KPMG global tech report: Financial services insights

Unlocking growth through digital innovation

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Executive summary

As financial services organisations contend with evolving risks and demands in a cost-pressured environment, companies with a competitive edge in the sector are those who can deploy digital transformation tactics to bring enterprise-wide value. But are financial services firms ready to unlock unprecedented growth through digital innovation? As the sector faces mounting pressures, the answer to this question could determine their future success. This report is intended for CEOs, CIOs, CTOs, and senior executives in the financial services sector who are looking to harness technology to help fuel operational efficiency and growth.

Persistently high inflation, geopolitical pressures, regulatory challenges, and slow global economic growth are combining to challenge businesses across financial services. Interest rate volatility is dampening consumer spend and asset performance, while compliance and operational costs are steadily increasing, forcing executives to revisit growth strategies. At the same time, organisations across financial services are coming under pressure both to generate value and to operate within tighter margins.

Technology is proving vital for performing in this environment. The *KPMG 2024 CEO Outlook* across asset management, banking and insurance confirms that CEOs in these industries are continuing to prioritise digitisation to galvanise business models. Despite ongoing economic uncertainty, 81% of banking and insurance CEOs see generative AI as a top investment priority, with 75% of CEOs confirming this in the asset management sector. Organisations are leaning on innovative platforms and systems to help them reduce costs, improve customer experiences, and build resilience.

Our new KPMG research, which features insights from 612 technology executives from financial services (including professionals working in asset management, banking and capital markets, insurance, private equity, and real estate), further highlights the potential of technology to bolster the sector.

> “This report reveals that the financial services sector is most likely to generate profit from its AI investments. However, to stay ahead of the game, financial services companies should move beyond siloed, short-sighted tactics. This will likely involve adopting multiple advanced technologies, in addition to addressing legacy solutions, to ensure enterprise-wide compatibility. A simplified, modernised architecture that reduces complexity and transforms the end-to-end customer experience should be the goal.”
>
> **Karim Haji**
> Global Head of Financial Services
> KPMG International

Key findings

Managing risk with innovation and artificial intelligence

The sector's inherent exposure to elevated risk and regulatory challenges has driven a need for innovation to manage these demands. As a result, financial services is the sector most likely to be generating profit from its cyber security, XaaS and AI investments. But while this has brought progress, the evolving risks and responsibilities continue to weigh heavily on tech decision-makers in the sector.

75% of financial services executives state that complex regulatory developments are the factor most heavily denting their investment confidence.

The survey finds that data-led decision-making, AI-enabled solutions and modernisation of legacy platforms are at the centre of the sector's coping strategies. Organisations in the financial services sector are most likely to be using data-centric decision-making to adapt their digital transformation in response to evolving market risks, 5 percentage points more likely than the cross-sector average. With the right data foundations in place, AI provides a means to accelerate the modernisation of the control environment, predict change impacts and minimise drift.

To deliver on the promise of data and AI, companies must scale with purpose

The rise of generative AI (Gen AI) is set to revolutionise financial services, enabling companies to automate complex tasks and enhance customer experiences in unprecedented ways. Financial services is the sector most likely to generate profit from its AI investments. But many organisations still encounter problems when trying to implement AI across the business in an integrated way.

92% of financial services companies are generating profits from AI. However, only 32% of FS companies are generating returns at scale.

Our research uncovers key actions that digital leaders are taking to help realise benefits at scale – taking an ecosystem approach with use cases drawing on multiple AI capability sets, pushing the envelope by seeking to radically change end-to-end value chains (compared with incremental improvements), and investing in digital and data foundations.

Simplification and modernisation: moving toward an adaptable, flexible architecture

Financial services companies are increasingly looking to modernise their systems to improve resilience and remove unnecessary complexity. These modernisation efforts are essential to business continuity.

58% of executives admit that flaws in their foundational enterprise IT systems disrupt business-as-usual on a weekly basis.

Across the sector, there has been an uptick in the implementation of cloud-based platforms that can help simplify digital infrastructures, with an impressive 82% of organisations prioritising investment in XaaS in 2024.

One of the core benefits of this simplification is cost reduction. Nearly one-third of respondents say that public cloud platforms or XaaS technologies have helped to reduce the cost of both technology debt and total cost of ownership (TCO).

Risk and regulation

In a mission to build consumer trust, organisations across financial services face strong headwinds. Geopolitical tensions are disrupting every sector, impacting supply chains and financial systems, limiting access to capital, pushing up the prices of goods and commodities, and, ultimately, impacting economic stability. Technological advancements and greater regulatory burdens are also creating new uncertainties, leading to a fragile reputational risk environment.

