



# AI Workforce

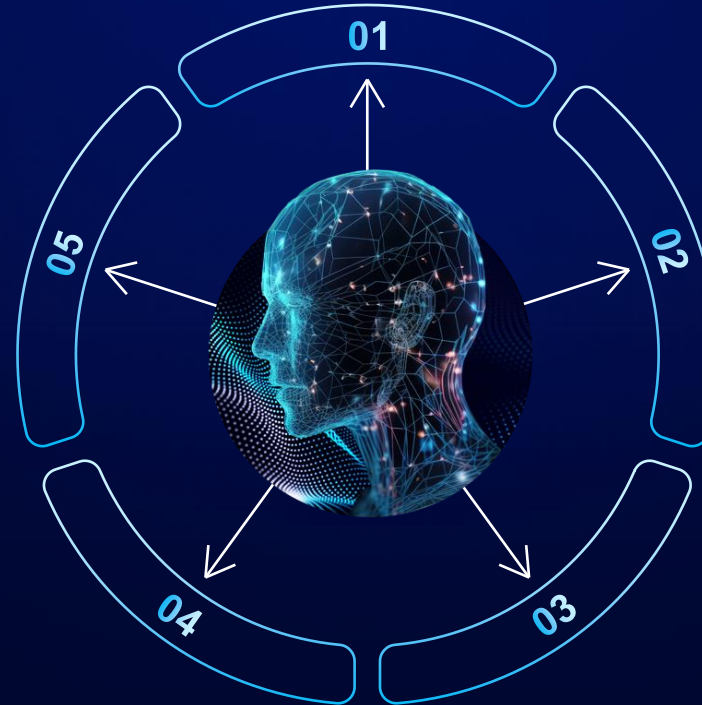
Executive Talkbook

25 July 2025



# Workforce is how work gets done in an organization

It is a combination of people, automations, outsourced models and contingent labor.



...with the aim of ensuring the desired value outcome is realized by reshaping the workforce.

...all while prioritizing the human element through the transition.

AI Workforce is designed to help organizations leverage the latest Gen AI innovations to optimize their workforce.

...by role or department, across individual functions or spanning their entire enterprise.

# And AI Workforce can help you transform functions or your entire enterprise



Your GenAI investment and value is only captured when you transform the people component of your organization.

When focusing on the work and tasks that are changing through technology automation — whether GenAI or other automation—individual roles and entire functions' work is deconstructed, analyzed with clear opportunities identified.

# Human-centered approach to GenAI workforce transformation

KPMG's AI Workforce Transformation Capabilities

KPMG is uniquely positioned to assist across the full spectrum of end-to-end AI Workforce Transformation capabilities which will be tuned to each organization's unique workforce, operating model, and maturity.

Before you deploy GenAI...

## Identify workforce opportunity



Identify the departments, roles, tasks, activities and skills that could be impacted by GenAI across your organization. Prioritize and align with optimal technology solutions based on value and ROI.

While you deploy GenAI...

## Augment the workforce



Design new roles and experiences, worker upskilling, and help drive adoption with our innovative change program for those affected roles.

Following GenAI worker impacts...

## Reshape the workforce



Shift roles and operating model to deliver organizational value through re-visioned org, roles, culture, and operating model.

## KPMG's AI Workforce Transformation Capability Model

### AI Workforce opportunity

Ongoing identification of AI opportunities for employees, contingent labor, outsourcing models, shared services, and digital labor. Strategy, quantification, prioritization, success KPI's, and transformation road-mapping.

### AI Workforce role & experience redesign

Human-centered redesign of jobs, roles and occupations to maximize impact of AI. Identification of data, knowledge content, process impact, performance metrics, infosec, and compliance considerations.

### AI Workforce engagement & adoption

Change activation at all levels of the organization, building awareness, understanding and commitment to infusing GenAI in daily work. Development of customized, persona-based experiences inspire and motivate employees to embrace GenAI.

