

Technology Trust Ethics

Preparing the workforce
for ethical, responsible,
and trustworthy AI:
C-suite perspectives

March 2024



About the survey

OBJECTIVE: Gather C-level executive insights to understand how their actions and intentions of implementing AI within their organization: (1) applies ethical and responsible decision-making to harness the benefits of the technology while maintaining trust and equitable outcomes; and (2) prepares their people for the use of this technology.

METHODOLOGY: Deloitte's study, "Preparing the workforce for ethical, responsible, and trustworthy AI: C-suite perspectives," was conducted as an online pulse survey of 100 corporate executives by an independent research company between January 17 and 22, 2024. Respondents represented C-level, president, board member, and partner/owner roles at companies in the U.S.

ABOUT DELOITTE'S TECHNOLOGY TRUST ETHICS:

Deloitte's [Technology Trust Ethics](#) practice is part of the U.S. Purpose and DEI Office. This and other technology trust ethics initiatives are part of Deloitte's purpose-driven mission of making an impact that matters by creating trust and confidence in a more equitable society. To learn more about Deloitte's purpose and commitments, visit www.deloitte.com/us/purpose.

Key survey findings



C-level executives surveyed say clear policies and guidelines are the most effective method of communicating AI ethics to the workforce – and 86% of respondents have either implemented them or are about to do so. Among respondents, (49%) report their organizations currently have guidelines or policies in place regarding the ethical use of AI, and another 37% of those surveyed said they are nearly ready to roll policies out.



Organizations are reskilling, making corporate acquisitions and hiring AI talent in an effort to prepare their labor force for AI. Respondents said training and upskilling their workforces (45% of respondents), acquiring organizations with AI capabilities and skills (45% of respondents) and hiring AI talent (44% of respondents) are among the ways they are actively preparing their employees for the integration of AI – and roughly an additional 40% of those surveyed say they are close to ready to do the same.



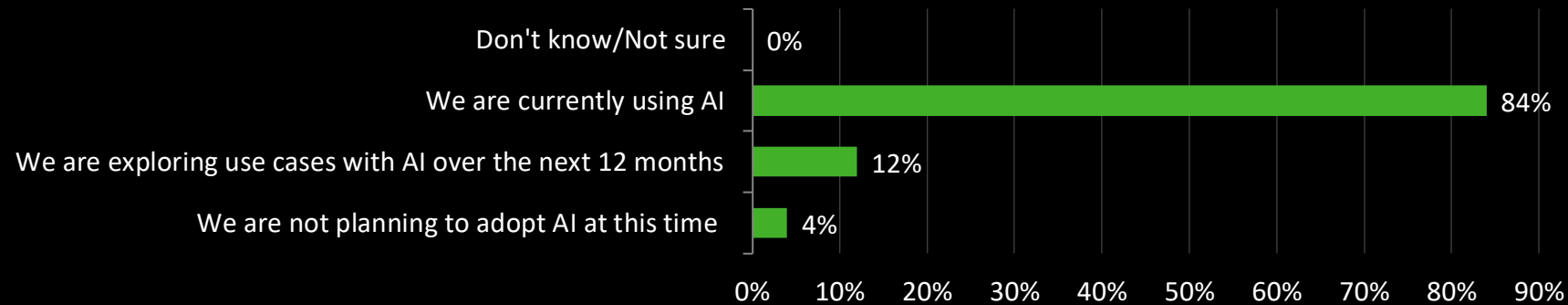
Ethical tech is essential to revenue and trust. Among C-level executives surveyed, 55% believe having ethical guidelines for emerging technologies like Gen AI is very important as they relate to revenue, followed by brand reputation and marketplace trust (47%). Additionally, respondents indicated both their chief ethics officers (52%) and board of directors (52%) are always involved in creating policies and guidelines for the ethical use of AI.



Ethics researchers and specialists are sought more than ethics officers. More executives surveyed said their organizations are currently hiring or planning to hire for positions including AI ethics researcher (53%), compliance specialist (53%), and technology policy analyst (51%) than roles such as chief ethics officer (38%) and chief trust officer (36%).

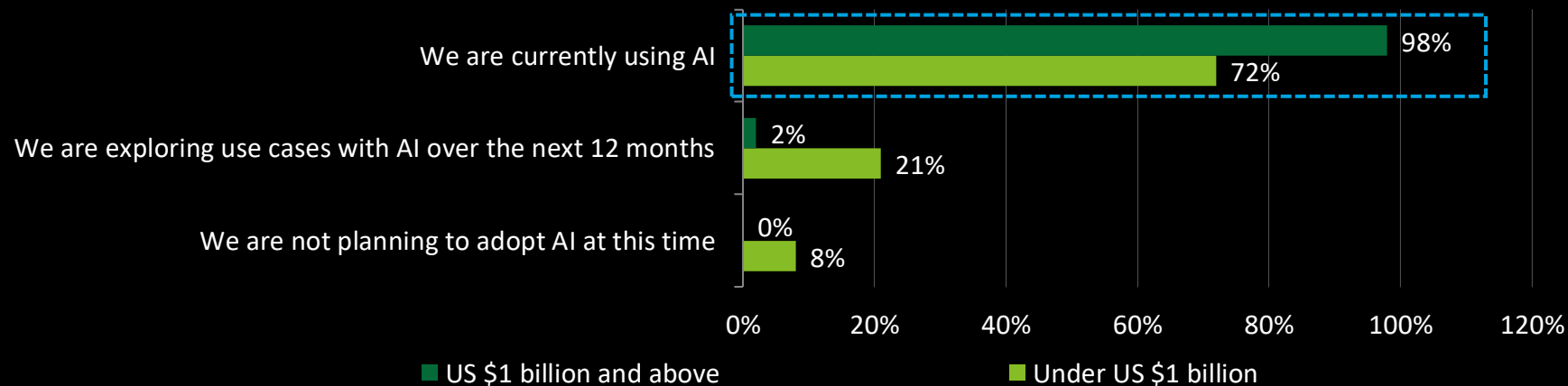
The majority (84%) of C-level executives surveyed report their organizations are **currently using AI**. Nearly all (98%) surveyed companies with more than \$1 billion annual revenue are doing so.

