EVIDENT AI INDEX
BANKS

The global standard benchmark of AI maturity

KEY FINDINGS REPORT

2025/10

Disclaimer

Contents
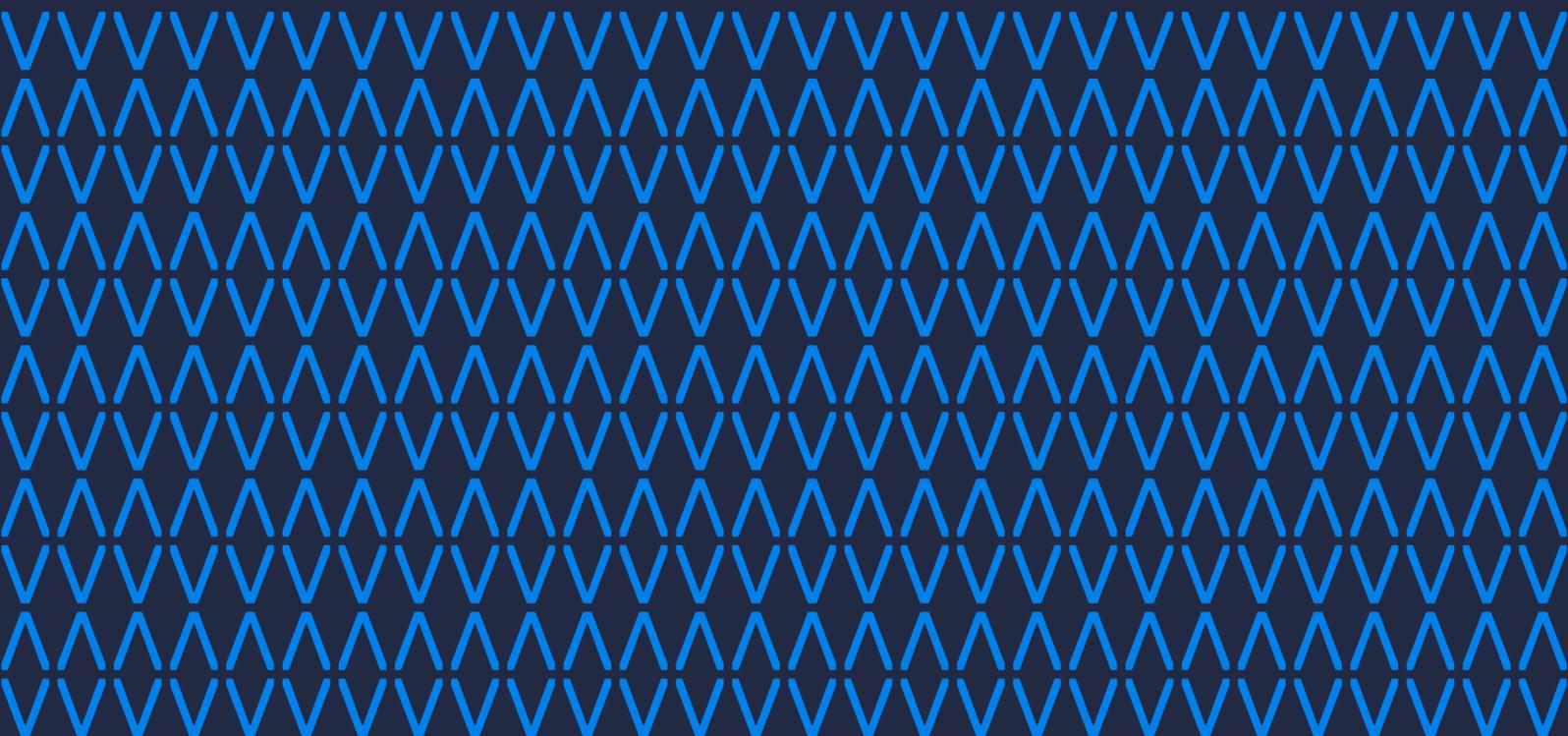
Executive Summary

1 GREATER AI MATURITY = MORE DOCUMENTED USE CASES

Higher performance in the Evident AI Index correlates with more robust AI deployment. Banks with higher overall scores in the Index are disclosing more AI use cases. Time will tell if these investments into the enablers of AI maturity will translate into meaningful and lasting financial outcomes.

Sep 2025 Update of Use Case Tracker, n=280 AI use cases

OVERALL SCORE IN EVIDENT AI INDEX VS. DOCUMENTED AI USE CASES
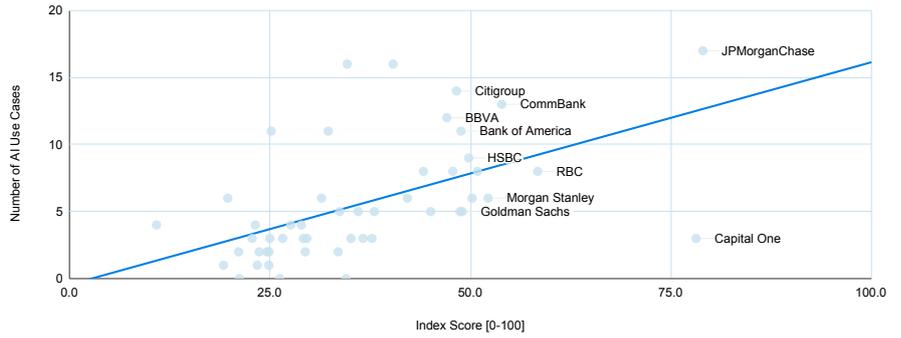
2 TOP OF THE CLASS (AGAIN)

JPMorganChase and Capital One retain their positions at the top of the Index for the third consecutive year. Capital One retains its lead in the Talent pillar following its acquisition of Discover. Meanwhile, JPMC is the top bank across Innovation, Leadership, and Transparency. While both banks increased their score year-over-year, the gap separating them has effectively halved.

TOP-10 BANKS: OVERALL SCORE IN EVIDENT AI INDEX

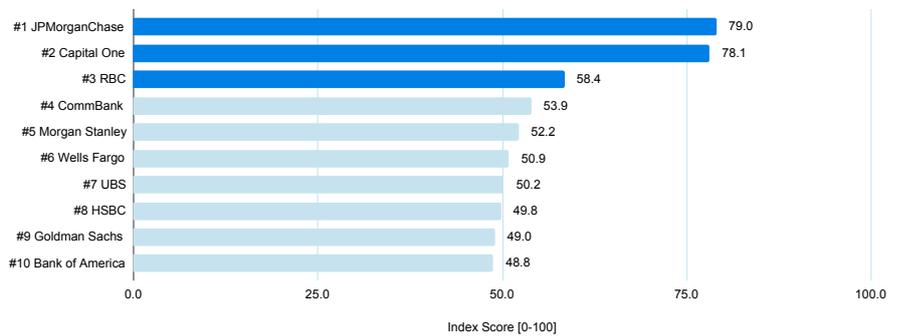| Rank	Bank	Score
#1	JPMorganChase	79.0
#2	Capital One	78.1
#3	RBC	58.4
#4	CommBank	53.9
#5	Morgan Stanley	52.2
#6	Wells Fargo	50.9
#7	UBS	50.2
#8	HSBC	49.8
#9	Goldman Sachs	49.0
#10	Bank of America	48.8

Index Score [0-100]

3 COMPETITION HEATS UP AT THE TOP OF THE RANKING

Goldman Sachs (#9) reclaims a top-10 position after dropping last year. Rounding out the leaderboard, Bank of America (#10) makes its debut among the top-10 banks. Meanwhile, the next five banks (#11-15) all demonstrate consistent year-over-year improvement (averaging +8.7 points) – creating the fiercest pocket of competition observed across the entire Index.

TOP-10 BANKS: CHANGE IN RANK POSITION

4 LEADERS ACCELERATE

Year-over-year, the top-10 banks are increasing their scores 2.3x faster than the wider Index. While this cohort is gaining ground across each and every pillar of the methodology – they are showing the greatest acceleration away from peers in Talent and Innovation (the most consequential and heavily weighted dimensions of our analysis).

October 2025 vs. October 2024

YEAR-OVER-YEAR CHANGE IN OVERALL SCORE IN THE EVIDENT AI INDEX, BY RANK POSITION

Rank Position	2024-25 Score Change
Top-10	+7.0 pts
Top-25	+5.8 pts
Index Average	+3.7 pts
Bottom-25	+1.5 pts
Bottom-10	+1.3 pts

EVIDENT AI INDEX BANKS
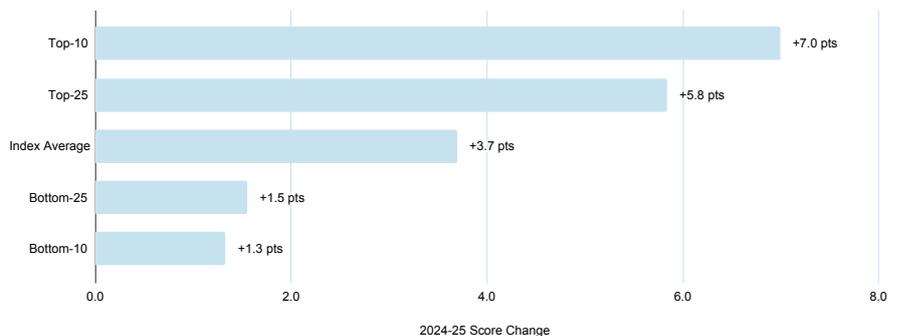
5 REGIONAL BIFURCATION GROWS

While the established regional leaders remained fixed, the "spread" between the top-performing and bottom-performing banks across all six regions grew year-over-year. This suggests the growing divide in AI maturity permeates the wider industry, but remains most pronounced among the US banks in particular.

DISTRIBUTION OF OVERALL SCORE IN EVIDENT AI INDEX, BY REGION

6 SPOTLIGHT ON DISRUPTORS

For the first time, Evident looked beyond the 50 banks tracked in the Evident AI Index (selected on the basis of total assets) to identify potential disruptors to the status quo. A detailed review of Ally Financial's head-to-head performance demonstrates the "all-digital" bank can easily compete with the top-20 global banks, punching well above its weight class.
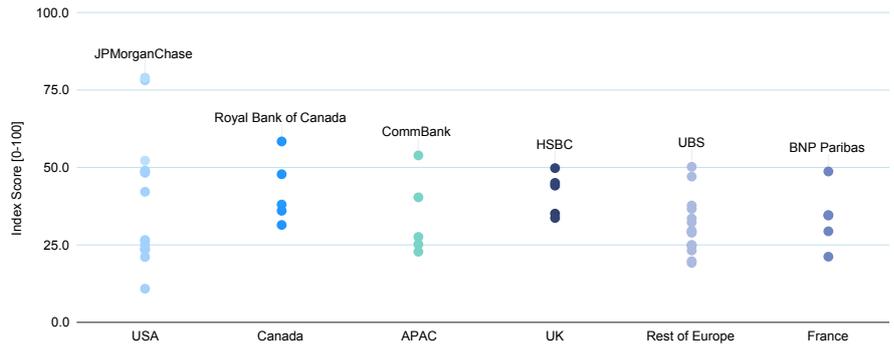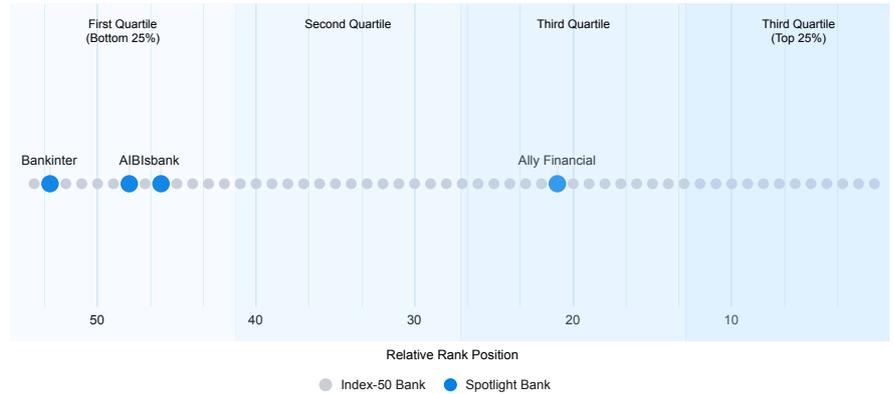
October 2025, n=4 banks

SHADOW RANKING OF LOCAL CHALLENGERS VS. GLOBAL BANKS

7 OUTCOMES GET ORGANIZED

The number of banks reporting the total number of active AI use cases across the enterprise doubled year-over-year. However, only three banks (BNP Paribas, DBS, and JPMC) prove capable of reporting estimates for both present and projected ROI across all such use cases.

October 2025 vs. October 2024, n=50 banks
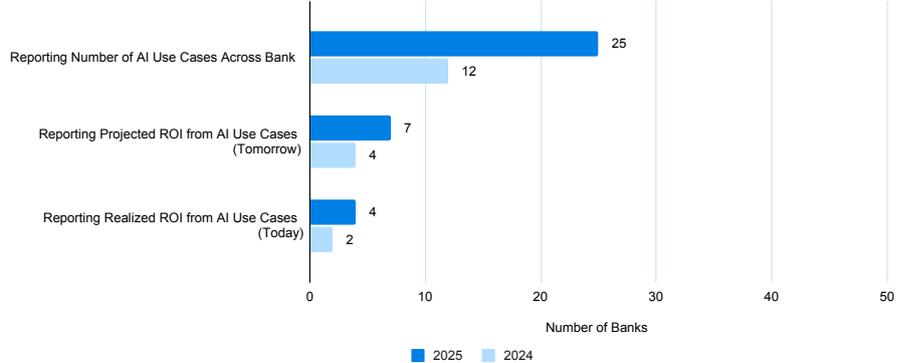
YEAR-OVER-YEAR CHANGE IN BANK REPORTING ON USE CASES & OUTCOMES

8 TALENT DRIVES OUTCOMES

The top-10 banks measured by current AI talent volume disclosed 2x more AI use cases than the wider Index, indicating an accelerating flywheel effect between AI talent and progress on practical business applications.

Sep 2025 Update of Use Case Tracker, n=280 AI use cases

OVERALL AI TALENT VOLUME VS. DOCUMENTED AI USE CASES, BY BANK
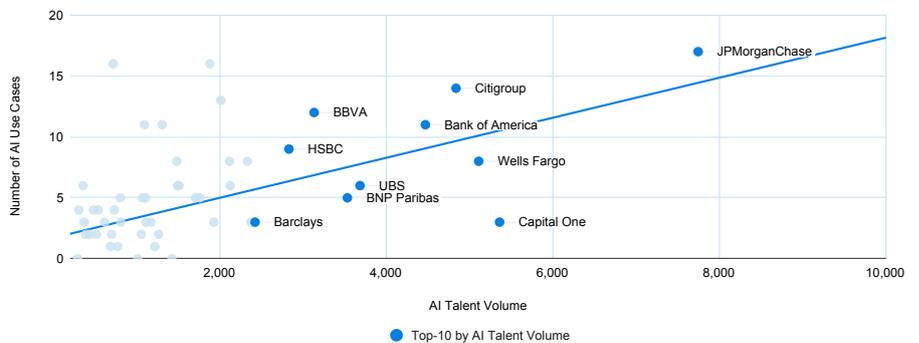
9 TALENT GROWTH HITS NEW RECORD

Across the 50 banks, the AI talent pool grew +25% year-over-year – representing our biggest spike on-record. Without exception, the top-5 banks expanding their AI talent were all US players, including: Capital One (by way of the Discover acquisition), JPMC, Citigroup, Bank of America, and Wells Fargo.

September 2023 -2025 (+6 month view)

AI TALENT VOLUME, BY CAPABILITY AREA

Legend: AI Product Management, AI Model Risk, AI Software Implementation, AI Development, Data Engineering
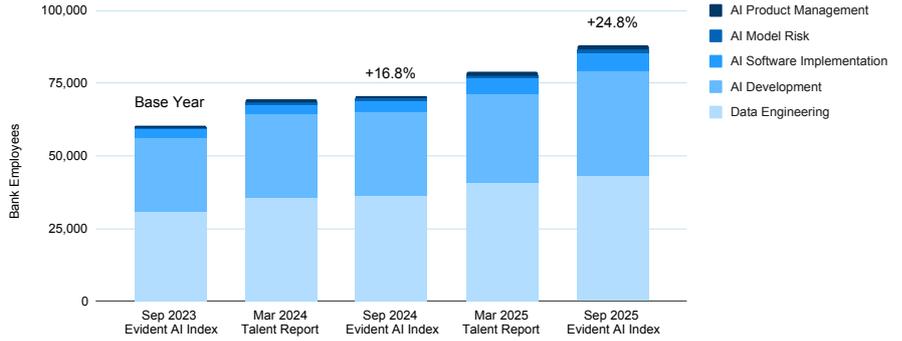
10 INCUMBENT INNOVATION LEADERS REMAIN DOMINANT

US banks continue to dominate distinct domains within Innovation, reflecting a strong headstart over the rest of the sector. JPMC leads in AI Research (34% of output), Capital One leads in Patents (35% of filings), and BNP Paribas leads in Ventures (8% of dealflow).

2019 - 2025 YTD, n=2,819 papers

SHARE OF AI-FOCUSED RESEARCH PAPERS PUBLISHED, BY BANK

Legend: JPMorganChase, Capital One, Royal Bank of Canada, Wells Fargo, TD Bank, Bank Of America, CommBank, Other Banks (n=40)
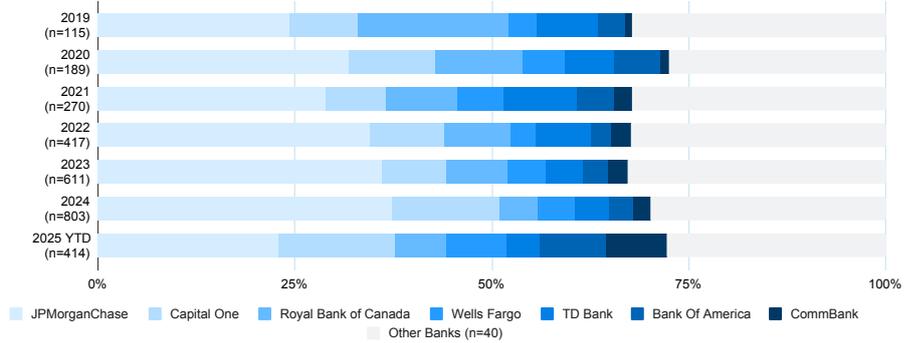
11 AI COMMUNICATIONS RAMP UP

Alongside traditional engagement via press releases and media interviews, the number of banks supporting dedicated webpages documenting their AI activities doubled year-over-year. This gives Capital One, Royal Bank of Canada, Morgan Stanley, and many others a centralized platform to document their latest research, use cases, and proprietary IP.

2023 - 2025, n=50 banks

SHARE OF BANKS ENGAGING IN SPECIFIED ACTIVITY OR CHANNEL, OVER TIME

Legend: Index 2023, Index 2024, Index 2025

12 RAI PARTNERSHIPS GET PRACTICAL

35 of the 50 banks now engage in external partnerships focused on Responsible AI. Over the past year, the share of these partnerships producing published case studies or use cases has grown from 45% to 75% – demonstrating the pace at which these collaborations are producing concrete evidence of progress.

October 2025 vs. October 2024, n=50 banks

ASSESSMENT OF EXTERNAL PARTNERSHIP(S) FOCUSED ON RAI INITIATIVES
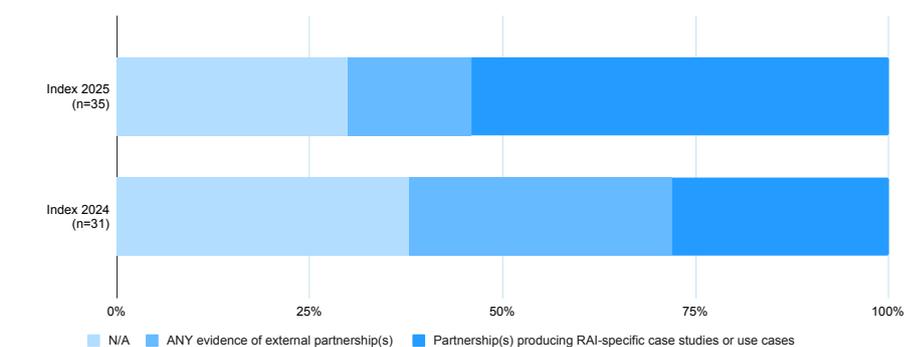
Legend: N/A, ANY evidence of external partnership(s), Partnership(s) producing RAI-specific case studies or use cases

About Evident

Evident is the leading intelligence platform for AI in financial services. We benchmark deployment across the sector, spotlight emerging trends, and equip leaders with the insights they need to accelerate AI transformation.

Businesses worldwide are ratcheting up AI investment. Those that race ahead will challenge their rivals on growth, productivity, and financial performance. Those that fall behind risk irrelevance in a rapidly changing marketplace. And yet, despite the high stakes, visibility into the approaches companies are taking to accelerate AI transformation is lacking.

We established the Evident AI Index in January 2023 to cut through the hype, and increase transparency around the complexities of corporate AI adoption. We believe transparency is critical to harnessing the value of AI for commercial – and societal – gain. By showcasing best practice, we aim to help companies transform faster (and more safely), minimizing the harms of AI, whilst maximizing its commercial, economic, and societal opportunities.

Now in its fourth edition, the Evident AI Index has become the global standard benchmark of AI maturity for banks. It is the most comprehensive and trusted benchmark of its kind, analysing 50 of the world's largest banks across North America, Europe, and Asia, based on 70+ indicators.