### AI Workforce learning

Deliver continuously enhanced AI and GenAI learning to the organization in a fit-for-role specific context. Set the right foundation for enterprise technology investments such as Microsoft Copilot, and empower the workforce to leverage AI tools and new ways of working.

### Workforce Shaping.AI

Realize the value of AI and GenAI investments by re-shaping and sizing the organization. Define and scale AI Governance in alignment with Enterprise Transformation. Direct capacity at new, strategic areas, and optimize organizational structures.

### Workforce Function.AI

KPMG's function specific GenAI operating model transformation offerings include HR, finance, IT, sales, procurement, M&A, risk, and cyber. And each are optimized with the AI Workforce, technology, and risk elements.

## Technology.AI offerings

## Trusted.AI offerings

# Transforming your function and organization's workforce with GenAI



Unlocking the value of GenAI requires a new approach defined by identifying and **augmenting previously hard to automate tasks**. Without an **intentional approach** and **clear success criteria**, it can be difficult for organizations to effectively transform and augment their workforce. To accelerate the value of your investment, we recommend a 3-step, human-centered approach.



Before you deploy GenAI...

**Identify workforce opportunity**

Assess and model automation impacts and opportunities to the workforce



While you deploy GenAI...

**Augment the workforce**

Initiate worker upskilling and drive adoption by establishing re-visioned Experiences



Following GenAI worker impacts...

**Reshape the workforce**

Shift roles and operating model to deliver organizational value

## Transformation

- Identify, **quantify, and prioritize role augmentation activities** and tasks
- Align **deconstructed job tasks** with GenAI Solutions **and data requirements**
- Clarify **role impacts** for adoption **enablement plan**
- Augment existing roles** activities and tasks with redefined **Experiences**
- Establish **productivity and capacity** people **value measures**
- Activate **intentional role-based adoption plan**
- Demonstrate **and validate capacity and productivity** value achieved
- Reconstruct & reorganize roles** for optimized efficiency, effectiveness and experience
- Establish **new talent metrics and processes**

## GenAI Technology Deployment

- Analyze and prepare tech, data, risk & security
- Identify and test GenAI solutions
- Pilot & deploy GenAI solutions
- Monitor and scale tech, data, risk & security
- Enhance data, monitor risk & security

# Start your transformation by identifying the opportunities for augmentation in your workforce

Identify workforce opportunity

Augment the workforce

Reshape the workforce



Unlocking the value of GenAI technologies requires a new approach defined by identifying and **augmenting previously hard to automate tasks**. To accelerate realizing value from your investment, KPMG starts with a Workforce Opportunity Assessment that benchmarks your workforce against a library of tasks and activities. Once mapped, the data outputs are analyzed to determine a **role-based implementation roadmap**.



## KPMG's AI Workforce Business Value Assessment Tool

**Input: Client workforce data**

### Illustrative data:

- Job title
- Salary
- Job profile
- Grade
- Job description
- Function / sub function
- Job family
- Business unit name



**Map client tasks from job their job descriptions to our KPMG task taxonomy**

Workforce data is analyzed, and client jobs are mapped to our taxonomy of market aligned jobs



**Generate job:task mappings**

Deconstructed roles are built from the quantified tasks for role augmentation opportunities



**Calculate GenAI / Copilot impact**

The deconstructed tasks are aligned with GenAI solutions and capacity gains for prioritized GenAI implementation opportunities



**Output: Deconstructed roles identifying GenAI augmentation opportunities:**

- Function-level view of GenAI opportunity
- Role-level opportunity by function
- Prioritization scoring

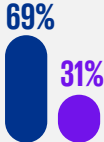
# Sample Finance Manager role deconstructed to identify capacity with GenAI



## Deconstructed Tasks

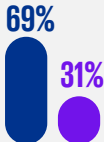
### 1. Evaluating information for compliance to standards

Evaluate data pertaining to costs to plan budgets. Review collection reports to determine the status of collections and the amounts of outstanding balances.



