KPMG

You can transform government with AI.

Intelligent Government Report

Contents

Foreword

From aging infrastructure to strained public services, the demands on the public sector have never been greater. Against this backdrop, artificial intelligence offers a compelling opportunity, not just to increase efficiency, but to reimagine how governments deliver value to citizens.

This report captures insights from senior government AI leaders across nine countries. It highlights a growing ambition and a sobering reality: Most public sector organizations remain in the early stages of AI maturity. While the belief in AI's potential is high, structural barriers, legacy systems, siloed data, risk aversion and low trust are impeding progress. AI adoption in government is stalled as government organizations struggle to move beyond pilots and trials into full operationalization.

Encouragingly, KPMG's research shows signs of meaningful adoption in areas such as healthcare triage, fraud detection, digital service centers and predictive maintenance.

Although there are variations across countries, pockets of innovation in each demonstrate what's possible when AI is embedded within cross-functional teams, supported by agile infrastructure, and aligned with what citizens value.

At KPMG, we believe governments can and should embed AI into the very fabric of public service design, linking technology, policy, operations and ethics in a coordinated, citizen-focused approach. AI has been with us for some time, but agentic technology promises to enable automation across departments and substantially improve the quality of the citizen experience.

It is clear, however, that governments require a pathway to full exploitation of AI. This report will support leaders to build AI-enabled government models that are not only more efficient, but also more responsive, inclusive and trusted.

> Agentic AI offers governments a unprecedented opportunity to reimagine government, including how public services are delivered, not as disconnected transactions, but as intelligent, responsive journeys centered around the lives of citizens. To realize this potential, we must move beyond isolated pilots and embed AI into the architecture of government itself, building systems that anticipate need, adapt in real time and restore trust through better outcomes.

Dean Grandy, Global Head of Government, KPMG International

Introduction

Governments have long faced the imperative to do more with less, a challenge that is only intensifying amid rising citizen expectations, demographic change, fiscal constraints and rapid technological shifts. In this context, AI represents a unprecedented opportunity: a transformational force capable of radically improving efficiency, enhancing public service delivery and reimagining how government engages with citizens.

This report draws on primary research with 184 senior AI leaders of 16 different government functions across 9 countries, combined with detailed sector and country-specific insights. It presents a clear picture of where governments stand on their AI journey and where they must go next.

While 79 percent believe AI will give governments a significant advantage, adoption remains nascent. Nearly two-thirds of public sector respondents have been using AI for less than two years, and only 12 percent consider it integral to their organization. Many are still grappling with foundational barriers such as legacy infrastructure, fragmented data ecosystems and limited coordination across departments. In contrast, 66 percent of private sector organizations have been using AI for more than two years, and 45 percent already regard it as core to their operations. This illustrates that government institutions are still laying the groundwork for AI adoption while the private sector advances into integration and scale.

believe AI will give governments a significant advantage

say their organization **started adopting or exploring** the use of AI in the workplace

Note: Results are of all respondents, including those who were screened out due to lack of AI adoption (n=218)

Source: Intelligent government: A blueprint for creating citizen-centric value through AI-driven transformation, KPMG International, 2025

Yet green shoots are visible. Governments are applying AI to detect fraud, automate triage in healthcare and social services, power intelligent citizen service centers, and enable predictive maintenance in transportation. Countries like the UK, UAE, Canada and India are showing leadership in deploying AI across taxation, healthcare and urban planning.

The challenge now is scaling. Moving from experiments to enterprise-level deployment requires more than new tools; it requires new operating models, integrated data strategies, strong governance frameworks, a shared understanding of what "good" looks like and international collaboration on safety and common standards. Above all, it requires clarity of purpose: AI must enhance the experience and outcomes of citizens, not just streamline internal operations.

This report explores the current state of AI in government, the barriers to adoption, and the steps needed to shift from ambition to realization. As governments cross the boundary into the next era of service delivery, the opportunity is clear: to build AI-enabled institutions that are not only smarter, but also more humane, resilient and inclusive.

> We still have a volume of administrative tasks to carry out. I think AI will gradually take on more of that workload. I've seen enough to believe that the potential is enormous.

Matthew Hough
Director General at the Government of Nunavut — Canada

At a glance

Government is new to AI

63% have been using AI for less than two years

Leadership trust in AI reflects early stage of adoption

Only **16%** state that leaders fully trust AI, only **12 percent** state that AI is integral to their organization

and only **18%** have integrated AI into their 5-year plans

Belief in the transformative potential is high

79% agree that organizations that embrace AI will have an advantage over those who do not

Early indications are positive

62% have seen a moderate to significant impact of ROI on productivity

The most significant departmental impacts have been in IT **(67 percent)**, citizen service **(58 percent)** and communications and public affairs **(57 percent)**

Initial implementations have met significant challenges

By far the biggest inhibitor has been at the strategic level with

82% of respondents citing concerns over cyber and data security as well as employee resistance to change