Q: Is your organization planning to implement AI over the next 12 months? (Overall)



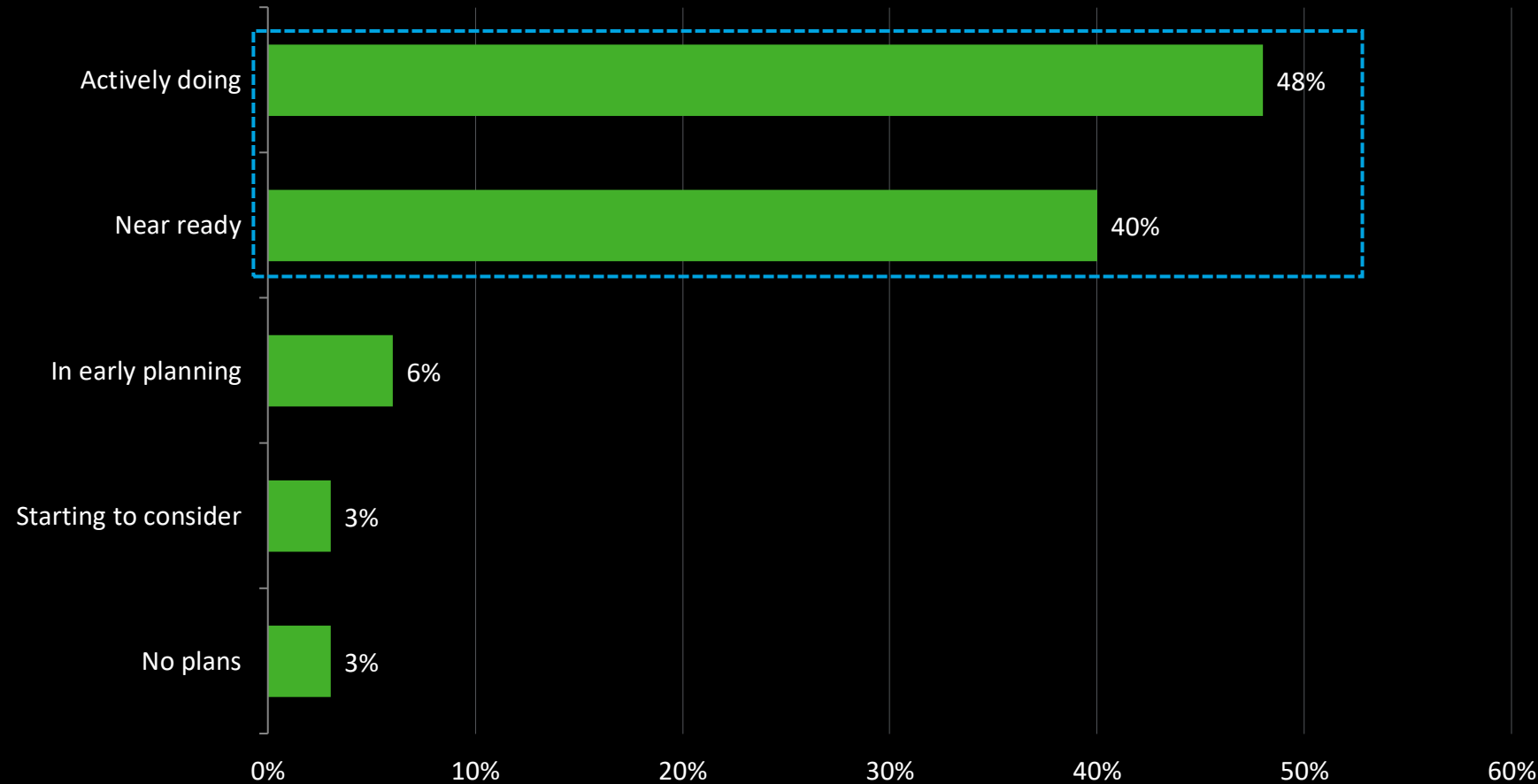
12% of C-level executives surveyed indicate they will explore AI use cases over the next year.

Q: Is your organization planning to implement AI over the next 12 months? (By revenue)