### 2. Analyzing data or information

Evaluate financial reporting systems, accounting procedures, or investment activities and recommend changes. Prepare operational or risk reports for management. Review reports of securities transactions or price lists to analyze market conditions.



### 3. Monitoring and controlling resources

Oversee the flow of cash or financial instruments.



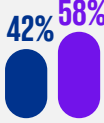
### 4. Staffing organizational units

Recruit staff members.



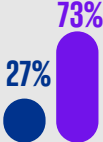
### 5. Accomplishing administrative activities

Analyze and classify risks and investments to determine their potential impacts on companies. Prepare financial or regulatory reports required by laws, regulations, or boards of directors.



### 6. Selling or influencing others

Direct negotiations and select brokers or carriers for insurance placement. Establish procedures for safekeeping of assets, records, loan collateral, or securities. Submit delinquent accounts to attorneys or agencies for collection.



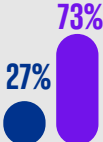
### 7. Communicating with persons outside the organization

Communicate with stockholders or other investors to provide information or to raise capital. Network within communities to find and attract new business.



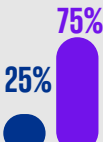
### 8. Establishing and maintaining interpersonal relationships

Establish and maintain relationships with individual or business customers or provide assistance with problems these customers may encounter.



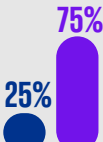
### 9. Making decisions and solving problems

Approve, reject, or coordinate the approval or rejection of lines of credit or commercial, real estate, or personal loans.



### 10. Coordinating the work and activities of others

Plan, direct, or coordinate the activities of workers in branches, offices, or departments of establishments, such as branch banks, brokerage firms, risk and insurance departments, or credit departments. Oversee training programs.



## Opportunity by FTE



39%

Overall Capacity Gain



62 hrs

Monthly Hours Opportunity



\$66k

Annual Salary Opportunity

## Total opportunity for the role



10

Number of people in role



624 hrs

Total Monthly Opp Hours

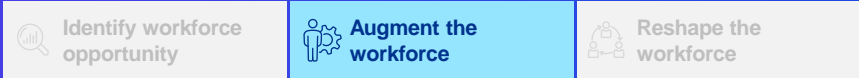


\$660k

Total Annual Salary Opp

Key: ● GenAI Opportunity ● Human

# Augment the Workforce by implementing Microsoft or other GenAI technologies

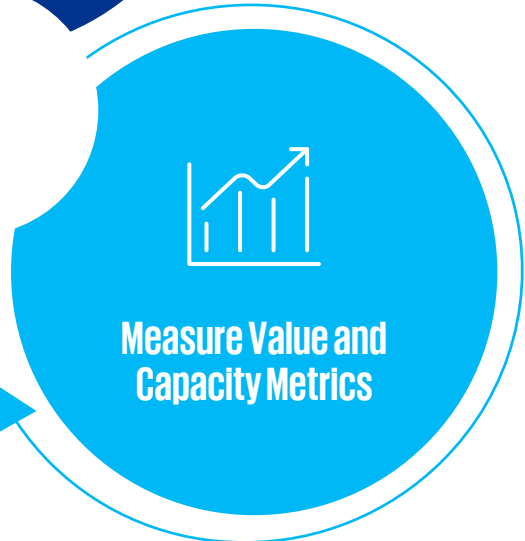


A human centric approach to role re-design and intentionally redesigning roles uncovers the potential friction of digital platform integration, disconnected systems in the flow of work, and data, risk and compliance complexities that can impact successful adoption of GenAI, and ultimately the value you realize.

Positive and empowering **adoption based on specific worker role impacts and experiences**



Utilize a **human-centric design framework** enabled to build on the GenAI Opportunity Offering to **ensure the most valuable worker impacts are driven through a positive experience** application in your program.



