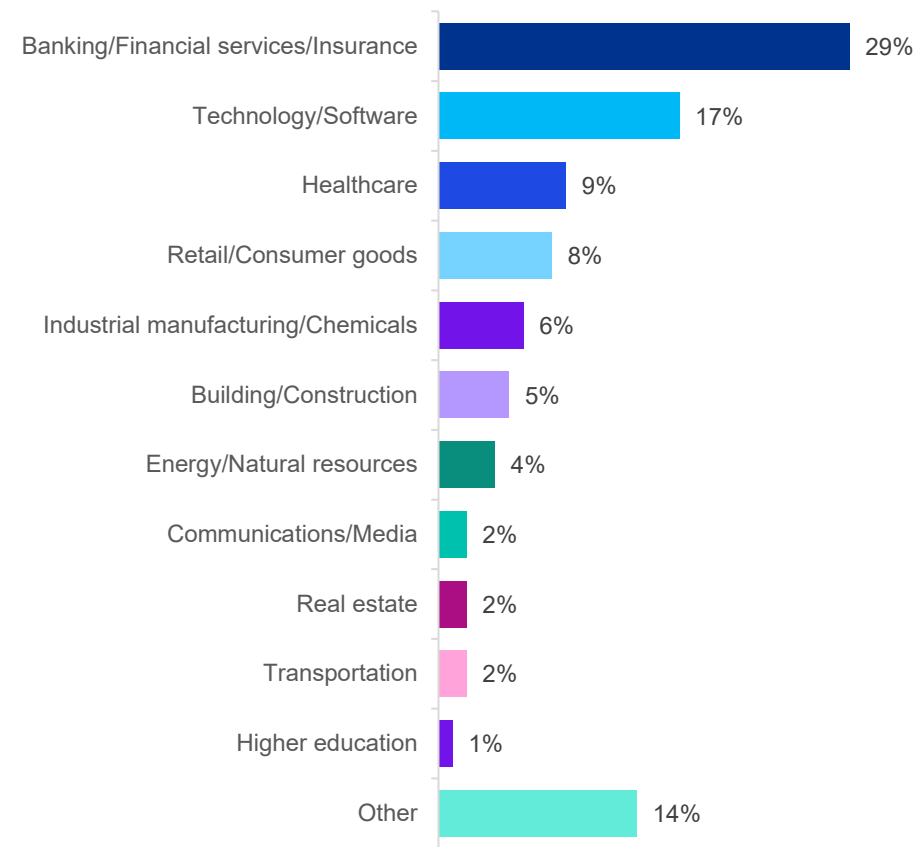
What is the type of company/organization for which you are answering the survey? (select one)



What is the annual revenue of the largest company for which you serve as a director?  
(select one)



What is the type of company/organization for which you are answering the survey?  
(select one)





# Appendix: Observations on key findings

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# Observations on key findings

## It's mostly about efficiency (for most companies)

**Most directors continue to cite productivity and cost-savings as the top benefit of adopting/leveraging GenAI.** More than three-quarters of survey respondents said that the top benefit of the company's adoption and leveraging GenAI is the optimization of the company's operations—efficiency, productivity, and cost savings. Far fewer said that the top benefit would be in the development of new products, services, or line(s) of business (12%), or in increased revenue from existing products and services (9%). (Note: these findings likely vary by company size and sector.)

On the company's efforts to train/upskill current workers and stimulate behavioral change at-scale to realize the anticipated benefits of GenAI, survey respondents were least satisfied (10%) and most unclear (51%) that employees are reinvesting freed-up time for equally/more productive tasks. The highest levels of satisfaction and clarity related to making GenAI tools available to employees.

Asked about top strategic considerations driving GenAI adoption over the next 2–3 years, respondents cited: optimizing operational efficiency (82%), accelerating digital transformation (52%), achieving competitive advantage (48%), enhancing customer centricity and personalization (42%), and driving top-line growth (20%).