As fast as financial services companies are adapting, bad actors are weaponising technologies with the aim of manipulating people, businesses and governments, and eroding trust. As a result, financial services companies are less confident in investing in new technology than a year ago, with the KPMG 2024 Banking CEO Outlook[1] revealing that only 43% of respondents are confident that their organisations' cyber security defences can keep up with the challenges thrown up by advancements in AI. Technical debt that has built up through years of underinvestment in core systems is worsening the situation, with many financial services executives (58%) in the *KPMG Global Tech Report* research saying that flaws in their foundational enterprise IT systems disrupt business-as-usual on a weekly basis.

[1] https://kpmg.com/xx/en/our-insights/value-creation/kpmg-2024-banking-ceo-outlook.html

To protect citizens and vulnerable members of the community, and ensure the continued functioning of capital markets, regulators are responding by expanding legislation, intensifying the legal burden on the financial services sector. Some of the most significant new pieces of legislation include the Cyber Resilience Act (CRA), the Digital Operational Resilience Act (DORA), and the EU AI Act.

However, inadequate and divergent approaches to the regulation of emerging technologies, in particular artificial intelligence (AI), is seen by many organisations as a barrier. This is evident in recent research by KPMG, which identifies that 70% of insurance CEOs believe that the lack of current AI regulation within the sector could become a barrier to the organisation's success.[2]

Published in December 2023, ISO/IEC 42001 is the first international standard that provides a framework with which to manage AI. The standard addresses the unique challenges AI poses, such as the need for ethical considerations, transparency, and continuous learning. For financial services organisations, it sets out a structured way to manage risks and opportunities associated with AI, balancing innovation with governance. Importantly, implementation of the standard can help companies build trust with their stakeholders, providing an opportunity to differentiate.

KPMG has a unique point of view and experience with ISO 42001, with KPMG Australia being the first organisation globally to achieve ISO 42001 (AI) certification from the British Standards Institute (BSI).

While these standards offer valuable guidance, the evolving risk environment and growing compliance requirements are still daunting for financial services companies.

75% of financial services executives state that complex regulatory developments are the factor that most affects their investment confidence (7 percentage points higher than the cross-sector average).

From analysing the tactics of digital leaders in this space, it is evident that many leading organisations navigate this complexity by developing digital transformation strategies that balance addressing immediate needs with planning for predicted future requirements. In terms of knowing how to strike the right balance and adjust it in response to evolving market trends and risks, data-centric decision-making is a crucial tool for high performing organisations. The KPMG 2024 Global Tech Report shows that, across sectors, in comparison with non-leaders, global leaders are 18 percentage points more likely to use data-centric decision-making to align their digital transformation strategies with evolving market trends and risks.

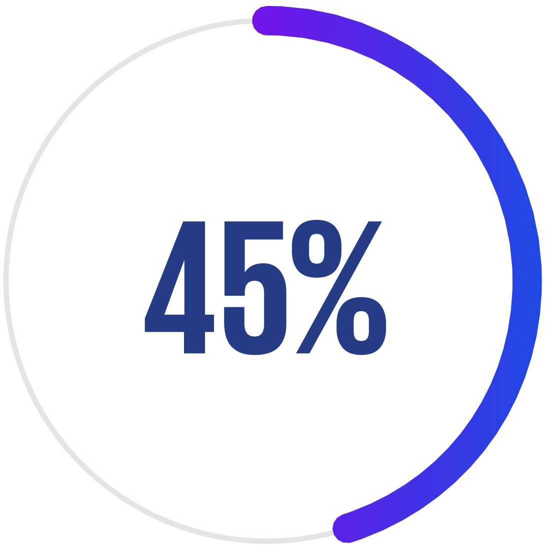
When it comes to data-informed decision-making, financial services is already making confident strides forward. Our research shows that, when responding to evolving risk and trends, financial services companies are 5 percentage points more likely than other sectors to take a data-led approach. However, the sector cannot rest on its laurels; it is imperative that it continues to build its data maturity.

“Deciphering and managing the regulatory maze, and closing the gap in risk management and compliance, requires high levels of intelligence and efficiency. The speed of technology innovation is creating new opportunities to tackle these issues through more modular, flexible architectures, artificial intelligence, and data, supported by partnerships with trusted organisations across the private and public sector ecosystem.”

David Ryan
Head of Technology for Financial Services
KPMG Australia

[2] https://kpmg.com/xx/en/our-insights/value-creation/kpmg-2024-insurance-ceo-outlook.html

Financial services is more likely than other sectors to take a data-centric approach to responding to market risks with agility



Cross-sector average

Data-centric decision-making

Financial services

Which of the following tactics do you use to adapt your digital transformation strategy in response to evolving market trends and risks?