Operating models are proving to be a major inhibitor to widescale adoption

56% state that their operating model enables AI strategy alignment

but only **23%** say their operating model enables this consistently

Systems and data management reflect a siloed structure

Only **26%** have a predominantly cloud-based technical infrastructure

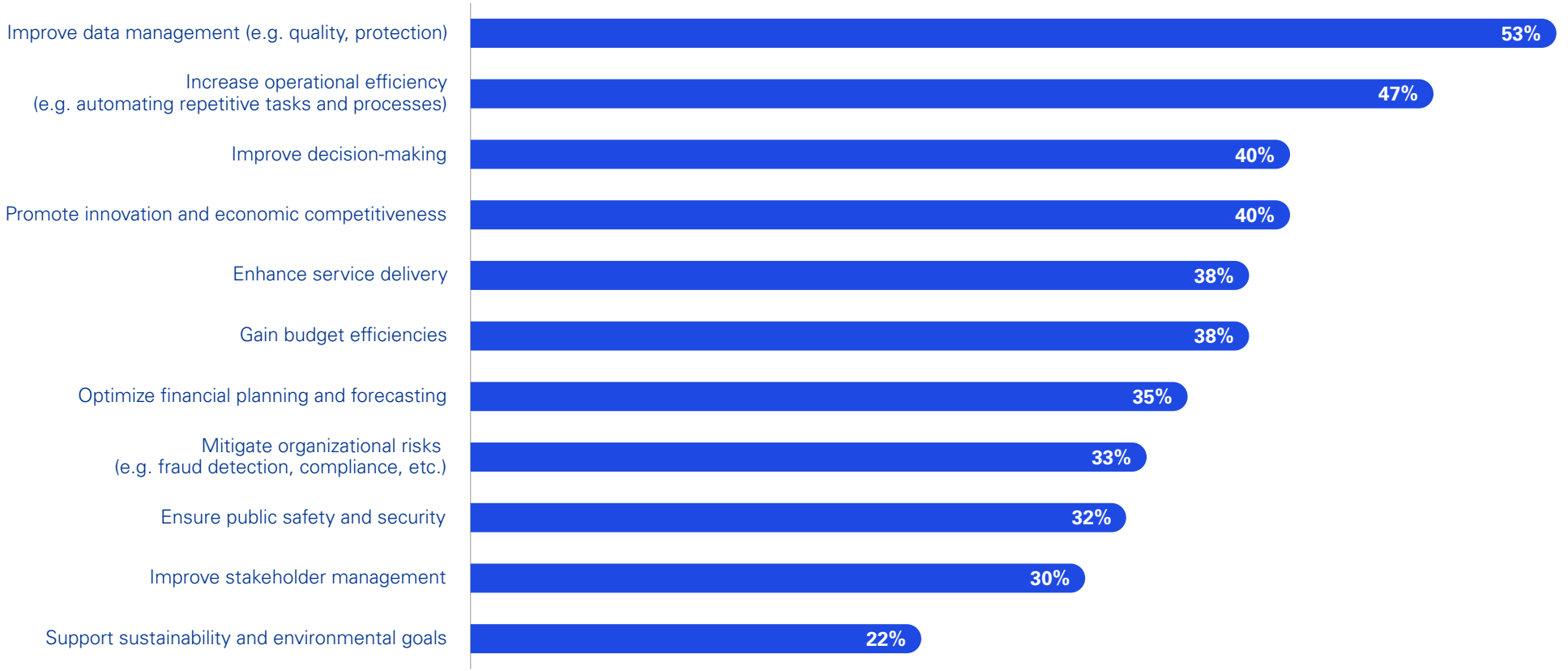
and **55%** do not yet have a unified data warehouse of enterprise data management

An environment of pilots and trials impacts scaling AI

Only **12%** have a highly specialized or influential AI team that drives AI strategy at all levels

Figure 1: AI priorities are inward with goals operationally grounded

Percentage who say their organization wants to achieve the following through using AI



Which of the following goals does your organization want to achieve through using AI? (Maximum 5) n=184

Source: Intelligent government: A blueprint for creating citizen-centric value through AI-driven transformation, KPMG International, 2025

Report findings

> Government keeps piling proof of concept on top of proof of concept, but without a clear use for them. Nothing goes live because they're simply not ready. The underlying infrastructure is still outdated: legacy platforms, legacy technology, legacy data. They want to jump into AI, but without fixing the foundations, and that's just not possible.

Fahad Khalil Al Kiswani
Product Director at Science & Technology Department — UAE

Government is early in its AI journey, but optimism is high

Governments globally are still at the beginning of their AI adoption journey. Nearly two-thirds of public sector leaders report using AI for less than two years, and only a small fraction, 12 percent, say AI is integral to their organization, and slightly more, 18 percent, have incorporated AI into their five-year strategic plans. Belief in AI's potential remains strong, however, with 79 percent agreeing that AI will deliver a strategic advantage. Encouragingly, early implementations show positive signs, particularly in IT (67 percent), customer service (58 percent) and communications (57 percent).

Generative and agentic AI are gaining traction

Government agencies, entering AI later than the private sector, are adopting advanced forms of AI. Generative AI (GenAI) is already the most widely used application, deployed by 63 percent of organizations, closely followed by natural language processing at 58 percent. Surprisingly, more than half, 51 percent, report use of autonomous AI systems, and 78 percent are comfortable allowing AI to make autonomous, end-to-end decisions.

Operating models and organizational silos are slowing progress

Despite growing interest in AI, many governments lack the operating model maturity needed for consistent deployment. While 56 percent say their operating model enables alignment with AI strategy, only 23 percent say it does so reliably across departments. Furthermore, just 30 percent report effective cross-functional collaboration, and only 29 percent have workflows that integrate across organizational silos. These gaps highlight a critical need to modernize operating models and reconfigure cross-departmental value streams to unlock the full potential of AI.

Data, infrastructure and measurement gaps are holding back scale

Many public sector organizations continue to face foundational challenges related to infrastructure and data readiness. Legacy systems, siloed architectures and inconsistent data standards limit the ability to deploy AI effectively across departments. Data security is a particular concern, as agencies must ensure that AI implementations meet strict requirements for safeguarding sensitive and personally identifiable information.