At the heart of the Evident AI Index is independence. The Index and its affiliated products rely solely on publicly available data. This "outside-in" approach is important. The volume of data enables us to build a more complete and rich assessment of corporate AI maturity than the narrow survey-based approaches that exist today.

Evident members work with us to enhance competitive intelligence, identify best practices, and define KPIs specific to AI transformation – and ultimately, inform strategic decision-making. Members benefit from a range of tools, including:

1. **Benchmarking**
   In-depth benchmarking of AI capabilities and outcomes. Members can dig deeper into their Evident AI Index performance or participate in the Evident AI Outcomes Benchmark, our private benchmark focusing on use case deployment, spend, and ROI.

2. **Intelligence**
   A growing range of Research Reports and Data Trackers that help members keep up-to-date with the latest sector-wide trends. Our research provides timely, in-depth analysis of the latest use cases, reported outcomes, as well as insights specific to each component of our methodology: Talent, Innovation, Leadership, and Responsible AI.

3. **Community**
   Exclusive events and virtual roundtables for senior AI leaders to connect with peers and share challenges. Our flagship annual gathering – the Evident AI Symposium – takes place on October 23, 2025, in New York City. We'll tackle the key questions going into 2025, namely: *Which banks are leading the way? And what are they doing to maximize value from AI?*

As always, get in touch to find out how we can work together or to share feedback on how we can continue to expand our methodology.

Alexandra Mousavizadeh
Co-CEO & Co-Founder
Alexandra.Mousavizadeh@
EvidentInsights.com

Annabel Ayles
Co-CEO & Co-Founder
Annabel.Ayles@
EvidentInsights.com

Evident AI Index Methodology
The global standard benchmark of AI maturity for banks

45 % OF INDEX WEIGHT

Talent | Measures the number and density of AI & Data employees working at each bank; as well as the visible initiatives underway to hire, retain, and develop leading AI talent.

→ **Talent Capability**: The volume and density of employees working across the AI and data lifecycle. This includes analysis of 200+ job titles working across five foundational capability areas: AI Development, Data Engineering, AI Model Risk, AI Software Implementation, and AI Product Management.

→ **Talent Development**: The breadth of initiatives banks are deploying to attract, retain, and develop leading AI talent, as well as upskill the rest of the organization.

30 % OF INDEX WEIGHT

Innovation | Measures a bank's long-term investment in AI innovation, extending to AI-focused research and patents; AI-focused investments and acquisitions; as well as engagement with the open source ecosystem.

→ **Research & Patents**: The volume and caliber of the bank's AI research output and talent; participation at leading academic conferences; partnerships with academic institutions, as well as investment in and relevance of AI-focused patents.

→ **Ventures**: The number of investments and acquisitions of AI and Data/Tech-focused companies.

→ **Open Source**: The bank's overall engagement with the open source ecosystem, including direct contributions to leading code repositories and participation in open source projects and workings.

15 % OF INDEX WEIGHT

Leadership | Measures the AI focus of the bank's leadership, expressed through the company's overarching AI narrative, composition of the executive leadership team, and external communications from select C-level executives.

→ **AI Narrative**: The bank's group-level AI narrative across direct channels (press releases, LinkedIn, investor relations materials). Includes an assessment of the bank's "coverage" across media channels (scale), as well as the "content" (substance). Our current inquiry increasingly focuses on how banks report on AI use cases and estimated business impact (ROI).

→ **Executive Positioning**: The composition of the bank's executive leadership team, and strategic focus on AI found across external communication channels.

10 % OF INDEX WEIGHT

Transparency | Measures the extent to which banks are focusing on Responsible AI (RAI), as evidenced by the publication of internal processes, establishment of key partnerships, hiring of dedicated RAI talent, and promotion of RAI principles.

→ **RAI Talent**: The presence and scale of internal RAI talent, as well as AI specialists posted across the front lines of defense (including Audit, Legal, and Compliance).

→ **RAI Innovation**: The extent to which banks are publicly communicating a wide range of RAI activities, such as through the publication and operationalization of guiding AI principles.

→ **RAI Leadership**: Evidence and assessment of established RAI partnerships, creation of AI governance committees, and/or adaptation of risk management frameworks; tangible outputs in the form of RAI research output, case studies, and use cases.

EVIDENT AI INDEX BANKS

Evident AI Index Rankings
October 2025
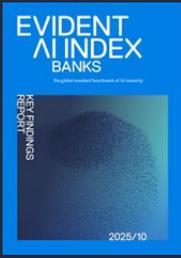
The Evident AI Index assesses the various approaches banks are taking towards AI readiness. The October 2025 Index covers 50 of the largest banks in North America, Europe, and Asia. Each bank is assessed on 70+ individual indicators drawn from millions of publicly available data points specific to four pillars: Talent, Innovation, Leadership, and Transparency.

COMPANY	RANK	+/- YoY change	TALENT Capability & development		INNOVATION Research, patents, ventures, ecosystem		LEADERSHIP in public comms and strategy		TRANSPARENCY of responsible AI activities	
JPMorganChase	1	-	2	-	1	-	1	↑2	1	-
Capital One	2	-	1	-	2	↑1	20	↓6	17	↓3
Royal Bank of Canada	3	-	12	↓6	3	↓1	3	↑5	3	↑7
CommBank	4	↑1	4	↑3	13	↓1	4	↓2	2	↑3
Morgan Stanley	5	↑5	13	↑5	4	-	9	↑8	21	↑21
Wells Fargo	6	↓2	6	↓2	5	-	40	↓4	14	↓6
UBS	7	↓1	3	-	25	↓7	7	↑8	4	↑11
HSBC	8	↓1	14	↑1	8	↑1	15	↓10	6	↓3
Goldman Sachs	9	↑2	7	↑6	9	↓3	18	↑9	23	↑14
Bank of America	10	↑5	10	↑1	7	↑4	12	↑6	24	↓4
BNP Paribas	11	↑1	8	↑4	11	↑3	8	↓2	25	↓4
Citigroup	12	↓4	5	-	6	↑1	26	↓13	30	↑13
TD Bank	13	↓4	11	↓1	10	↓2	19	↑1	15	↑1
BBVA	14	↓1	9	↓1	12	↑8	11	↓4	20	↑6
Lloyds Banking Group	15	↑12	16	↑12	15	↑2	13	↑20	5	↑14
NatWest	16	↑2	18	↓2	20	↑3	6	↑10	10	↓1
BNY	17	↓3	20	-	18	↓5	14	↓4	9	↑2
DBS	18	↓2	23	↓2	40	↑10	2	↓1	12	↓5
Bank of Montreal	19	↑5	26	↑1	16	↓6	25	↑14	13	↑4
ING	20	↓3	15	↓6	28	↓9	23	↓14	33	↓9
Santander	21	↑7	25	↓2	30	↑1	5	↑29	35	↓17
CIBC	22	-	32	↓3	26	↑2	17	↑7	11	↓5
Barclays	23	↑2	17	↑2	23	↓2	47	↓2	19	↑9
Société Générale	24	↓3	24	↓7	33	↓3	16	↑7	28	↑1
Groupe BPCE	25	↑15	29	↑14	29	↑8	21	↑22	18	↑23
Standard Chartered	26	↓7	33	↓2	21	↓6	36	↓25	8	↓6
Intesa Sanpaolo	27	↓4	44	↑2	14	↑10	22	↓18	16	↓4
Deutsche Bank	28	↓2	27	↓2	17	↓1	41	↓10	27	↑6
Scotiabank	29	↓9	28	↓6	44	↓8	31	↓9	7	↓3
Rabobank	30	-	22	↑2	34	↑7	43	↓14	37	↓7
Crédit Agricole	31	↑1	30	↑4	24	↑1	28	-	47	↓7
ABN AMRO	32	↓3	19	↓5	35	-	45	↓10	46	-
Danske Bank	33	↑9	21	↑14	47	↑2	32	↓16	39	↓5
NAB	34	-	38	↓6	45	↑1	24	↑8	22	↓9
Charles Schwab	35	↑14	39	↑3	32	↑12	30	↑10	41	↑7
Truist Bank	36	↑7	41	↑3	19	↑15	42	↑4	43	↑2
ANZ	37	↓4	36	-	38	↑2	38	↓26	29	↓4
Commerzbank	38	↑7	40	↑8	39	↑3	27	↑14	42	↓19
Raiffeisen Bank Intl	39	↑8	31	↑10	48	↓5	37	↑5	36	↑13
US Bank	40	↓4	37	↓7	31	↑1	46	↓9	31	↑1
CaixaBank	41	-	46	↓6	49	↓4	10	↑28	40	↑2
PNC Financial	42	↓7	34	↓8	37	↑1	49	↓5	26	↑9
State Street	43	↓12	45	↓7	36	↓10	39	↓18	34	↓7
UniCredit	44	↑2	48	↓1	27	↑2	29	↓21	45	↓9
Westpac	45	↓8	42	↓5	35	↓2	35	↓16	38	↓16
Crédit Mutuel	46	↓2	49	↑1	22	↑5	48	↓23	32	↓1
Citizens Financial	47	↓8	35	↓2	50	↓3	33	↓3	49	↓2
KBC	48	↓10	47	↓2	42	↓20	34	↓8	48	↓9
Nordea	49	↓1	43	↓4	46	↑2	44	↑3	44	-
First Citizens	50	-	50	↓1	43	↓10	50	↓1	50	-

The Evident AI Index was launched in January 2023 with the aim of establishing the definitive benchmark for AI maturity and readiness throughout the banking sector (and beyond). This publication marks the fourth consecutive ranking since the Index debuted – expanding to cover 50 of the largest banks across North America, Europe, and APAC in November 2023. It has since been updated on an annual basis.

At Evident, we believe in the power of benchmarking. Specifically, we believe in its ability to separate the "hype" from the "reality" in areas of strategic investment undergoing profound, disruptive, and lasting change.

As AI maturity accelerates, institutions that fail to keep pace with established leaders risk falling further behind in efficiency, customer experience, and regulatory readiness. By measuring progress relative to peers, banks can quickly identify capability gaps, set realistic targets, and ensure they are not just experimenting with AI – but keeping pace with maturing industry standards for AI deployment, AI governance, and ultimately, return on investment.

FROM STRATEGIC ENABLERS TO BUSINESS OUTCOMES
Accelerating impactful AI deployments in banking requires pulling multiple strategic levers in tandem (and in the right order of operations).

Talent provides the foundation, ensuring institutions have both the technical expertise to build robust, compliant AI applications, as well as the organizational capacity to upskill employees who will integrate AI into daily workflows.

Innovation – pursued through research, patents, and ventures – fuels differentiation and speed, allowing banks to either invent proprietary solutions, secure intellectual property, or accelerate adoption of external solutions that shorten time-to-market.

Effective **Leadership** establishes the overarching narrative and mobilizes momentum by clearly articulating an AI strategy, positioning executives as thought leaders, and communicating incremental progress and ROI to build and reinforce confidence among key stakeholders.

Last but not least, **Transparency**, rooted in Responsible AI practices, ensures that use cases are explainable, auditable, and trusted – thereby reducing regulatory and reputational risk while reinforcing customer and investor confidence alike.

The Evident AI Index was constructed to encapsulate these key levers – and by extension, identify the banks that are most likely to unlock meaningful ROI from ongoing AI investment.

THE AI JOURNEY: WHERE ARE WE NOW?
While some have described recent history as "The Summer AI Turned Ugly" – characterized by inflated expectations, unrealistic valuations, and mounting anxieties across the wider ecosystem – we see a different story playing out within the banking sector specifically.

Armed with three years of longitudinal data, the Index profiles a level of investment and commitment to AI transformation that continues to grow, expand, or accelerate (by double or triple digits) across almost every metric we examine.

3-YEAR TRAJECTORY OF KEY BENCHMARKS

TALENT

TALENT CAPABILITY

Talent Volume
+25%
+17%

- AI Product Management
- AI Model Risk
- AI Implementation
- AI Development
- Data Engineering
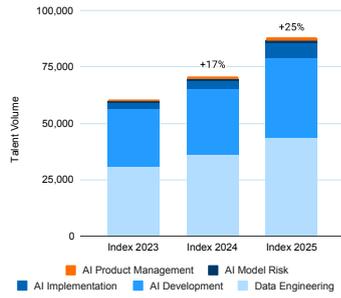
TALENT DEVELOPMENT: HIRING

Share of banks with internal recruits focused on AI Roles
+50%
+38%

TALENT DEVELOPMENT

Share of banks with AI Training at the specified level
All Employees: +22%, +19%
Senior Leadership: +214%, +50%

- Index 2023
- Index 2024
- Index 2025

INNOVATION

AI RESEARCH

Number of AI-focused Research Papers published
+43%
+20%

AI PATENTS

Number of AI-focused Patents currently owned
+45%
+33%

AI VENTURES

Investments into AI-focused companies
-15%
-13%
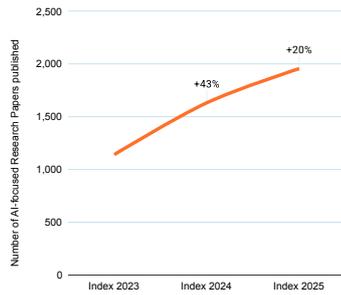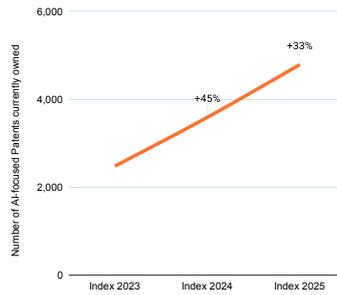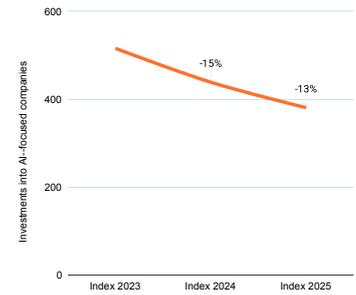
LEADERSHIP

USE CASES & OUTCOMES
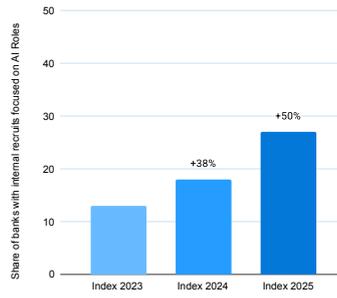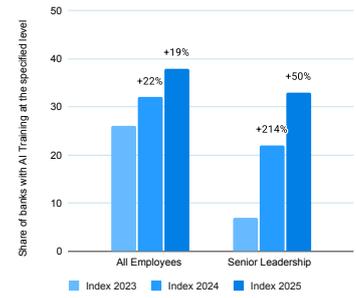

Share of banks reporting on specified metrics
Total # of Use Cases: +108%
Projected AI:ROI: +75%
Realized AI:ROI: +100%

- Index 2023
- Index 2024
- Index 2025

AI NARRATIVE

Share of banks issuing AI-focused Press Releases
+26%
+12%

EXECUTIVE POSITIONING

Share of banks where CIO/CTO sits on Executive Committee
+8%
+10%
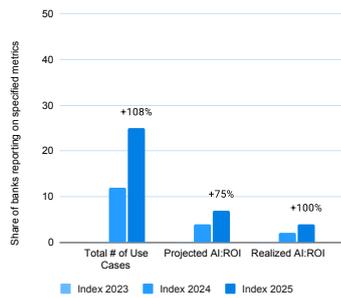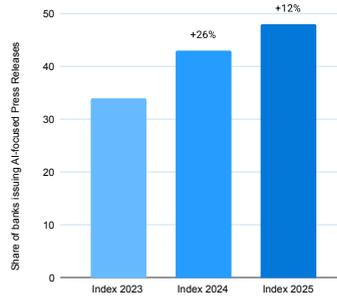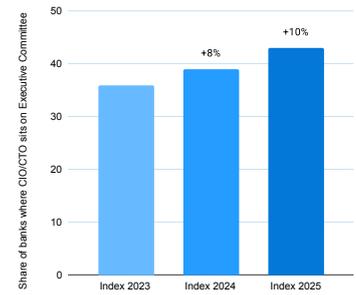
TRANSPARENCY

RAI LEADERS

Share of banks with Senior RAI Leader
+120%
+127%

RAI RESEARCH

Number of RAI-focused Research Papers published
+51%
+18%

RAI PRINCIPLES

Share of banks publishing RAI Principles
+200%
+33%
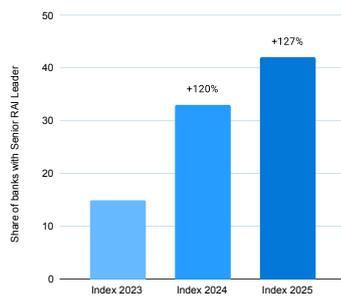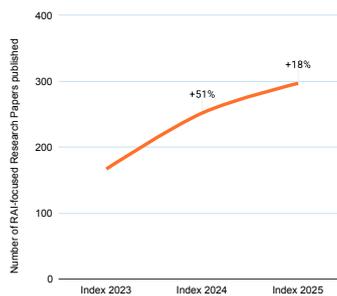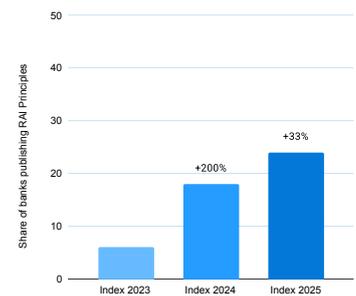
ROI: NO LONGER A QUESTION OF IF, BUT WHEN … AND HOW MUCH?
As showcased above, virtually every key metric of AI adoption is moving "up and to the right." As a further signal of intention and follow through, all banks – regardless of size – are increasing their AI budgets.

That said, the journey from initial investment to realized value is not as straight as our graphs (or external critics) would suggest. A few examples of the daily struggles to drive adoption at leading banks serve as illustration:

→ **Training & Champions:** Behind every new user reported by a bank as part of firmwide rollouts of internal AI assistants, there are countless hours of training, preparation, and delivery required – alongside demonstrating practical applications and identifying AI champions in each business line to ensure teams adopt, utilize, and unlock efficiency from available tools.

→ **Preparing for Agentic AI:** Banks face the challenge of moving from POC to scaling proven Generative AI solutions at the domain level. Banks must avoid over-optimizing for today's tools at the expense of falling behind on the full workflow transformation.

→ **Second Line of Defense:** One of the biggest blockers to GenAI and Agentic AI rollouts is finding scalable solutions to model validation. In response, banks are rethinking model architecture while looking to shift the focus to "output monitoring" and controls.

→ **Use Case Reusability:** Faster time-to-production of use cases is only being achieved by establishing centralized workbenches to avoid duplication of efforts across the bank.

→ **Frequent Revision to AI Strategy:** AI strategy must be continually reviewed, reevaluated and repivoted every few months due to the speed in which new features are released by hyperscalers, resulting in wasted work and significant re-planning efforts.

Thankfully, many bank CEOs recognize that overcoming these challenges along the journey to unlocking value takes time – and continue to publicly express strong conviction in the near-term impact of AI:

SOURCE	DATE	QUOTE
Robin Vince Chairman & CEO BNY	May 5, 2025	"I think it's going to start to define industries – and I think that's true in financial services as well. I think companies that do AI very well in the next two … three, four, five years will *win*. Companies that don't do it properly or somehow ignore it will probably *fail* and will not survive. I think *it's so binary* – the amount of impact that it's actually going to have in terms of improving efficiency of how you run a company…"
Jamie Dimon Chairman & CEO JPMorganChase	June 11, 2025	"We took AI and data out of [the[technology [org]. It's too important and technology does a great job and [remains] a deep partner. But we *put AI at that management table*. Are we doing enough? Are we doing it right? There will be *no job, no process*, no function that won't be affected by AI – mostly for the positive. It's about getting all of the people who run these businesses to understand the power of it…"
Brian Moynihan Chairman & CEO Bank of America	July 16, 2025	"We're continuing to see the benefits of our long term investment in technology capabilities, digitization, machine learning – and now we're starting to see the beginnings [of] the AI practices that we develop *pay off*. And we're looking forward to *much more*…"

Through all the twists and turns in the AI journey this year, we have seen growing evidence that investment is leading to more tangible instances of AI deployment and greater financial impact than ever before.

Twice as many banks reported a total number of active AI use cases (jumping from 12 to 25 banks since last year). And we are seeing a stronger correlation than ever between a bank's overall score in the Evident AI Index (across all enablers of AI maturity) and the growing number of AI use cases they are choosing to disclose.

OVERALL SCORE IN EVIDENT AI INDEX VS. DOCUMENTED AI USE CASES
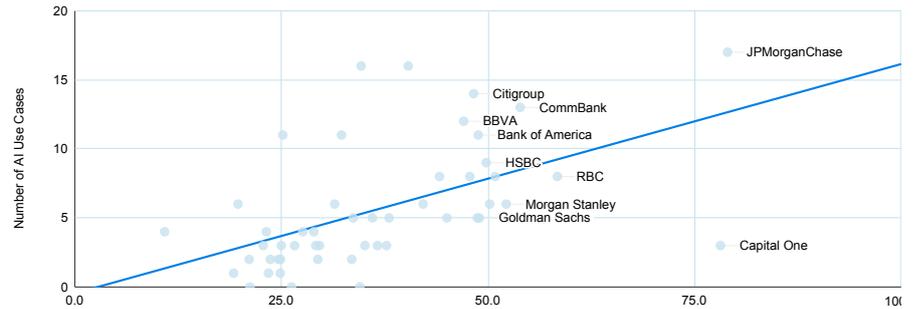
September 2025 Update of Use Case Tracker, n=280 AI use cases

In addition, AI leaders in banks have become significantly more open to discussing efficiency gains, cost savings, revenue uplift, as well as realized or projected ROI than ever before.

