AI Quarterly Pulse Survey

Banking

Q2 2026

June 2026

Executive summary

AI is a CEO-owned strategic priority

Leaders remain firmly aligned on AI as a strategic priority increasingly tied to security, accountability, and value realization. As focus shifts from deployment to disciplined execution, organizations are turning to more accessible, cost-efficient, and high-fidelity technologies to accelerate scale.

AI is a CEO-owned strategic business priority, with investment focused on cybersecurity, data and analytics, and collaboration with other institutions.

Selective AI adoption amid data and deployment complexity

Most organizations are piloting AI agents rather than deploying the technology. Where agents are in use, they are most often driving alignment – helping teams coordinate around shared goals, KPIs, and success metrics across functions. At the same time, scaling these capabilities remains constrained by foundational challenges, including data readiness, access limitations, and the inherent complexity of agentic systems.

Workforce dynamics evolve with AI

Over half of the organizations across the banking industry are adopting AI agents in some capacity. Organizations are responding by investing in upskilling while also reinforcing expectations around AI fluency and evolving roles.

Concerns around workload, job security, and skills gaps remain, indicating that workforce adoption will depend more on change management and capability building than the technology itself.

Fragmented governance and limited cost visibility

Only a third of banks have full visibility into AI costs across their organizations. Lack of cost transparency may limit having a clear understanding of AI operating spending. Oversight of AI outputs continues but is applied through a mix of more formalized controls.

The KPMG Quarterly AI Pulse Survey in the U.S. captured perspectives between April 28th and May 25th from 204 U.S.-based C-suite and business leaders representing organizations with annual revenue of $1 billion or more.

Investment and strategy

Average projected investment in AI over the next 12 months

$170 million

Top investment categories include:

- **44%** Cybersecurity
- **40%** Data and analytics
- **32%** Collaboration with other institutions

68% agree or strongly agree that their organization's CEO actively owns AI as a strategic business priority, with clear accountability for AI-related outcomes across the organization.

64% agree or strongly agree that they are confident in their organization's ability to future-proof its AI strategy.

Top factors influencing AI strategy in the next 6 months include:

- **98%** Data security/privacy/risk concerns
- **87%** Access to lower-cost large language models
- **84%** Pressures to demonstrate value to investors or board
- **84%** Need to manage an increased workload or volume of tasks
- **82%** Need to improve customer experience and engagement

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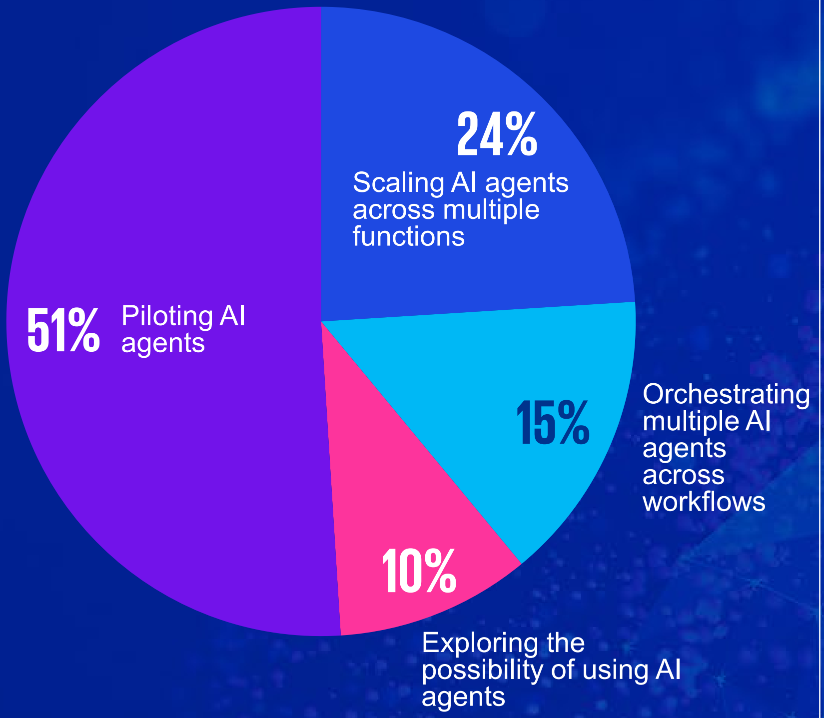
AI agent deployment and trends

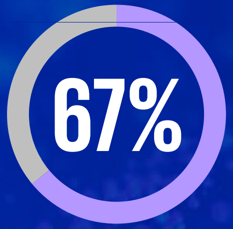
AI agent deployment for banks:

39%

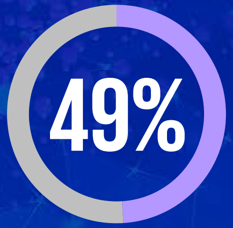
Figure combines scaling and orchestrating percentages below.



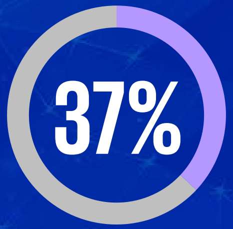
The top ways AI agents are facilitating collaboration across functions within organizations include:



Aligning shared goals, KPIs, and success metrics across functions



Supporting joint decision-making (e.g., shared insights, recommendations)



Assisting with cross-departmental project management

Biggest challenges to deploying AI agents:

63% **Data readiness and access**

49% **Complexity of agentic systems**

41% **Human oversight skills** (e.g, human-in-the-loop judgment and escalation skills)

36% **Workforce resistance to change**

30% **AI cost and economic literacy skills** (e.g, understanding usage-based AI costs such as token or inference costs)

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Workforce agent collaboration and upskilling trends

24% of leaders report employee resistance to AI agents, while 20% report a mixed response and 56% indicate some level of adoption.

20%	22%	2%
Mixed response	Slight resistance	Significant resistance

Employee adoption of AI agents increased quarter over quarter to

56% from **23%**

AI agent resistance from employees is largely due to:

Increased workload or complexity	58%
Concerns about job security	58%
Skills and capability gaps	53%
Trust, ethical or transparency concerns	43%

63%

of organizations are training employees to be ready to work with AI agents by teaching prompt skills to maximize AI agent effectiveness.

59% agree or strongly agree

that their organization has the capabilities and governance in place to manage the risks of AI as it scales (e.g., security, privacy, ethics, compliance, and operational risk).

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Accountability and cost visibility

Only **31%** say operating costs of AI systems are **fully visible** today; **58%** say costs are **somewhat visible**.

Triggers to override an AI output:

The AI output conflicts with regulatory or legal requirements	52%
Predefined risk thresholds are exceeded	47%
Confidence or quality scores fall below limits	40%
Overrides occur on a case-by-case basis without formal criteria	24%
Business judgment differs from AI recommendation	19%

Accountability for AI-informed or executed business decisions is split:

49%	A named C-suite executive (CIO, CAIO, COO, etc.)
34%	CEO or executive committee
12%	Business unit leader
3%	Centralized AI governance/ risk committee

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