Only 26 percent operate on a predominantly cloud-based infrastructure, and more than half lack a unified enterprise data warehouse. In addition, most governments lack the tools to effectively monitor AI performance; half have yet to implement systems to track scaled deployment, and 52 percent are unable to quantify the return on AI investment. Without robust infrastructure and metrics, AI remains confined to isolated pilots rather than scalable transformation.

Strategic barriers outweigh technical ones

The greatest obstacles to AI adoption in government are not technological but strategic and cultural factors. A striking 82 percent of respondents cite high-level strategic concerns, including cybersecurity risks, resistance to change and lack of leadership skills, as major barriers to progress. Data quality is also a persistent issue, with 63 percent reporting significant challenges in this area. These findings point to the need for a stronger focus on AI literacy, change management and strategic alignment across leadership teams.

Sustainability and trust remain central to AI's long-term viability

Sustainability is increasingly shaping the public sector's AI agenda. Seventy-four percent of respondents view sustainability as a more urgent strategic priority than AI itself. At the same time, 80 percent have developed plans to mitigate the environmental impact of AI systems. Building long-term trust in government AI also depends on responsible implementation; citizens and regulators alike expect transparency, fairness and explainability. The learning from the private sector is that trust must be embedded from the outset, not retrofitted after deployment.

While governments are still in the early stages of AI adoption, and rightly concerned about its energy demands, governments are now recognizing AI's potential to support sustainability goals by optimizing energy use, improving resource efficiency and reducing carbon emissions.

> "There's a huge nervousness about, if we feed these AI tools with this data, who owns the IP, who owns the data, is it really anonymized, will it find its way into another country, in another function? From a commercial perspective, we have a real difficult challenge with some of the legal agreements and the IP challenges around some of the tools that the vendors want to introduce, because they're introducing it at low cost, but they either retain all of the IP or they want to be able to control a lot of the data."

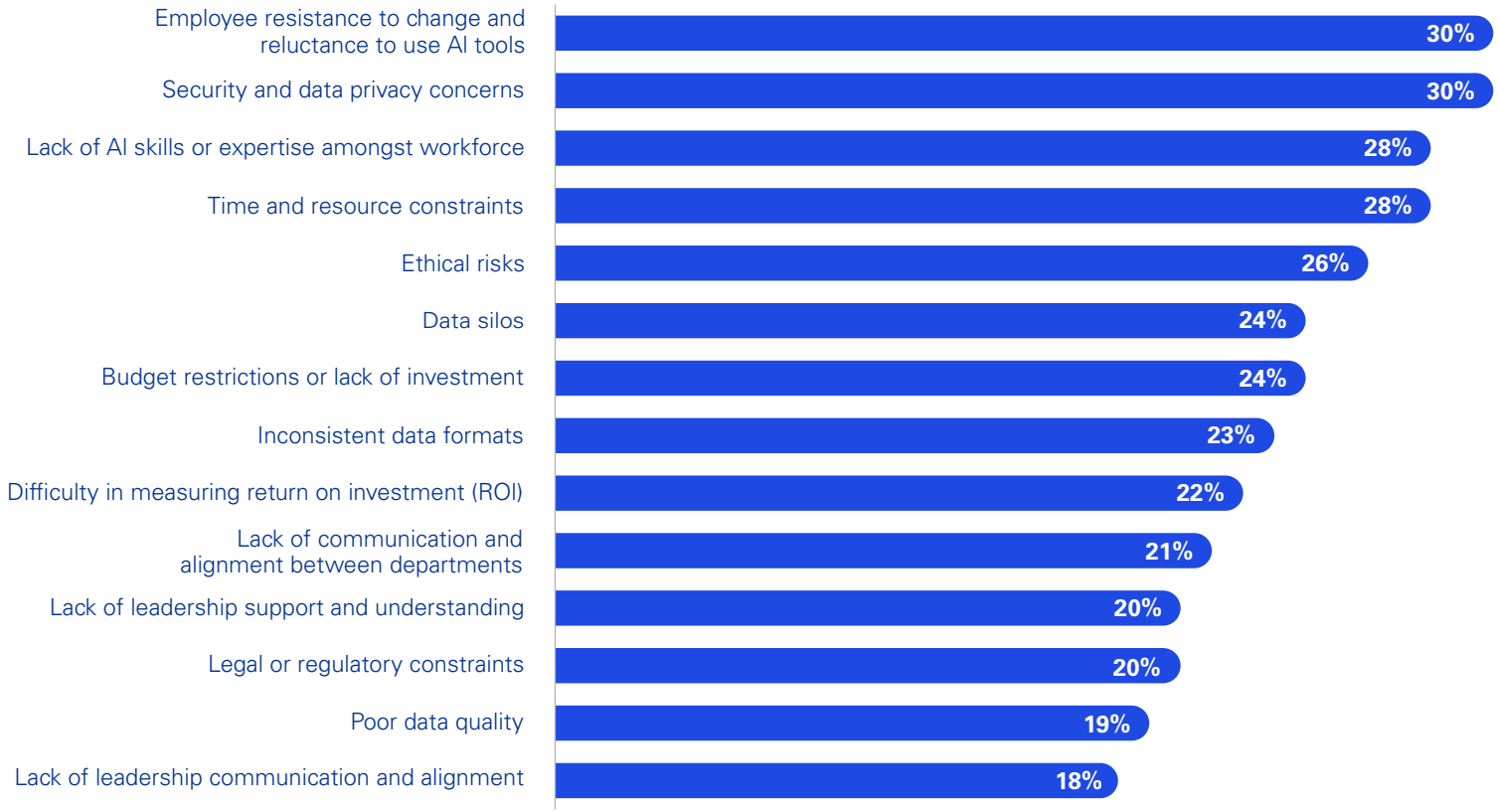
Andy McClintock, Chief Digital Information Officer at Social Services Department — UK