We believe this shift in tone and newfound transparency marks an important inflection point. Put simply: **AI is no longer framed solely as experimental, but as a driver of measurable business value**.

This year's Index reflects several significant milestones in terms of outcomes:

→ Nearly twice as many banks reported projected returns across all use cases (up from 4 to 7 banks).

→ Twice as many banks reported realized returns across all use cases (up from 2 to 4 banks).

→ But *only* three banks report both realized and projected ROI. These mavericks include: **BNP Paribas**, **DBS,** and **JPMorganChase** (all of which have already revised projections upwards).

YEAR-OVER-YEAR CHANGE IN BANK REPORTING ON USE CASES & OUTCOMES
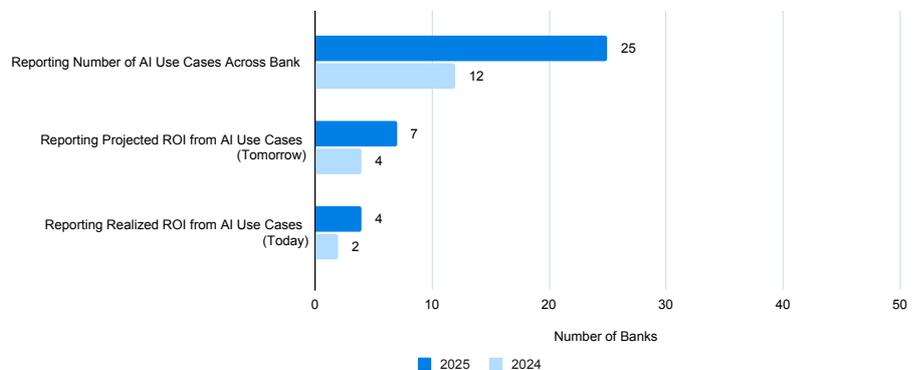
October 2025 vs. October 2024, n=50 banks

All of the above elements reinforce something we hear continually from leaders within the industry: "… *the potential of this technology continues to outstrip the speed at which we can adapt and integrate it into our operations.*"

Even if the so-called "value of AI" is taking longer to deliver than what some academic studies (and the media) would desire, the banking industry seems on the cusp of moving from scattered anecdotes of AI:ROI to demonstrable, sustained value delivery and broader reporting at the enterprise-level.

2026–27 is the timeframe that banking leaders most commonly cite as the transitional period when AI returns will become both material and reportable at scale. While this achievement feels imminent, the next question will be: *Is it enough?*

In 2024, the Evident AI Index depicted a rapidly evolving banking industry with respect to AI adoption. Over 40 of the 50 banks improved their performance year-over-year, with the top-10 banks advancing their overall score at twice the rate of the wider Index.

In 2025, the results were even more dramatic…

→ 47 of the 50 banks improved their overall score year-over-year.

→ The two undisputed leaders (JPMorganChase and Capital One) not only defended their #1 and #2 positions, but also widened their lead by securing the largest gains in overall score (+9.0 and +9.6 points, respectively).

→ On average, the top-10 performers improved their scores by +7.0 points, accelerating their AI maturity at twice the rate of the wider Index (+3.0 points).

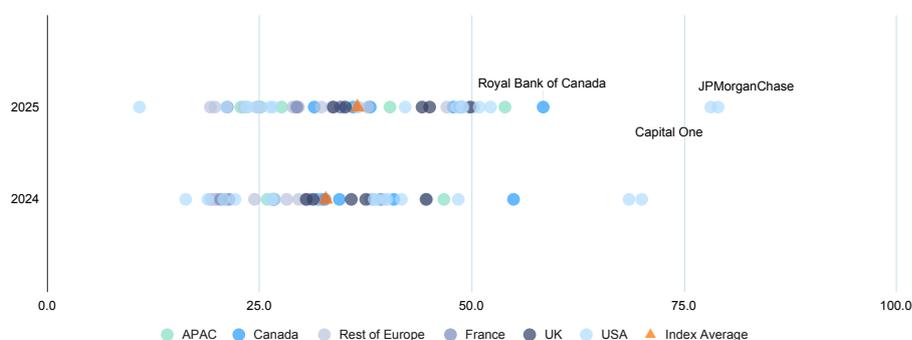→ By far, the most competitive segment of the Index was found among those banks ranked between #11 (BNP Paribas) and #15 (BBVA). All five of the banks in this range increased their score by an average of +8.7 points, establishing a "battle royale" for inclusion in the top-10.

DISTRIBUTION OF OVERALL SCORE IN EVIDENT AI INDEX

October 2025 vs. October 2024, n=50 banks

TOP-10 PERFORMING BANKS IN EVIDENT AI INDEX: 2025

BANK	REGION	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
JPMorganChase	USA	1	-	2	1	1	1
Capital One	USA	2	-	1	2	20	17
Royal Bank of Canada	Canada	3	-	12	3	3	3
CommBank	APAC	4	+1	4	13	4	2
Morgan Stanley	USA	5	+5	13	4	9	21
Wells Fargo	USA	6	-2	6	5	40	14
UBS	Europe	7	-1	3	25	7	4
HSBC	UK	8	-1	14	8	15	6
Goldman Sachs	USA	9	+2	7	9	18	23
Bank of America	USA	10	+5	10	7	12	24

Suffice to say, competition at the top of the Index remains fierce, resulting in some notable churn among the new class of 2025.

Out in front, the three perennial Index leaders (JPMorganChase, Capital One, and Royal Bank of Canada) all defended their previous rank positions.

Another five banks – CommBank, Morgan Stanley, Wells Fargo, UBS, and HSBC – retained their top-10 status. Of these, Morgan Stanley made a significant jump of +5 rank position year-over-year (see Chapter 3 for more details).

Rounding out the top-10, Goldman Sachs (#9) returned after an off-year in 2024. And Bank of America (#10) joined this distinguished club for the first time, displacing Citigroup (#12) and TD Bank (#13).

TOP-10 BANKS: CHANGE IN OVERALL RANK POSITION
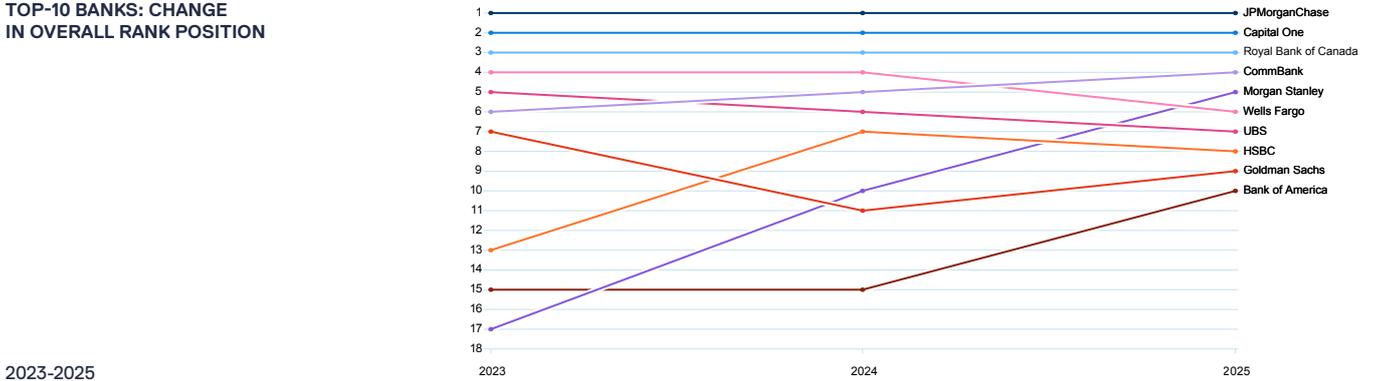
2023-2025

Collectively, the top-10 banks in the Index offer more than just insight into what the leading banks are doing. They also illustrate where and how the rest of the Index is failing to keep pace.

While nearly every bank is advancing in the Evident AI Index, the top-10 banks are increasing their scores over 2.3x faster year-over-year than their wider set of peers. Moreover, this cohort of leading banks appears to be gaining ground across each and every pillar of the methodology.

YEAR-OVER-YEAR CHANGE IN OVERALL SCORE IN THE EVIDENT AI INDEX, BY RANK POSITION
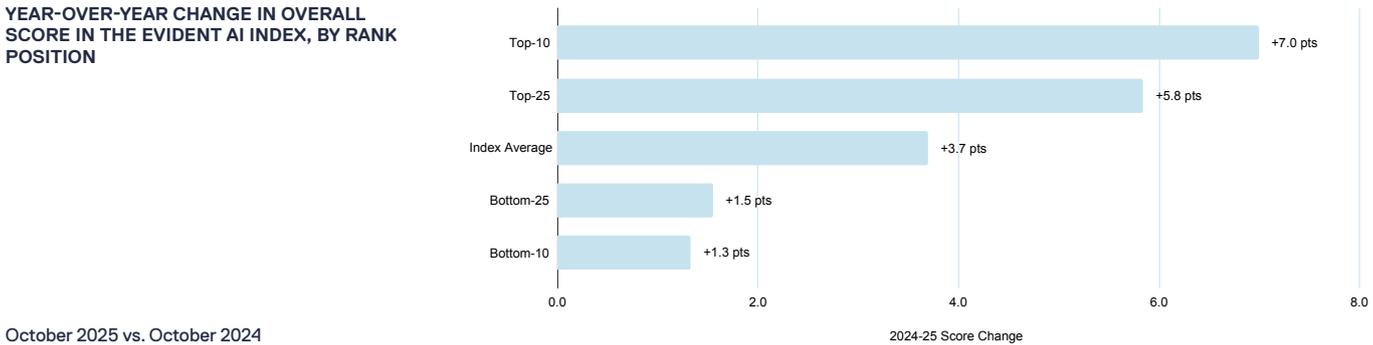
October 2025 vs. October 2024

THE LEADERS

JPMorganChase remains dominant, taking the top spot for the fourth consecutive year
JPMC has consistently ranked #1 in the Evident AI Index since its launch in January 2023, reflecting the bank's long-term, top-down investment into establishing AI capability. While Capital One continues to close the gap to JPMC – and still leads the Index overall in Talent – JPMC now ranks #1 across the other three Index pillars.

JPMC advanced to the top spot in Research & Patents, due to its market-leading AI research team and growing portfolio of AI patents. It also took the top spot in RAI Talent, owing to its strong pool of explainable AI research talent and specialists across legal, compliance and governance teams.

However, the bank's main gains this year were in Leadership, where JPMC took the top spot (up from #3 last year) – becoming the first bank to score 100% of the available points in the pillar. The bank's gains are a testament to its ability to maintain an inventory of AI use cases, measure their associated financial impact, and describe (in detail) their roll-out.

JPMC is one of the earliest and most consistent banks in providing updates on financial benefits related to the continuing deployment of artificial intelligence. In his comments during the Barclays Global Financial Services Conference, Daniel Pinto (President & Chief Operating officer) updated his estimates of ROI from "between $1 billion to $1.5 billion" upwards to "heading more towards $2 billion." And, while many banks struggle to document AI use cases with specific instances of financial outcomes, JPMC jumped into the top-3 banks offering such disclosures (lagging only Société Générale and RBC).

The past year has also seen JPMC significantly expand access to its LLM Suite, the bank's in-house AI platform designed to provide a secure, model-agnostic hub for employees. Functionality has continued to expand from summarization and insight generation to content creation and workflow automation.

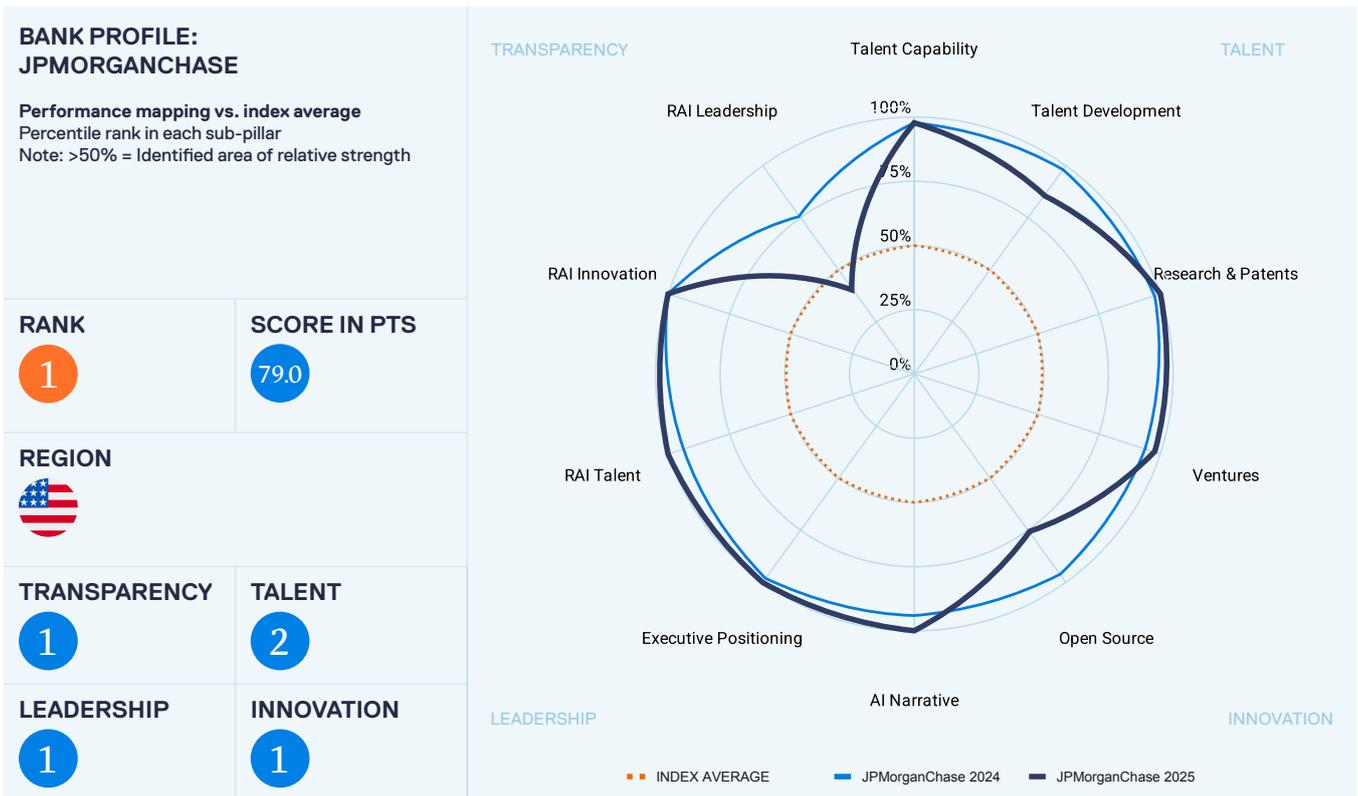The rollout began in 2024, initially targeting subsets of business units (e.g. Asset & Wealth Management), but steadily expanded to firmwide access. Within eight months, 200,000 employees had been onboarded.

JPMC publicly reports that many users regularly gain 2-4 hours of productivity per week and select Software Development teams have seen productivity improve by double digits. During the bank's 2025 Investor Day, management noted "several hours a week" of savings for key user cohorts and the emergence of "Citizen Developer" projects moving into production.

BANK PROFILE: JPMORGANCHASE

Performance mapping vs. index average
Percentile rank in each sub-pillar
Note: >50% = Identified area of relative strength

RANK	SCORE IN PTS
1	79.0

REGION
🇺🇸

TRANSPARENCY	TALENT
1	2

LEADERSHIP	INNOVATION
1	1

TRANSPARENCY · Talent Capability · TALENT · RAI Leadership · Talent Development · RAI Innovation · Research & Patents · RAI Talent · Ventures · Executive Positioning · Open Source · AI Narrative · LEADERSHIP · INNOVATION

···· INDEX AVERAGE — JPMorganChase 2024 — JPMorganChase 2025

Capital One continues to close the gap to JPMC
Since making its debut appearance in the second release of the Evident AI Index (November 2023), Capital One has steadily encroached on the Index leader – reducing the gap between them from 6.9 points (2023) to 1.5 points (2024) to 0.9 points (2025).

Capital One continues to dominate the Talent pillar, owing to the unrivaled "density" of AI talent found across its employee base. Most notably, the bank preserved this distinction even after completing its acquisition of Discover Financial Services in May, which increased the overall enterprise size by ~40% (or 21,000 additional employees).

Capital One also advanced to the #2 spot in Research & Patents (previously RBC) and the #3 spot in Ventures (previously Goldman Sachs). Capital One trails only JPMC in research output, whereas Citi Ventures claims the highest amount of bank-led investments across both AI-focused and Data/Tech-focused companies.

That said, Capital One slid to #20 in the Leadership pillar (-6 rank). Much of this comes down to the fact that Capital One remains comparatively quiet regarding the bank's total number of AI use cases, the realized returns from those efforts, or the projected returns from what's in the works. Goldman Sachs and Wells Fargo are the only other top-10 banks that abstain from making at least one of these outcomes-based disclosures.

While Capital One remains (deliberately) silent on that front, the bank's AI leaders remain highly visible in other ways when it comes to promoting the firm's innovation strategy and recent milestones.

Under the leadership of Prem Natarajan (EVP, Head of Enterprise AI), Capital One has opted to build on open-source LLM foundations (notably Meta's Llama variants) customized with its own data, rather than rely entirely on closed models.

In early 2025, it launched Chat Concierge, the industry's first multi-agentic AI tool designed to enhance the car-buying experience. The tool can compare vehicles, offer financing options, estimate trade-in values, and even schedule test drives by tapping into dealer systems. This deployment marks Capital One's first customer-facing agentic deployment.

In addition, the bank's Agent Servicing tool (March 2025) and Databolt tokenization solution (April 2025) demonstrate technical breakthroughs that accelerate secure deployments of AI at scale.

BANK PROFILE: CAPITAL ONE

Bank Performance Profiler
Percentile Rank of Index Score, by Sub-Pillar
2025 vs. 2024

RANK	SCORE IN PTS
2	78.1

REGION
🇺🇸

TRANSPARENCY	TALENT
17	1

LEADERSHIP	INNOVATION
20	2

Radar chart showing sub-pillar percentile ranks across: Talent Capability, Talent Development, Research & Patents, Ventures, Open Source, AI Narrative, Executive Positioning, RAI Talent, RAI Innovation, RAI Leadership, with axes from 0% to 100%.

Legend: INDEX AVERAGE · Capital One 2024 · Capital One 2025

Based on the geographic location of each bank's corporate headquarters, the 50 banks tracked in the Evident AI Index can be organized into six regions: the United States, Canada, the United Kingdom, Asia-Pacific, France, and the rest of Europe.

Examining leading AI banks through a regional lens highlights how location and operating environment shapes both strengths and weaknesses. For example, North American banks lean heavily on research and patents, whereas their European peers demonstrate more rigor (out of necessity) in governance, regulation, and compliance frameworks.

Cross-border comparison also allows for clearer contrasts in talent strategies, innovation priorities, and regional ecosystems that serve to accelerate or constrain AI maturity. Ultimately, this comparison reveals not only who is leading, but why their paths to AI adoption might take different routes.

REGIONAL LEADERS REMAIN UNCHALLENGED
All six regional leaders remain consistent with last year's ranking, reflecting the dominance they've accrued over their local peers – and the difficulty in playing catch-up to a moving target.
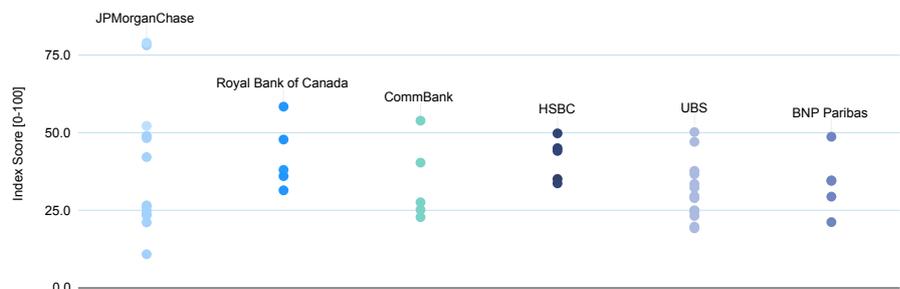
As discussed in Chapter 2, the United States is characterized by twin leaders – JPMorganChase and Capital One – who have pulled ahead of the wider Index by 20+ points.

Meanwhile, within their regional sphere of influence, RBC (Canada), CommBank (APAC), BNP Paribas (France), and UBS (Rest of Europe) demonstrate similar dominance – including a comfortable lead over the next local challenger.

Throughout each and every region, we observe a high degree of bifurcation between the leading and lagging banks, which is actually growing year-over-year. Nowhere is this more pronounced than among the US banks where the "spread" between the top-performing bank and the bottom-performing bank is not only the greatest, but also growing the fastest year-on-year. Large US players like JPMC, Citigroup, and Bank of America have the resources to build research labs, patent portfolios, and talent pipelines – creating a sharp divide between leaders and mid-tier banks that cannot keep up.

Why does this matter? Bifurcation in AI maturity creates a credibility gap. Banks that fail to keep pace risk losing the confidence of boards, regulators, and investors who increasingly expect tangible AI-driven results. At the same time, lagging institutions will struggle to attract and retain top-tier AI talent, who naturally gravitate toward environments with advanced infrastructure, clear governance, and cutting-edge research. This combination of stakeholder doubt and the risk of talent flight slows deployment, undermines momentum, and compounds the difficulty of turning AI investments into measurable business outcomes.

