THE ValueExchange

# AI in the real world 2026.

Survey key findings



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Chapter 1

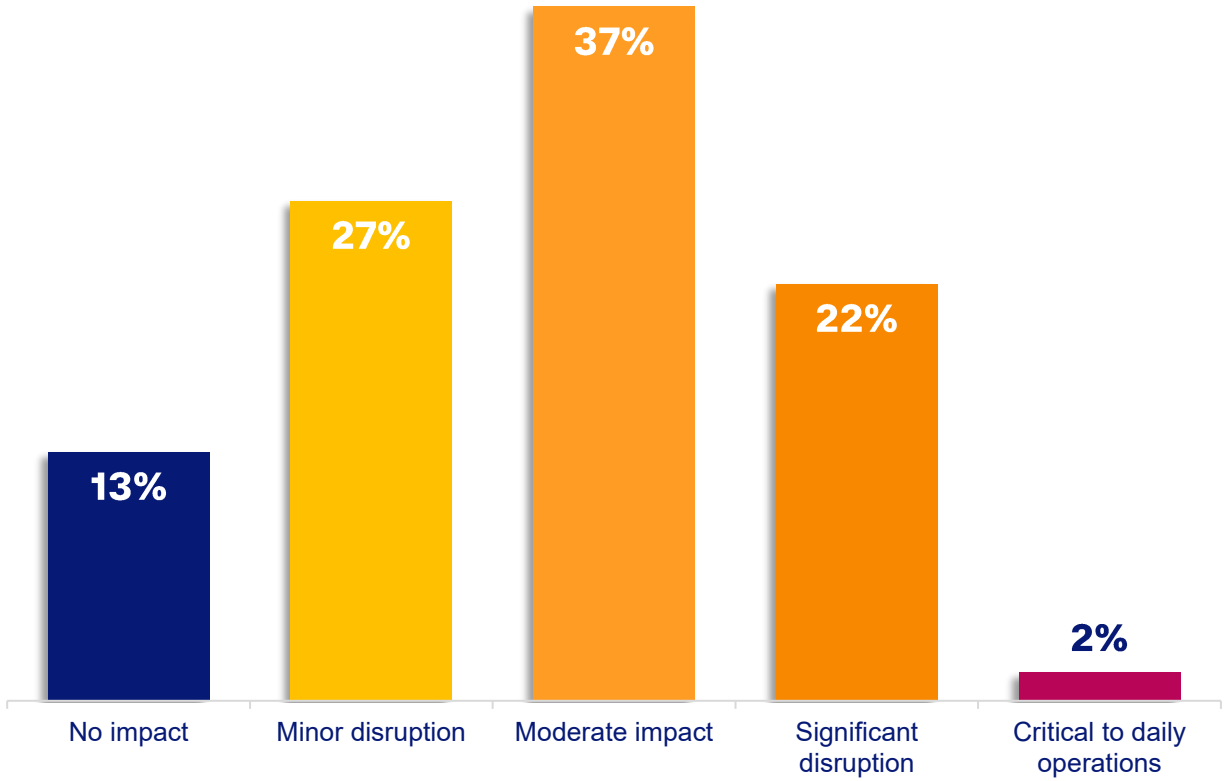
# AI adoption has crossed the threshold.

# 61% would feel a noticeable impact if AI disappeared tomorrow

- Only 13% say removing AI tomorrow would have no impact, so AI is already embedded enough to matter
- 61% would see at least a moderate impact, including 22% who would see significant disruption
- Only 2% see AI as critical to daily operations, showing AI as embedded but not yet infrastructure-level dependency.