Use cases are emerging, but impact is uneven across sectors

AI is beginning to demonstrate clear public value across multiple domains. High adoption is seen in healthcare, where AI supports diagnostics and triage; in transport, through smart mobility platforms; and in taxation, with fraud detection and automation. Digital service centers are also leveraging AI to improve responsiveness. However, adoption is uneven, law enforcement and social services face regulation, ethical scrutiny and education systems are still exploring applications. Local government and defense show wide variation, illustrating the need for tailored, sector-specific AI strategies.

Figure 2: Strategic barriers hold government sector back, with internal resistance and privacy risks equally pressing

Percentage who say their organization has faced the following challenges when integrating AI



What challenges has your organization faced when integrating AI? (Maximum 5) n=184

Source: Intelligent government: A blueprint for creating citizen-centric value through AI-driven transformation, KPMG International, 2025

AI and the citizen experience

Tellingly, only 17 percent of respondents state that AI is currently being used to innovate service delivery models or engagement mechanisms for citizens. Yet AI has enormous potential to transform the citizen experience, reducing delays, personalizing support and improving outcomes.

From efficiency to life events

While early government AI efforts focused on internal efficiency, some compelling use cases are now emerging at the citizen interface. Increasingly, governments are exploring how services can be restructured around life events such as having a child, losing a job, retiring, or experiencing a health crisis. These transitions typically require citizens to navigate multiple agencies, systems and forms, resulting in duplication, confusion and delays.

The life event model seeks to reverse this complexity by organizing services around the citizen's journey rather than government structures. AI is proving to be a critical enabler of this shift. It supports intelligent triage and navigation using natural language processing and agentic systems that guide users through multi-step interactions. AI-powered case management tools enable cross-agency orchestration, reducing handoffs and supporting coordinated delivery. Predictive analytics can anticipate when citizens are likely to need support, enabling pre-emptive outreach. And personalized eligibility assessments help match individuals with the right entitlements at the right time, especially during periods of change.

Emerging use cases

The real opportunity lies in building AI-enabled services that don't just respond to citizens, but understand, anticipate and support them at life's most critical moments. Several governments are now embedding AI into life-event–oriented models.

In Australia

Services Australia began piloting a Life Events Notifications System (LENS), starting with the "Birth of a Child". The pilot created a digital gateway that allows parents to submit information once, and have it automatically routed to multiple agencies, including Medicare, Centrelink, and Births, Deaths & Marriages, eliminating the need to provide the same data repeatedly across different services.[1]

In the UK

AI is being piloted to support joined-up services for vulnerable families and to trigger benefit changes through the Department for Work and Pensions.[2]

In India

India is using its national digital infrastructure to support life-stage nudges, with AI powering chatbot guidance on education, jobs and welfare.[3]

In the UAE

The design of public services in the UAE considers the life events of residents and citizens, such as finding a job or having children, to ensure that they only deal with government when they need to.[4]

1 Public sector network, "Improving Citizen Life Event Journeys", 30 July 2021
2 TeckUK, "The Power of AI in the Public Sector: Partnering for Scaled Success", 1 July 2025
3 The Hindu, "ONDC launches Saarthi reference app for businesses to create multilingual buyer apps", 11 September 2024
4 Government Transformation Magazine, "Interview: UAE Chief of Government Services", 4 April 2022

Augmenting the core: AI and public service

Public and civil servants form the backbone of government operations. Behind every legislative act, regulatory framework and public policy initiative is a group of professionals tasked with advising ministers, coordinating action and translating political intent into practical outcomes. Their responsibilities include shaping policy, drafting legislation, implementing decisions and managing vast networks of government contracts and services.

AI offers a powerful lever to augment these internal obligations, enabling a more responsive, resilient and capable civil service.

Developing policy advice

Formulating policy is a nuanced process involving evidence synthesis, economic analysis, stakeholder engagement and an assessment of political, legal and social implications. It requires balancing the short-term needs of government with long-term societal impact.

AI can rapidly analyze vast datasets, surface emerging trends, simulate policy outcomes and identify unintended consequences through predictive modeling. Large language models (LLMs) can support briefing development by drafting summaries, comparing policy options and providing real-time insights from academic, economic and public sentiment data. This enhances the speed and scope of evidence generation while freeing policy professionals to focus on strategic thinking and judgement.

Implementing policy decisions

Even the most robust policy is only effective if implemented well. Civil servants coordinate across departments, local authorities and third-party providers to operationalize policy objectives. Success depends on alignment, adaptability and the timely use of information.

AI can optimize resource allocation, flag implementation risks in real time and support adaptive management by providing live dashboards and automated reporting. Intelligent agents can also coordinate tasks across departments, accelerating response to policy changes or crises.

The result is a more agile and data-responsive approach to turning decisions into tangible public value.

Drafting legislation

Public servants play a crucial role in shaping the legal frameworks that underpin society. Drafting legislation requires legal accuracy, logical coherence and foresight into how new laws will interact with existing ones.

AI tools can assist in analyzing legal precedents, flagging inconsistencies with existing laws and enhancing the clarity and readability of draft texts. Natural language processing can also support the review and comparison of legislation across jurisdictions to inform best practice.