Compliance powered by AI

KPMG Australia's platform, Compliance powered by AI, demonstrates how AI technology, when combined with a well-defined strategy, can be leveraged to:

- Turn dense regulations into a clear set of obligations, making compliance easier to understand and act upon.
- Examine processes and detect the fine threads between obligations and risks, and strengthen these connections.
- Rapidly grasp an ever-evolving inventory of controls evaluated by AI against industry-leading practices.

Powered by the advanced capabilities of a generative AI platform, the solution is designed to decipher and manage the regulatory maze with unparalleled intelligence and efficiency. It synthesises and scrutinises data, uncovering vital connections and identifying any discrepancies against a robust set of frameworks and controls.

Drawing on our experience working with digital leaders in highly regulated sectors, we suggest the following actions are critical:

Baseline

Develop an understanding of current and future risks, regulatory obligations, and critical operations and controls at an organisational level. Consider how technologies and solution options are evolving that could have an impact on your strategy and decisions taken in the short term. Prioritise those areas most critical to resolve now while forming a position on future scenarios.

Manage

Build and implement a robust risk management framework, incorporating certifications such as ISO 42001, to hone best practice and strengthen controls. Explore how AI can be leveraged to accelerate the modernisation of your controls, predict the impact of control changes to your processes and systems, and sustain them in a rapidly evolving and uncertain environment.

Implement

Prepare a vision and strategy that consider the evolving risk and technologies environment, immediate priorities and future scenarios that could play out. Evaluate architectural options, with a view towards a cloud-based composable architecture that can adapt to future changes, leveraging XaaS solutions to accelerate and de-risk, enabled by AI and data.

Prepare

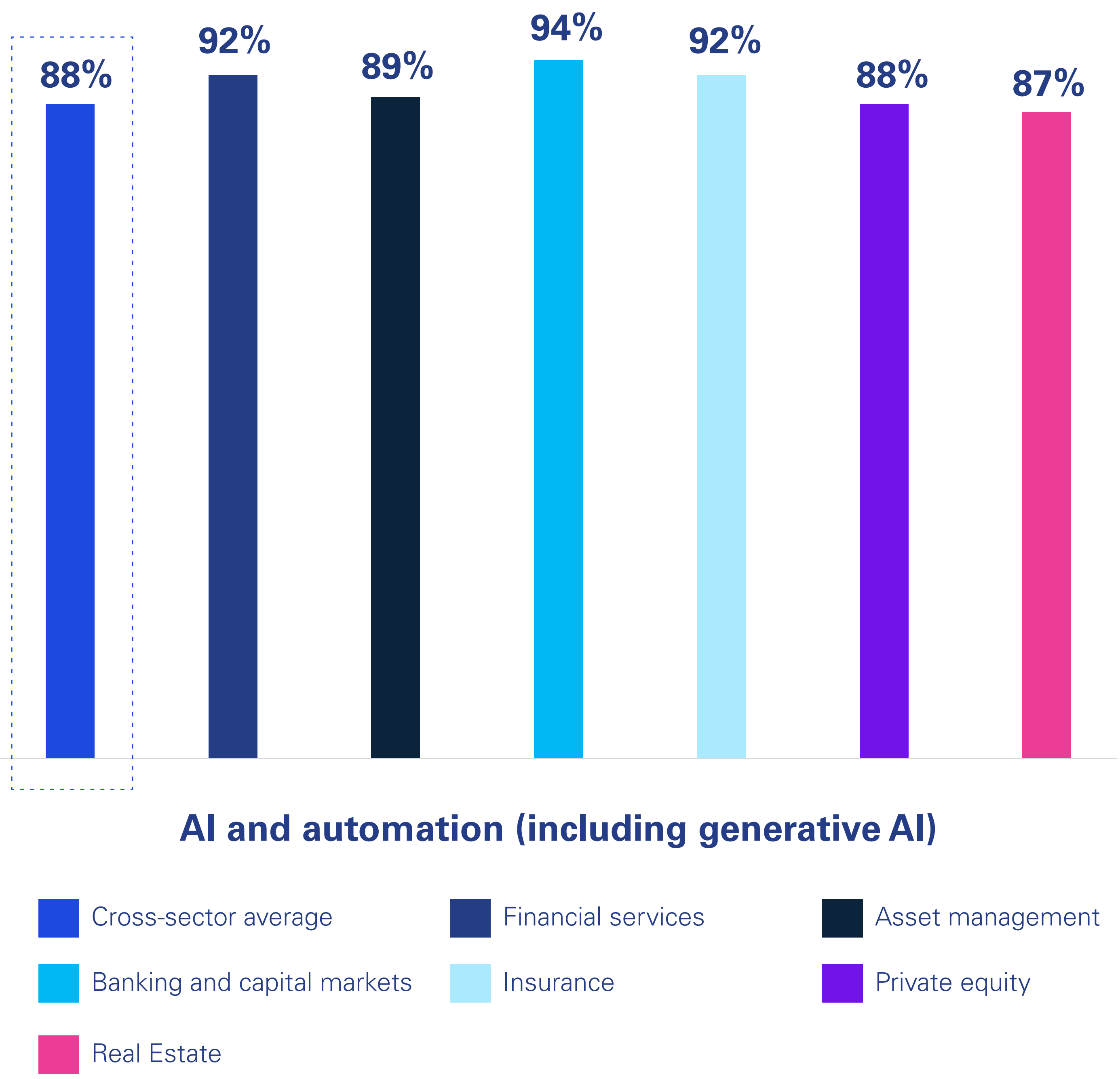
Design and mobilise the program teams needed to uplift your control environment, leveraging third-party providers that bring grounded advice and global experience. Establish the delivery cadence and governance needed to surface and resolve design and delivery issues as they arise. Design and prepare the 'business-as-usual' operating model to sustain the control environment and avoid drift.