## Impact of removing AI from the organisation

**Question:** If AI were removed from your organisation tomorrow, what would be the impact?

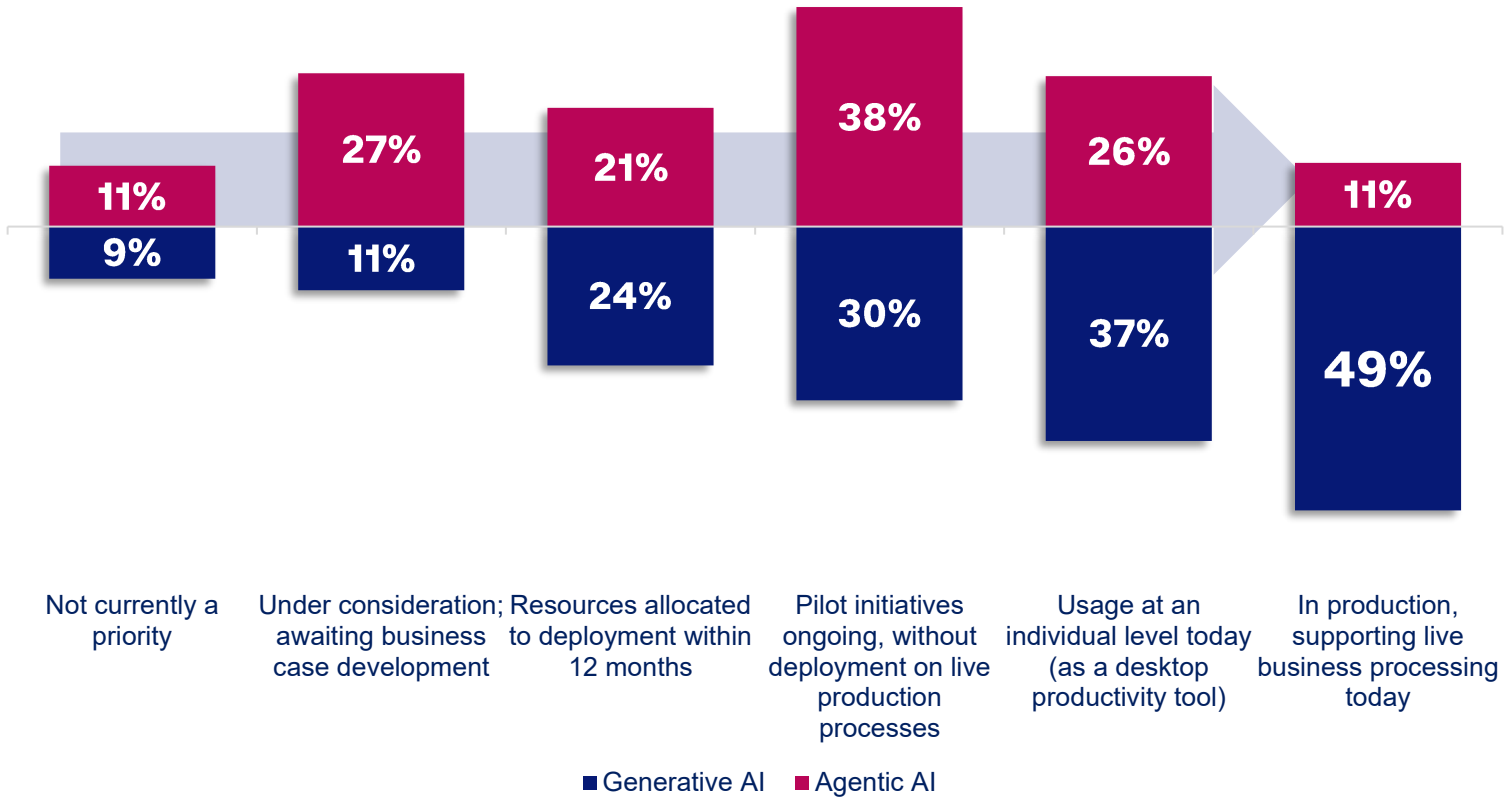


# 49% have GenAI in production, but only 11% are live with agentic AI

- GenAI is already supporting live business processing for 49% of respondents
- Agentic AI remains earlier-stage, with only 11% in production and 38% still in pilot

## Current usage maturity of generative and agentic AI

**Question:** How would you describe your firm's use of artificial intelligence today?

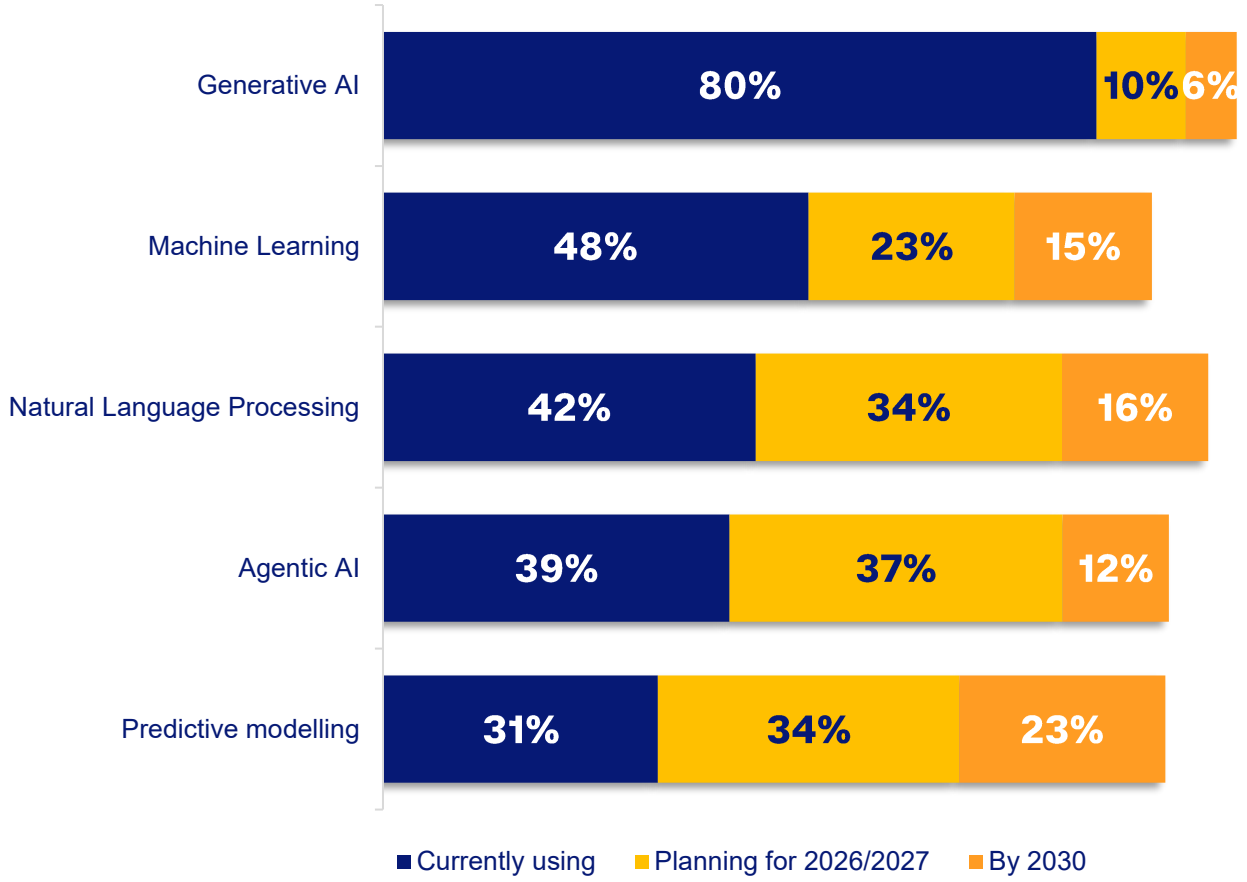


# 80% already use GenAI, agentic AI & predictive AI build next pipeline

- GenAI is the dominant AI layer today, used by 80% of respondents
- Agentic AI has the strongest 2026/27 planning pipeline at 37%
- Predictive AI is being used the least, however remains important in post-trade allowing firms to anticipate potential exceptions