By augmenting legal expertise with intelligent tools, AI can contribute to more efficient and higher-quality lawmaking processes.

Managing government contracts

From social care provision to national infrastructure projects, government contracts are a critical mechanism for service delivery. Public servants are responsible for specifying needs, managing procurement, monitoring performance and ensuring value for money.

AI can support contract lifecycle management by automating compliance monitoring, detecting anomalies or underperformance in supplier delivery and streamlining document processing. Generative AI can assist in drafting contract language and aligning terms with regulatory standards or evolving needs.

This not only reduces the administrative burden but also enhances risk management and supplier accountability.

The changing role of public service

As governments embrace AI to augment these responsibilities, the role of public servants will shift, from administrators of process to orchestrators of intelligent systems, stewards of public trust and ethical guardians of automated decision-making.

AI can support

contract lifecycle management by automating compliance monitoring, detecting anomalies or underperformance in supplier delivery and streamlining document processing.

Country adoption differences

Across global governments, AI is rapidly becoming a key enabler of more responsive, efficient and inclusive public service delivery. A common thread among all countries is the use of AI to enhance healthcare, improve citizen interaction and optimize operational planning, yet the focus, maturity and strategic framing of AI initiatives differ markedly by region.

Healthcare emerges as the most prevalent domain, with countries like Australia, the UK, Germany and the US investing in AI to support diagnostics, triage, hospital optimization and patient communication. In Canada, India and the Kingdom of Saudi Arabia (KSA)/United Arab Emirates (UAE), AI also supports public health, but with additional emphasis on rural outreach, disease prevention and environmental health, highlighting a broader scope that includes agriculture, climate and welfare.

A shared ambition is the use of AI to simplify citizens' access to government services. France, Germany and the UK are actively deploying virtual assistants, fraud detection systems and digital triage tools to reduce administrative complexity and make public services more personalized and accessible. Similarly, India and the KSA/UAE are embedding AI into national ID, digital payments and multilingual platforms to deliver services at scale in diverse, often underserved populations.

Another unifying trend is the modernization of citizen-facing platforms. Many countries are evolving public service portals with AI-powered personalization and multilingual support. For instance, Australia uses AI to tailor transport and emergency services, while France and Canada focus on inclusive digital experiences that cater to diverse needs and accessibility requirements.

In summary, while each country reflects its unique socio-economic context and governance model, there is a growing convergence around the strategic use of AI to modernize public services, enhance resilience and deliver more personalized, proactive support to citizens. Differences lie primarily in deployment speed, governance maturity and sectoral prioritization, but the global direction is clear: AI is becoming a foundational capability of the future public sector.

Regional snapshots

	APAC *Momentum is building, but strategy and scale remain in development*	Europe *A cautious but structured approach is shaping a balanced AI journey*	Middle East* *Strong ambition at the start of the journey*	North America *Leadership and structural rigidity are stalling progress*
Where they are	Majority are still in exploratory/early scaling phases, despite the longest AI experience.	Shows a balanced maturity curve, but most organizations have only recently begun their AI journey.	Appear to be the furthest ahead, with majority in advanced stages (embedded/business reinvention).	Most organizations are in the early waves of AI maturity (exploratory or initial scaling).
How they operate	Favor hybrid operating models, building a strong foundation for AI.	Mostly hybrid models, with the highest share among regions.	Highest share using agile models compared to other regions, likely accelerating maturity.	Report the highest use of functional models, which limits agility and slows transformation.
Leadership stage	Strong performance in trust, strategic alignment, and operational agility.	Moderate across indicators, but strongest management of AI in C-suite oversight. AI is taken seriously at senior levels.	Strong alignment and vision and nearly all report budget increases planned for AI.	Lowest scores across trust, clarity of vision, and strategic alignment. Executive direction appears fragmented.
What's holding them back	Face the highest number of challenges. Leaders feel overwhelmed and uncertain about how to scale responsibly.	Struggle with strategic goal-setting and realizing strategic benefits. Inconsistent data formats are a core issue.	Challenges are mostly operational, focused on skills gaps and time/ resource constraints.	High employee resistance, difficulty measuring ROI, and security concerns are key barriers.
What's unique	Strong investment intent paired with a pragmatic, forward-looking mindset. They are also more likely to embed AI into core product & service innovation.	Higher rate of C-suite management signals intentional, step-by-step progression.	High maturity, agile structure, and strategic gains, yet their goals focus solely on improving data management.	AI transformation lacks executive alignment and coherence.
What this means	A solid foundation is in place. To accelerate AI responsibly, leaders must translate intent into action with a clearer scale-up roadmap.	A methodical approach is emerging. With greater focus on strategic execution, Europe can shift from planning to delivery.	Momentum and confidence are high. But to sustain strategic impact, organizations must broaden their ambitions.	Without strategic leadership, North America risks stagnation. Clearer direction is needed to convert early gains into mature transformation.

* Due to a lower sample size, findings should be interpreted carefully.

Key recommendations

Develop an AI strategy that aligns with core capabilities and maximizes citizen value

Governments should anchor AI strategies in their public service mission, focusing on areas where AI can deliver the greatest benefit to citizen outcomes. This means identifying high-impact use cases that encompass citizen value, ease of execution, and risk and compliance, and aligning them with organizational strengths. Strategy must link AI capabilities to outcomes such as access, inclusion, efficiency and trust in government.