DISTRIBUTION OF OVERALL SCORE IN EVIDENT AI INDEX, BY REGION

October 2025, n=50 banks

Gap between Top- vs. Bottom-performing bank	68.1 PTS	27.0 PTS	31.1 PTS	16.1 PTS	31.0 PTS	27.5 PTS
Year-over-year change	+14.4 pts	+1.7 pts	+2.6 pts	+5.2 pts	+5.3 pts	+7.5 pts

UNITED STATES: US BANKS NAB 6 OF THE TOP-10 SPOTS IN THE INDEX
US banks continue to dominate the top-10 of the Index ranking. Six US banks now feature in the top-10 (up from five banks last year). This reflects a long-term, top-down investment in AI since at least 2010 – and the compounding benefits from that head start.

While representing less than a third of the 50 banks in the Index, the US cohort now accounts for 44% of AI talent, 67% of AI research, 89% of AI patents, and 46% of AI-related ventures activity. With the Talent and Innovation pillars jointly accounting for 75% of the Index weighting, US banks consistently overindex and outperform their peers (where it counts).
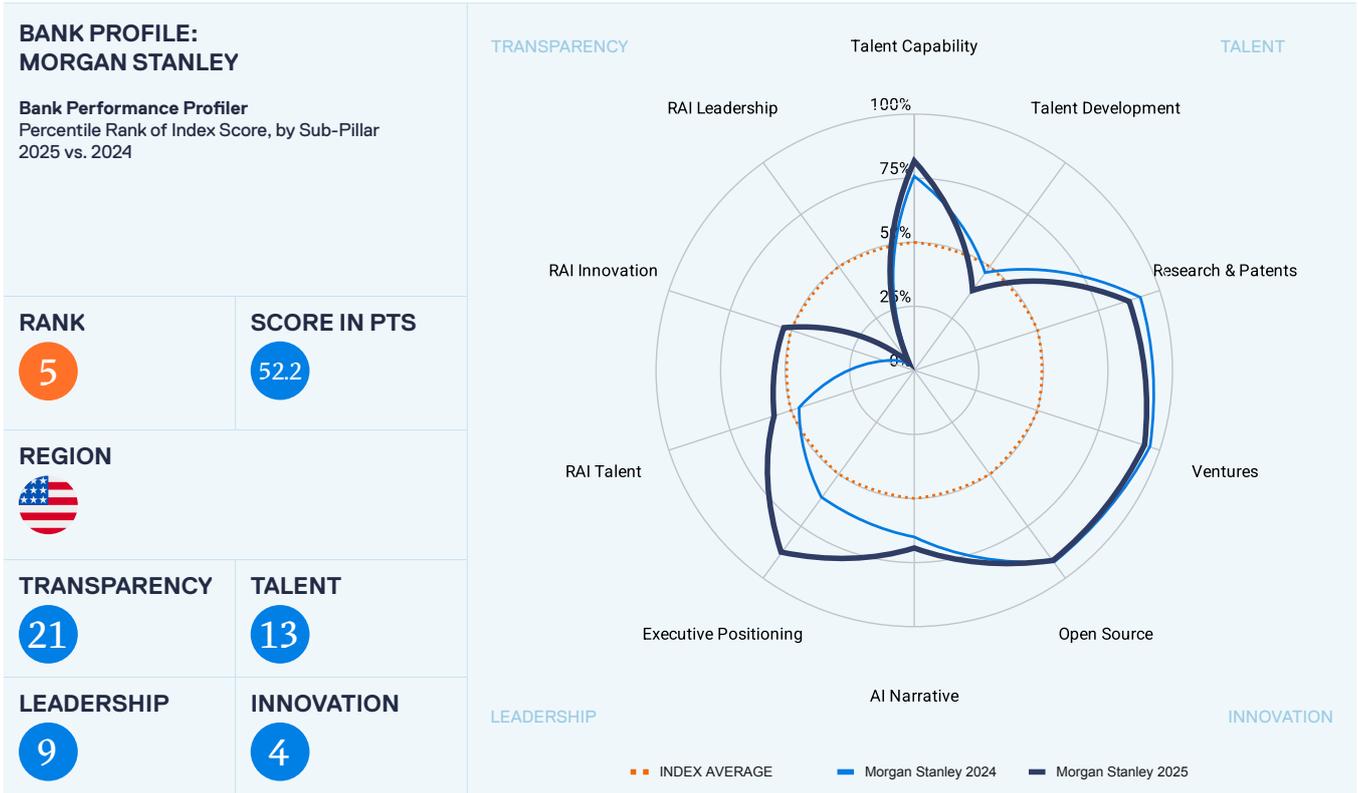
TOP-10 PERFORMING BANKS IN UNITED STATES

BANK	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
JPMorganChase	1	-	2	1	1	1
Capital One	2	-	1	2	20	17
Morgan Stanley	5	+5	13	4	9	21
Wells Fargo	6	-2	6	5	40	14
Goldman Sachs	9	+2	7	9	18	23
Bank of America	10	+5	10	7	12	24
Citigroup	12	-4	5	6	26	30
BNY	17	-3	20	18	14	9
Charles Schwab	35	+14	39	32	30	41
Truist Bank	36	+7	41	19	42	43

Morgan Stanley surged up the rankings this year from the #10 to the #5 spot, with large gains across Talent (+5 rank), Leadership (+8 rank), and Transparency (+21 rank).

The bank demonstrated outsized talent growth across several capability areas, including: AI Software Implementation, AI Model Risk, and AI Product Management. This simultaneous scaling is indicative of expanding AI adoption across the enterprise, as Implementation ensures delivery, Model Risk ensures safety and compliance, and Product Management ensures business relevance.

To this end, we have observed a steady drumbeat of AI @ Morgan Stanley rollouts since Jeff McMillan was named head of Firmwide AI back in March 2024. In June 2024, the bank announced AI@MS Debrief, which could draft email summaries of Wealth Advisors' meetings. In October 2024, the bank unveiled AskResearch GPT, designed to find and surface high-quality insights culled from the thousands of reports used by the bank's Investment Banking, Sales & Trading, and Research staff. And most recently, in January 2025, the bank rolled out DevGen.AI, a coding agent that saved 280,000 hours by reviewing over 9 million lines of legacy code – greatly accelerating the bank's ongoing software modernization efforts.

In turn, these rollouts provided a platform for senior leadership – and a corresponding surge in the Executive Positioning sub-pillar. Mike Pizzi (Global Head of Technology and Operations) discussed the bank's modernization of legacy code, including hard stats on ROI.

**EVIDENT AI INDEX
BANKS**

**BANK PROFILE:
MORGAN STANLEY**

Bank Performance Profiler
Percentile Rank of Index Score, by Sub-Pillar
2025 vs. 2024

RANK
5

SCORE IN PTS
52.2

REGION
🇺🇸

TRANSPARENCY
21

TALENT
13

LEADERSHIP
9

INNOVATION
4

INDEX AVERAGE — Morgan Stanley 2024 — Morgan Stanley 2025

Similar to Morgan Stanley above, **Goldman Sachs** improved its standing in three of the four pillars. The bank's current performance profile is characterized by a jump in Talent (+6 rank), Leadership (+9 rank) and Transparency (+14 rank).

Since last year, Goldman Sachs has "flipped the script" in terms of what it elects to share on AI strategy and planning. In his opening letter to shareholders, CEO David Solomon outlined a three-year program to "run the firm more efficiently" – specifically calling out the use of AI solutions. Goldman Sachs also joined the 10 new banks disclosing AI use cases with related outcomes. Following up on its GitHub copilot coding tool last year (June 2024), the bank has launched a Legend AI query tool (October 2024), an IPO drafting tool (January 2025), and an autonomous coding agent Devin (July 2025) in rapid succession.

This crescendo in use case activity culminated in the firmwide rollout of GS AI Assistant in June, rapidly expanding access to GenAI productivity tools beyond the 10,000 knowledge workers that had been piloting such tools since the start of the year.

By all measures, the bank appears well on its way to CIO Marco Argenti's "not scientific" prediction in July 2024 that within three years, there wouldn't be an employee at Goldman Sachs who wasn't touched by AI.

EVIDENT AI INDEX BANKS

**BANK PROFILE:
GOLDMAN SACHS**

Bank Performance Profiler
Percentile Rank of Index Score, by Sub-Pillar
2025 vs. 2024

RANK	SCORE IN PTS
9	49.0

REGION
🇺🇸

TRANSPARENCY	TALENT
23	7

LEADERSHIP	INNOVATION
18	9

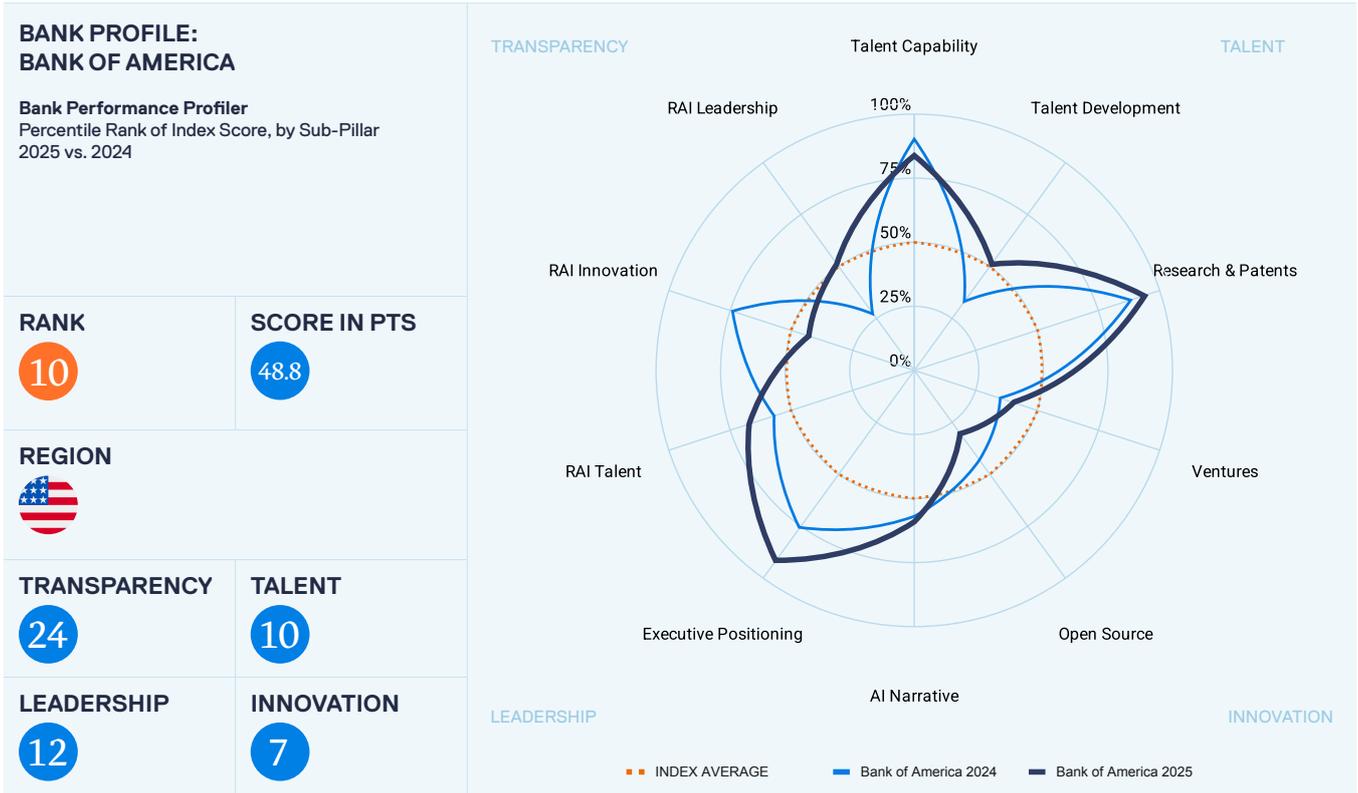Legend: INDEX AVERAGE — Goldman Sachs 2024 — Goldman Sachs 2025
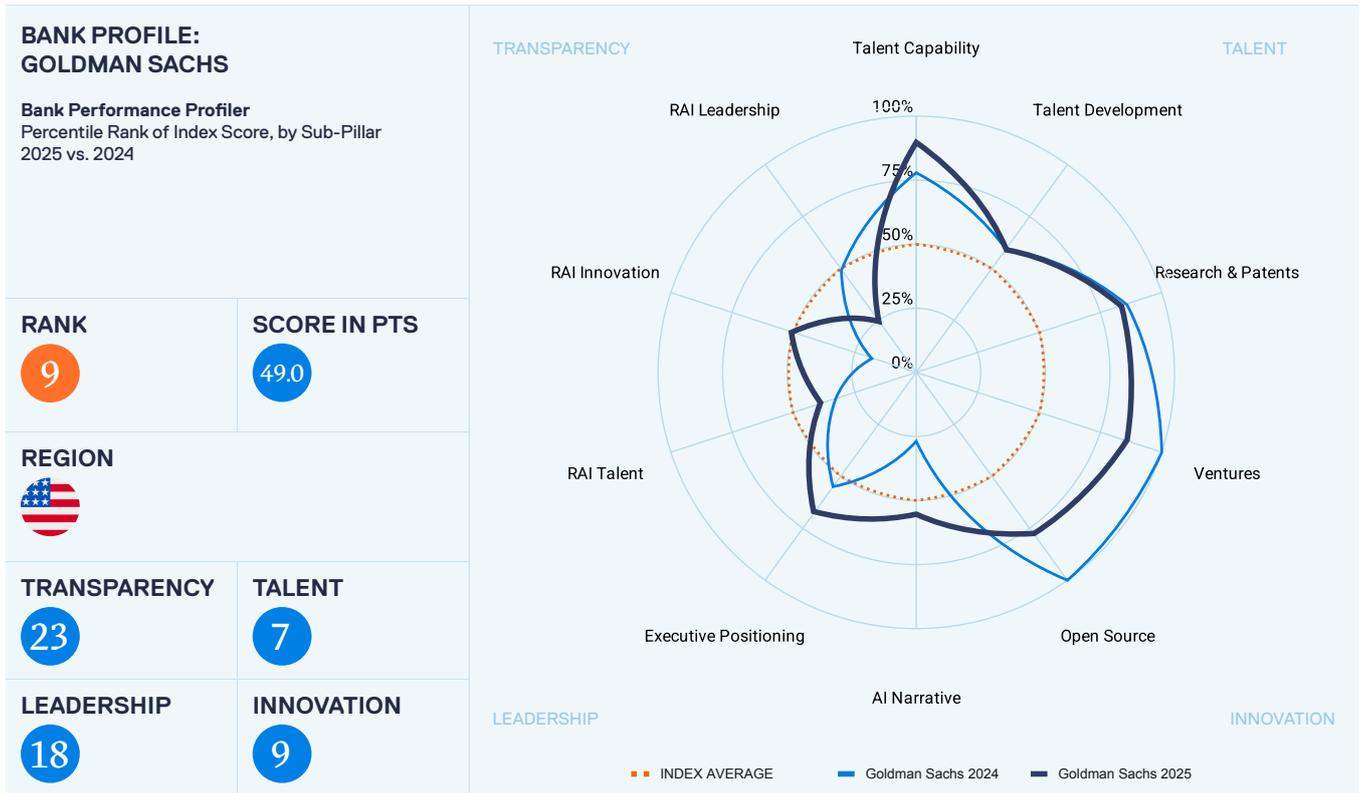
After maintaining a static position in the Index for the past two years, **Bank of America** jumped +5 spots, anchored by significant progress in the Leadership (+6 rank) and Innovation (+4 rank) pillars.

Throughout the year, Bank of America has continued to hone and expand its AI narrative. In October, the bank provided a comprehensive peek inside its AI patent portfolio, including numerous examples of how AI benefits both clients and employees. In April, it followed up with an in-depth update of AI adoption across the bank's global workforce of 213,000 employees.

These twin updates were laser-focused on outcomes, spanning both established tools (e.g. Erica for Employees, *ask* MERRILL, *ask* PRIVATE BANK) and upcoming AI deployments.

In terms of Executive Positioning, the bank appointed Hari Gopalkrishnan in July to replace retiring CTIO Aditya Bhasin. Shortly thereafter, the new tech chief detailed that nearly a third of the bank's $13 tech budget was set aside for developing new technologies, including artificial intelligence.

And with respect to Innovation, the bank maintained its leadership in AI patents (alongside Capital One), while also seeing a significant jump in research output (behind JPMC and Capital One). Bank of America also made two new investments in AI-specific companies, including Farsight ($16M, Series A), which specializes in financial insights and workflows.

EVIDENT AI INDEX
BANKS

BANK PROFILE:
BANK OF AMERICA

Bank Performance Profiler
Percentile Rank of Index Score, by Sub-Pillar
2025 vs. 2024

RANK	SCORE IN PTS
10	48.8

REGION
🇺🇸

TRANSPARENCY	TALENT
24	10

LEADERSHIP	INNOVATION
12	7

TRANSPARENCY · TALENT · LEADERSHIP · INNOVATION

Talent Capability · Talent Development · RAI Leadership · Research & Patents · RAI Innovation · Ventures · RAI Talent · Open Source · Executive Positioning · AI Narrative

100% · 75% · 50% · 25% · 0%

INDEX AVERAGE · Bank of America 2024 · Bank of America 2025

NOTABLE MENTION:
Charles Schwab increased its standing by +14 rank positions, advancing to #35. Back in May 2024, the bank announced 90+ AI use cases under development at its Institutional Investor Day, including Schwab Knowledge Assistant.

Since then, the bank has been disclosing regular updates – including 90% growth in employee use and time-savings of up to two minutes per client interaction. On his first investor call of 2025, CEO & President Rick Wurster specifically credited AI use for enhancing employee efficiencies, which in turn, continue to lower Schwab's cost per account over time.

CANADA: RBC keeps pace with global leaders, extending lead over Canadian peers
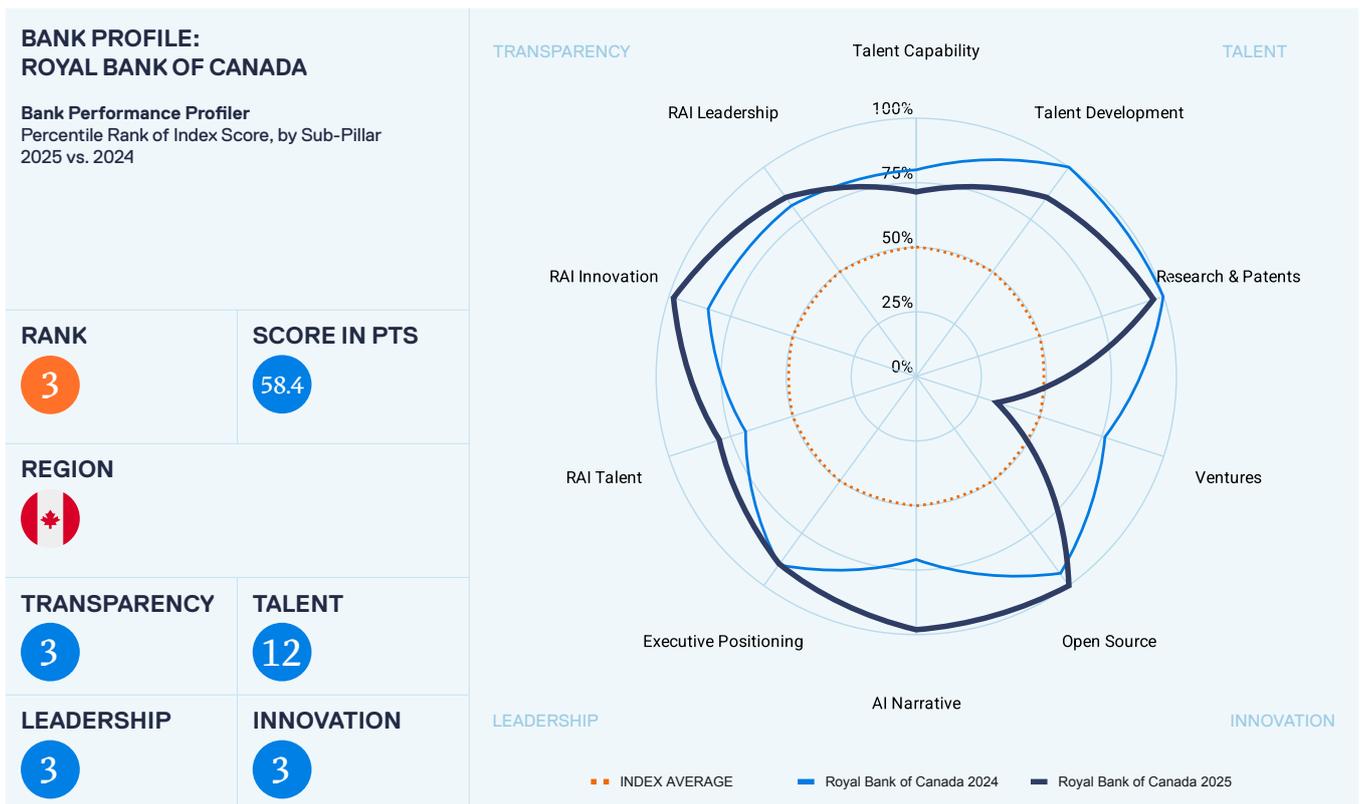
Royal Bank of Canada cemented its position on the overall Index podium (#3 overall) and secured a top-3 ranking across Innovation, Leadership, and Transparency pillars.