**Measuring baseline, deployed and fully augmented capacity and value by role**

# Reshape the workforce to capture your investment

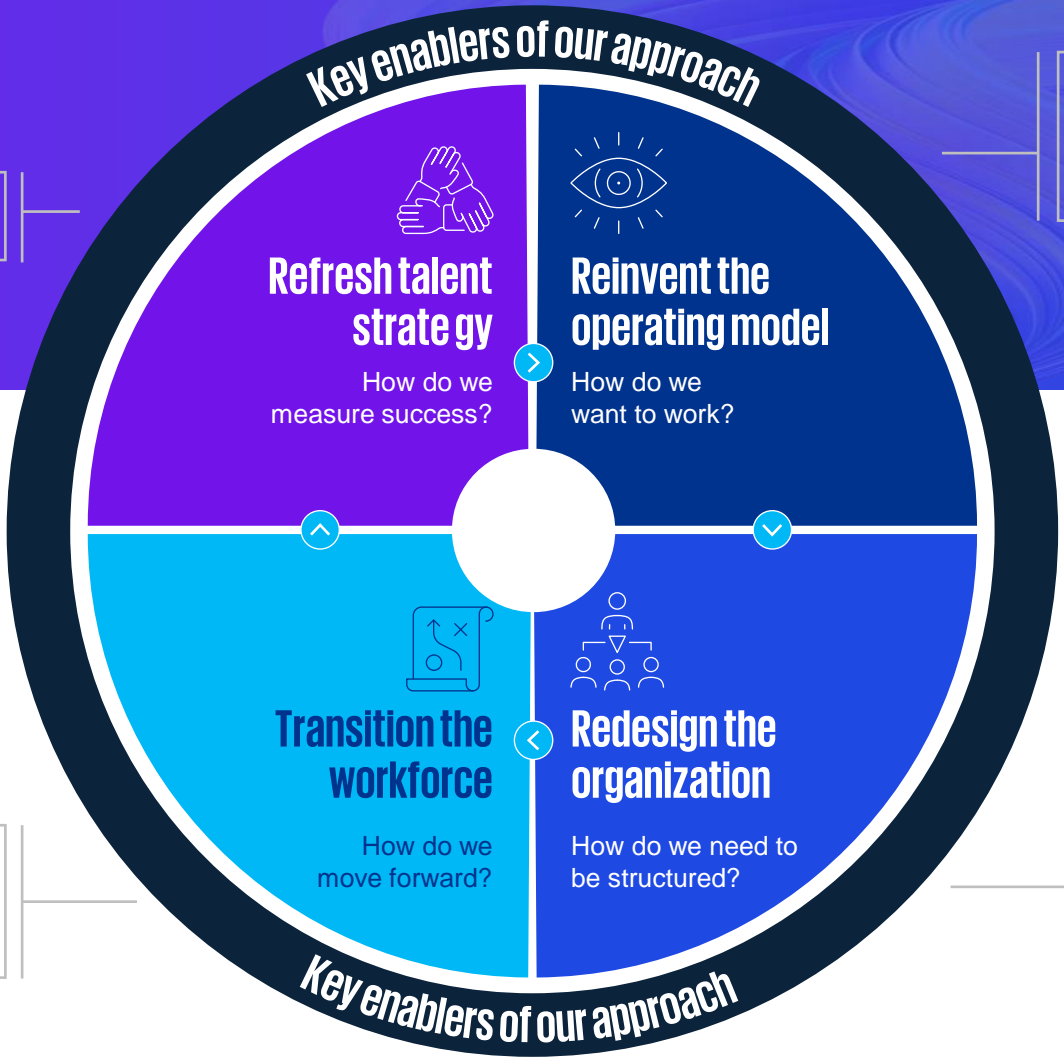


The talent ecosystem of the organization should be rebalanced and refreshed to sustain the innovative workforce changes.