Data and AI

The evolution of AI is transforming numerous industries. The rise of Gen AI has caused many organisations to rethink their AI investment strategies with a view to accelerating and building on their experience with machine learning (ML). Financial services companies have always been quick to embrace new technologies.[3] As such, 92% of financial services companies in the KPMG Global Tech Report research indicated their AI investments have generated profits over the last 24 months, compared with a cross-sector average of 88%.

[3] https://www3.weforum.org/docs/WEF_AI_in_Financial_Services_Survey.pdf

Financial services' proportion of AI-driven profitability, including subsectors, compared with the cross-sector average



Over the past 24 months, have your digital transformation efforts with the following technologies positively impacted your organisation's profitability/performance?

Our discussions with financial services business and technology leaders suggest they are continuing to be inundated with requests for Gen AI support, with delivery backlogs growing. There are multiple high value use cases, including automated claims, automated credit assessment, fraud detection, risk assessment, controls optimisation and development, personalisation of products and services, fighting cybercrime and code generation. Financial services organisations are increasingly looking to AI to help tackle complex and time-intensive tasks and to streamline processes.

Along with the opportunities, obstacles and barriers to adoption are also growing. Our research confirms that the sector has yet to master the art of scaling AI use cases to fully realise their potential. While 32% of financial services companies are already generating AI returns, 67% have not yet reached this stage.

Rapidly evolving technologies are butting up against legacy IT systems, siloed data, and fiscal constraints. 'AI is the next technology solution that financial services companies are investing in to become more modular and fast-moving. This has cost implications, especially since the wide range of digital solutions they are managing simultaneously turns digital debt into a serious risk,' says Paul Henninger, Head of Connected Technology, KPMG in the UK.

One of the biggest concerns among financial services leaders is the state of their current systems. According to the 2024 KPMG Global AI in finance report[4] nearly 30% of financial executives agree that difficulty with integrating existing tools is one of the biggest barriers to AI adoption. Legacy systems limit the ability to innovate, whether it be due to less money being made available for AI use cases, an inability to capitalise on new capabilities or difficulty accessing siloed datasets. A failure to address these barriers risks increasing the divide between digital leaders (including fintechs) and the wider functions.

In parallel with unwinding legacy tech, digital leaders are shifting how they think about their AI investments from a technology perspective. Historically, organisations have looked at automation and AI technologies through a tool or platform-specific lens (applying robotic process automation [RPA] to processes and ML models). The landscape has shifted to a much more integrated ecosystem, in which use cases may draw from multiple AI capability sets.

'Ecosystem level AI blueprints consider how end-to-end value chains can be transformed, beyond automation of certain process steps that solve specific pain points but risk missing the wider change opportunity or impacts. As technologies mature and gain traction across the enterprise, we are seeing a significant and important interplay with how business leaders consider the future service delivery model for their respective functions, whether it be to transform the customer experience or optimise the cost base,' comments David Ryan, Head of Technology for Financial Services, KPMG Australia.