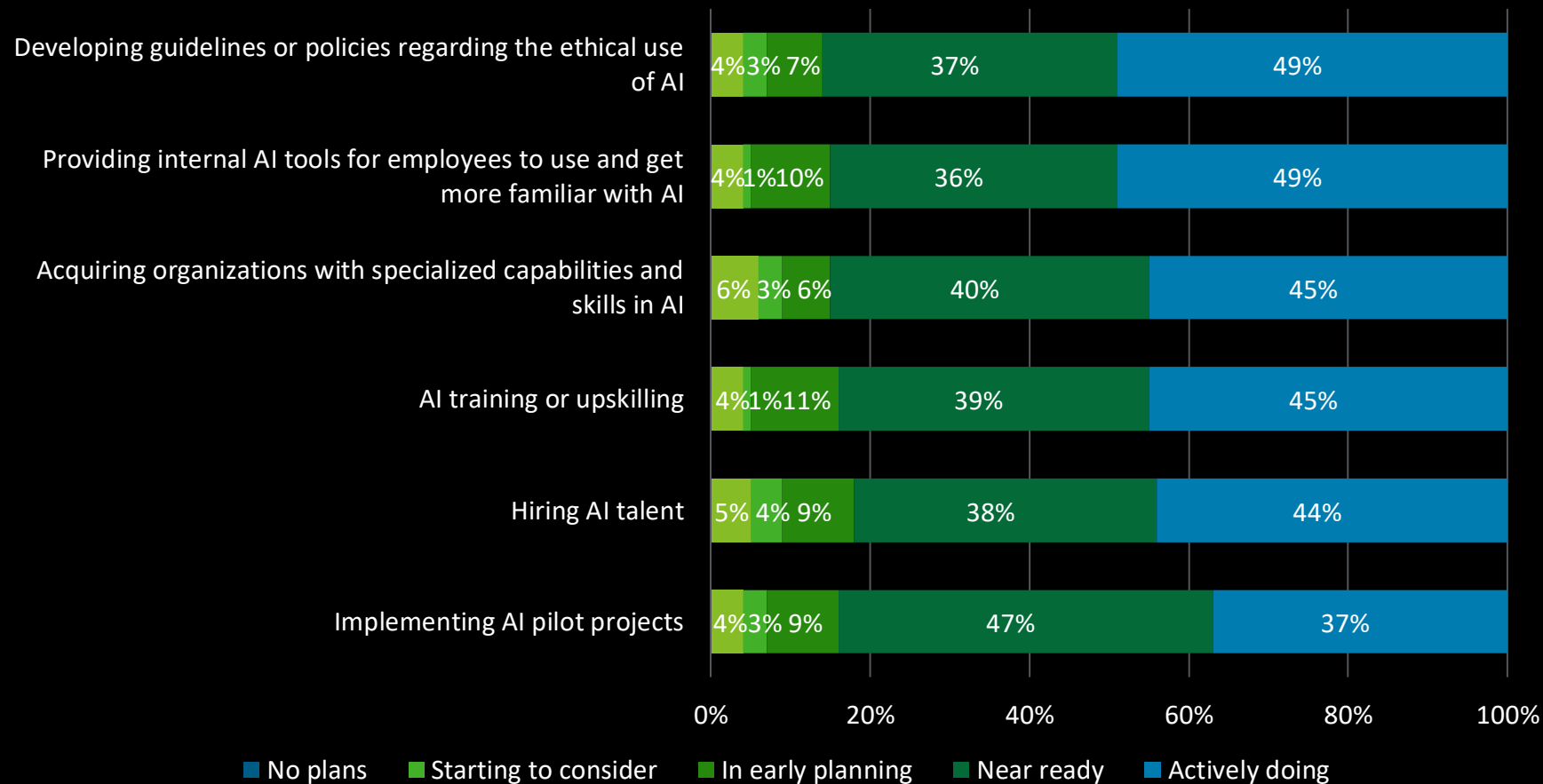
Nearly half (48%) of surveyed organizations are **upskilling or reskilling employees** in response to Generative AI, and another 40% of respondents say they are near ready to do so.

Q: To what extent is your organization upskilling or reskilling current employees in response to shifts caused by the adoption of Generative AI?



Ethical guidelines (49%) and access to internal AI tools (49%) are at the forefront of respondents' approaches to preparing the workforce for AI – ahead of pilot implementation (37%).

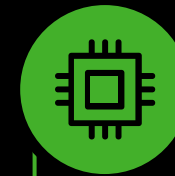
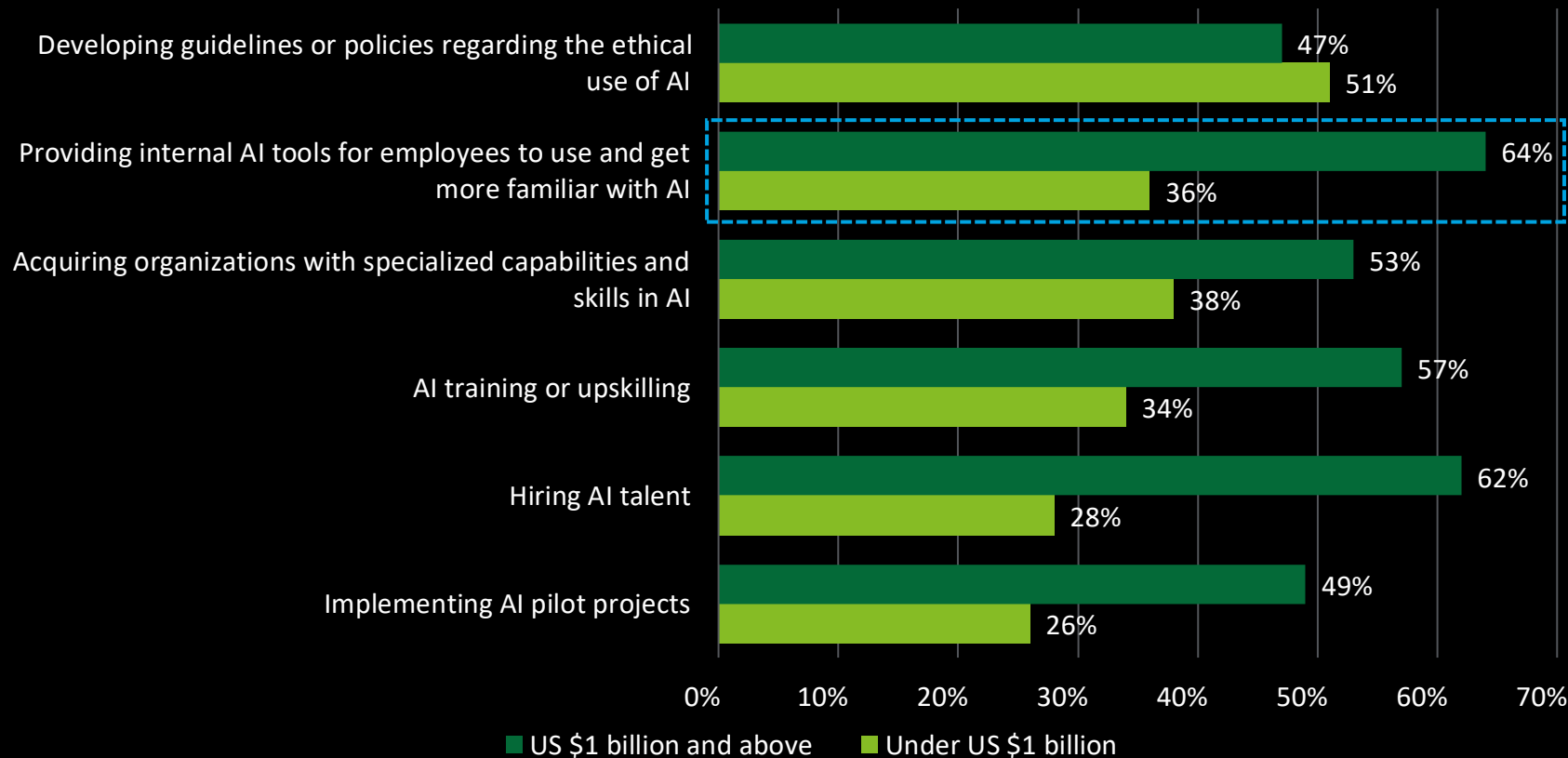
Q: How is your company preparing your workforce for the integration of AI?