While less aggressive hiring (+21% growth in AI talent vs: top-10: +29%) contributed to the bank's drop in the Talent pillar (-6 rank), RBC remains a powerhouse for channeling applied research into practical application via its dedicated research arm, RBC Borealis.

RBC has few rivals when it comes to documenting AI applications, including: Lumina (Platform Engineering), ATOM (Personalized Solutions), NOMI Forecast (Personal Finance), and Aiden (Capital Market).

As a result, RBC boasts the second most AI use cases with documented outcomes across the Index, trailing only Société Générale. It also counts among only seven banks that have set an AI-specific financial return target ($500M - $723M by FY27).

Meanwhile, RBC continued to reinforce its research prowess through academic partnerships, announcing a 3-year membership with MIT's Computer Science and Artificial Intelligence Laboratory (CSAIL).

**BANK PROFILE:
ROYAL BANK OF CANADA**

Bank Performance Profiler
Percentile Rank of Index Score, by Sub-Pillar
2025 vs. 2024

RANK	SCORE IN PTS
3	58.4

REGION

TRANSPARENCY	TALENT
3	12

LEADERSHIP	INNOVATION
3	3

Radar chart axes: TRANSPARENCY — Talent Capability — TALENT — Talent Development — Research & Patents — Ventures — Open Source — INNOVATION — AI Narrative — Executive Positioning — LEADERSHIP — RAI Talent — RAI Innovation — RAI Leadership

Legend: INDEX AVERAGE · Royal Bank of Canada 2024 · Royal Bank of Canada 2025

Looking beyond RBC, the five Canadian banks maintained their rank order relative to one other.

→ TD Bank dropped out of the top-10 (now #13), largely due to increased competition across the Talent (-1 rank) and Innovation (-2 rank) pillars.

→ BMO was the biggest winner in the regional cohort, lifted by a significant jump in the Leadership pillar (+14 rank), attributed to the bank's first substantive disclosures of AI strategy in its Annual Report, as well as CEO Darryl White's focus on AI, data, and technology modernization initiatives on the Q4 earnings call.

→ CIBC maintained its year-over-year performance, but lost its top-10 status in Transparency.

→ And Scotiabank suffered the sharpest decline (-9 rank), suffering setbacks across all four pillars.

TOP-5 PERFORMING BANKS IN CANADA

BANK	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
Royal Bank of Canada	3	-	12	3	3	3
TD Bank	13	-4	11	10	19	15
Bank of Montreal	19	+5	26	16	25	13
CIBC	22	-	32	26	17	11
Scotiabank	29	-9	28	44	31	7

UK: HSBC CHASED BY A RISING TIDE

The UK is one of the most consistent regions in terms of bank performance. Four of the five UK banks rank in the top half of the Index (same distinction as Canada). Three of the five UK banks advanced their position in the ranking year-over-year. And most importantly, all five UK banks are tightly clustered – featuring the narrowest spread between the top-performing bank (HSBC) and bottom-performing bank (Standard Chartered) across every region.

Responsible AI continues to be an area of strength here, with four of the five UK banks ranking among the top-10 in the Transparency pillar. Conversely, no UK bank places in the top-10 in the Talent pillar.

TOP-5 PERFORMING BANKS IN UK

BANK	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
HSBC	8	-1	14	8	15	6
Lloyds Banking Group	15	+12	16	15	13	5
NatWest	16	+2	18	20	6	10
Barclays	23	+2	17	23	47	19
Standard Chartered	26	-7	33	21	36	8

HSBC improved its standing by +1 position across both the Talent and Innovation pillars, while ceding ground in Leadership (-10 rank) and Transparency (-3 rank). Consequently, HSBC lost one position in the overall ranking, but maintained a spot among the top-10 banks.

This may not come as a surprise, given the bank's operational revamp and leadership shake-up in late 2024, immediately following Georges Elhedery's appointment as CEO. This remains a "watch-and-see" situation regarding the year ahead. Typically, those that take their foot off the pedal of AI investment, even momentarily, can suddenly find themselves on the defensive.

In contrast, **Lloyds Banking Group** demonstrated the most forward momentum, rising from 27th to 15th in the ranking. This performance was buoyed by significant jumps in Talent (+12 rank), Leadership (+20 rank), and Transparency (+14 rank).

In a short space of time, Lloyds has matched HSBC in the number of recent AI use cases specifying outcomes. In March, the bank filed a patent for its Global Correlation Engine (CGE) – documenting an AI-driven approach to cybersecurity threats that results in 92% fewer false positives. And in July, the bank rolled out Athena, its first large-scale GenAI product. Upon release, 21,000 customer service staff were using the knowledge hub to expedite 2.1 million searches – which the bank expects to scale to 40 million searches by end-of-year.

FRANCE: BNP PARIBAS ENCROACHES ON TOP-10 INDEX LEADERS
The scoring distribution observed across French banks is similar to APAC, characterized by a large and persistent gap (13 rank positions) between the region's top performer (BNP Paribas) and the region's runner up (Société Générale).

BNP Paribas continues to progress towards an elusive Top-10 position, demonstrating steady progress across both the Talent (+4 rank) and Innovation (+3 rank) pillars.

At risk of dropping out of the top-10 banks in terms of AI talent growth (growing at +20% year-over year vs. top-10: +29%), the bank has been doubling down on talent development. In addition to established programs such as AI Summer School and Global GenAI Hackathon, each year, the bank dedicates three half-days of training for directions. According to the bank's latest Corporate Governance report, current topics include digital transformation (inclusive of artificial intelligence).

TOP-5 PERFORMING BANKS IN FRANCE

BANK	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
BNP Paribas	11	+1	8	11	8	25
Société Générale	24	-3	24	33	16	28
Groupe BPCE	25	+15	29	29	21	18
Crédit Agricole	31	+1	30	24	28	47
Crédit Mutuel	46	-2	49	22	48	32

NOTABLE MENTION:
Groupe BPCE (+15 overall rank) made significant gains against other French players this year, indicating a renewed, top-down focus on AI at the most senior levels of leadership. In February, it announced that it was launching a project to create a common technology platform for the Banque Populaire and Caisse d'Epargne banks.

This represents a significant step forward from strategy to implementation of the VISION 2023 plan, allowing the bank to accelerate innovation, enable scale, and shorten time-to-market for new AI services. In April, the bank also rolled out its internal generative "AI for All" portal (MAiA) to 40,000 employees, with a target goal of 50% utilization among its overall workforce by 2026.

REST OF EUROPE: UBS LEADS THE WAY, DEFENDING ITS TOP-10 STANDING
Eleven of the 15 banks from the rest of Europe (inclusive of Spain, Italy, DACH, Benelux, and Nordic countries) place in the bottom half of the Index. Eight of these banks went down in the ranking year-over-year, featuring some notable drops in the Innovation and Transparency pillars.

TOP-10 PERFORMING BANKS ACROSS REST OF EUROPE

BANK	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
UBS	7	-1	3	25	7	4
BBVA	14	-1	9	12	11	20
ING	20	-3	15	28	23	33
Santander	21	+7	25	30	5	35
Intesa Sanpaolo	27	-4	44	14	22	16
Deutsche Bank	28	-2	27	17	41	27
Rabobank	30	-	22	34	43	37
ABN AMRO	32	-3	19	35	45	46
Danske Bank	33	+9	21	47	32	39
Commerzbank	38	+7	40	39	27	42

UBS remains the only European bank (outside the UK) to appear among the top-10 overall leaders. The bank maintained its position in Talent, lost ground in Innovation (-7 rank), and advanced in both Leadership (+8 rank) and Transparency (+11 rank).

In January, UBS detailed the output from its partnership with Microsoft – two domain-specific AI assistants, collectively known as "UBS Red." The tools provide support to Client advisors during customer interactions, improvising efficiency in addressing customer needs.

After one of the biggest climbs in the Index last year, **BBVA** largely held its ground with a shifting focus from Leadership (-4 rank) to Innovation (+8 rank) and Transparency (+6 rank). These gains reflect a burst of debt financing by BBVA Spark, including Exoticca (€25 million, Feb 2025) and PropHero (€2.5 million, Aug 2025). In January, researchers at BBVA and IBM Research also created a stress test to measure regional biases that could exist in GenAI in Spanish – important Responsible AI work that debuted at NeurIPS, the world's biggest AI conference.

NOTABLE MENTIONS:
Santander jumped +7 spots to enter the top-half of the Index (#21). This was driven by the largest advance in the Leadership pillar registered across the Index (+29 spots) signaling a growing focus on group-wide AI strategy and orchestration at the highest levels of the bank's leadership. Santander remains one of only four banks reporting realized ROI across all AI use cases ($235M in FY24). This figure is expected to climb quickly as the bank executes its plan to become an "AI native" bank by 2027, starting with its partnership with OpenAI to roll-out ChaptGPT Enterprise to nearly 30,000 employees (15% of its workforce) by end of year.

Danske Bank advanced +9 positions to exit the bottom-10. This past June, Danske appointed Kasper Tjørntved Davidsen as its new Chief AI Officer and Head of GenAI. Almost 16,000 employees at Danske Bank (75% of its workforce) now use one or more GenAI tools (e.g. DanskeGPT, DanskeAssist, GovDoc Assist, and HR Assistant) on a monthly basis, and 90% of bank employees have participated in related training.

ASIA-PACIFIC: COMMBANK DEFENDS TOP-5 STANDING
Over in APAC (specifically Australia and Singapore), CommBank was the lone member of this regional cohort to advance in the ranking, cementing its standing among the top-5 established leaders.

TOP-5 PERFORMING BANKS IN APAC

BANK	2025 RANK	2024-25 RANK CHANGE	TALENT RANK	INNOVATION RANK	LEADERSHIP RANK	TRANSPARENCY RANK
CommBank	4	1	4	13	4	2
DBS	18	-2	23	40	2	12
NAB	34	-	38	45	24	22
ANZ	37	-4	36	38	38	29
Westpac	45	-8	42	41	35	38

Commbank improved its standing in both the Talent (+3 rank) and Transparency (+3 rank) pillars. The bank is growing its AI talent at twice the rate of the overall Index – faster than any other bank in the Index, save Capital One. It is also one of the leading banks when it comes to openly disclosed AI use cases alongside business outcomes.

In November, the bank announced its first Agentic AI use case – a tool for faster and smarter payment dispute resolution. In March, the bank established a new tech hub in Seattle, establishing a physical presence in close proximity to major tech partners. This move signals the bank's strategic aim to further accelerate its AI capability (and global recruiting efforts). And in August, the bank launched an Agentic Engineering Framework ("Project Coral") designed to autonomously identify and suggest improvements to its technical debt (code that slows down the bank's nearly 8,000 engineers).

Across the wider field, we observed several notable talent moves. In May, **Westpac** poached Dr. Andrew McMullan from CommBank as its new Chief Data, Digital, and AI Officer – reporting directly to CEO Anthony Miller. In June, **NAB** appointed Pete Steel (from Lloyds Banking Group) as Group Executive for Digital, Data & Artificial Intelligence. Do these appointments signal renewed competition in the region? Only time will tell...

Many readers might presume that the Evident AI Index profiles the 50 "best" banks in terms of AI maturity, without reading the fine print regarding our selection criteria. Given the breadth and diversity of the global banking system, Evident has historically focused on benchmarking the largest entities across North America and Europe – with a qualifying cutoff of $200 billion in total assets (and the Index average skewing above $1 trillion).

As a result, there is quite a long tail of smaller banks that fall outside the scope of the ranking – but increasingly, merit our attention and scrutiny. Many of these organizations operate with much leaner structures that allow them to innovate on internal projects rapidly, encounter less red tape when adopting emerging technologies, and quickly assess the impact of new use cases.

These potential "disruptors" offer important lessons in efficiency, adaptability, and targeted deployment. Namely, they help us explore the question of whether agility, speed-to-market, and focused execution can outweigh sheer scale when it comes to driving meaningful business outcomes. In theory, "fast followers" should be able to learn from the missteps and successes of larger incumbents, while deploying newer technologies more nimbly. The question remains: do these advantages provide the means to effectively close the gap with established leaders more quickly than one might expect?

GOLIATH, MEET DAVID
To answer that open question, Evident selected four additional banks (Ally Financial, İşbank, AIB, and Bankinter) to benchmark against the 50 banks presently ranked in the Evident AI Index. All four of these institutions present themselves as digitally progressive relative to their native peers.

Ally is a "digital-only" bank with no branch footprint, positioning itself as a challenger to traditional US incumbents. İşbank has been recognized for its early mobile banking leadership in Turkey, via its İşCep app. AIB closed a significant portion of its branch network in Ireland and redirected resources towards digital services, branding itself as a lean, technology-enabled bank. Bankinter emphasizes technology and innovation – including early moves in digital mortgages and brokerages.

Each bank is described as a lean innovator in their home markets, leveraging technology, agility, and efficiency to compete with global mega-banks. While at different stages of maturity, all four banks highlight AI and digital transformation as central to their ability to "punch above their weight."

ALLY FINANCIAL CHALLENGES TOP-20 BANKS IN THE EVIDENT AI INDEX
In terms of overall AI maturity, all four banks proved competitive with the established Index. Each bank ranked above the #50 bank in the current Index (First Citizens) – and demonstrated strength in at least one, if not multiple sub-pillars.
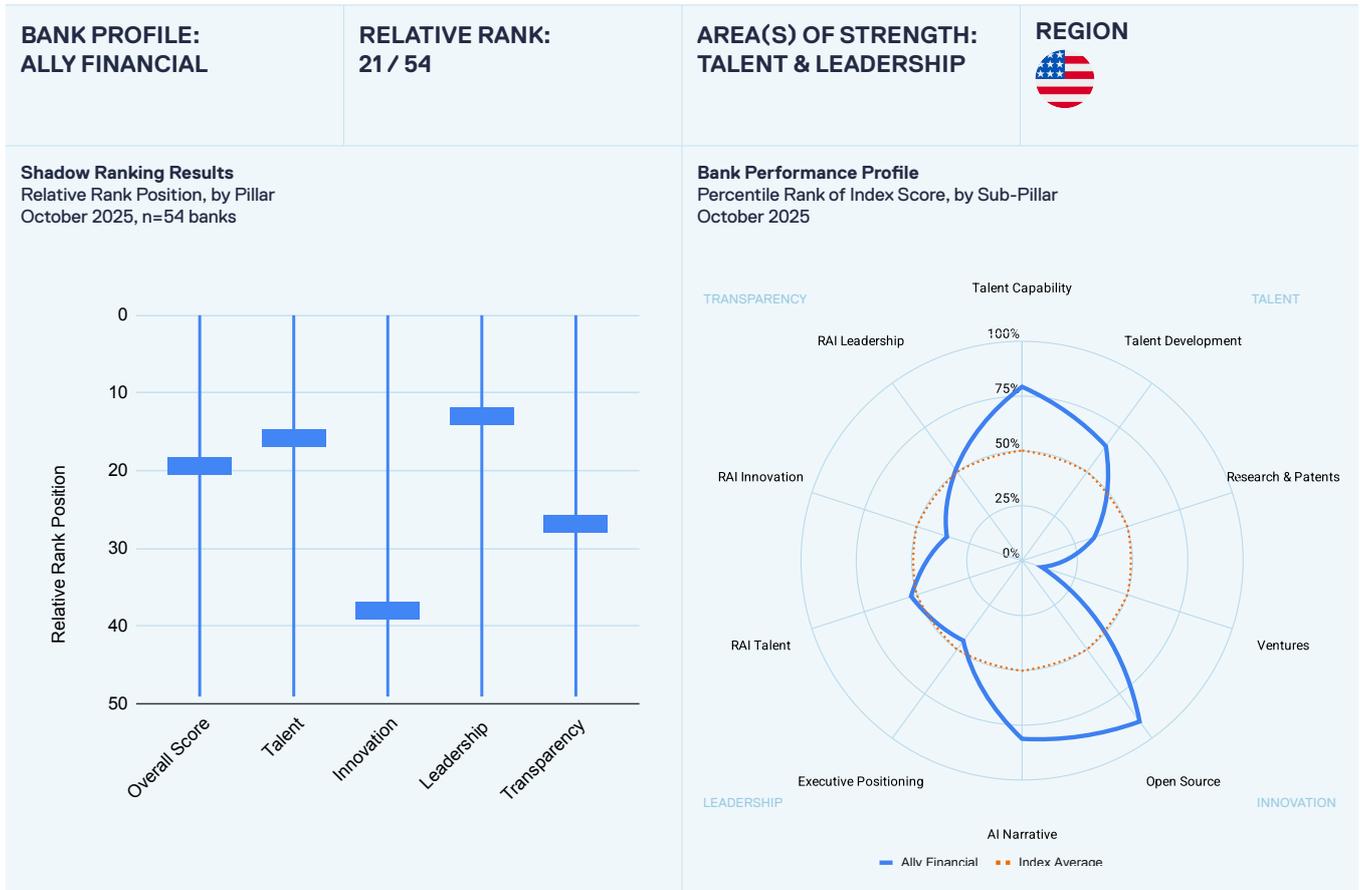
While three of the four banks assessed remained clustered in the bottom quartile – Ally Financial placed squarely above the Index median, demonstrating an ability to go head-to-head with the top-20 banks in the Index.

SHADOW RANKING OF LOCAL CHALLENGERS VS. GLOBAL BANKS RANKED IN EVIDENT AI INDEX

October 2025, n=4 banks

When stacked up against the 50 banks in the Index, **Ally Financial** demonstrated particular strength in both the Leadership and Talent pillars.

BANK PROFILE: ALLY FINANCIAL	RELATIVE RANK: 21 / 54	AREA(S) OF STRENGTH: TALENT & LEADERSHIP	REGION

Shadow Ranking Results
Relative Rank Position, by Pillar
October 2025, n=54 banks

Bank Performance Profile
Percentile Rank of Index Score, by Sub-Pillar
October 2025

Leadership: Mirroring the banks at the top of the Evident AI Index, Ally Financial consistently reinforces AI as a key strategic priority in both Corporate and Executive communications, with specific and detailed disclosures of use cases unlocked by the bank's proprietary AI platform (Ally.ai). When this platform was rolled out enterprise-wide in July, it quickly became the focal point in accompanying press releases and trade coverage for where and how Ally was implementing GenAI responsibly and at scale.

Talent: While Ally cannot compete directly with the largest banks in the world on volume of AI talent, the bank proves competitive with the top-10 banks in terms of the "density" of AI Developers relative to overall employees (similar to Capital One). In addition, the bank has made significant investment in talent development initiatives, training employees to use AI tools effectively and fostering a culture where AI is seen as an enabler, rather than a threat. The bank's roll-out of Ally.ai to over 10,000 employees went hand-in-hand with mandatory "GenAI Risk & Controls" training and an internal "AI Fluency Hub" for upskilling.

Ally Financial also performs strongly when it comes to the **Transparency pillar.** Ally has integrated Responsible AI principles into its strategy; embedded risk and compliance controls into the design of new systems; was the first US bank to become a member of the Responsible AI Institute; and is among the minority of US banks to formally establish a Head of Responsible AI role (Ragesh Rajan).

The one pillar where the bank's performance lags behind the major Index leaders is in **Innovation**. On that front, the bank founded Ally Tech Lab in 2020 as a self-contained "startup" within an enterprise technology environment. In addition, the bank maintains a range of academic partners, including: Michigan State University and UNC Chapel Hill – partnerships that

have resulted in tangible products, such as the Digital Avatar Assistant. The bank actively works with vendors (including Microsoft), as well as the open-source community to accelerate AI research and applications, ensuring its solutions remain competitive and cutting-edge.

Ally is clearly deploying the same range of weapons in the Innovation arsenal as the major US players, but will likely never match the major banks in terms of the sheer size and scale of research teams, patent libraries, or strategic investment portfolio. The question is: where and how can challenger banks without those budgets and resources effectively level the playing field?

To explore how disruptors approach innovation differently, we met up with Ally Financial's Chief Information, Data and Digital Officer Sathish Muthukrishnan. Excerpt from that conversation can be found below:

FOUR KEY TAKEAWAYS FROM OUR CONVERSATION WITH…

Sathish Muthukrishnan
Chief Information, Data and Digital Officer
Ally Financial

#1 Innovation does not equal AI
"People often believe AI leads to innovation. We actually *approach it differently*. The foundation starts with data. This isn't about putting all the data in a centralized place – it's about making data discoverable, accessible, and readable in ways that you didn't think of when you were collecting and organizing it. But it's also about creating stewards across the company that understand what this data is and how it can be used. Technology shows us the *art of the possible* – but the true innovation requires a multi-dimensional foundation."

#2 Innovation requires purpose + intentionality
"Magic happens at the intersection of *customer experience*, *business impact*, and the *right technology*. That's why we stood up Ally Tech Labs back in 2020 – to sit at this intersection. Building a start-up within an enterprise gave our leadership the comfort and confidence that we were *approaching AI right*, allowing us to quickly accelerate from experimentation to production to deployment to scaling."

#3 Model agnosticism will prove critical to maintaining innovation
"Every five or six months, we have seen models continually evolving beyond the previous iteration – dramatically. Moreover, these new models solve the most complex problems that were unsolvable only six months ago. Being *model agnostic* gives you the freedom to go and partner with the most powerful models out there – and Ally.ai has the capability to integrate with multiple models *AND* allow us to pick-and-choose which model works *best for what task,* from content creation to code generation."

#4 Innovation stalls without the right mix of people
"Data doesn't accomplish anything without *people* working with it. When we talk about hiring for AI skills, we need *accelerants* and we need *instigators*. The accelerants champion where and how AI can be applied to how we traditionally operate in the confines of banking. And the instigators come in and challenge the status quo. You need both to execute and innovate in tandem."