[4] KPMG, 'Global AI in finance report', 2024

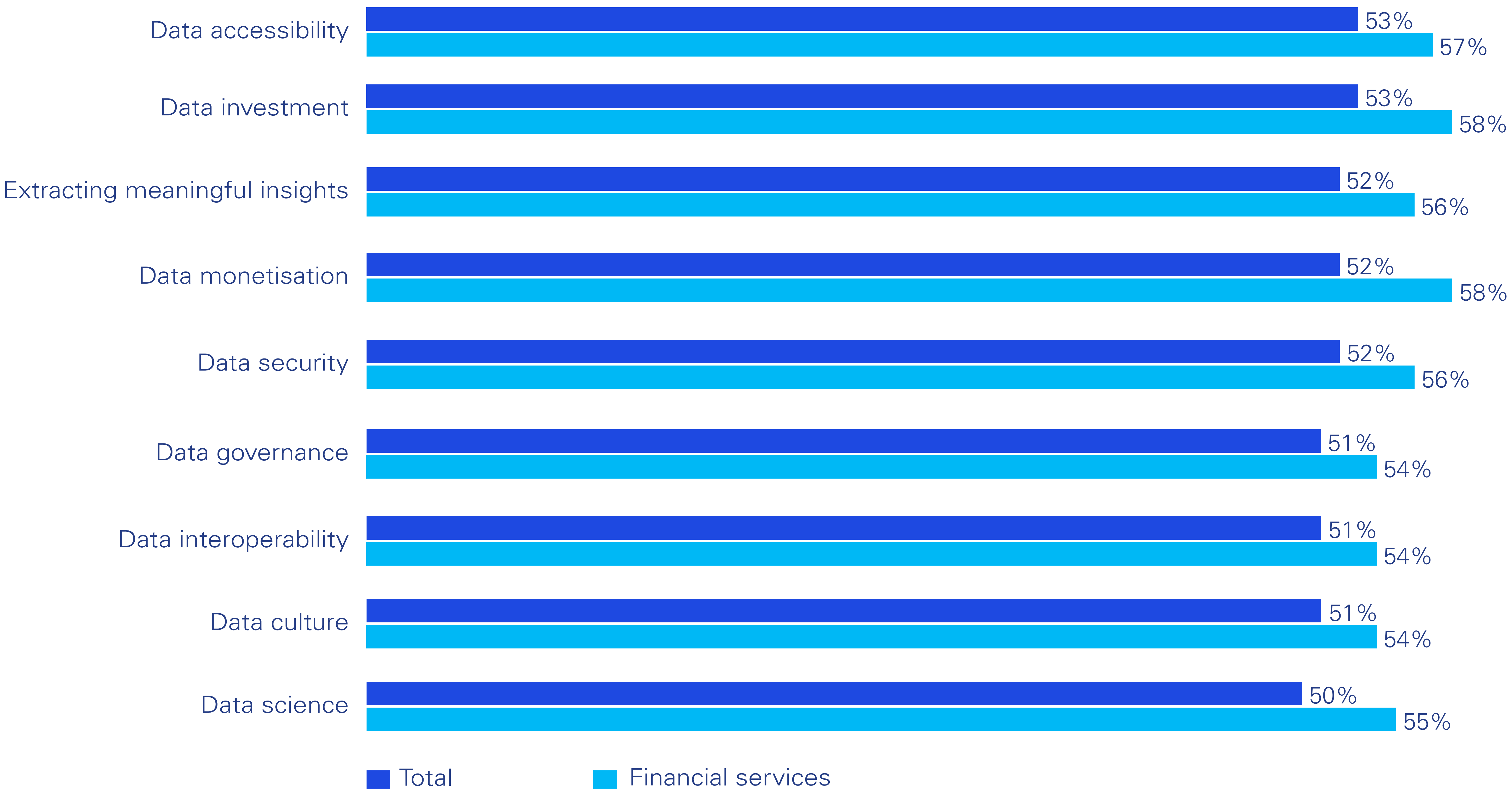
Discussions with business and technology leaders, and our experience leading AI programs, have highlighted the critical role data management plays in enabling enterprise-wide transformation, in particular when moving beyond point solutions and isolated AI use cases. David DiCristofaro, KPMG Line of Business Leader for Financial Services, KPMG in the US explains that, while many companies are making considerable progress, they often struggle to define their desired end state. 'Ultimately, they should aim for a closer integration of data management with their overall business strategy and growth objectives,' he says. This likely means embedding this initiative into every interaction, decision and process – and, critically, delivering it through a marketplace of accessible data products that can easily be discovered and served up.'

Our research finds that this has been an area of focus for the financial services sector over the past 12 months. When it comes to data accessibility, there has been a

28%

percentage point year-on-year uplift in the number of financial services companies in the two highest levels of maturity (influential and embedded).

Proportion of financial services in the top two levels of data maturity (influential or embedded) compared with the cross-sector average across nine key data management categories



How effective are your data and analytics activities in the following areas? – Influential/Embedded

"Strong data governance treats data as a set of products with one or more specific business goals, and all maintenance, storage and quality standards are oriented around that on an ongoing basis. Some leading banks and insurers have started to adopt that approach, and it is paying off for them because it moves away from the idea that data needs to be perfect before it can be useful."

Paul Henninger
Head of Connected Technology
KPMG in the UK

To transform the value chain end-to-end, businesses will need to continually address data siloes by strengthening data governance and integration, and consider how to bridge a skills gap.