## Current and planned use of different AI types

**Question:** Which of the following forms of AI does your organisation currently use or plan to use?



# AI's expected business impact rises by 56% over next three years

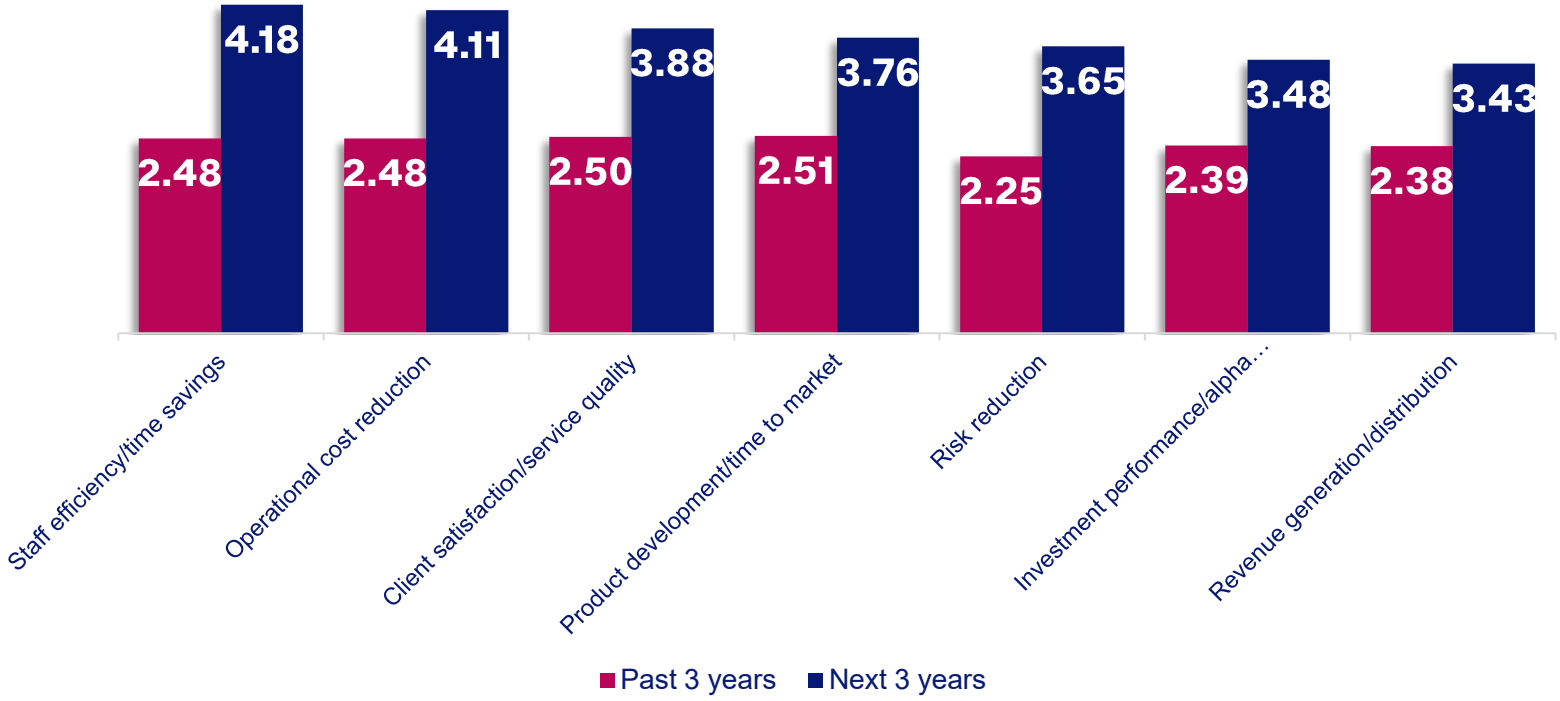
- AI's expected impact rises 56% from 2.43 to 3.79, showing a clear shift from limited historical impact to meaningful future relevance
- The strongest future impact is expected in staff efficiency and operational cost reduction, keeping the AI story firmly connected to today's pressure on operations teams
- Revenue generation remains the weakest future impact area at 3.43, suggesting that AI is still being viewed more as an operating lever than a commercial growth engine

## **Business impact of AI over the past and next three years** (average score out of 5)

**Question:** How significant has the business impact of AI been on your organisation over the past 3 years - and where do you expect the most impact over the next 3 years?

**Overall average**

| | |
|---|---|
| Past 3 years | 2.43 |
| Next 3 years | 3.79 |





Chapter 2

# Post-trade operations remain the frontier.

# Asset servicing will lead the next AI wave, 47% plan adoption by 2027

- Application development is the clearest current use case, at 63%
- Core post-trade functions are more planned than live. Supporting a strong “next wave” story: AI is moving from internal productivity into the operating fabric of post-trade.