WIDER FIELD

Evident will continue to monitor additional banks for signs of rapid AI acceleration against our established benchmarks. We believe this situational awareness is critical because in the last year alone, we've seen a number of noteworthy developments originate from outside the Index:

→ In March, **Işbank** invested in ADIN.AI (Seed Round, $500k) through its Artificial Intelligence Factory, signaling more aggressive venture activity in the AI space.

→ In May, **Bankinter** rolled out an Generative AI assistant ("Dahlia") to its Wealth Management division, enabling private bankers to respond more quickly to customer inquiries on investment opportunities spanning over 8,000 funds.

→ In October, **AIB** announced an enterprise-scale deployment of Microsoft Copilot to over 10,000 employees.

When examined through the lens of the Index, each of these banks teaches us something new.

BANK	İŞBANK	AIB	BANKINTER
HEADQUARTERS:	Türkiye	Ireland	Spain
AREA OF STRENGTH PILLAR RANK:	**Transparency** **24 / 54**	**Leadership** **32 / 54**	**Leadership** **39 / 54**
PROFILE:			
HIGHLIGHTS:	→ Effective narrative on expanding AI capabilities, including the development of a native large language model (İşGPT) designed to strengthen the regional industry's technological independence. → Continuing RAI leadership underpinned by detailed Corporate Governance materials that highlight an Ethical Manifesto for AI.	→ Senior execs amplify focus on key initiatives driven by the bank's AI CoE, including fraud detection use cases and the launch of the bank's digital assistant (Abi). → In July, COO Graham Fagan outlined the bank's approach to RAI, which includes mobilising key business leaders to align on EU AI Act requirements ahead of upcoming enforcement deadlines in August 2026.	→ Clear mandate for talent development across both senior leadership and the wider organisation, including GenAI-focussed modules within the Corporate University and unique "Red Team" exercises for executives. → During recent earnings calls, CEO Gloria Ortiz Portero has spoken with knowledge and depth on the bank's 20 GenAI use cases and 100+ AI models in production.

5.1 TALENT

When we compare the number of AI use cases publicly disclosed by the 50 major banks over the past year (see Evident's Use Case Tracker) to the current volume of AI talent at the banks, we find a positive correlation. Banks with the largest volume of AI talent have announced the highest number of AI use cases. On average, the top-10 banks by talent volume disclosed nearly 2x more use cases than the rest of the banks we track.

OVERALL AI TALENT VOLUME VS. DOCUMENTED AI USE CASES, BY BANK
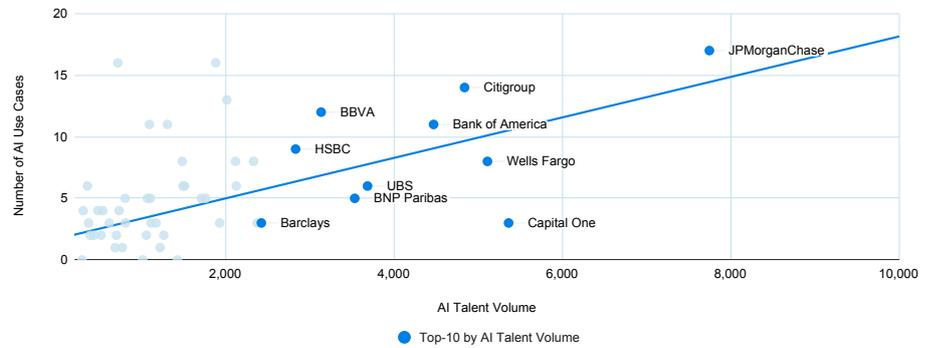
Sep 2024 Update of Use Case Tracker, n=280 AI use cases

This intuitively makes sense. Without the right talent stack across the AI and data lifecycle, banks will be unable to design, train, and operationalize advanced AI models tailored to suit their needs. In other words, talent is critical to successful AI deployment.

Accordingly, it should come as no surprise that, as banks have accelerated their enterprise-wide AI deployment, we've seen a significant uptick in the talent metrics we track – both across Talent Capability (i.e. the volume of AI-related roles by banks) as well as Talent Development (i.e. the initiatives banks put in place to recruit, nurture and develop technical talent, as well as upskill the rest of the workforce).

The number of employees working across AI Development, Data Engineering, AI Software Implementation, AI Model Risk, and AI Product Management has increased to nearly 90,000 workers. This represents +24.8% growth in the AI talent pool over the last year – the largest year-on-year growth observed since Evident started tracking in 2023. To further contextualize this statistic, the growth of AI talent represents nearly 5x the growth in overall headcount (+5.3%) observed over the same period.

AI TALENT VOLUME, BY CAPABILITY AREA
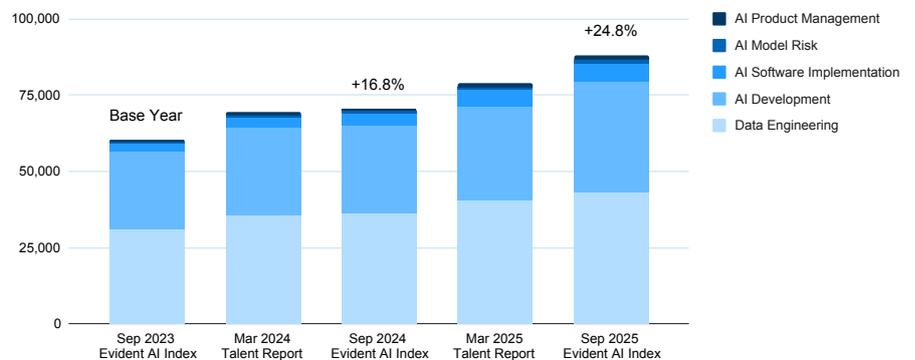
September 2023 -2025 (+6 month view)

Also unsurprisingly, 38 of the 50 banks in Evident's ranking now disclose some form of AI training to its employees (up from 32 banks last year). In addition, 33 banks offer distinct training catering to senior leadership – addressing a widespread deficit observed only two years prior.

SHARE OF BANKS OFFERING AI-FOCUSED TRAINING FOR EMPLOYEES VS. SENIOR LEADERSHIP
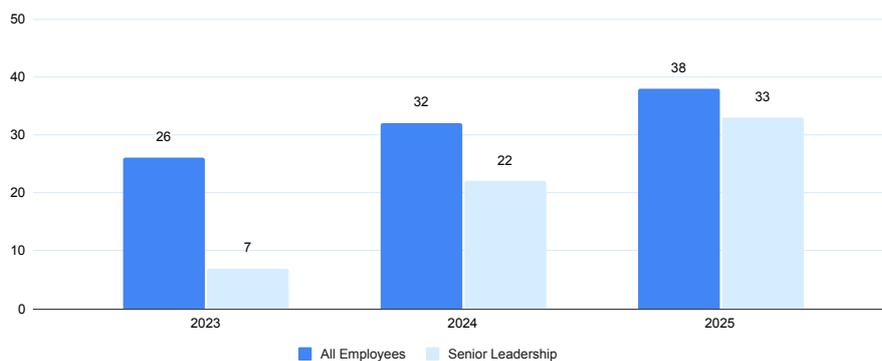
2023 - 2025, n=50 banks

While these numbers reflect an accelerating focus on AI talent across the sector, the talent leaderboard has remained relatively stable, with 7 out of the top-10 banks in the Talent pillar remaining consistent year-on-year.

TOP-10 PERFORMING BANKS IN TALENT PILLAR

BANK	REGION	TALENT PILLAR RANK	2024-25 RANK CHANGE	TALENT CAPABILITY RANK	TALENT DEVELOPMENT RANK
Capital One	USA	1	-	1	1
JPMorganChase	USA	2	-	2	1
UBS	Europe	3	-	4	10
CommBank	APAC	4	+3	7	1
Citigroup	USA	5	-	3	33
Wells Fargo	USA	6	-2	5	32
Goldman Sachs	USA	7	+6	8	10
BNP Paribas	France	8	+4	6	21
BBVA	Europe	9	-1	11	1
Bank of America	USA	10	+1	9	24

Capital One, JPMorganChase and UBS maintain their positions on the Talent podium. While JPMC exhibits the largest volume of AI talent of all the banks in the Index by far, Capital One retained the top spot owing to its unparalleled "density" of talent relative to overall headcount, coupled with strong investment in Talent Development over the past year.

As for the rest of the top-10:

→ Citigroup maintains its ranking in the top-5 club, due to strong performance in Talent Capability.

→ Wells Fargo dropped from the top-5 in favour of CommBank, which is hiring at a rate that is disproportional to its size (more on that in a moment).

→ BBVA completes the list of seven banks that also featured in the top-10 cohort last year.

→ Goldman Sachs, BNP Paribas, and Bank of America joined the top-10, primarily driven by improvements in Talent Capability.

While training programs and the mechanisms that underpin Talent Development can be established relatively quickly, building out a strong bench of AI talent takes years – thereby proving ever more challenging for lagging banks to catch-up when, as we shall see shortly, the established leaders are also rapidly expanding their AI talent pools at pace.

Bigger & faster: talent leaders accelerate away from the pack
As discussed above, there are now 90,000 employees working in AI-related roles across the 50 banks we track. But this critical mass of AI workers is not evenly distributed. In fact, ten banks account for nearly half (49%) of the total talent employed by 50 banks in the Index. Moreover, the five banks with the largest teams are not geographically diverse – they're all based in the United States.
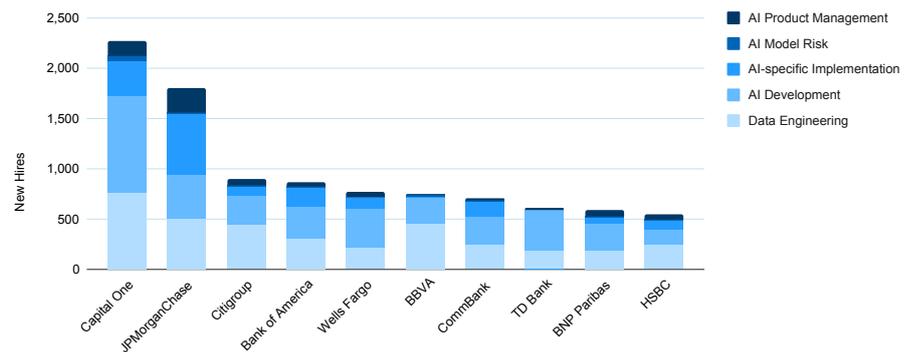
TOP-10 BANKS: VOLUME OF AI TALENT, BY CAPABILITY AREA
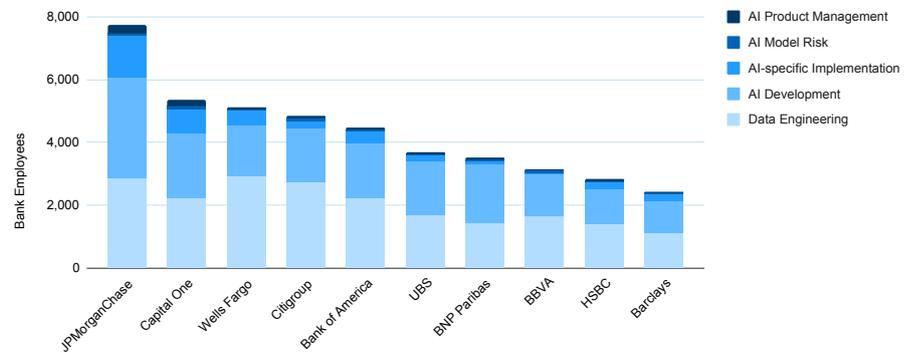
October 2025 vs. October 2024,
n=88,166 bank employees

Eight of the banks profiled above also feature in the top-10 for hiring. In other words, the banks that already have the largest talent pools are continuing to add the most AI talent.

TOP-10 BANKS: CHANGE IN VOLUME OF AI TALENT, BY CAPABILITY AREA

October 2025 vs. October 2024,
n=18,149 bank employees

Among the banks hiring the most new staff, we observe the same set of five US banks that already lead the way on volume of AI talent.

Despite being a quarter the size of the largest bank in the Index, Capital One demonstrated the largest growth in AI talent volume of any bank year-over-year (+2,268 staff). This was largely accomplished when the bank merged with Discover on May 18th (15 months after it had entered into an agreement to acquire the digital banking and payments provider). As a result, the combined entity now has the second largest pool of AI talent behind only JPMC.

UBS and Barclays are the only two banks in the top-10 by volume that have not kept up with this rapid pace of hiring.

In contrast, CommBank and TD Bank are rapidly hiring relative to their size. While neither features in the top-10 by volume, they have respectively added +54% and +35% more AI staff year-over-year. TD has made particular gains in its AI Development talent pool, a trend we anticipate will continue given the recent expansion of its research arm (Layer 6) to New York City.

47 out of 50 banks increased their density of AI talent
Given that the expansion of AI talent is proceeding at 5x the rate of growth of the overall employee base, 47 of the 50 banks tracked in the Index are improving the ratio or "density" of their AI talent relative to total headcount.

**CURRENT TALENT DENSITY, RELATIVE TO OVERALL HEADCOUNT VS. YEAR-OVER-YEAR CHANGE**
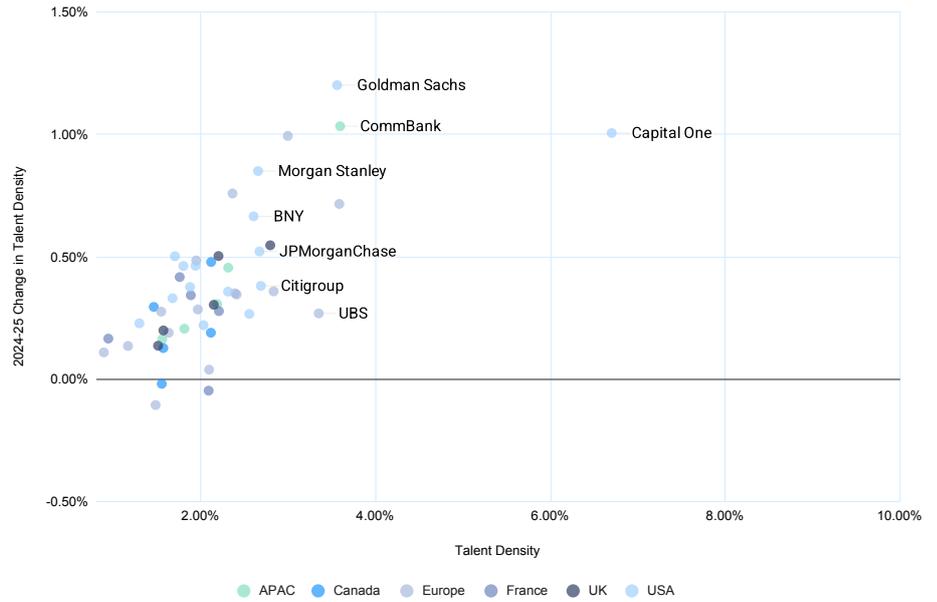
October 2025, n=50 banks

There were lingering questions about whether Capital One was going to be able to keep its historically unmatched levels of AI talent density after the mega-merger with Discover. Based on our final accounting, the combined enterprise increased its overall headcount by 47%, but increased its AI talent pool by 73%, which resulted in a new high score in terms of AI talent density: 6.7% of total employee headcount.

While Capital One boasts about 3x the AI talent density as the average bank, select peers show signs of narrowing the gap. Specifically, two banks – Goldman Sachs and CommBank – each improved their relative density by +100 basis points (or 2.9x faster than the wider Index).

TOP-3 BANKS: INCREASE IN TALENT DENSITY, RELATIVE TO OVERALL HEADCOUNT
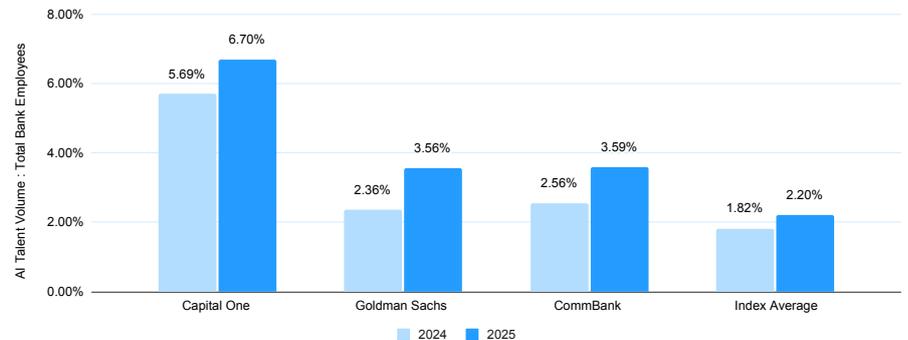
October 2025 vs. October 2024

→ **Goldman Sachs** has recently made a number of visible moves to strengthen its AI and technical talent bench. In March 2025, it hired Daniel Marcu from Amazon as Partner and Global Head of AI Engineering & Science, a role in which he will lead the firm's AI platform and product development efforts. This hire underscores Goldman's push to embed AI deeper into its core, not just via research but via execution.

→ **CommBank** is likewise advancing its AI agenda in ways that require aggressive technical hiring – as evidenced on their careers portal, which explicitly emphasizes roles across Data & Analytics, Engineering, and AI teams. Moreover, their job listings reveal roles such as Chief Engineer, AI Research (Deep Learning), which explicitly value PhD or advanced credentials, as well as Senior Engineering Manager roles in "GenAI" divisions.

Banks with the highest density of AI talent are likely to continue to accelerate faster because they benefit from a virtuous cycle:

→ **Compounding Returns on Existing AI Talent**: Each successful AI deployment creates organizational know-how, lowers time to production, and improves outcomes – effectively increasing the ROI of the AI talent pool. As this flywheel effect accelerates, it makes it rational to keep adding AI staff at pace (up to the point that no longer holds true)

→ **Superior Recruitment Pull for New AI Talent:** High density of AI expertise signals to the market – and to prospective employees – that the bank is a serious AI institution. This helps in recruiting top engineers and researchers who prefer environments where they have peers, robust infrastructure, and influence

→ **Reduced Demand for Traditional Headcount**: The more banks digitize or automate processes, the lower the demand for traditional headcount (e.g., branch staff, call-center reps). Business growth depends on expanding AI capacity rather than human-only processes, causing the proportion of AI staff to rise relative to non-AI roles

Over time, the gap widens between the banks that lead and the ones that follow.

AI training becomes "table stakes"
However, a high volume of technical AI and data talent will only get banks so far. Without organisation-wide training and education programmes many AI programmes will fail to deliver.
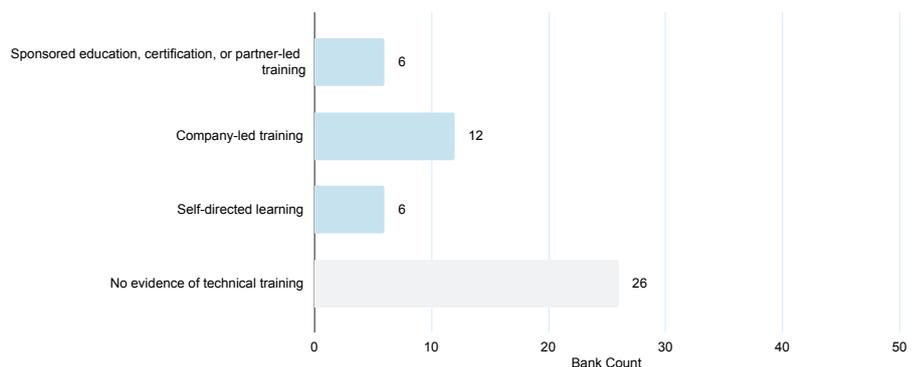
Over the last year, AI-specific training is becoming ubiquitous across the sector, with three quarters of the banks in the Index having some form of AI training for employees. AI Champions, communities of practice, hackathons, speaker series, and many other dissemination methods are becoming "table stakes." Their proliferation has come at the exact time that "nearly 40 of the 50 banks we track have rolled out AI-powered assistants to their workforce" – a move aimed at accelerating adoption and usage, as detailed in our latest Outcomes Report (August 2025).

At the same time, AI-specific training is becoming increasingly specialized. Two-thirds of training programs now involve either a topic-specific or role-specific curriculum – mirroring the changing needs of users as the rollout of AI-powered assistants increases in scale/scope.

As such areas of investment reach maturity or late-stage adoption, Evident is continually examining our data for the next marker of AI maturity. In the case of training, we believe this will involve a shift to more technical training – mirroring the hiring priorities profiled above.

Note: While this descriptive data does not contribute to scoring (yet), we think it is important to share as a preview of what's coming down the pike next.

SHARE OF BANKS WITH TECHNICAL TRAINING PROGRAMS, BY TYPE*

Training Program Type	Bank Count
Sponsored education, certification, or partner-led training	6
Company-led training	12
Self-directed learning	6
No evidence of technical training	26

October 2025, n=50 banks
*Note: Training programs have been categorized in descending order of accessibility.

Examples of the most robust technical training programs, which are shown to contribute to long-term employee satisfaction and retention include:

BBVA: DATAI qualification + Master's in Big Data Science
BBVA's press releases describe a multi-year partnership with the University of Navarra's Data Science & Artificial Intelligence Institute (DATAI) to train employees, offering a qualification, industrial doctorates, or official Master's Degree in Big Data Science for staff with background in mathematics or computer science. BBVA notes over 50,000 employees have completed some form of training in the world of data and AI, while ~5,000 have received specialized instruction via its Data University (including data scientists, data specialists, and data engineers).