Build trust into the AI transformation roadmap

Public trust is critical to AI adoption in government. Leaders should embed responsible AI principles, fairness, transparency, accountability and privacy into every stage of the transformation journey. This includes adopting ethical frameworks, such as the KPMG Trusted AI framework, conducting impact assessments and ensuring explainability in high-stakes decision-making. Citizens must feel confident that AI supports, not replaces, human judgment. Co-designing services, engaging stakeholders and communicating clearly about how AI is used can help build legitimacy and trust.

Create a sustainable technology and data infrastructure

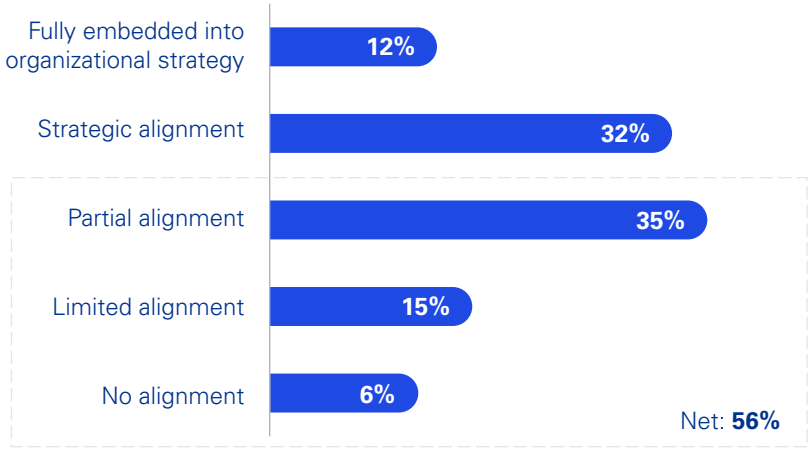
Legacy systems, siloed data and aging infrastructure limit AI's potential. Governments should prioritize cloud migration, unified data platforms and interoperability to enable cross-agency collaboration and real-time intelligence. Sustainability must also be addressed, optimizing compute power, reducing duplication and designing low-energy models where possible. AI infrastructure should be scalable, secure and flexible, capable of supporting both today's automation needs and tomorrow's agentic, ecosystem-driven public services.

Build a workforce culture that elevates human–AI collaboration

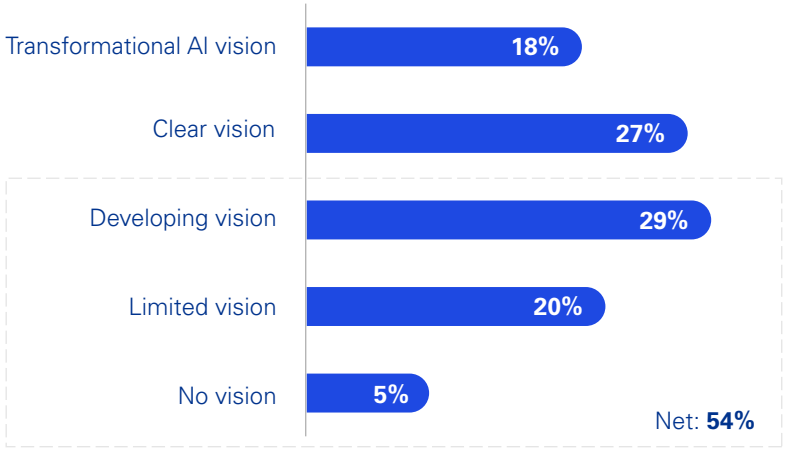
Empowering public servants to work confidently with AI is essential. This requires more than technical training; it demands a cultural shift. Governments must invest in upskilling programs, define new hybrid roles and promote ethical awareness. Civil servants should see AI as a co-pilot that enhances decision-making, not a threat to their expertise. Embedding AI into daily workflows, recognizing AI-literacy as core capability and celebrating successful human–AI partnerships will accelerate adoption.

Figure 3: Leadership uncertainty translates into nuanced vision and fragmented strategic alignment

Level of strategic alignment



Clarity of vision



To what extent (if at all) have leaders within your organization established strategic alignment on the adoption and implementation of AI?
To what extent (if at all) does your organization's leadership have a clear vision of the way AI can be used to its benefit to help the organization transform within the next 5 years? N=184

Source: Intelligent government: A blueprint for creating citizen-centric value through AI-driven transformation, KPMG International, 2025

Case study

Government UNICEF

UNICEF has campaigned for the rights of children since being founded in 1946. This year, UNICEF wanted to explore the status of reporting on children's rights within corporate sustainability reports and compare this to the status of reporting assessment that they conducted 12 years ago. To enable this, UNICEF was looking to examine a vast volume of reports across industries and geographies, for which it requested support from KPMG.

The challenge

UNICEF identified 1,000 of the world's largest companies to include in its research report, spanning all sectors and geographies. These documents were large and varied in their formats, languages and structure, making the qualitative review task even more complex. UNICEF defined 14 key research indicators covering a broad range of topics, including inclusion of children's rights considerations, employment, child safeguarding and protection, product safety and marketing and communities, environment and land acquisition.

This research task was complex due to the number of documents, format variation, language variation and detailed level of qualitative research required to cover the topics in scope.

The approach

We combined our Human Rights expertise with our technical team's capabilities (in the form of a proprietary KPMG AI tool), leveraging AI to read the sustainability reports and evaluate the research indicators, rather than humans. The tool is built on a flexible AI platform that has computational capabilities, which imitate human cognitive faculties and ingest and analyze documents at high speed and accuracy.

