

## Thoughtworks Global CIO Survey 2026: Who governs enterprise AI?

# Singapore: Lower reported visibility and preparedness, stronger emphasis on capability

### Executive summary

Singapore reports lower levels of AI visibility and more restrained perceptions of preparedness than most other markets, leading to a more mixed market profile with several different mechanisms being used to coordinate AI.

### Key findings

**Visibility is lower than elsewhere, although still substantial.** 78% report full or high visibility into AI tools or workflows adopted independently by business units, compared with 89% globally. A further 21% report moderate visibility.

**CIOs are less likely to describe their organizations as very prepared.** 36% say their organization is very prepared to govern AI consistently, the lowest market figure, while 58% say somewhat prepared.

**Agreement with the three headline governance statements is lower, but still high in absolute terms.** 80% agree adoption is happening faster than governance can adapt, 84% agree the CIO is now more responsible for workforce workflows and labor models than core IT and 80% agree central IT would still ultimately be held responsible for failures caused by independently purchased AI tools.

**CAIO adoption is high.** 77% report having hired a CAIO. 23% describe the CIO/CAIO relationship as a source of friction or unclear boundaries, below the 29% global figure.

**Upskilling is selected more often than globally.** 30% identify upskilling technology staff and 20% upskilling the wider workforce among actions taken or planned, compared with 24% and 15% globally.

### What this suggests

Singapore's data is interesting because it resists a simple success/failure narrative. CIOs report lower visibility and lower levels of strong preparedness, while also selecting capability-building actions more often and reporting widespread CAIO adoption.