ING: 24-day AI Accelerator with Xebia (Advanced Analytics)
Netherlands-based consultancy Xebia has built a bespoke Data & AI Accelerator Program for ING's Advanced Analytics team, featuring a full 24-day curriculum designed to "lift the skills" of the team and support productionized use cases.

Capital One: AWS certifications + ML Engineer Learning Program
Capital One reports that 88% of its engineers hold an AWS certification and highlights internal "Tech College" pathways. In parallel, the bank runs the Machine Learning Engineering Training Program (MLETP) – an in-depth, 160-hour upskilling track combining instructor-led and self-paced content using AWS and Capital One ML tooling.
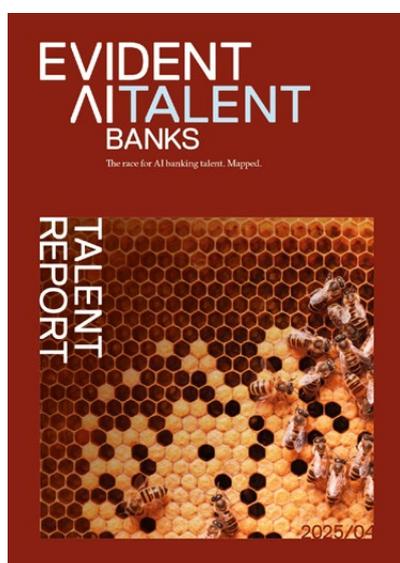
DOWNLOAD EVIDENT'S 2025 TALENT REPORT
The race for AI banking talent. Mapped.

The 2025 edition of our Talent Report examines what banks are doing to attract and retain the brightest minds working in AI today, and develop and upskill the AI-first bank of tomorrow.

In this report, we explore the latest talent trends across the banking industry, identifying where and how the talent stack is changing to accelerate production and deployment of AI use cases at scale.

Our talent data is updated in early Q2, at the midway mark between annual updates to the Evident AI Index rankings – providing critical insights into the highest weighted pillar of our methodology.

5.2 INNOVATION

On paper, Innovation should be the most dynamic pillar of the Index methodology, but in reality it's the most stable over time.

TOP-10 PERFORMING BANKS IN INNOVATION PILLAR

BANK	REGION	INNOVATION PILLAR RANK	2024-25 RANK CHANGE	RESARCH & PATENTS RANK	VENTURES RANK	OPEN SOURCE RANK
JPMorganChase	USA	1	-	1	2	13
Capital One	USA	2	+1	2	3	11
Royal Bank of Canada	Canada	3	-1	3	34	1
Morgan Stanley	USA	4	-	7	4	4
Wells Fargo	USA	5	-	6	6	6
Citigroup	USA	6	+1	10	5	6
Bank of America	USA	7	+4	4	30	24
HSBC	UK	8	+1	8	9	18
Goldman Sachs	USA	9	-3	9	8	12
TD Bank	Canada	10	-2	5	49	3

Nine banks maintained their top-10 ranking since last year, and the North American banks continued to dominate:

→ JPMorgan retained #1 spot through the unparalleled strength of their AI research team and continued venture investments into AI-focused companies.

→ Capital One overtook Royal Bank of Canada for the #2 spot, partly driven by the merger with Discover. The bank more than doubled its AI research team and showed steady growth in patents.

→ Morgan Stanley and Wells Fargo stayed at #4 and #5 respectively. They are the only banks that rank in the top-10 across all Innovation sub-pillars (Research and Patents, Ventures and Open Source).

→ HSBC moved up to #8, the leading light amongst the European banks who otherwise don't feature.

→ Bank of America was the only new bank to enter the top-10, improving from #11 to #7 this year driven by strength in Research & Patents sub-pillar. The bank continued to grow its substantial portfolio of AI patents and ramped up its AI research output.

The stability of this pillar can be attributed to the fact that many elements of AI innovation represent significant, long-term investments that take time and effort to establish, let alone pay off. Establishing a talent magnet for top-tier AI researchers, building an intellectual property library to critical mass, and developing the relationships to participate in elite ventures rounds – none of this happens (or can be replicated) overnight.

You simply cannot "buy" your way to becoming a leader in AI innovation (even if a large budget doesn't hurt). You have to earn the title by "building" over time.

However, while the leaders in this pillar are stable, it doesn't mean progress is static. Quite the contrary. As we shall see, the leaders are continuing to dramatically ramp up activity in the Research and Patents space in particular… and, while new challengers, they have their work cut-out to catch-up.

RESEARCH POWERHOUSES

Since the release of last year's Index, researchers affiliated with Index banks have published over 700 new papers on the topic of AI. As a result, the research output generated by banks continues to expand by double digits year-over-year. This continuing growth trajectory is consistent with the long-term trends profiled in Evident's AI Research Tracker – extending back to the before ChatGPT ("BC") era (47% CAGR from 2019-2024).

Four banks account for over 60% of AI Research output

This expanding body of AI literature is driven by a small cadre of banks. Just five banks – JPMorganChase, Capital One, RBC, Wells Fargo, and TD Bank – account for over 60% of the bank-led research factored into the ranking.

All five of these banks share common hallmarks. They were early to establish a dedicated Research Lab or Center of Excellence. They have strong research leaders with unrivaled academic reputations. And given their headstart, they have amassed both the intellectual capital and intellectual property to attract graduating PhDs working at the cutting-edge of AI.

As a result, the share of overall research attributed to these five banks has remained highly consistent since 2019.

SHARE OF AI-FOCUSED RESEARCH PAPERS PUBLISHED, BY BANK
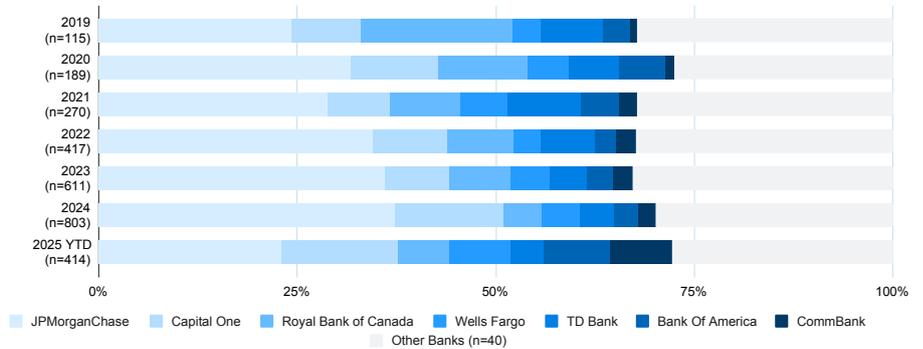
2019 - 2025 YTD, n=2,819 papers

More recently, we have observed significant jumps in research output from Bank of America and CommBank, who have substantially increased their share of bank-led research from 4% to 8% year-over-year.

Last year CommBank launched a new Centre for Foundational AI in partnership with the University of Adelaide. Together with its new award-winning paper on the synthetic LLM-generated customer personas, the initiative highlights the bank's growing commitment to AI research.

Bank of America is also growing its research profile, with an increasing focus on foundation modeling and generative techniques. Top-cited works include a review of the boundaries, benefits and implementation requirements of GenAI in financial risk management and an analysis of AI's potential for detecting cybersecurity vulnerabilities.

While there are no other serious challenges to the established leaders, there are signs of banks ramping up across the board. More banks have published at least some AI research than ever before; we're seeing a ramp up in recruitment of Chief AI Research Officers; and others are only just announcing their intent to build AI research teams. But it will take time for these investments to lead to valuable research output – and even longer for this to translate into applied applications.

One thing's for sure: the banks that are just starting out have a lot of catching up to do.

PATENT DUOPOLY

Over the past 10 years, 25 of the 50 banks have been awarded nearly 5,000 AI-specific patents by various Intellectual Property Offices. Since last year, this body of IP has grown +33%. However, similar to the research ecosystem described above, the vast majority of patent activity is concentrated among a handful of players.

NUMBER OF AI-FOCUSED PATENTS ASSIGNED TO BANKS
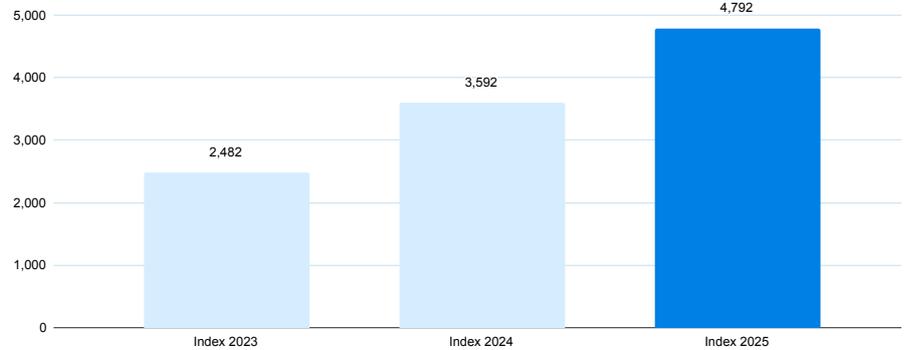
Trailing 10-Year Period, n=50 banks

Two banks account for 65% of AI Patents, while US banks account for 90%

Capital One and Bank of America account for nearly 65% of AI-specific patents assigned across the Index. This past June, Capital One reached the 5k milestone in overall patent activity – specifically highlighting its agentic patents holding alongside tech leaders (e.g. Google, Microsoft, IBM, and Samsung). And last October, Bank of America detailed its patenting focus on Artificial Intelligence & Machine Learning applications, which now represent 17% of its grant activity (trailing only Information Security).

SHARE OF AI-FOCUSED PATENTS, BY BANK ASSIGNEE
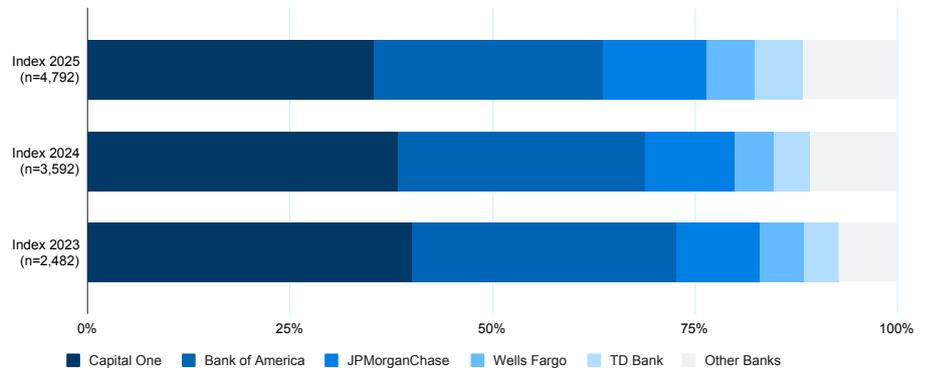
Trailing 10-Year Period, n=50 banks

While unrivaled, the share of AI patent activity driven by these two leaders is slowly eroding as additional banks step up their efforts. Specifically, three other banks – JPMC, Wells Fargo, and TD Bank – continued to demonstrate increased patent activity (now accounting for 18% of AI patents assigned to Index banks).

Otherwise, the wider Index remains fairly disengaged. Only two new banks (CaixaBank and Intesa Sanpaolo) joined the ranks of banks actively pursuing AI patents. This increased the number of European banks pursuing patents from 4 to 6 banks. That's just shy of a quarter of the 25 pan-European banks found in the ranking. In contrast, nearly every US bank pursues a patent strategy, accounting for 14 of the 25 banks active in this arena.

VENTURES: CAUTION AHEAD

While banks are ramping up investment into AI research and patenting activity, the same cannot be said for venture investments.

Despite banks rushing to fund hyperscalers and the infrastructure that will power the AI era, general investment by banks into AI-focused and Data/Tech-focused companies is down double digits (17% from 2024) for the second year in a row.

TOTAL INVESTMENTS IN AI-FOCUSED OR DATA/TECH-FOCUSED COMPANIES BY BANKS
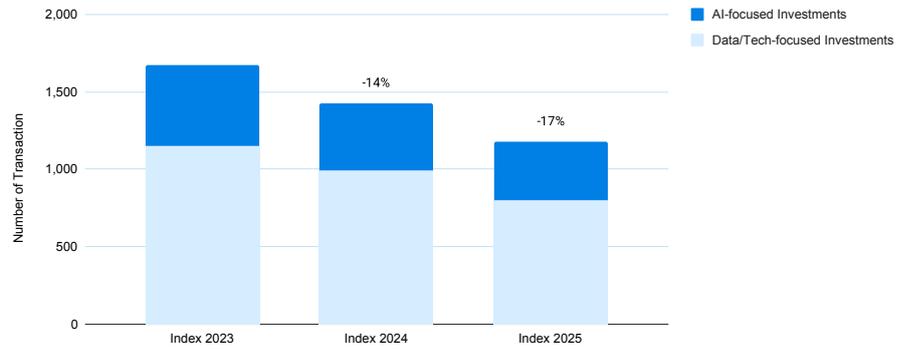
Trailing 3-Year Period, n=50 banks

While banks undoubtedly want to gain strategic access to cutting-edge technology, they are seemingly reluctant to speculate or overpay for unproven capabilities during the frothiest phase of the AI boom.

10 banks now account for nearly two-thirds of AI-focused deal flow
As per other areas of the Innovation pillar, activity tends to be concentrated amongst a small group of leaders. If we look at investments made specifically into AI companies, the top-10 banks drove 64% of AI-focused investments across the Index.

Citigroup overtook Wells Fargo for the top spot in terms of overall deal flow, and four banks bucked wider macro trends and continued to increase investments year-over-year – BNP Paribas, HSBC, Morgan Stanley, and Santander.

TOP-10 BANKS: NUMBER OF INVESTMENTS IN AI-FOCUSED COMPANIES
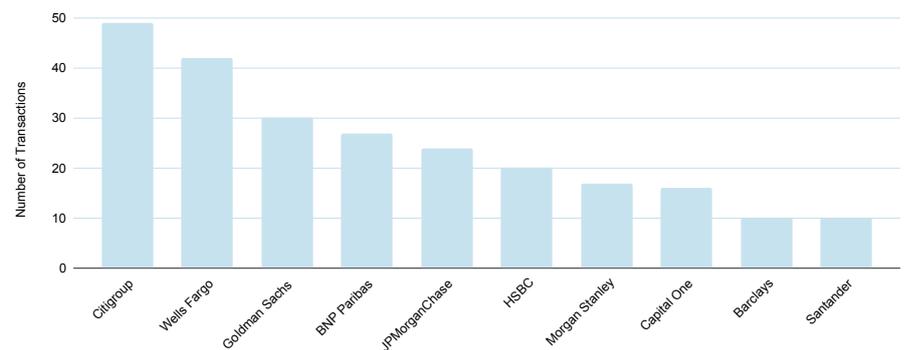
August 2022 - August 2025, n=381 transactions

Citigroup and BNP Paribas both warrant a double-click here, as these banks demonstrate a straight-line path from external investment to internal business impact:

→ **Citigroup**'s latest example of a Data-focused investment to accelerate AI adoption is its January 2025 strategic investment in Validis, the financial data standardization platform. By June 2025, the bank had already embedded Validis into CitiDirect Commercial Banking, powering the digitization of its lending process for mid-sized corporates across

multiple markets. Clients now benefit from one-click uploads or direct ERP connections for financial reporting, enabling automated credit applications, covenant monitoring, and faster underwriting decisions. For Citi, this shift replaces manual document collection with real-time, AI-ready financial data streams.

→ **BNP Paribas** has moved quickly from its Series B participation (May 2024) to scaled deployment with Mistral AI. In June 2025, the bank launched an internal LLM-as-a-Service platform, operated fully on its own infrastructure, giving more than 50,000 employees at BNP Paribas CIB secure access to a curated set of models (including Mistral). This platform now underpins live use cases across the Group – such as internal assistants, multilingual document search, and automated content generation – while enabling developers to build new tools in a standardized, compliant environment. By aligning Mistral's sovereign AI capabilities with its regulated banking workflows, BNP Paribas has demonstrated how a venture bet can accelerate industrial-scale adoption across front-line and support functions.

Knowing when to invest in – or partner with – the wider ecosystem to access cutting-edge talent and technology remains a hallmark of the best innovators. Yet if the sector's steady pullback from AI start-up investment continues, it may limit banks' access to emerging expertise, weaken their influence over how new products are shaped to meet regulatory and customer needs, and risk stalling the very pipeline of innovation on which their future competitiveness depends.

Build, borrow, or buy? Established leaders have the luxury of choice…
Leading innovators know when to "build, borrow, or buy" – ultimately maintaining flexibility and optionality within a rapidly evolving space. They can build proprietary systems where differentiation matters, license or co-create where speed is critical, and acquire or invest where market gaps exist – enabling faster, more effective deployment of AI use cases and outcomes across the enterprise. But the choice is conscious.

ACCESS EVIDENT'S STATE OF AI RESEARCH IN BANKING REPORT + AI RESEARCH TRACKER

→ How are banks organizing their AI research teams?
→ How is the focus of AI research explored by the banks changing?
→ Where and how does AI research accelerate use cases and business outcomes?

The State of AI Research in Banking is a comprehensive analysis of how 50 major banks are building and growing in-house AI research teams in order to accelerate AI deployment.

The AI Research Tracker is Evident's library of AI research papers, giving you an unparalleled window into the world of AI research in finance. The tracker is a comprehensive database of 1000+ AI research papers published by major banks and insurers.

Updated every six months, the tracker and trends deck provide the latest insights into how financial institutions are engaging with the fast changing world of AI research.

Stay Tuned: Data Trackers for both AI Patents & AI Ventures will be coming online in the Member Hub throughout Q4 2025.

EVIDENT
AI INDEX
BANKS

Chapter 5
Key Findings

LEADERSHIP

5.3 LEADERSHIP

Investments in leadership and narrative-building provide banks with a powerful lever to accelerate AI adoption by aligning stakeholders around a clear, strategic vision:

→ When senior executives craft a coherent AI Narrative – framing AI as central to customer experience, risk management, and long-term growth – they set expectations about where the institution is heading. It helps employees understand how AI fits into day-to-day work, reassures regulators and investors about responsible deployment, and helps ensure resources flow to projects that align with the firm's strategic goals rather than scattered, uncoordinated pilots.

→ Amplifying that message through Executive Positioning – media interviews, keynote speeches, and participation in industry forums by C-Suite leaders – serves as a multiplier effect. Regular updates on AI rollouts, adoption rates, and ROI give credibility to the narrative and build confidence among investors, customers, and employees alike.

Over time, this cadence of communication not only keeps the bank top-of-mind in industry discussions but also attracts talent, strengthens partnerships, and creates accountability for measurable outcomes – all of which accelerate both the pace and the impact of AI use cases across the organization.

Over the past year, banks have ramped up their leadership's AI focus more than ever before. Even those organizations that have traditionally chosen to keep their progress behind closed doors, are making their AI activities more visible. For example, Morgan Stanley revamped its Firmwide Artificial Intelligence portal this year, highlighting the latest use cases, research, and innovations. Meanwhile, Goldman Sachs outlined the bank's three-year program to "run the firm more efficiently" through the use of AI solutions in its latest Annual Report (see Page 7).

SHARE OF BANKS ENGAGING IN SPECIFIED ACTIVITY OR CHANNEL, OVER TIME

2023 - 2025, n=50 banks

| AI NARRATIVE | EXECUTIVE POSITIONING |
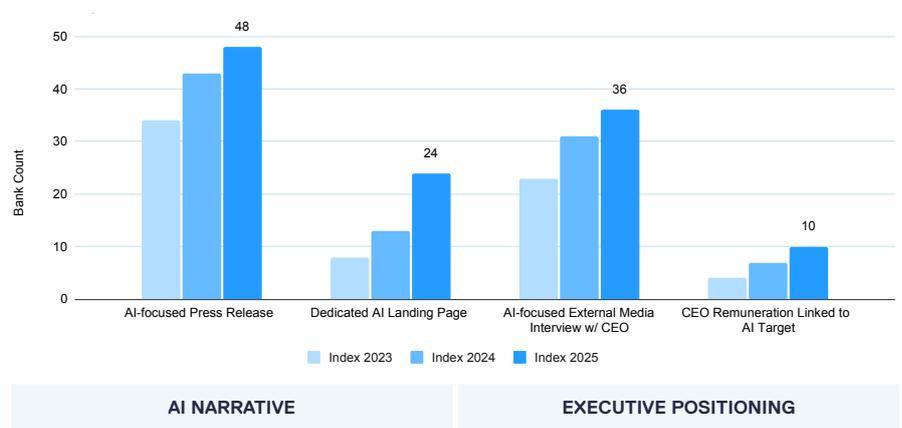
Since strong performance in the Leadership pillar depends on sustained, visible commitment from senior management, it is inherently more vulnerable to disruption. Leadership changes, shifting strategic priorities, or the distraction of major events such as mergers can quickly pull attention away from AI and stall momentum – and leads to less stable performances in the Leadership pillar each year.

TOP-10 PERFORMING BANKS IN LEADERSHIP PILLAR

BANK	REGION	LEADERSHIP PILLAR RANK	2024-25 RANK CHANGE	AI NARRATIVE RANK	EXECUTIVE POSITIONING RANK
JPMorganChase	USA	1	+2	1	1
DBS	APAC	2	-1	3	4
Royal Bank of Canada	Canada	3	+5	2	6
CommBank	APAC	4	-2	4	3
Santander	Europe	5	+29	10	2
NatWest	UK	6	+10	7	9
UBS	Europe	7	+10	9	8
BNP Paribas	France	8	-2	6	27
Morgan Stanley	USA	9	+8	15	7
CaixaBank	Europe	10	+28	12	14

Five banks maintained their top-10 ranks in Leadership:

→ While JPMorganChase and DBS maintained positions on the podium, the former took the top spot due to improving the specificity of the bank's external AI communications, broadening the set of senior stakeholders that discuss AI publicly, and tying their top executive performance assessment to AI-specific targets.