The outcome

The research outcome provided insights extracted from over 794 sustainability reports to a high level of accuracy with unprecedented speed.

The use of AI technology enabled us to rapidly cover a significant number of reports across industries and geographies. In addition to scale, the quality and depth of research would not have been possible without the use of this transformative technology.

The research allows UNICEF to communicate the progress on corporate reporting on children's rights and identify examples of good practice and high-level gaps. The objective will be to further strengthen the integration of children's rights into sustainability reporting.

Read the report UNICEF at: https://www.unicef.org/childrightsandbusiness/reports/corporate-reporting-childrens-rights

The transformative role of agentic autonomous agents

Agentic autonomous agents are AI-powered systems capable of independently perceiving their environment, making decisions and executing tasks based on defined goals, without requiring constant human intervention. Unlike traditional automation, these agents are context-aware, adaptive and capable of operating across multiple systems and workflows.

In a government context, agentic AI can transform service delivery by continuously monitoring conditions, identifying citizen needs and initiating appropriate actions in real time. For example, agents can proactively flag fraudulent benefit claims, reroute transport networks during emergencies, or assist citizens through dynamic virtual support, all while learning and improving over time. Their ability to coordinate across departments and act on behalf of both citizens and civil servants positions them as a cornerstone of intelligent, responsive and scalable public services.

Autonomous agents are being widely considered within governments; 78 percent of respondents say they would trust autonomous agents to manage end-to-end workflows. This suggests a growing appetite for agentic AI, not just as a support tool, but as a core enabler of service orchestration and delivery.

Agentic systems are uniquely positioned to resolve one of the biggest challenges governments face: the fragmentation of systems and data. These autonomous agents can be deployed as lightweight, containerized services that sit on top of legacy systems, extract and harmonize data across silos; and coordinate actions between platforms without requiring a complete overhaul of existing IT infrastructure. By doing so, they offer a scalable and cost-effective pathway to integration, enabling governments to act faster and with greater precision.

Moreover, autonomous agents can accelerate AI deployment itself. Unlike traditional AI implementations that require static workflows and rigid integration points, agentic systems are flexible, modular and interoperable by design. Once designed an agent can be reused in other workflows enabling faster deployment. This agility reduces the need for lengthy reengineering cycles and enables governments to respond more quickly to emerging needs or policy changes.

In the longer term, agentic AI could underpin ecosystem-wide transformation, acting as the connective tissue between government departments, external partners and citizens, delivering proactive, personalized and anticipatory services at scale.

> “I think AI will enhance decision-making by helping people make the best decision, whether it’s in planning, maintenance, or customer behavior. First, we are using GenAI, but in the future, we are going to use agents.”

Ibrahima Ndiaye
CTO at Transportation Department — France

Building the intelligent government

Governments around the world are steadily evolving their digital foundations, modernizing service delivery through cloud infrastructure, data platforms and workflow automation. Now, next-generation AI capabilities, particularly agentic AI, are poised to transform public service delivery at scale, requiring government organizations to rethink how AI creates value across policy, operations and citizen-facing ecosystems.

But this transformation is not just about technology; it demands a strategic reconfiguration of how AI is embedded across the entire public enterprise. Governments must balance innovation with resilience and accountability, ensuring that AI-driven advancements align with public trust, ethical standards and regulatory frameworks.

Successfully implementing AI in government requires building capabilities across foundational, functional and enterprise orchestration levels. This includes strengthening data governance, integrating AI into frontline services and enabling adaptive decision support across departments.

Establishing a public sector AI transformation office is increasingly vital. This office acts as a strategic hub, aligning AI strategy with citizen value, orchestrating cross-agency initiatives and embedding common standards, safeguards and delivery frameworks. It enables governments to scale AI safely, consistently and purposefully ensuring that technology enhances the effectiveness, accessibility and humanity of public service.

Align strategy, transform functions, and deploy AI-first technology foundations to build an intelligent enterprise

A well-run corporation is like a Swiss watch, with lots of gears. If you wanted to make it digital you cannot just take out one gear and put a transistor in. You have to have a holistic plan for how all the pieces fit together.”

Erik Brynjolfsson — Professor and Senior Fellow at the Stanford Institute for Human-Centered AI (HAI), Director of the Stanford Digital Economy Lab

Successfully implementing AI in an organization involves a strategic approach to building capability across foundational, functional, enterprise layers.Establishing a transformation management office is also crucial for aligning AI strategy, value orchestration, and project delivery across all layers. The body coordinates initiatives, establishes standards and best practices, and facilitates cross-functional collaboration to drive accountability and enterprise-wide value.

Enterprise

This layer orchestrates transformational change of the whole enterprise, starting with how AI can adjust strategy, business models and key objectives for the enterprise. It defines enterprise-wide operating model shifts, workforce evolution and risks and controls. This layer prioritizes AI transformation initiatives into a roadmap and runs a transformation office to help manage funding, track benefits and adjust priorities dynamically to help maximize the value delivered.

Functions

This layer drives AI-enabled transformation across business functions, prioritizing customer-facing value streams and end-to-end enabling processes and workflows, which enhance the flow of value. AI applications, agents and robotics are embedded in the workflows. Functional operating model changes are delivered to realize potential benefits.