## Current and planned use of AI across post-trade

**Question:** Where is your organisation currently using/planning to use AI in back office and operational functions?

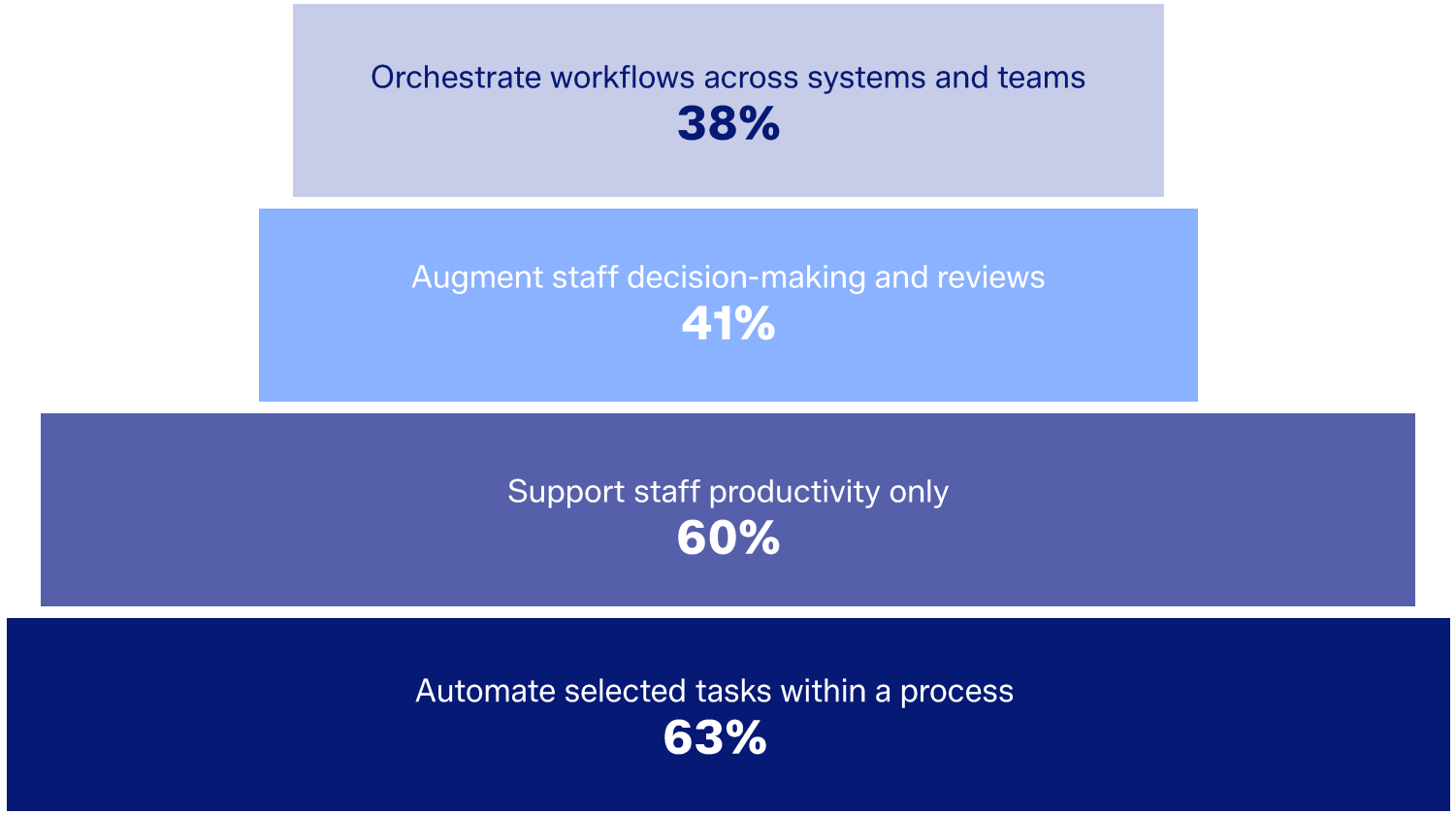


# 63% use AI for tasks, but only 38% orchestrate workflows

- AI is mainly being used for selected task automation (63%) and productivity support (60%).
- That is often the safest way to start, because firms can apply AI without changing accountability models.
- Only 38% are using AI to orchestrate end to end workflows across systems, teams and decision points

## Primary use of AI in operational workflows today, multi-select

**Question:** How is your organisation primarily using AI in operational workflows today?

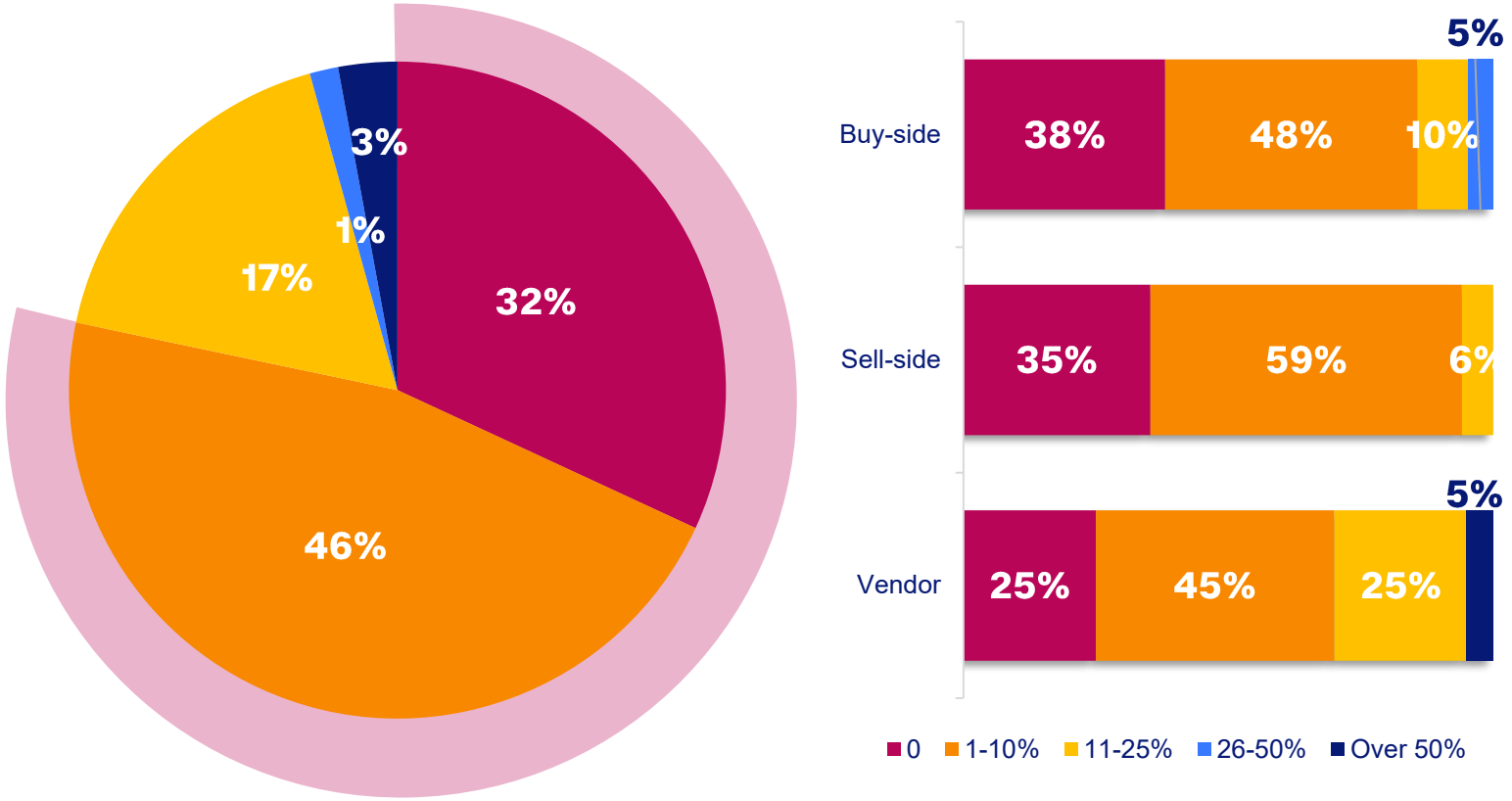


# 78% say almost all AI use cases still need human oversight

- 32% have no fully autonomous use cases
- While a further 46% say less than 10% of their AI use cases are autonomous
- The real-world model remains human-in-the-loop, especially in regulated post-trade workflows