→ Royal Bank of Canada jumped +5 ranks to take #3 position, publishing projected financial returns from AI for the first time during its Investor Day back in March.

→ CommBank and BNP Paribas also maintained top-10 rankings, with BNP Paribas notably announcing that it had hit its AI value creation targets and was revising them upwards for 2025.

New entrants to the top-10 included:

→ Natwest, UBS, and Morgan Stanley: these banks all ranked in the top-20 last year, and while they did not go as far disclosing financial targets for AI value, they each provided richer updates on use cases and impact than ever before.

→ Two Spanish banks surged: Santander (+29 rank) and Caixabank (+28 rank) made significant investment in AI leadership this year, emulating BBVA to create specific Chief Data & Analytics / Chief AI Officer roles on the management committee and ramping up AI headlines.

HSBC (in the midst of a leadership reshuffle) and BBVA (occupied by the potential takeover of Banco Sabadell) moved out of the top-10, along with BNY, ING, and Intesa Sanpaolo. To our earlier point about the importance of senior leadership in driving AI adoption, these banks may risk losing momentum if they ease up on the Leadership pedal — even briefly.

More banks than ever disclosed AI use cases, but only 8 disclosed comprehensive ROI
Strong performance in Leadership isn't just about senior leaders talking about the importance of AI to their organisation, as spend ramps up it is about demonstrating to the market the tangible activities underway and the successful outcomes they are delivering.

Over the last year, 25 banks have disclosed the total number of active use cases in production across their organisation (up from just 12 banks last year). And 32 of the 50 banks tracked in the Evident AI Index have disclosed at least one use case with an associated financial (e.g. cost reduction, revenue uplift) or non-financial impact (e.g. efficiency gains) – up from 26 a year ago.

PUBLICLY DISCLOSED AI USE CASES WITH REPORTED OUTCOMES
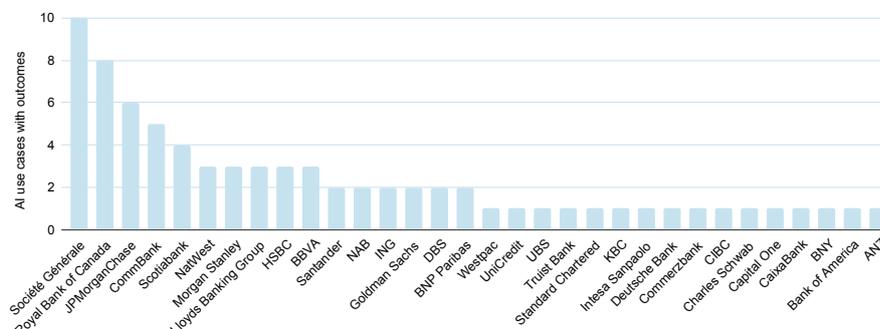
October 2024 - 2025, n=76 AI use cases

Progress on these metrics demonstrates that banks have made significant strides on ROI measurement of individual use cases, as well as tracking their AI use cases across their organisations.

However, many banks are still not yet ready – or able – to publish aggregate metrics on the financial performance of their entire AI portfolios.

At this juncture, 8 of the 50 banks are signaling a shift from isolated to comprehensive reporting on AI:ROI – either through realized or projected estimates of financial returns from AI use cases. This full list of banks leading this charge are detailed below for reference. Not coincidentally, this list encompasses half of the top-10 performing banks in the Leadership pillar.

LATEST ESTIMATED OR PROJECTED ROI FROM ALL USE CASES IN PRODUCTION

BANK	ESTIMATE* (descending)	DISCLOSURE	FISCAL YEAR	TIME HORIZON	SOURCE
JPMorgan Chase	$1,500 - $2,000	I think that this year it's heading more towards $2 billion. And a lot of that is related to prevention of fraud.	FY24	Realised + projected	Barclays Global Financial Services Conference September 10, 2024
RBC	$500 - $723M	Enterprise value generated from AI	FY27	Projected	Investor Day March 27, 2025
BNP Paribas	$866M	€500M AI value creation by 2025 already reached; increased AI value creation target to €750m by 2026	FY26	Realised + projected	Corporate Governance March 27, 2025
DBS	$581 - $775M	Derived SGD 750 million in economic impact from more than 370 use cases... We expect this figure to exceed SGD 1 billion in 2025.	FY25	Realised + projected	Annual Report March 6, 2025
Société Générale	$578M	Expected run-rate value creation from data and artificial intelligence of circa €500m by 2026.	FY26	Projected	Integrated Report 2023-2024 22 May 2024
Intesa Sanpaolo	>$115M	Approximately €100m additional contribution to 2025 Gross Income, not envisaged in the 2022-2025 Business Plan (excluding potential upside from the adoption of GenAI solutions)	FY25	Projected	H124 Results July 30, 2024
Commerzbank	$352M	Positive effects of 300 million euros from AI	NA	Projected	Interview with Christiane Vorspel (CIO) April 3, 2025
Santander	$235M	In 2024, AI initiatives already generated over €200 million in savings.	FY24	Realised	Santander Group Website August 12, 2025

Notable Mention:
As a sign of additional dominos falling into place, TD Bank hosted an Investor Day in the week preceding the release of this report. In addition to reinstating guidance on growth, the bank shared that it expects to cut $360M in yearly expenses from advances in automation and artificial intelligence. It also projects it will see an additional $360 million in revenue growth due to AI. These new disclosures, made after our data cutoff, will factor into its performance profile in the 2026 Index update.

Where do we go next?
Comprehensive ROI reporting means building a way to capture, standardize, and audit results across business lines, and requires sustained investment in data, governance, and measurement frameworks. Banks simply cannot manufacture credible ROI proof points from AI use cases overnight.

As such, when a bank demonstrates the ability to consistently report ROI across its AI portfolio, it signals that those results are the product of sustained effort and strategic investment – and not a superficial marketing or PR exercise. It reflects genuine operational maturity rather than optics.

The fact that so few banks are disclosing these critical figures implies that many banks are just simply not there yet.
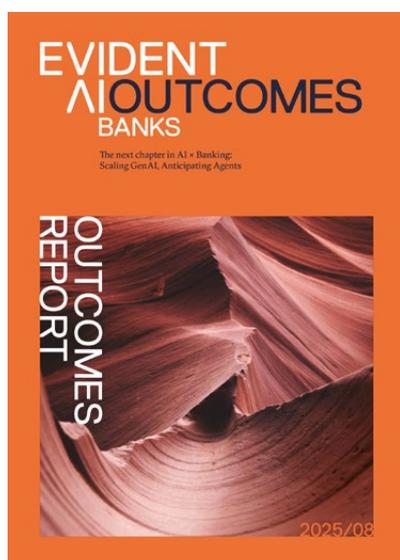
ACCESS EVIDENT'S OUTCOME REPORT + USE CASE TRACKER
The next chapter in AI × Banking: Scaling GenAI, Anticipating Agents

The report provides a comprehensive and data-driven view of how banks are deploying generative AI, experimenting with agentic AI, and translating these into tangible business value.

The analysis leverages data and insights from our Use Case Tracker – Evident's official inventory of AI initiatives disclosed by 50 of the world's largest banks.

Each month, we dig through press releases, media updates, and investor materials to surface new use cases. We summarize, categorize, and assess them, so you see where AI is driving real ROI.

5.4 TRANSPARENCY

Investment in Responsible AI (RAI) is a critical enabler for banks that want to accelerate enterprise-level AI at speed and scale.

From a Talent perspective, building teams with expertise not just in AI/ML, but also in ethics, compliance, and governance equips organizations to address risks early in the lifecycle, rather than reacting after models are already in production. Hiring or upskilling talent into specialized roles such as AI governance leads, RAI engineers, or compliance specialists reduces bottlenecks that often delay approval and deployment. By embedding RAI competencies into the workforce, banks create a foundation of trust and expertise that accelerates – not slows – the scaling of AI initiatives.

On the Innovation side, RAI demands investment in research, partnerships, and the evolution of legacy Governance, Risk, and Compliance (GRC) activities. Banks that partner with universities, consortia, and technology firms to codify responsible practices are not just safeguarding their reputation – but embedded compliance best practices into production pipelines. Updating existing risk models and governance frameworks to account for explainability, fairness, and auditability ensures that AI can be integrated seamlessly with regulatory expectations, rather than facing repeated delays in validation or approval cycles.

Finally, Leadership in RAI – demonstrated through public documentation, communication, and disclosure of RAI principles – creates organizational clarity and stakeholder confidence. When executives clearly articulate clear guidelines and demonstrate accountability through published frameworks or principles, it reduces ambiguity for regulators, customers, and employees alike.

In combination, investments in Talent, Innovation, and Leadership specific to RAI are not ancillary, but rather, key prerequisites to removing the organizational friction that otherwise hamstrings a bank's ability to deploy AI at scale and secure measurable outcomes.

TOP-10 PERFORMING BANKS IN TRANSPARENCY PILLAR

BANK	REGION	TRANSPARENCY PILLAR RANK	2024-25 RANK CHANGE	RAI TALENT RANK	RAI INNOVATION RANK	RAI LEADERSHIP RANK
JPMorganChase	USA	1	-	1	1	29
CommBank	APAC	2	+3	2	3	1
Royal Bank of Canada	Canada	3	+7	11	2	6
UBS	Europe	4	+11	4	8	1
Lloyds Banking Group	UK	5	+14	5	10	1
HSBC	UK	6	-3	8	4	1
Scotiabank	Canada	7	-3	3	19	9
Standard Chartered	UK	8	-6	7	16	1
BNY	USA	9	+2	21	6	9
NatWest	UK	10	-1	10	10	14

STABILITY WITH TWO ASTERISKS

In contrast to the Leadership pillar, the Transparency pillar is beginning to demonstrate more consistency and stability over time. JPMorganChase retained the top position and seven of the top-10 banks carry over from 2024.

That is not to say that we see muted activity with regards to investment in or advancement of RAI activities. Over the past year, the volume of RAI-specific talent found across the 50 banks more than doubled (albeit off a small base). Nearly 300 RAI-specific research papers were published over the past three

years, representing an 18% expansion of literature related to this specific topic since the previous Index update. Half of banks now provide RAI-specific employee training and over three-quarters document examples of active AI risk management.

The most notable highlight was the impressive debut of two new entrants – UBS, and Lloyds Banking Group – who surged directly into the #4 and #5 positions. Additionally, UK banks now hold four of the top-10 spots in the Transparency rank, underscoring the UK's ambition to lead in the Responsible AI (RAI) space.

RAI LEADERS IN PLACE AT OVER 40 BANKS

A major driver behind all of these milestones is the steady rise of dedicated RAI leadership found across the Index. The number of banks assigning top-down responsibility for defining, organizing, and coordinating RAI activities has tripled over the last two years.

SHARE OF BANKS WITH SENIOR RAI LEADERS
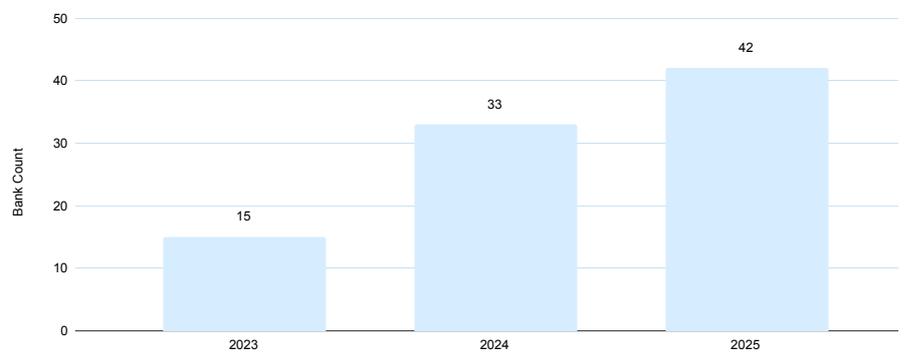
2023 - 2025, n=50 banks

Since our last Index update, several new RAI leaders have been announced – half of which are found at US institutions, which historically lag their European peers given the diverging demands of distinct regulatory environments.

PARTNERSHIPS GET PRACTICAL

Another significant trend this year is the changing nature of external partnerships focused on RAI. 35 of the 50 banks engage in these partnerships with academic institutions, government bodies, or private companies (up from 31 banks last year).

For banks, entering into a RAI partnership serves a host of strategic motivations. By aligning with credible external institutions, banks strengthen their reputation and trustworthiness, especially in a highly regulated industry where perceptions of risk management and ethical responsibility can sometimes be as important as technological progress. These collaborations also provide opportunities for community engagement and agenda-setting, as banks can help shape emerging standards, frameworks, and research directions while ensuring their interests are represented in the evolving discourse on AI governance.

However, the true value of these partnerships is realized only when they produce tangible deliverables. A published case study, use case, or co-authored research paper can quickly transform abstract commitments into concrete evidence of progress. Deliverables provide external validation, offering regulators, investors, and customers measurable proof that RAI principles are not just aspirational, but operationalized within real systems and workflows.

Without tangible outcomes, partnerships risk being perceived as superficial. With them, they become credible catalysts for ensuring RAI is baked into production pipelines.

**ASSESSMENT OF EXTERNAL PARTNERSHIP(S)
FOCUSED ON RAI INITIATIVES**
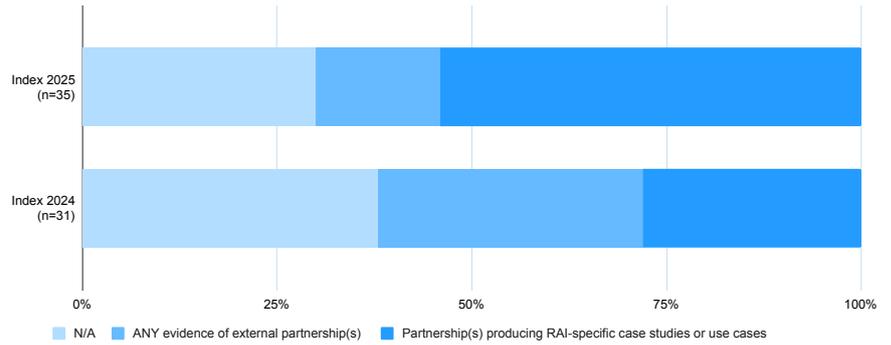
October 2024-25, n=50 banks

To that end, Evident does see signs that the outputs of these partnerships are beginning to evolve. Specifically, nearly 80% of these partnerships are now yielding published case studies or use cases (up from 45% last year). Noteworthy examples of such partnerships from the past year include:

BBVA: Collaboration with IBM Research to create a dataset that acts as a stress test for discriminatory bias in non-English language generative models.

TD Bank: Research partnership between Layer 6 and Vector institute, including an "Explainability Bootcamp" where employees developed new approaches to test on real world systems.

Group BPCE: Partnering with Giskard to leverage a platform for detecting and preventing hallucinations and injections in customer facing GenAI systems.

NatWest: Learning partnership with University of Edinburgh to equip employees with AI expertise and ethical frameworks for responsible decision-making.

Royal Bank of Canada: Research partnership with MIT's CSAIL focussed on explainability, bias mitigation and LLM safety – with the aim to develop Responsible AI tools from the joint work.
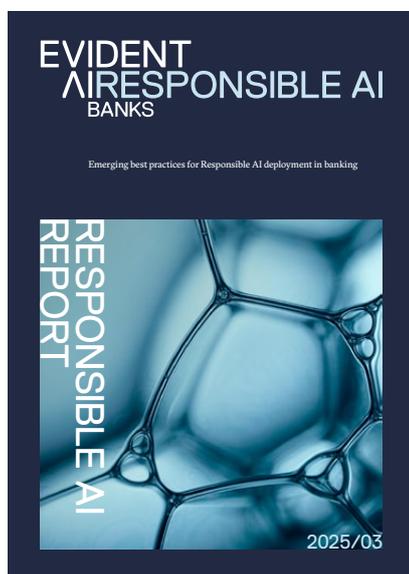
ACCESS EVIDENT'S RESPONSIBLE AI REPORT
Emerging best practices for Responsible AI deployment in banking

The proliferation of Generative AI tools has led to a growing awareness of the benefits and risks AI poses for the world. Banks face growing pressure to explain the approaches they are taking to ensure the equitable and fair deployment of AI in their business.

This report explores the latest responsible and ethical AI activity across the banking sector, with an in-depth review of best practices leading banks are using to accelerate innovation while ensuring they deploy AI responsibly.

The report concludes with a Draft Maturity Model, defining an emerging set of criteria by which to assess People, Policies, and Processes that establish, reinforce, and advance RAI best practices.

EVIDENT AI INDEX BANKS

Evident Membership

Evident is the leading intelligence platform for AI in financial services. We benchmark deployment across the sector, spotlight emerging trends, and equip leaders with the insights they need to accelerate AI transformation.

Membership includes:

BENCHMARKING
AI capability benchmarking
Methodology & raw data
70+ indicators

DATA TRACKERS
400+ AI use cases
1,000+ AI research papers
Regular data updates

RESEARCH REPORT
AI adoption trends
Sector best practices
Pillar-specific deep dives

COMMUNITY
Evident AI Symposium
Member roundtables
Community case studies

EVIDENT AI INDEX
Unpack your organisation's Index performance and identify actionable insights for the year ahead with a bespoke Diagnostic Report and workshop with Evident's senior analysts.

OUTCOMES BENCHMARK
Participate in our anonymised private benchmark of use cases, spend, and ROI. Understand how your AI deployments compare vs. peers and identify high-value opportunities for future roll-out.

USE CASE TRACKER
Explore a comprehensive database of 400+ AI use cases disclosed by major financial institutions, updated monthly. Understand what the use cases do, for which lines of business, and how they are delivering ROI.

AI RESEARCH TRACKER
Explore a comprehensive database of 1000+ AI research papers published by major financial institutions. See which firms are leading, which research themes are gaining momentum, and how AI research is translating into deployment.

EVIDENT AI SYMPOSIUM
The most consequential gathering of AI leaders in finance. Our flagship annual event in New York.

VIRTUAL ROUNDTABLES
Opportunities to discuss Evident's latest research and emerging trends with peers.

Get in touch to find out more about Evident membership and our pricing options.

EVIDENT AI INDEX
BANKS

Evident AI Symposium

The Evident AI Symposium brings together 300 banking and insurance executives, innovators, and policymakers for a day of high-impact discussions on AI adoption in financial services, all fueled by data from the Evident AI Index. Together we'll ask the practical questions that really matter for AI adoption in financial services.

Following the launch of the 2025 AI Index for Banking and our inaugural AI Index for Insurance, we're gathering in New York to discuss the latest trends in AI adoption across financial services: how to manage risk and optimize model performance, how to embrace cutting-edge capabilities while realizing the value of existing models, where and how agentic systems can deliver on their immense promise, and what the future of the financial services and AI sectors will look like.

The Symposium takes place on **Thursday 23 October** in New York. Panel discussions with leading experts run throughout the day with breaks for lunch and networking followed by a drinks reception for all in-person attendees. Virtual attendees can watch via livestream.

AGENDA

Time	Session
08.00-09.00	**ARRIVAL & BREAKFAST**
09.00-09.15	**WELCOME & THE 2025 EVIDENT AI INDEX RESULTS** From Evident's Co-founders on the Evident AI Index
09.15-09.40	**FIRESIDE CHAT** In conversation with **Teresa Heitsenrether**, CDAO, JPMorganChase
09.40-10.10	**POWERING PARTNERSHIPS** How can financial services and AI companies collaborate to push the limits of innovation?
10.10-10.20	**BREAK**
10.20-11.15	**FIRESIDE CHAT** In conversation with **Marco Argenti**, Chief Information Officer, Goldman Sachs
11.15-11.30	**BREAK**
11.30-11.55	**FIRESIDE CHAT** In conversation with **Prem Natarajan**, EVP, Chief Scientist, Head of Enterprise Data and AI, Capital One
11.55-12.25	**LOOKING BEYOND THE USE CASE** How can financial services leaders deliver true AI transformation?
12.25-12.50	**FIRESIDE CHAT** In conversation with **Jason Droege**, CEO, Scale & **Greg Ulrich**, Chief AI and Data Officer, Mastercard
12.50-14.00	**LUNCH**
14.00-14.25	**FIRESIDE CHAT** In conversation with **David Griffiths**, CTO, Citi
14.25-14.55	**DELIVERING ON AGENTIC POTENTIAL** how can financial services firms develop agents to add real value?
14.55-15.20	**FIRESIDE CHAT** In conversation with **Hari Gopalkrishnan**, Chief Technology and Information Officer, Bank of America
15.20-15.40	**BREAK**
15.40-16.10	**BUILDING WITH AGENTS IN ACTION** How are firms democratizing and maximizing the value of agents in deployment?
16.10-16.40	**EVOLVING THE PLAYBOOK** What have we learned so far about deploying AI at scale?
16.40-17.15	**FIRESIDE CHAT** In conversation with **Guy Halamish**, Global Head of Digital & Platform Services, JPMorganChase, **Jonathan Pelosi**, Head of Financial Services & Insurance, Anthropic, and **Igor Tulchinsky**, Founder, Chairman, Chief Executive Officer, Co-Chief Investment Officer & Head of Research, WorldQuant
17.15-17.20	**CLOSING REMARKS**