



# How can responsible AI bridge the gap between investment and impact?

EY Responsible AI Pulse Survey

Nordic findings and insights



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The better the answer.  
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# About the research

## Objectives

The EY organization has launched a Responsible AI Pulse survey to provide a regular snapshot of business leaders' real-world views on responsible AI adoption.

This article is the second in a series and builds off the findings of the [June 2025 pulse survey](#).

The focus of this wave of research was to:

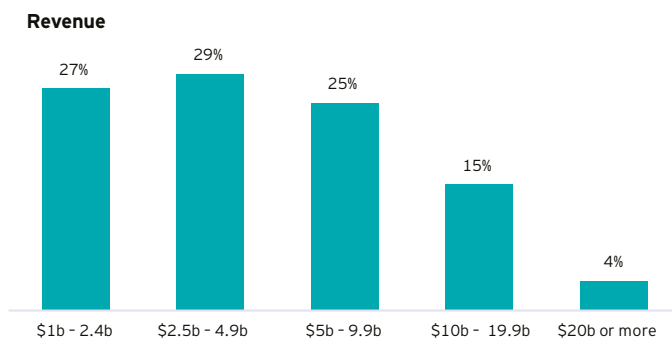
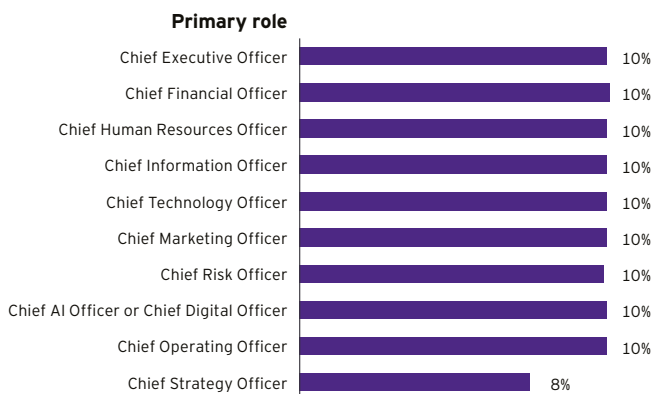
- Better understand leaders' knowledge and use of responsible AI controls.
- Uncover if responsible AI adoption is correlated with greater business benefits.

## Methodology

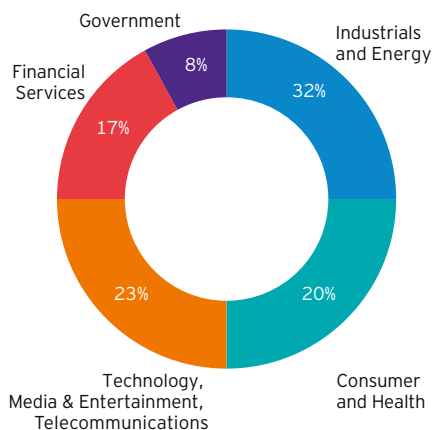
From August to September 2025, the EY organization conducted a survey of 975 C-suite leaders that have at least some responsibility for AI at their organization. These respondents represent organizations with over US\$1 billion in annual revenue across all sectors and 21 countries, including the Americas, Asia-Pacific, and Europe, the Middle East, India and Africa.

This research dives into the findings from 120 respondents across all Nordic countries: Denmark, Sweden, Finland and Norway.

## Respondent profile



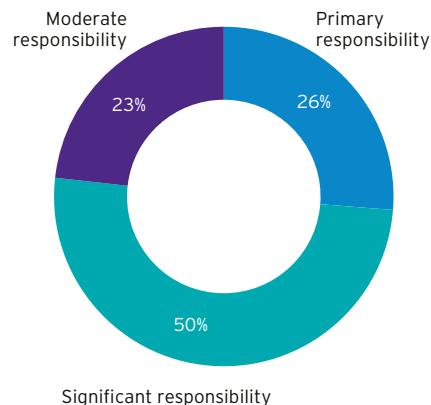
### Primary industry of Nordic respondents



### Location of Nordic respondents (120)



### Level of responsibility for AI



# The responsible AI journey

1

Companies are implementing responsible AI practices, but blind spots leave companies exposed.