Responses indicate guidelines, tools, acquisitions, training, and hiring come first in preparing the workforce for the integration of AI and precede pilot projects.

Among respondents surveyed, a higher percentage of organizations with annual revenues of \$1 billion+ are taking steps such as **hiring AI talent, training and upskilling, and acquiring other companies** to prepare their workforces for the use of AI, compared with those earning under \$1 billion.

Q: How is your company preparing your workforce for the integration of AI? (Shown only – respondents who are actively doing)



Among the companies surveyed, smaller revenue companies only lead larger revenue companies slightly in developing guidelines for the ethical use of AI, with 51% of respondents actively doing this as opposed to larger revenue companies at 47% of respondents.

Almost nine in ten (88%) companies surveyed are taking measures to **communicate the ethical use of AI to their workforces.**

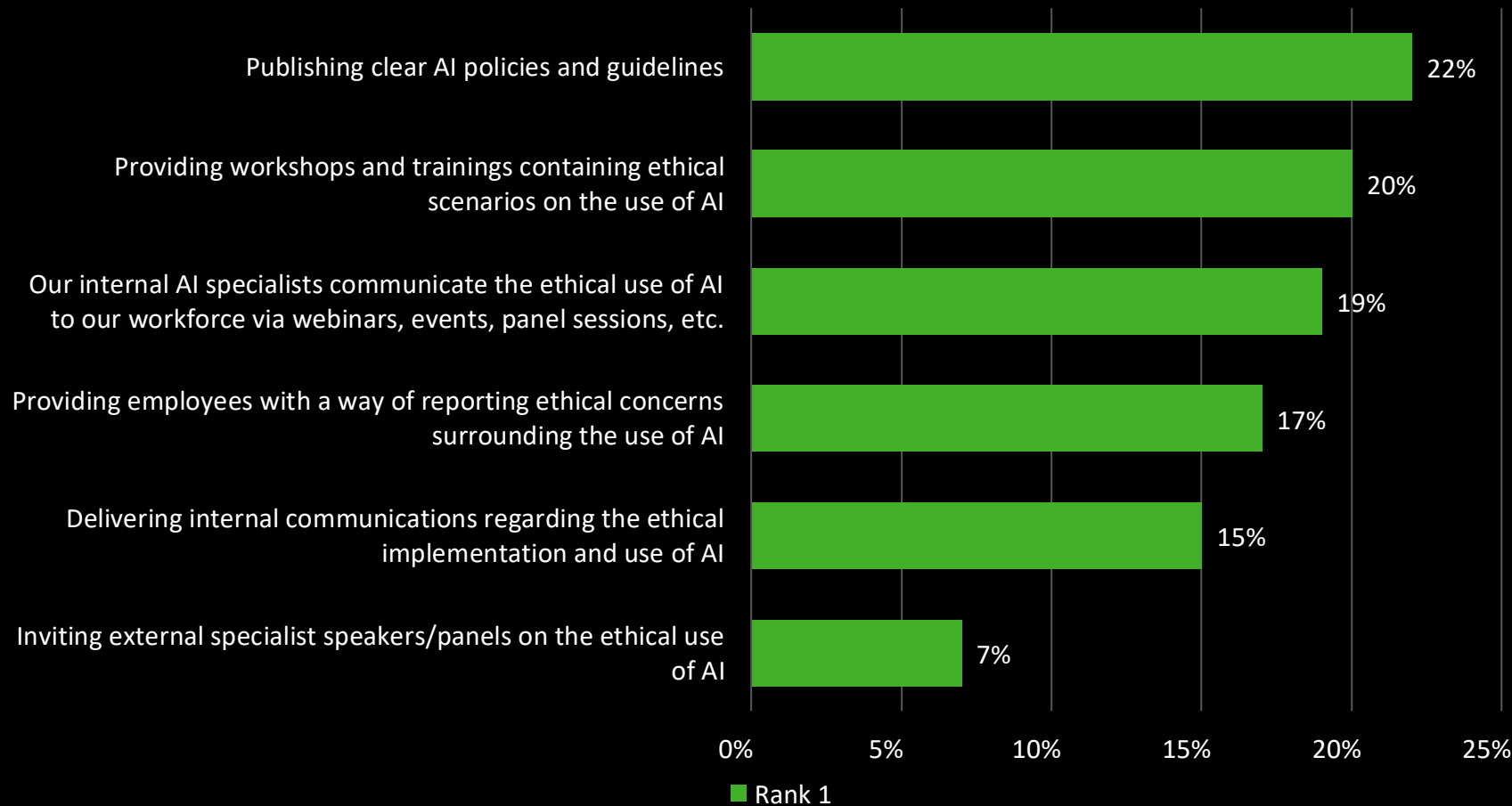
Q: How are you communicating about AI ethics to your workforce? Please select all that apply.



C-level executives surveyed rely most commonly on in-house means to communicate AI ethics: workshops and trainings (56% of respondents) and internal specialists (55% of respondents) lead ahead of external parties (33% of respondents).