Companies across financial services are currently experiencing a bottleneck for as they look to scale their AI adoption. A recent KPMG survey[5] found that only 16% of organisations have a workforce that is well equipped to implement Gen AI, with 61% looking to hire new talent in this area. 'A multi-faced approach is proving to be a critical strategy adopted by digital leaders,' says Ryan. 'This involves partnering with third parties to expand the talent pool, providing learning programs and global delivery centres to upskill and engage with the workforce, buying off-the-shelf assets and solutions, and 'co-investing' with startups or (financial) tech companies to leverage their speed, skills, and balance sheet.'

[5] KPMG, 'KPMG Survey: GenAI Dramatically Shifting How Leaders Are Charting the Course for Their Organizations', 2024.

The financial services sector should consider these challenges with urgency. We recommend the following actions, derived from analysis on the performance of global leaders:

Upgrade legacy systems

Legacy systems are holding AI back. Invest to upgrade, re-platform or consider low-code options to help augment legacy systems where they are impeding the use of AI.

Improve data foundations

Establish the data foundations needed to enable your vision, including data platforms, products and governance. Build confidence in the quality of data to improve outcomes from the use of AI.

Plan for talent

Identify and plan for your future AI talent. Explore the requirements for upskilling your current team while identifying future sources of skills including partnering or co-investing with startups or tech companies.

Transform

Architect your AI-enabled transformation to maintain focus on long-term goals while releasing value progressively and avoid getting stuck in proofs of concept or pilots that don't deliver value. Accelerate use cases that can prove benefits and de-risk delivery.

Simplification and modernisation

The desire to accelerate transformation appears clear across financial services, with 74% of organisations suggesting that, over the next 12 months, they plan to focus on investing in new tech rather than focusing on maintaining their legacy technology. Mounting tech debt caused by years of aggregated cost pressures and the temptation of new technologies has left the sector with a tangled web of systems. 'This dynamic increases the risk of outages and results in crowded technology transformation portfolios, which makes it difficult to deliver to customers with confidence,' says David Ryan, Head of Technology for Financial Services, KPMG Australia.

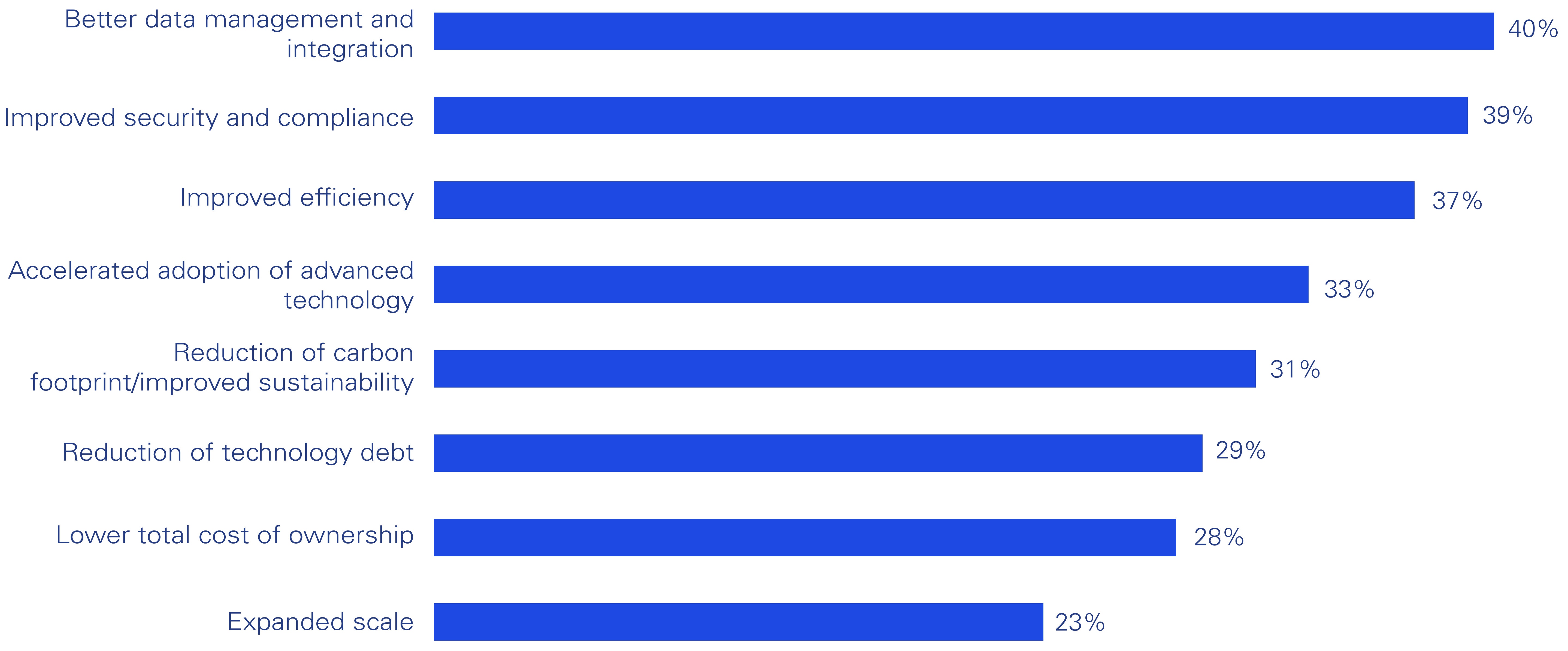
But the sector is starting to act. 'Tech leaders and business sponsors want to tackle the legacy, tightly coupled systems that limit innovation, increase downtime and erode the customer experience,' says Ryan. 'Compared with two to three years ago, there is a much bigger appetite for modernising systems that underpin financial services companies, from cards to payments, lending, claims, investment management, and core banking or registry systems, all while improving digital infrastructure and consumer experiences.'