## Share of AI use cases operating fully autonomously today

**Question:** Of your AI use cases, how many are fully autonomous (no human intervention)?





Chapter 3

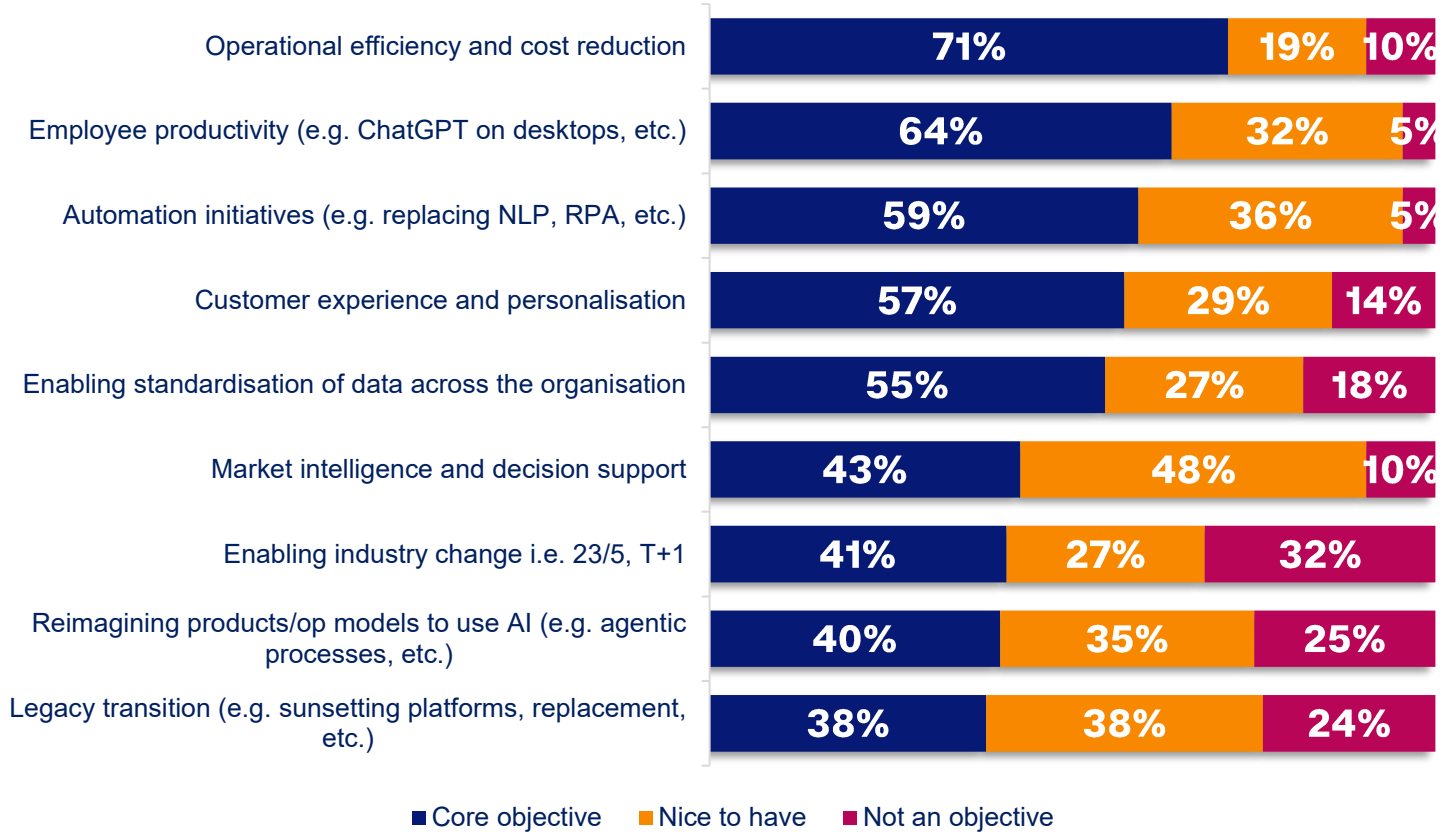
# The business case is still efficiency-led.

# 71% say ops efficiency & cost reduction is the core AI objective

- Employee productivity follows at 64%, with automation at 59% and customer experience at 57%
- The AI business case is broadening, but it remains anchored in efficiency