- Derive ROI and implement sustainability measures

- Establish guiding principles and drive leadership engagement
- Align business strategy and talent strategy

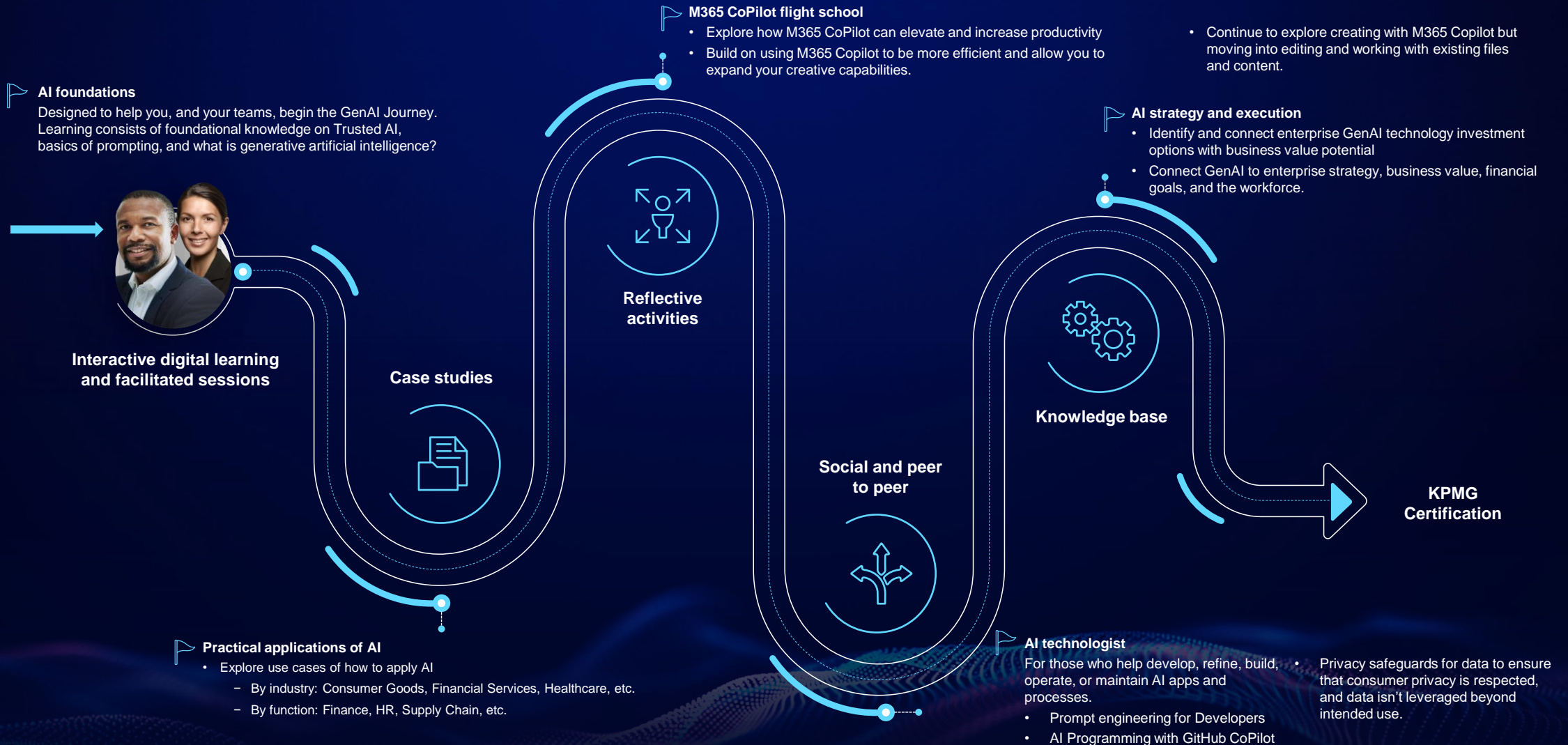


- Utilize persona-based transition scenario planning to customize support

- Jumpstart efforts with leading practice inputs and accelerators
- Deconstruct/ reconstruct work at the task level to inform design

# AI Learning Journey

Your journey to AI success and career growth begins with a modern learning experience to drive productivity, efficiency and enable your business objectives with safe and trusted use of AI



# KPMG can create personal experiences to accelerate adoption

We design tailored experiences for employees like Jan to help her effectively progress through the change curve and embrace AI.