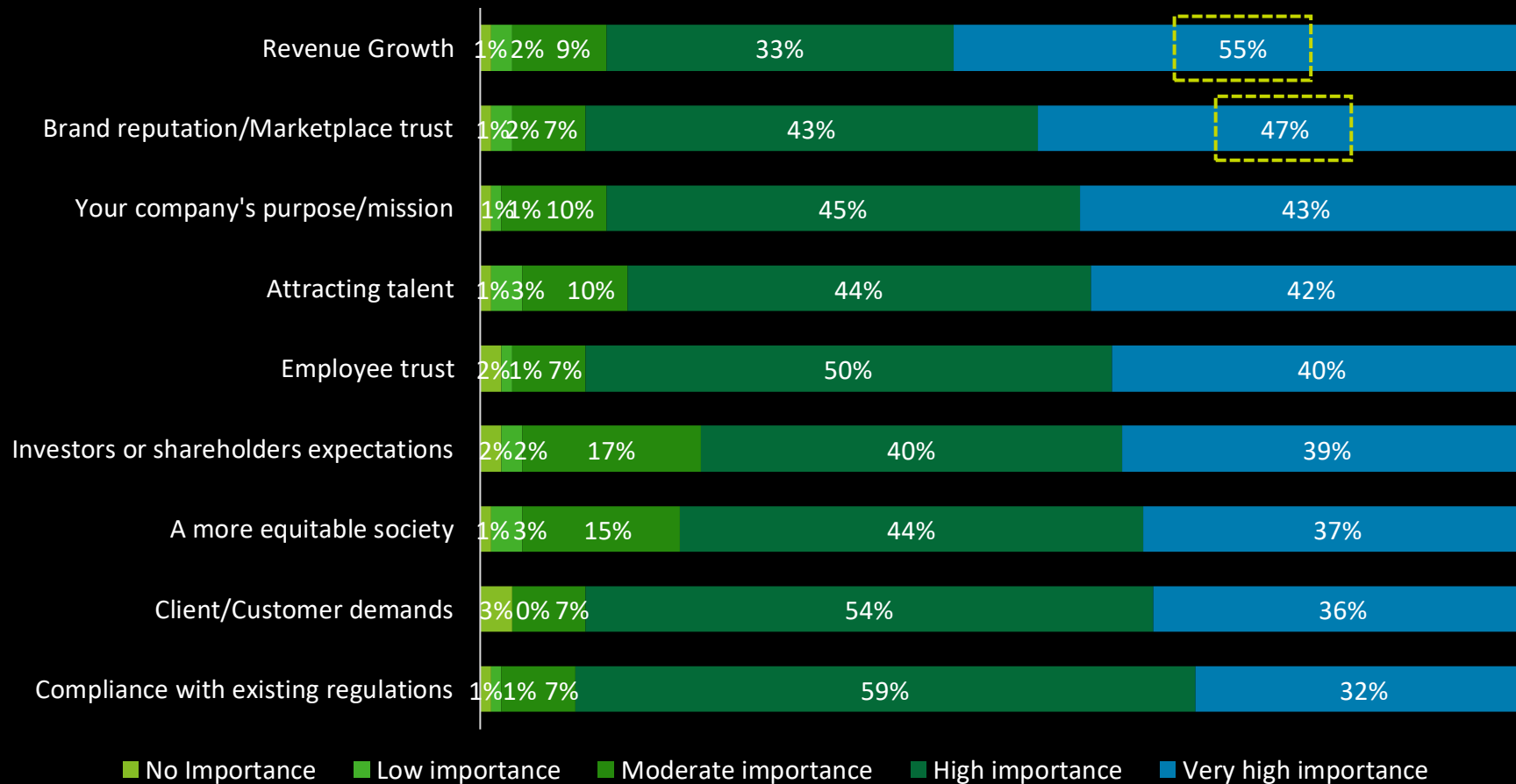
Among C-level executives surveyed, 22% said publishing clear policies and guidelines is the most effective method of communicating AI ethics to their workforces, followed by workshops and trainings (20% of respondents).

Q: Please rank the communication methods from the previous question in order of effectiveness, with 1 being the most effective, 2 being the second most effective, etc.



C-level executives surveyed recognize ethical guidelines for emerging technologies as critical component of both revenue and brand reputation/marketplace trust.

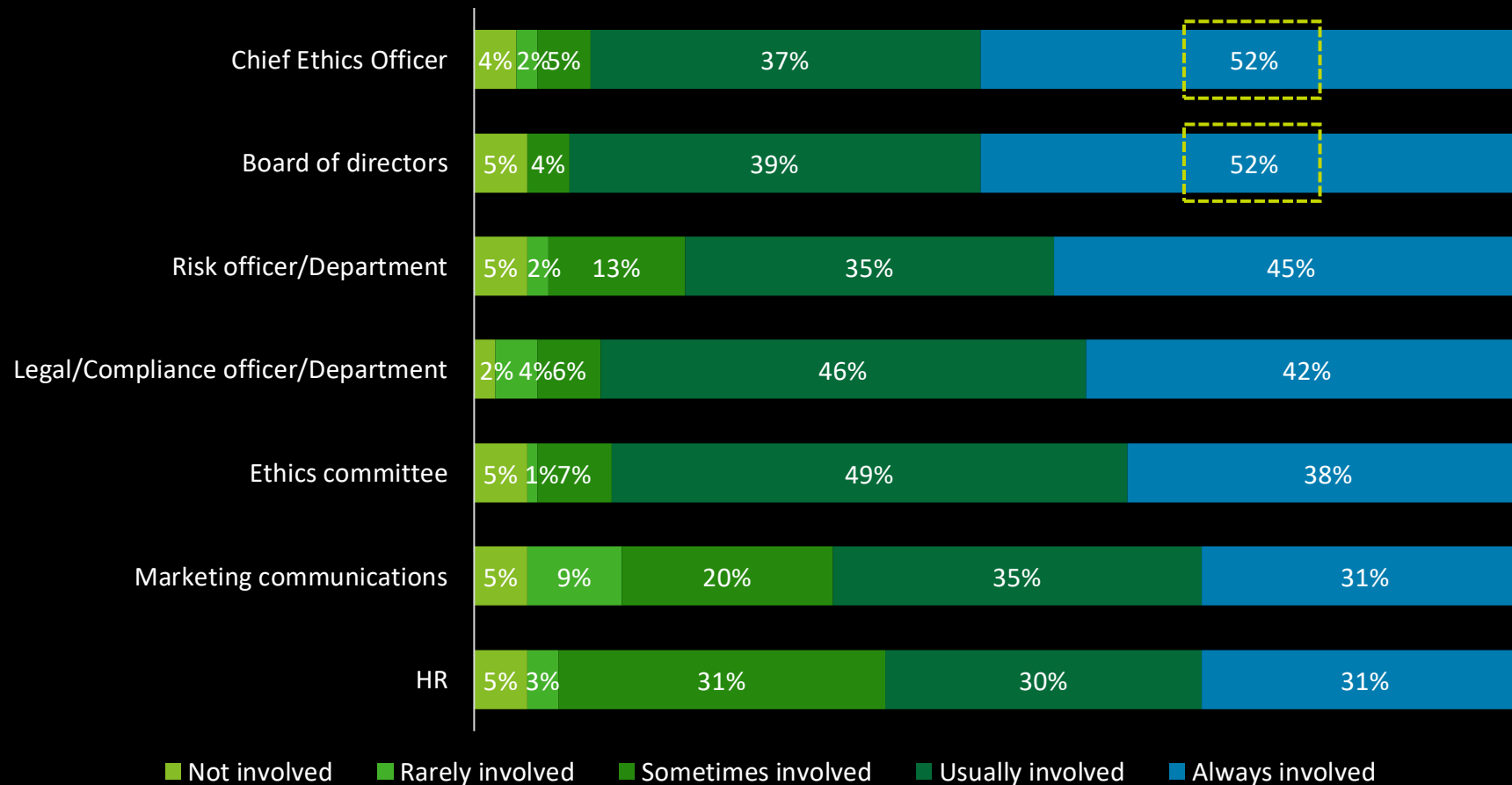
Q: How important is it for your organization to have ethical guidelines on emerging tech, as it relates to the following:



 The largest percentage of respondents (55%) indicate guidelines as very highly important to revenue growth, followed by brand reputation and marketplace trust (47%).

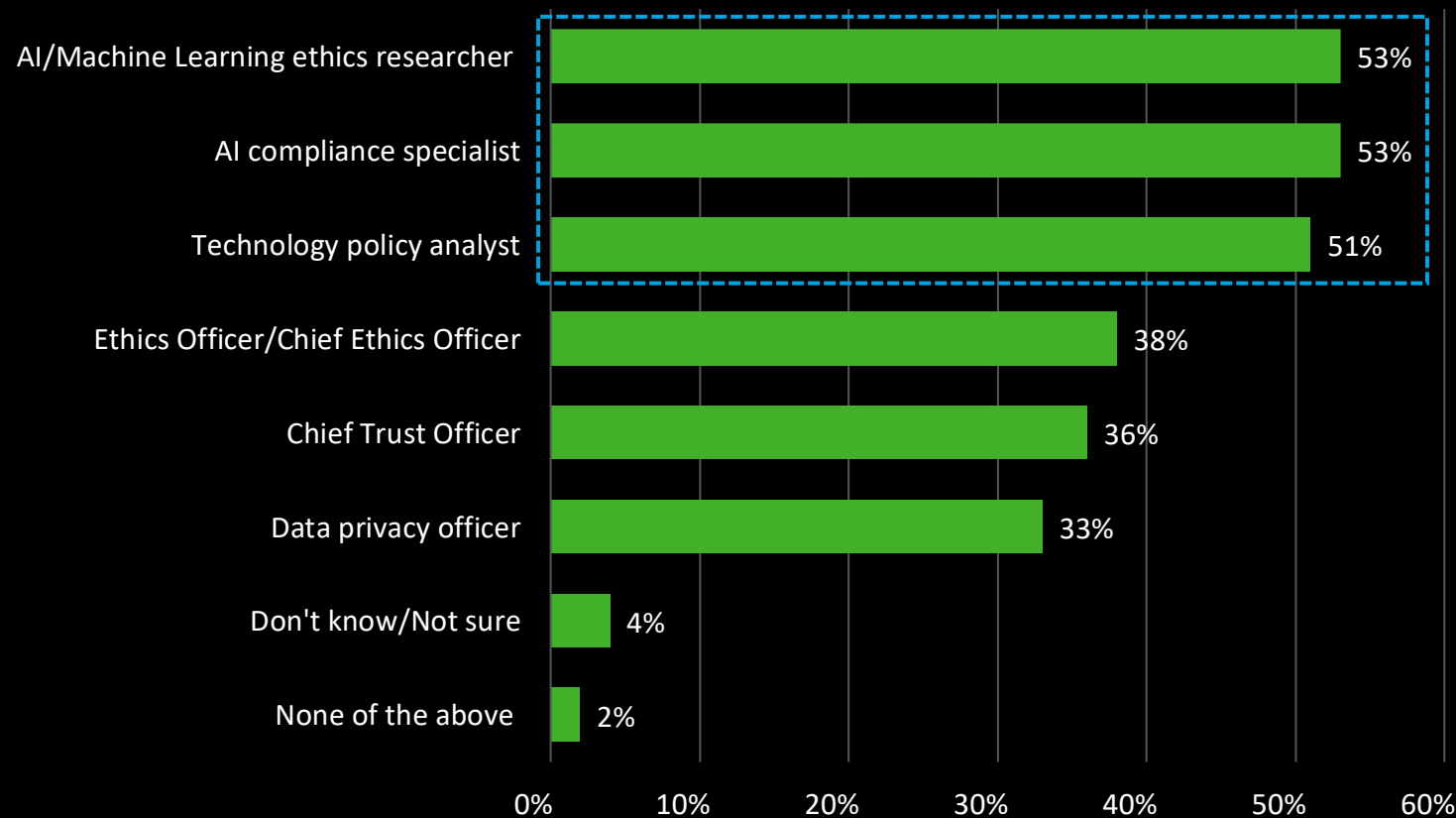
Over half (52%) of respondents indicate the chief ethics officer and/or board of directors are always involved in creating policies and guidelines regarding the ethical use of AI.