## Core objectives for AI adoption

**Question:** Which of the following describe your organisation's objectives for AI?

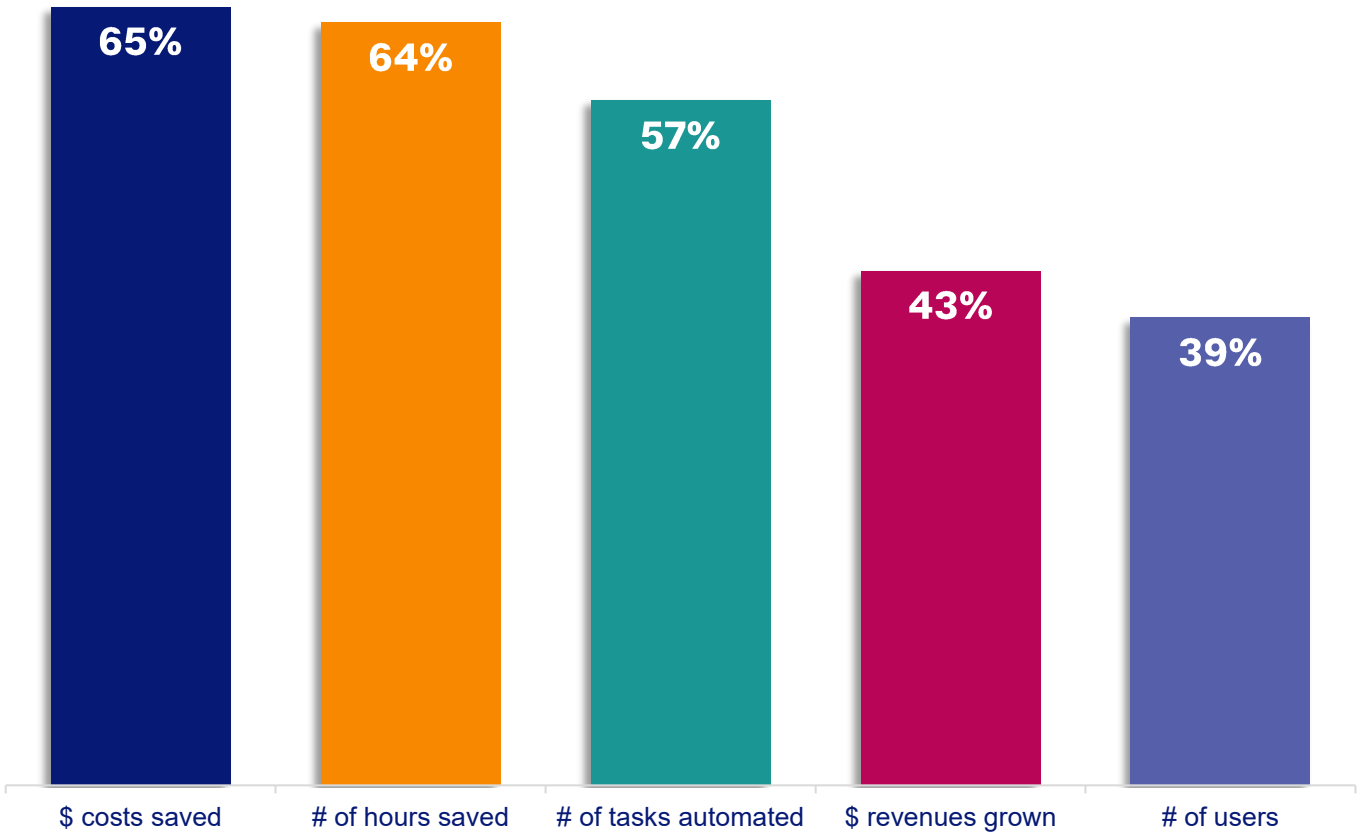


# 65% measure AI through cost savings, not revenue growth

- AI success is being measured mainly through time, cost and task efficiency.
- This is understandable at this stage, because efficiency is easier to measure and defend internally than transformation.
- Revenue growth is lower at 43%, reinforcing that efficiency-first AI business case. Firms may risk underestimating AI strategic value if they only measure it through operational savings.

## KPIs used to measure AI success in 2026, multi-select

**Question**: What KPIs are you setting to define the value and success of your AI work in 2026?





Chapter 4

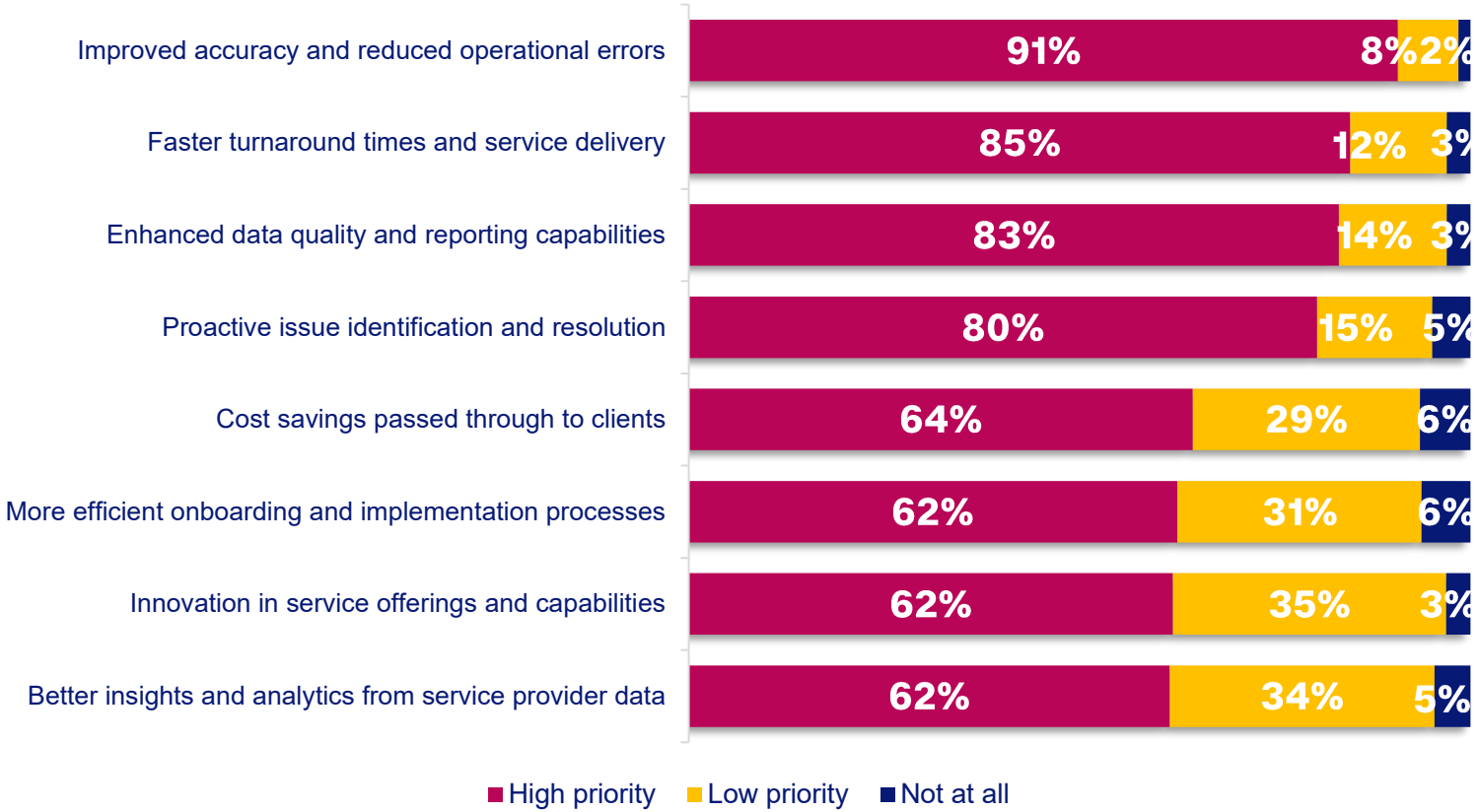
# Clients will judge AI by trust and control.

# 91% want AI to improve accuracy, reduce errors - service providers

- Whereas 62% want their service providers to prioritise innovative new solutions and analytics
- The priority is for service providers to do what they do today but faster, better and more accurately
- This creates a strong commercial test for asset servicers and technology providers: AI must improve operational confidence, not just demonstrate technical capability.