Regulation around data transparency, fraud prevention and digital payment systems is accelerating this modernisation imperative. For example, the US Consumer Financial Protection Bureau's section 1033 requires financial organisations to permit consumers access to their financial data, demanding a secure data management system is in place.[6]

[6] https://www.consumerfinance.gov/rules-policy/notice-opportunities-comment/archive-closed/dodd-frank-act-section-1033-consumer-access-to-financial-records/

The Digital Operational Resilience Act, which is designed to enhance the operational resilience of digital systems supporting financial institutions in European markets, also drives modern architectures, including auto-scaling (adjusting resources based on demand), self-healing (automated detection of failures and initiation of recovery processes) and load balancing (distributing workloads across servers to boost performance and prevent overload).[7] And Australia's Consumer Data Right (CDR) mandates that banks share product and customer data with a strong focus on data quality and compliance.[8] To meet these requirements, a cohesive, integrated digital infrastructure is paramount.

While there are multiple benefits in technology simplification and modernisation, one that cannot be underestimated in the current climate is the potential productivity improvements gained in technology delivery, through adoption of public cloud platforms or XaaS technologies, alongside the deployment of DevSecOps tooling, practices and controls. Nearly one-third of respondents say that public cloud platforms or XaaS technologies have helped to reduce both technology debt and TCO in their organisations.



What key benefits has your organisation achieved from using public cloud platforms/XaaS technologies over the past 12 months?

[7] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020PC0595&rid=10
[8] https://www.cdr.gov.au/

Business drivers, regulations, and shifting customer preferences are increasingly pushing financial services companies to adopt flexible, adaptive architectures that can cater to emerging needs. As these organisations modernise their technology stacks, the three key factors that influence their investment decisions and overall approach to transformation are:

- **guidance from third parties (89%)**
- **in-house trials and proof of concept (POC) testing (88%)**
- **previous adoption by competitors (78%).**

The first and third factors indicate an appetite to learn from leaders in financial services or other sectors. This approach is particularly prevalent among the sector's digital leaders, who use insights from a broad range of sources, including third-party experts, industry analysts, and technology vendors.

The second influencing factor highlights how for many companies, including digital leaders, modernising legacy tech toward a cloud-based, composable architecture requires careful planning that considers the successes and failures of previous attempts.

'The financial services sector has long been ahead of the curve in terms of cloud and data adoption, but recently we've seen a number of organisations stuck halfway through a transformation, with results not justifying the costs,' confirms Henninger. 'Digital leaders in the sector have now started to focus on finishing the transformation,' he says.

'From established markets launching digital sub-brands to large companies trying to compete with fintechs, the sector has a reputation for trying things that did not work. But all those lessons are now feeding into innovation,' Henninger adds.

In an industry where change is constant and the pace of innovation is accelerating, the ability to socialise learnings and continuously adapt will be a critical success factor. This balance of risk-mitigating and transformation is essential for staying competitive in a fast-evolving marketplace.

One of the unintended consequences of leaders embracing the challenges of technical debt and the opportunities offered by XaaS, data, and AI, is the creation of an overcrowded technology transformation portfolio that can be difficult to manage. 'Digital leaders need to excel in multimodal thinking, enabling them to rapidly respond to shifting circumstances, and manage a growing portfolio of change,' says Ryan. 'This flexibility is crucial in a dynamic environment, where companies need to stay ahead of evolving conditions, shifting customer preferences, and technological advancements.'

When done right, the benefits of this strategy and its successful execution can be significant. By simplifying and modernising systems, and effectively harnessing the power of data and AI, organisations are better positioned to understand and swiftly respond to changing customer needs and community expectations. This approach enables businesses to create digital experiences, products, and services that are not only secure and resilient but also innovative and differentiated in a competitive landscape.