## KPMG's Approach for Jan's AI Adoption

## The Experience We Create

### Clarity of Vision and Purpose



Informed

I joined a **panel discussion** where **leadership explained** how adopting AI is critical to driving conversion and personalized marketing content.

### Our AI Journey Explained



Anxious

I explored our **Team portal for resources** on our AI Strategy and Plan. A video brought the Vision to life and an AI Roadmap outlined milestones, so I **know what changes and impacts** are coming when.

### From-To Role Clarity



Questioning

I **met 1:1 with my manager to set expectations** on how I will be introduced to AI and begin to use it to build higher-quality marketing materials more quickly and with less revision cycles.

### Employee Experience



Engaged

I **tried the new tools** at our in-person Marketing All Hands. I can now see how AI can help reduce many administrative tasks that take me away from marketing strategy and execution.

### Coaching Role Modeling & Success stories



Inspired

I attended **AI Insight Sessions** led by AI Champions to hear from our top performers on how AI is fueling their success. My **AI Coach** gives me 1:1 support which is **building my confidence**.

### AI Sales Communities



Empowered

I am a member of the regional **AI Cohort** where we meet weekly in small groups to **share experiences**, successes and failures, so that we can learn from each other through our AI journeys

### Rewards & Recognition



Appreciated

I earned a badge of **recognition** for using AI to be more focused and exceed my goals. My leadership **invited me to present** on how we can use AI to create even more effective marketing strategies.

### AI Innovation & Continuous Learning



Improving

I joined an **AI Hackathon** where my team crowdsourced new and exciting use cases to solve real marketing challenges. I **openly encourage** my teams to share their ideas via our Generative AI Community Platform.

## Inflection Point

Doubt

My manager didn't have clear answers for how I would work differently with AI

Ambiguity

It's not clear how the tools apply to marketing tasks I do today or why I should use them

Threatened

I already have a successful formula, and don't see a reason to do things differently

Powerless

I've been told to use new marketing tools, but I feel like I'm on an island

Unimportant

I wish someone would consider my ideas about how AI could help us evolve.

Checked Out

This experiment with AI isn't paying off personally or professionally



Jan

Poor / No Change Management

# Why choose KPMG?

KPMG is uniquely positioned to assist you across the full spectrum of end-to-end AI transformation capabilities, which include the capabilities necessary for a successful workforce transformation.

## Human Centered

Unlocking the value of AI requires an innovative human approach. Our offerings allows KPMG professionals to successfully augment your workforce while helping you build new capabilities and simultaneously inspiring your employees to infuse AI into their everyday work.

## Global reach and scale

KPMG has member firms in 145 countries and territories throughout the world, with 235k employees. With a network of global alliance partnerships, we can serve the global needs of any enterprise

## Connected

KPMG professionals can help you think holistically and achieve AI success across the enterprise by harnessing the power of AI to accelerate time-to value – in a trusted manner – from strategy and design through implementation and ongoing operations.

## informed by our journey

As AI trailblazers and global Microsoft alliance partners, KPMG member firms are early adopters and market leaders. As we transform ourselves, we're helping to transform our clients and bringing AI into the every day for all.