Q: How involved are the following of your business leaders in creating policies and guidelines regarding the ethical use of AI?



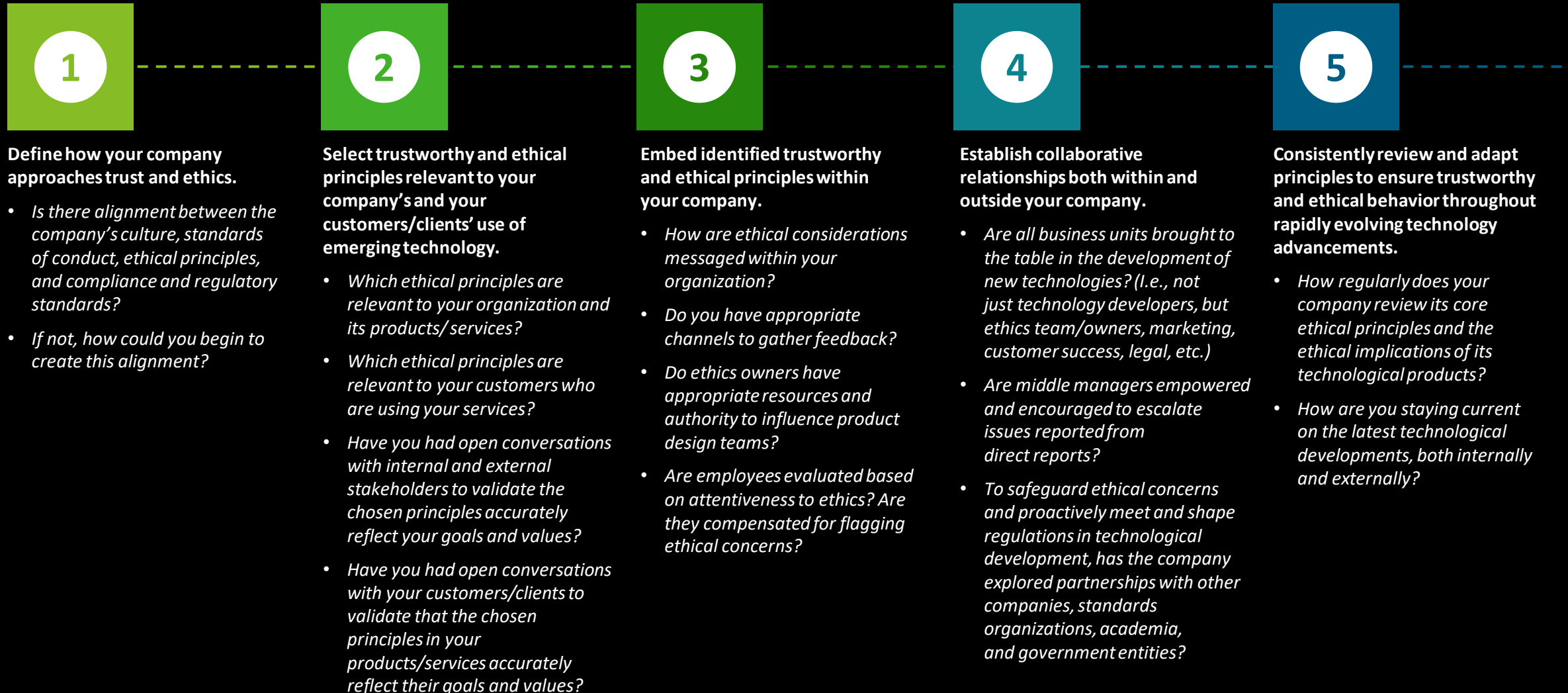
To meet the ethical needs of emerging technologies, the most common positions organizations are currently hiring or planning to staff include AI ethics researchers (53% of respondents), compliance specialists (53% of respondents), and technology policy analysts (51% of respondents).

Q: Regarding the ethical adoption of emerging technology within your organization, which position(s) are you hiring, or planning to hire, to ensure ethical considerations are adequately addressed? Please select all that apply.



Responses indicate surveyed companies are presently not hiring or planning to hire officer-level roles as frequently as other positions.

Considerations for companies to guide ethical and responsible use of emerging technologies