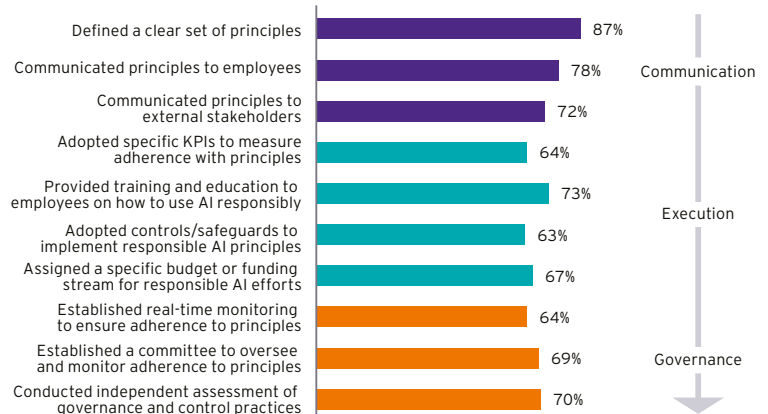
Responsible AI is best understood as a journey with three stages:

- **Communication** | Articulation of a clear set of responsible AI principles.
- **Execution** | Principles are translated into action through controls, KPIs and workforce training.
- **Governance** | Oversight needed to help actions and principles stay aligned.

Across the three stages of responsible AI – communication, execution and governance – Nordic companies have implemented seven out of 10 recommended measures.

## The responsible AI journey

% already doing each of the following measures to ensure AI is used responsibly



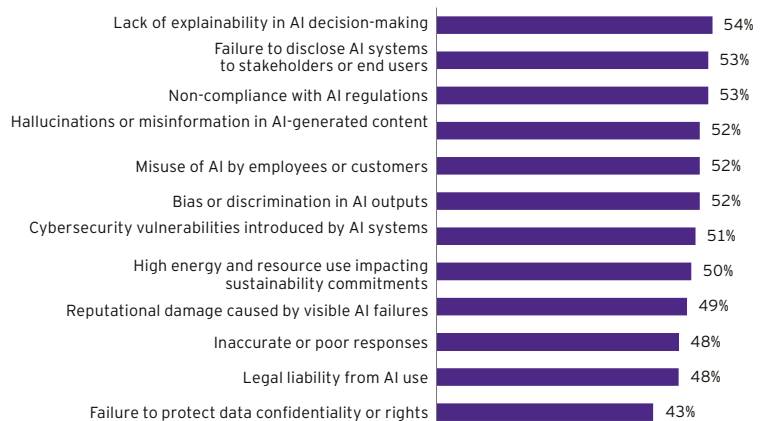
All Nordic companies surveyed reported experiencing negative impacts from AI-related risks, such as lack of explainability, non-compliance, and misuse.

Issues such as explainability, legal liability and reputational damage have so far been less prominent, but their significance is expected to grow as AI is deployed more visibly and at scale.

Encouragingly, responsible AI is already linked to fewer negative impacts: those global organizations who have already defined a clear set of responsible AI principles have experienced 30% fewer risks compared to those who haven't.

## Companies are being negatively impacted by AI-related risks

% negatively impacted by the following AI-related risks



## Actions for Nordic leaders:

### Close responsible AI blind spots and prepare for the EU AI Act

Articulate and communicate clear principles, translate them into action with controls, KPIs, and training, and establish effective governance—ensuring readiness for the EU AI Act.

To effectively manage AI risks, leaders should

- Identify where the key gaps are and fill them with targeted training.
- At a minimum, help the roles closest to AI risks become well versed in the appropriate safeguards.



# Realizing the promise of AI

# 2

AI is already contributing noticeably to productivity and innovation, but bottom-line impact is still slim.