**Business led. Technology enabled**



**An alliance to help our clients seize the future faster.**



# Appendix



# GenAI creates **new opportunities** to unlock value

## Opportunities...



### Improve productivity

Eliminate inefficiencies and enable operational excellence



### Improve productivity

Enable dynamic strategies and more agile operations



### Improve productivity

Improve job satisfaction and enhance customer experience



### Improve productivity

Facilitate more agile and effective investment allocations

## ...to create value\*

- 40 - 70% capacity gains
- 5 x time on collaboration and innovation

- 30 - 40% lower costs to serve for key functions
- 10 - 20% improvement in operating margin

- 15 - 25% decrease in voluntary attrition
- 20 - 30%+ Uplift in NPS

- 25 - 50%+ CAGR
- 3 - 4x return on investment

## ...across functions

Finance

Sales & Marketing

Supply Chain & Operations

Procurement

Technology

Human Resources

Legal & Compliance

\*Source: Potential value estimated based on extrapolation of KPMG AI & Technology surveys and cross-industry analysis on the impact of AI over the next 24 – 36 months

# Critical Success Factors while deploying Generative AI



Unifying the technology, workforce impacts and opportunities, with the risk and responsible AI considerations is critical to launching a successful GenAI program. ”



## Experience

- Think and work differently, prioritizing optimization of GenAI enabled experiences as a desired business outcome when defining the future state worker capabilities required to get the most out of your GenAI Workforce Transformation initiatives.



## ROI and Business Value

- Consider factors such as cost savings and enhanced customer experience to evaluate the potential ROI and business value of AI Implementation.



## Data Quality and Availability

- Consider quality & availability of data, including issues such as data completeness, accuracy, and security to learn and make precise AI predictions.



## Change Activation

- Build awareness and understanding of the GenAI vision and journey while continuously reskilling employees to work in new ways.
- Engaging employees to quickly adopt AI requires highlighting job and career benefits and removing barriers such as lack of trust, fear of losing autonomy and perceived culture implications.



## Technology and Infrastructure

- Evaluate the current technology solutions and determine if additional investments are required to support a robust AI infrastructure.
- While the enterprise may have ERP platforms in place already, adopting new features or integration new solution should be road mapped in a rapid but sustainable way.



## GenAI Talent

- Assess current AI talent in-house or whether there is a need to hire externally, partner with experts and/or internal mobility options.
- Deploying augmented roles requires upskilling not only for the impacted roles, but also for roles supporting new technologies. This second population often becomes a primary limiting factor.



## Operating Model Impacts

- Manage significant operating model changes to processes, roles, systems, and culture to encourage AI adoption and engagement.
- Introducing impact by role simplifies change management and allows for in-flight operating model changes, versus changing multiple processes across many roles at one time.