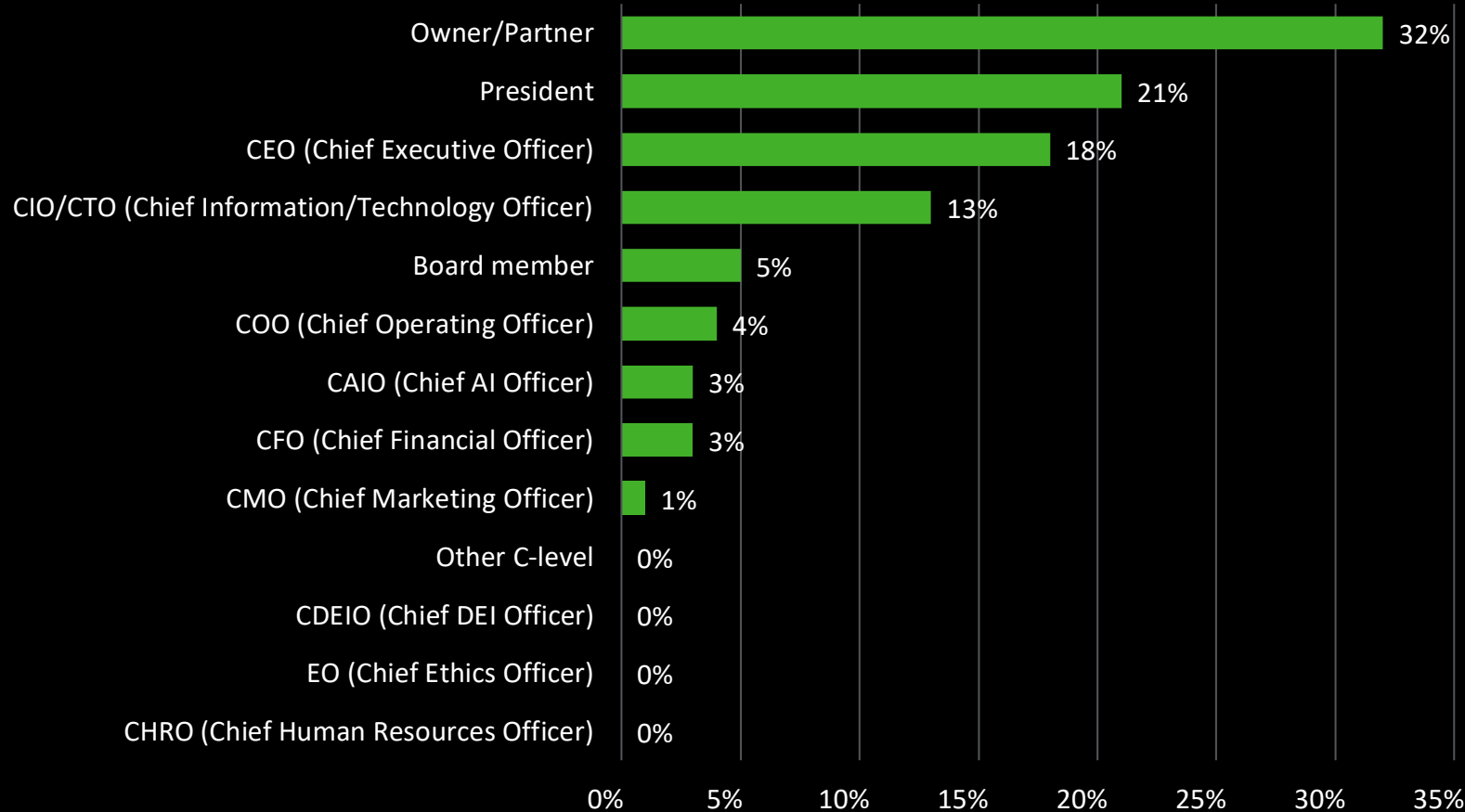
Source: [2023 Deloitte Technology Trust Ethics Survey](#)

Appendix

Survey demographics

Respondents were C-level or equivalent

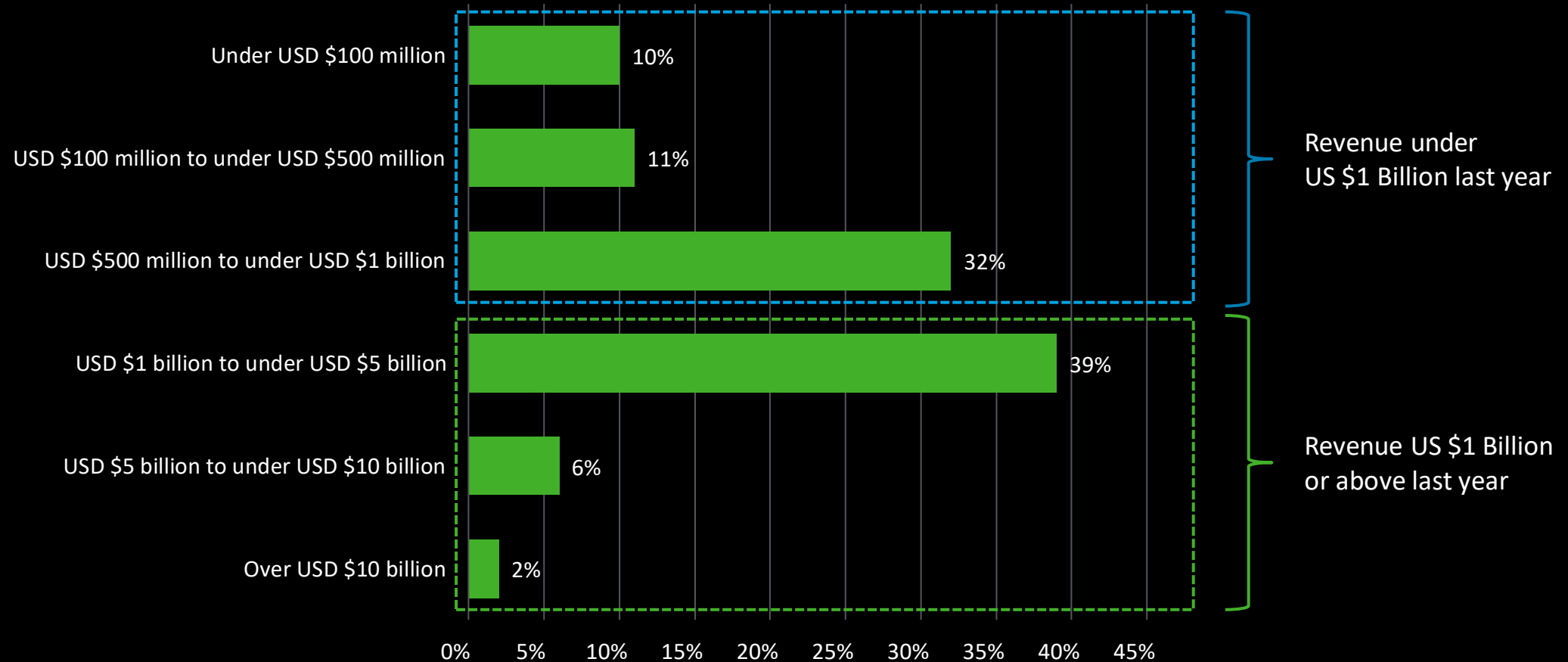
Q: Which of the following best describes your title?



Almost one-third of respondents were owners/partners (32%), roughly one in five were presidents (21%) or CEOs (18%), and over one in ten were CIO/CTOs (13%).

Roughly half of respondents reported the revenue of their company at under US \$1 billion (53%) and roughly half of respondents reported the revenue of their company U.S. \$1 billion (47%) or above.

What was your company's annual revenue last year in USD?





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