## 41%

of Nordic organizations report that AI has improved innovation to a great extent.

## 33%

of Nordic organizations report that AI has improved productivity and efficiency to a great extent.

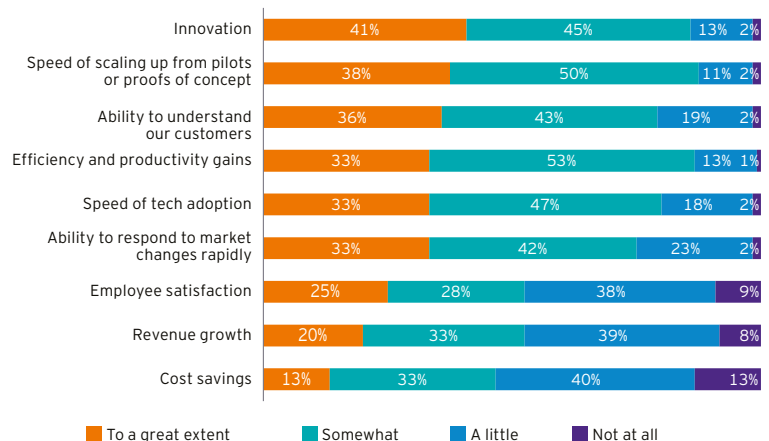
AI has the potential to contribute to productivity, innovation and speed of scaling – the primary focus of many early use cases. However, AI has not delivered similar performance improvement in employee satisfaction, revenue growth and cost savings.

In fact, only 20% and 13% of Nordic leaders report that AI has contributed a great extent to revenue growth and cost savings, respectively.

While AI is delivering on operational ambitions, translating them into tangible, financial outcomes remains a challenge for Nordic leaders.

### Organizations adopting AI are capturing performance improvements

The extent to which AI adoption has improved company performance



Global organizations adopting AI governance measures – specifically real-time monitoring and oversight committees – are far more likely to report improvements in revenue growth, employee satisfaction and cost savings.

### Actions for Nordic leaders:

#### Translate AI-driven efficiency into broader business outcomes

To start turning increased efficiency and innovation into revenue growth and cost savings, companies should:

- Shift the focus of AI initiatives from solutions implemented to behavior changed and value created.
- Implement monitoring of value creation from AI, tracking both direct and indirect effects of AI use across the organization.

# The rise of agentic AI

3

**Agentic AI adoption is rising, intensifying the need for robust governance.**

Most organizations are already allowing employees to develop and deploy agentic AI agents, but challenges remain in visibility into those activities. It is especially difficult when it comes to designing effective controls for continuously operating and rapidly adapting systems with minimal human intervention.

**69%**

**of Nordic organizations allow employees to develop and deploy agentic AI agents.**

**54%**

**of Nordic organizations have good visibility into actual activity of those developments.**

## How Nordic organizations are preparing for agentic AI today

**85%**

We continuously monitor our agentic AI processes and models to ensure they adhere to our responsible AI principles.

**78%**

We have incident escalation procedures in place in case an AI agent behaves unexpectedly.

**37%**

Our HR team has started developing a strategy for managing a hybrid AI/human workforce.

**The rapid adoption of agentic AI amplifies the importance of responsible AI practices and governance, especially as the EU AI Act approaches.**

## Actions for Nordic leaders:

### Proactively govern Agentic AI and hybrid workforces

The first citizen agentic solutions are already being implemented in many companies, helping new possibilities but also a new category of risk.

Organizations should proactively identify where agentic AI is being developed or deployed, set clear policies based on an assessment of risks and benefits, and support robust governance and monitoring.

Gain real visibility into employee activities and understand not just the AI risk but the impact on process robustness and potential for standardization.

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### Related content

- [How can responsible AI bridge the gap between investment and impact?](#)
- [ey.ai – a unifying platform](#)
- [How can strong leadership on AI be the key to responsible adoption?](#)