> "Customer feedback provides a clear view of the things that matter, but financial services companies must move beyond this to unlock significant value. For example, soon I expect we will see entirely AI-based service delivery models, which require a shift toward component-based architectures. Senior executives are asking what those fundamentally different end-to-end digital experiences could look like, and what the business needs to get there."

David DiCristofaro
US Line of Business Leader for Financial Services
KPMG in the US

Focusing on simplification and modernisation can help organisations reduce complexity, streamline processes, and build a more flexible and resilient technology environment. We suggest financial services companies focus on four key actions:

Assess

Begin by evaluating existing legacy systems to identify inefficiencies and complexity that may hinder agility. Focus on areas where simplification can yield immediate improvements in performance, cost reduction, and operational speed. Engage with key stakeholders to align on challenges and ensure a shared understanding of the need for modernisation.

Prepare

Create a clear roadmap for removing unnecessary complexity and adopting more modern, flexible technologies, such as cloud-based solutions. Prioritise areas with the highest impact on operational efficiency and customer experience. Establish governance structures, leadership models, and cross-functional squads to ensure alignment across the organisation. This foundational work ensures that the transformation is well-supported, with clear objectives and communication pathways to guide execution.

Leverage

Identify where organisations can harness assets and experiences (e.g. from partners) to expedite and de-risk the change, while maintaining focus on areas of differentiation.

Deliver

Design, build and deliver towards a more resilient, composable, cloud-based infrastructure that supports future growth and operational flexibility. Maintain a focus on continuous improvement, tracking progress and refining systems to meet evolving market needs. Ensure that simplification efforts are sustained, aligning with long-term business goals and reducing complexity over time.

How KPMG can help

Transformation is an ongoing journey

There's no quick fix for today's business challenges. Major changes are in motion, often happening in parallel – involving more stakeholders, with more at risk and requiring more complex decision-making. All this can put relentless pressure on your organisation, your people, and your broader ecosystem. This journey of constant change is unpredictable but how you approach it should not be.

The global KPMG global network of financial services professionals can help you navigate these challenges through an efficient, ethical, and demonstrated framework to help deliver results that matter. We combine advanced technology, deep expertise, and operational excellence to help continually evolve your processes.

With KPMG Managed Services, organisations can create nimble, scalable business functions that both evolve at pace and pivot quickly to adapt with changing priorities, helping to accelerate the transformation journey in a sustainable way and help stay ahead of competitors – while minimising disruption and risk. Learn more.

You can with AI

In the artificial intelligence (AI) era, anything seems possible. Untapped value, constant innovation, new frontiers. Especially with a knowledgeable guide by your side. We help clients harness the power and potential of AI. With more than 150 years of data, industry insights, technology and regulatory expertise, KPMG member firms work with clients to identify AI opportunities and demonstrate how it can help to solve critical business challenges and unlock new revenue.

KPMG has developed a suite of capabilities that combines a feature-rich AI development platform with a robust portfolio of prebuilt and tested AI-enabled technology solutions, backed by deep industry knowledge and domain expertise. KPMG offers developer and user interfaces to build, train, configure, and deploy customised AI-enabled technology solutions which in turn helps a client's solutions stack to work cohesively and seamlessly as they scale AI across the organisation.

Let KPMG show you how. Learn more.

About the authors

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As Head of Technology for Financial Services at KPMG Australia, David specialises in helping Banks, Insurers, Asset Managers and Superannuation Funds with making sense of the complex business and technology landscape, designing strategies and transformation pathways that drive real, sustainable change and performance improvements. He has worked with with a number of world class organisations across Asia Pacific, North America and Europe; and with his colleagues, team and global network, actively brings this experience to his clients.

Paul Henninger
Head of Connected Technology
KPMG in the UK

With more than 25 years of experience across the analytics and technology sector, working for and starting up major technology innovators prior to a transition to consulting, Paul leads the UK Technology function including technology advisory, data and analytics, cloud and application engineering, automation, and enterprise solutions teams to drive large-scale transformation projects for clients around the world, utilising major platforms including SAP, Oracle, Salesforce, Coupa and others.

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David has spent his career serving major global, national, and regional banks and other financial services companies in financial, governance, risk, compliance, and technology roles. He has experience assisting banks with major business, regulatory and risk transformation and has delivered technology solutions to meet business, financial, risk and regulatory requirements, leading to cost savings, efficiency realisation and risk reduction.

Methodology

More than 20 countries/territories:

25%
Americas

38%
Europe, Middle East and Africa (EMEA)

36%
Asia Pacific (ASPAC)

This report draws upon the perspectives from 612 leaders across the financial services sector. Survey respondents represented organisations with annual revenues above **US$1 billion** and included a diverse group of technology leaders, such as **Chief Digital Officers, CIOs, CTOs, CISOs, Chief AI Officers,** and others.

45%
were board members or members of the C-suite

74%
reported revenues in excess of US$10 billion

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