## Expected outcomes from service providers' use of AI

**Question:** Which outcomes would you expect from your service provider/asset servicer/custodian's use of AI?





Chapter 5

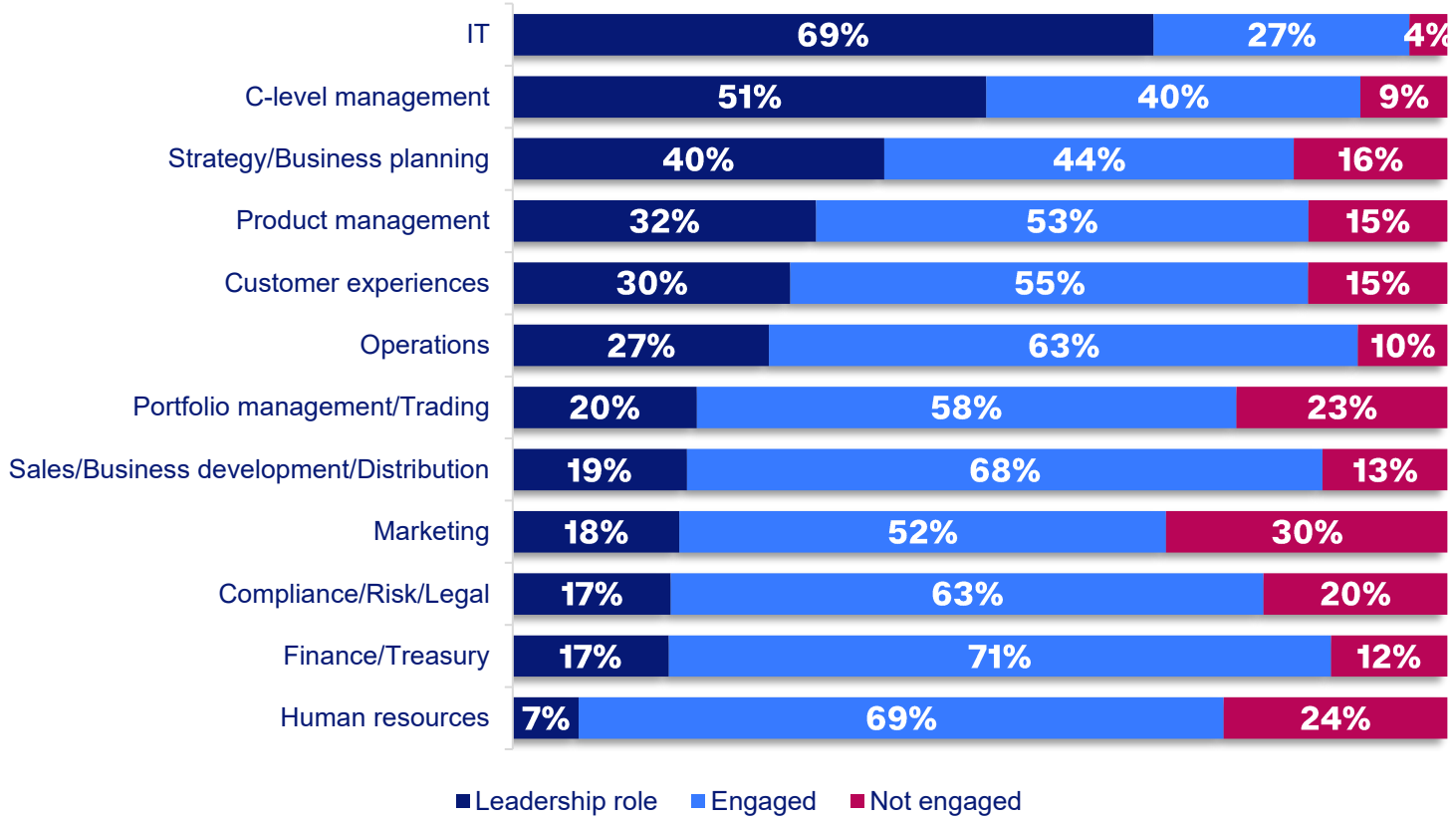
# Scaling depends on trust, control and governance.

# AI remains IT led rather than operations led for 69% of firms

- But there is also C-suite sponsorship. With the C-suite taking a leading role for 51%
- Operations is highly engaged, but only 27% say it has a leadership role
- That gap matters if AI is expected to transform post-trade operating models.