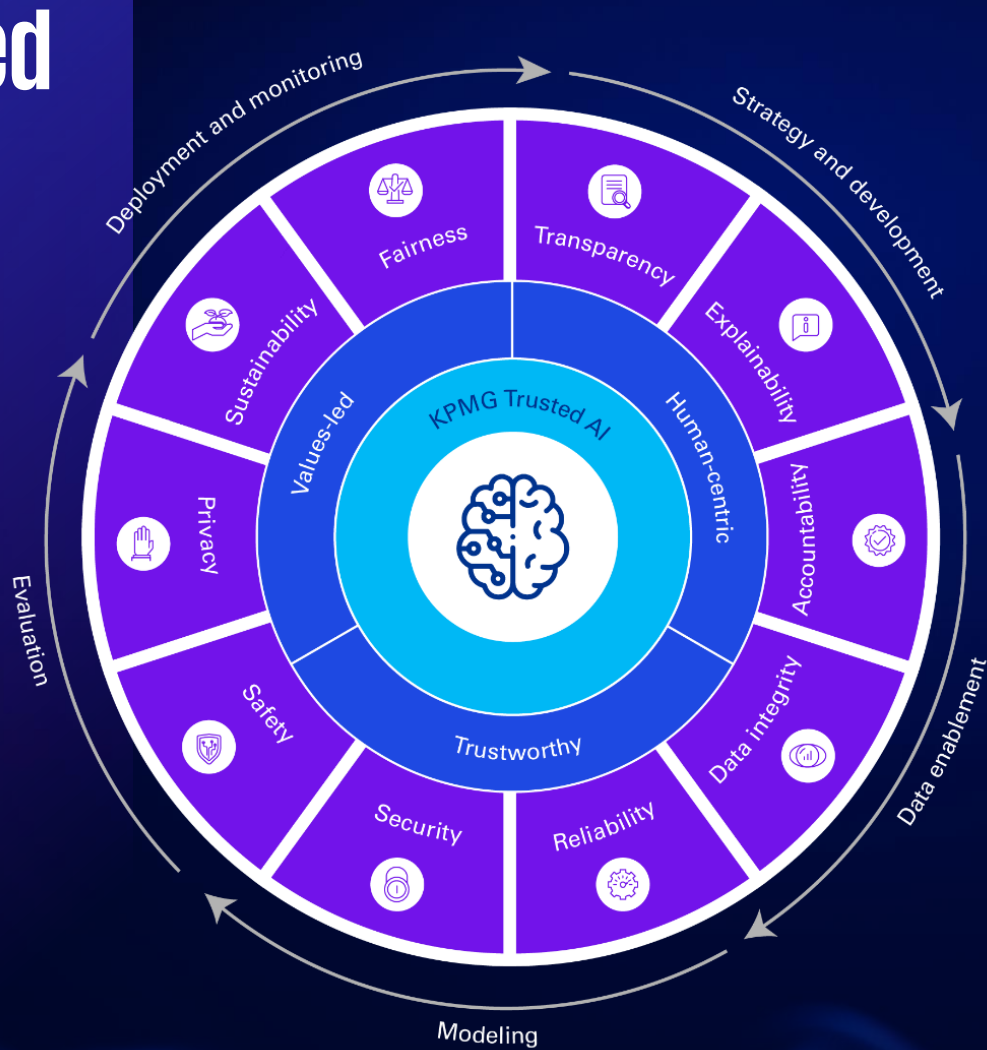
## Risk and Compliance

- Design responsible AI systems that are compliant with legal, ethical frameworks and cyber risks.
- KPMG finds that modernizing policies, standards, and controls requires a similar evolution over time as the role-by-role operating changes.

# KPMG Trusted AI approach

We understand trustworthy and ethical AI is a complex business, regulatory, and technical challenge, and we are committed to helping clients put it into practice.

KPMG professionals can help develop and deploy a trusted AI program across the AI/ML lifecycle.



- 
**Fairness**  
 AI solutions should be designed to reduce or eliminate bias against individuals, communities, and groups.
- 
**Transparency**  
 AI solutions should include responsible disclosure to provide stakeholders with a clear understanding of what is happening in each solution across the AI lifecycle.
- 
**Explainability**  
 AI solutions should be developed and delivered in a way that answers the questions of how and why a conclusion was drawn from the solution.
- 
**Accountability**  
 Human oversight and responsibility should be embedded across the AI lifecycle to manage risk and comply with applicable laws and regulations.
- 
**Data integrity**  
 Data used in AI solutions should be acquired in compliance with applicable laws and regulations and assessed for accuracy, completeness, appropriateness, and quality to drive trusted decisions.
- 
**Reliability**  
 AI solutions should consistently operate in accordance with their intended purpose and scope and at the desired level of precision.
- 
**Security**  
 Robust and resilient practices should be implemented to safeguard AI solutions against bad actors, misinformation, or adverse events.
- 
**Safety**  
 AI solutions should be designed and implemented to safeguard against harm to people, businesses, and property.
- 
**Privacy**  
 AI solutions should be designed to comply with applicable privacy and data protection laws and regulations.
- 
**Sustainability**  
 AI solutions should be designed to be energy efficient, reduce carbon emissions, and support a cleaner environment.



# Thank you

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