## Starting to scale

**Few companies have integrated GenAI into their strategy, but an increasing number are starting to scale, have enterprise-wide GenAI training, and have adopted responsible GenAI usage guidelines.** Only 16% of respondents said that GenAI is integrated into their company's strategy. Some 41% said that their companies were piloting the technology selectively, and 25% said that they were starting to scale GenAI (up from 19% in last year's survey). In their preparations for adoption of GenAI, respondents reported that their companies had developed and communicated GenAI usage guidelines for employees (43%, up from 25% last year), developed an enterprise-wide GenAI training program for employees (25%, up from 14% last year), or formed or planned partnerships/alliances for deployment of GenAI (11%). Only 5% said GenAI adoption is paused pending greater clarity on regulatory developments in the US and internationally.

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# Observations on key findings (cont.)

## Hurdles and hesitation: Talent and culture, data quality and security, compliance

**Companies continue to face significant disruptions, obstacles, and risks in the deployment of GenAI—including talent, culture, data quality and security, and compliance.** Among the most significant disruptions facing the company in its deployment of GenAI, some 47% of respondents cited the need for new skills and talent, and 42% cited the need for workforce transformation, including retraining and/or workforce reductions. Other significant obstacles cited include: transforming the business model, reallocating capital to fund new GenAI initiatives, and changing the culture. In addition, survey respondents cited a range of critical risks that companies will need to manage and mitigate as they leverage GenAI, including the inaccuracy of underlying information/data (54%), the inaccuracy of results—including hallucinations (45%), cybersecurity (34%), algorithmic bias (29%), data privacy (27%), regulatory compliance (22% - up from 15% last year), and IP infringement (18%).

## Use of recognized risk and governance frameworks is lagging

**Of the various AI/GenAI governance tools and approaches being used or developed, “responsible-use policies” are most common, with recognized AI risk and governance frameworks in distant second.** While 70% of respondents said their company is developing responsible-use policies for employees, only 40% said the company is implementing a recognized AI risk governance framework. Still fewer cite ethical guidelines/training programs for AI developers (26%), regular audits (25%), third-party reviews (25%), integrating ethical considerations into AI development cycles and decision-making processes (23%), and the use of an AI ethics board (11%).

# Observations on key findings (cont.)

## Agentic AI in view and gaining traction

**Many companies are adopting, or exploring adoption of, emerging forms of AI—including agentic AI—to automate and re-engineer workflows.** Twenty-three percent of respondents said the adoption of emerging forms of AI, including agentic AI, to automate and re-engineer workflows is a strategic priority for the company for 2025 (14% said it is not a strategic priority for 2025, but should be). Another 30% said the company is actively exploring emerging forms of AI for adoption over the next two to three years. Some 8% said they were not actively exploring emerging forms of AI because of the risks the technology poses—including lack of human-in-the-loop.

## On the rise: Tech/AI skills in the boardroom

**Most respondents said that their boards include directors with general technology/data skills, but fewer reported having board-level GenAI expertise.** Some 65% of respondents said that the full board includes directors with general technology/data skills; 29% said the board has GenAI expertise (up from 10% last year), 6% reported that their board is actively recruiting for deeper technology/GenAI expertise, and another 10% reported that their board has a formal plan for GenAI training for directors. One-third said that their board is tapping external GenAI expertise.



### About the KPMG Board Leadership Center

The KPMG Board Leadership Center (BLC) champions outstanding corporate governance to drive long-term value and enhance stakeholder confidence. Through an array of insights, perspectives, and programs, the BLC promotes continuous education and improvement of public and private company governance. BLC engages with directors and business leaders on the critical issues driving board agendas—from strategy, risk, talent, and sustainability to data governance, artificial intelligence, audit quality, proxy trends, and more. Learn more at [kpmg.com/us/blc](https://kpmg.com/us/blc).

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