## Role of internal functions in AI adoption

**Question:** How would you define the role of each of the following profiles in your AI adoption?

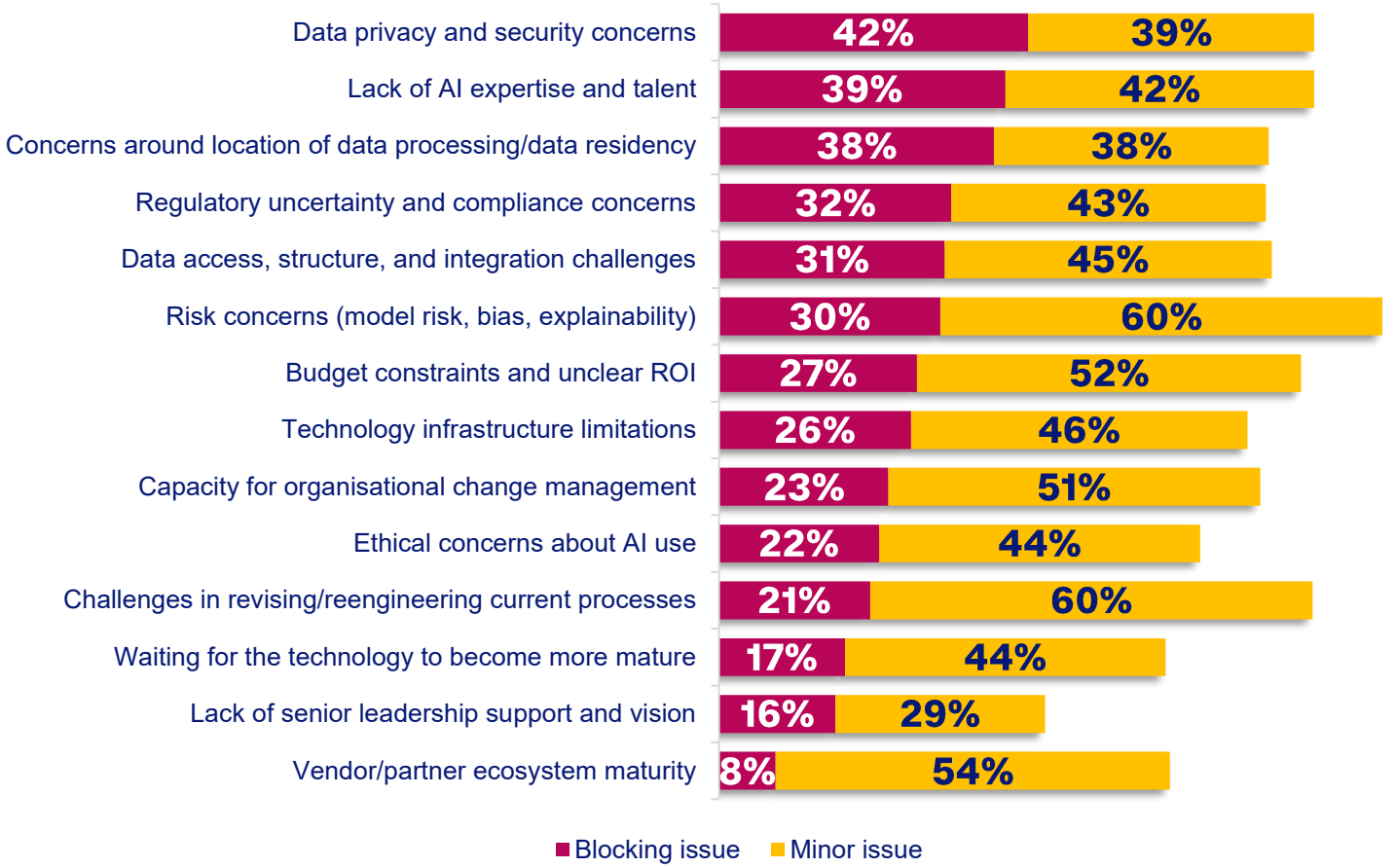


# 42% cite privacy and security as a major blocker to faster AI adoption

- The biggest blockers are privacy, talent, data residency, regulation, data integration and model risk
- Talent follows at 39%, with data residency at 38% and regulatory uncertainty at 32%
- The scaling challenge is not enthusiasm; it is making AI safe, explainable and compliant enough for regulated operations

## Barriers preventing faster AI adoption, excluding "not an issue"

**Question:** What are the most significant barriers preventing faster AI adoption in your organisation?

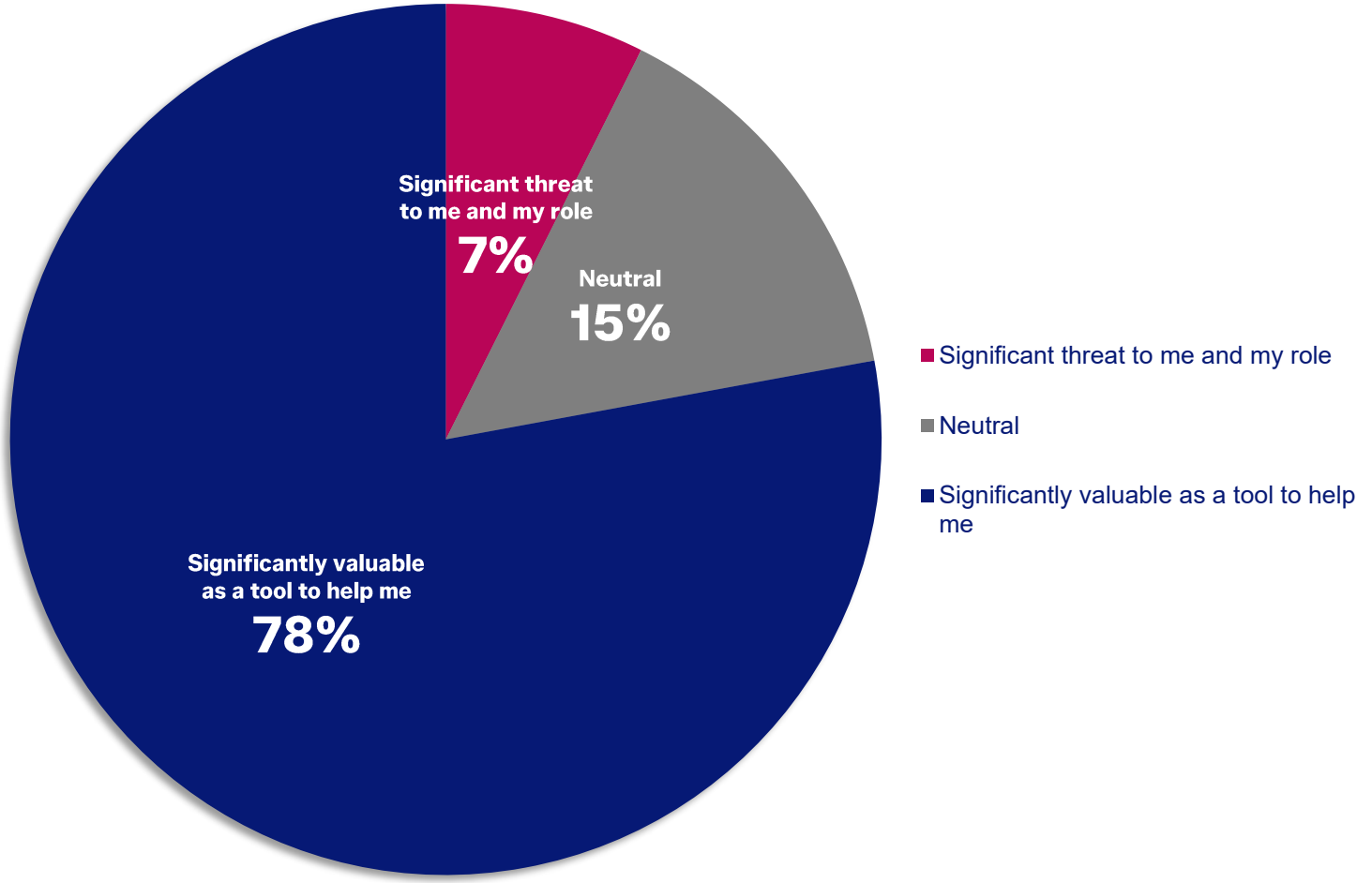


# People not the blocker, 78% see AI as significantly valuable

- Only 7% see AI as a significant threat
- This is common across other VX research, where AI was also seen as a motivating factor rather than a threat.
- The people story is therefore more positive than the public narrative often suggests. The bigger barriers are organisational, technical and governance-led.

## Personal view of AI's impact on respondents' roles

**Question:** How do you personally feel about AI and its impact on you?





Find out more at thevx.io

# Thank you.

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