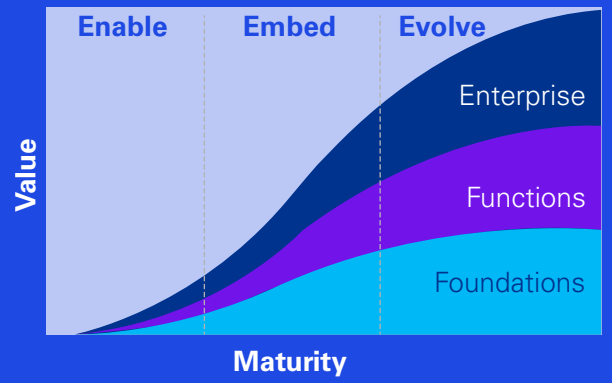
Foundations

This layer establishes the AI-first technology stack, including infrastructure, cloud and choices on chips. High-quality enterprise data needs to be curated and diverse models are likely to be deployed to handle domain-specific AI and support the adoption of AI agents. An increased focus on cybersecurity for AI is needed as well as a plan for other emerging technology, such as quantum.

The journey to become an intelligent enterprise

Effective AI-enabled transformation goes beyond technology implementation. By examining leading practice, we have identified that organizations can increase capability and value across three phases of AI transformation.

This provides a structured yet flexible framework for navigating the complexities of AI adoption. It balances the need for short-term efficiency gains with the imperative to prepare for future growth and innovation. It helps banks prioritize their efforts, allocate resources effectively, build capability, and align their AI initiatives with both short-term goals and long-term strategic objectives.



Enable

The Enable phase focuses on enabling people and building AI foundations. Organizations appoint a responsible executive, create an AI strategy, identify high-value use cases, boost AI literacy, align with regulations, and establish ethical guardrails. AI pilots are launched across functions, while cloud platforms and pre-trained models are leveraged with minimal customization.

Embed

The Embed phase integrates AI into workflows, products, services, value streams, robotics, and wearables, delivering greater value. A senior leader drives enterprise-wide workforce redesign, reskilling and change, embedding AI into operating models with a focus on ethics, trust, and security. AI agents and diverse models are deployed, supported by cloud and legacy tech modernization, while enterprise-wide data enhances operations.

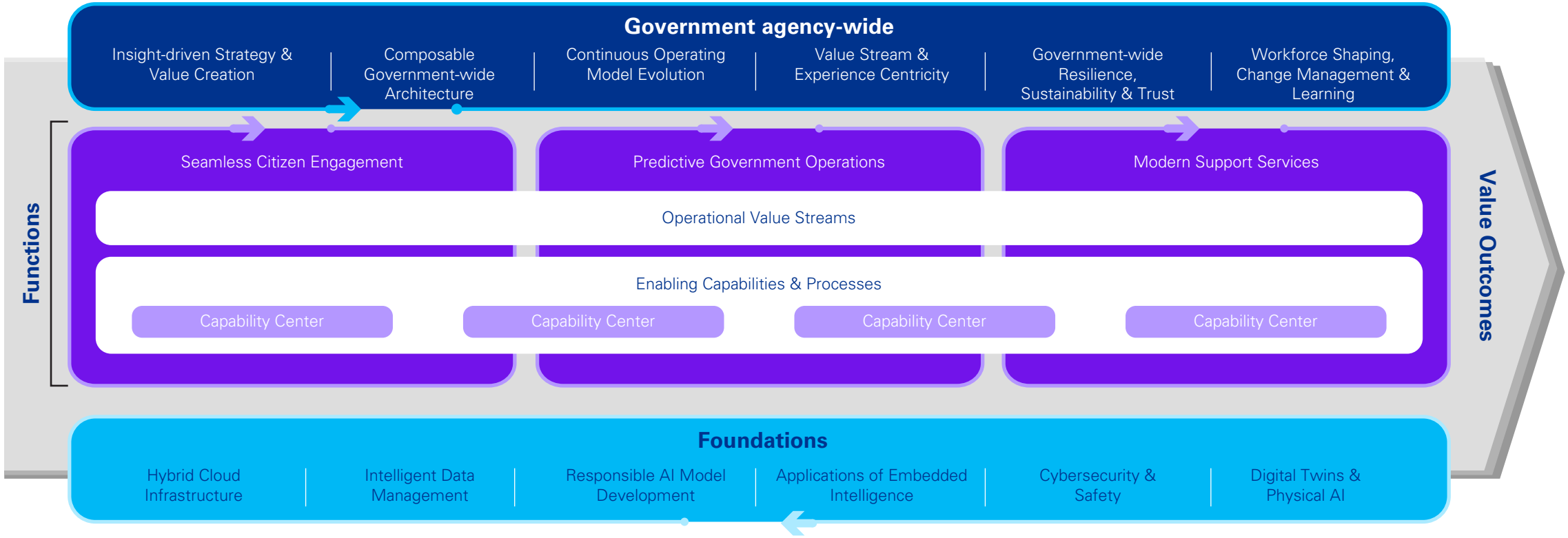
Evolve

The Evolve phase evolves business models and ecosystems, using AI and frontier technologies like quantum computing and blockchain to solve large sector-wide challenges. AI orchestrates seamless value across enterprises and partners. Emphasizing ethics and trust with real-time security, this phase uplifts human potential with broad and deep workforce training, fostering a creative, innovative, and value-driven future.

A company may have a portfolio of initiatives aimed at any level (of the operating model) within each phase. The ratio of effort and investment across the phases will vary as the organization matures. Initially, most resources will focus on phase one, with a small effort to explore enterprise-wide transformation. Over time, as foundational efficiencies are realized, more effort is invested in phase two, while, with an eye on the future, long-term investments in phase three start to lay the groundwork for transformative innovation. This dynamic balancing act ensures enterprises can achieve immediate results while setting themselves up in the right way for future success.

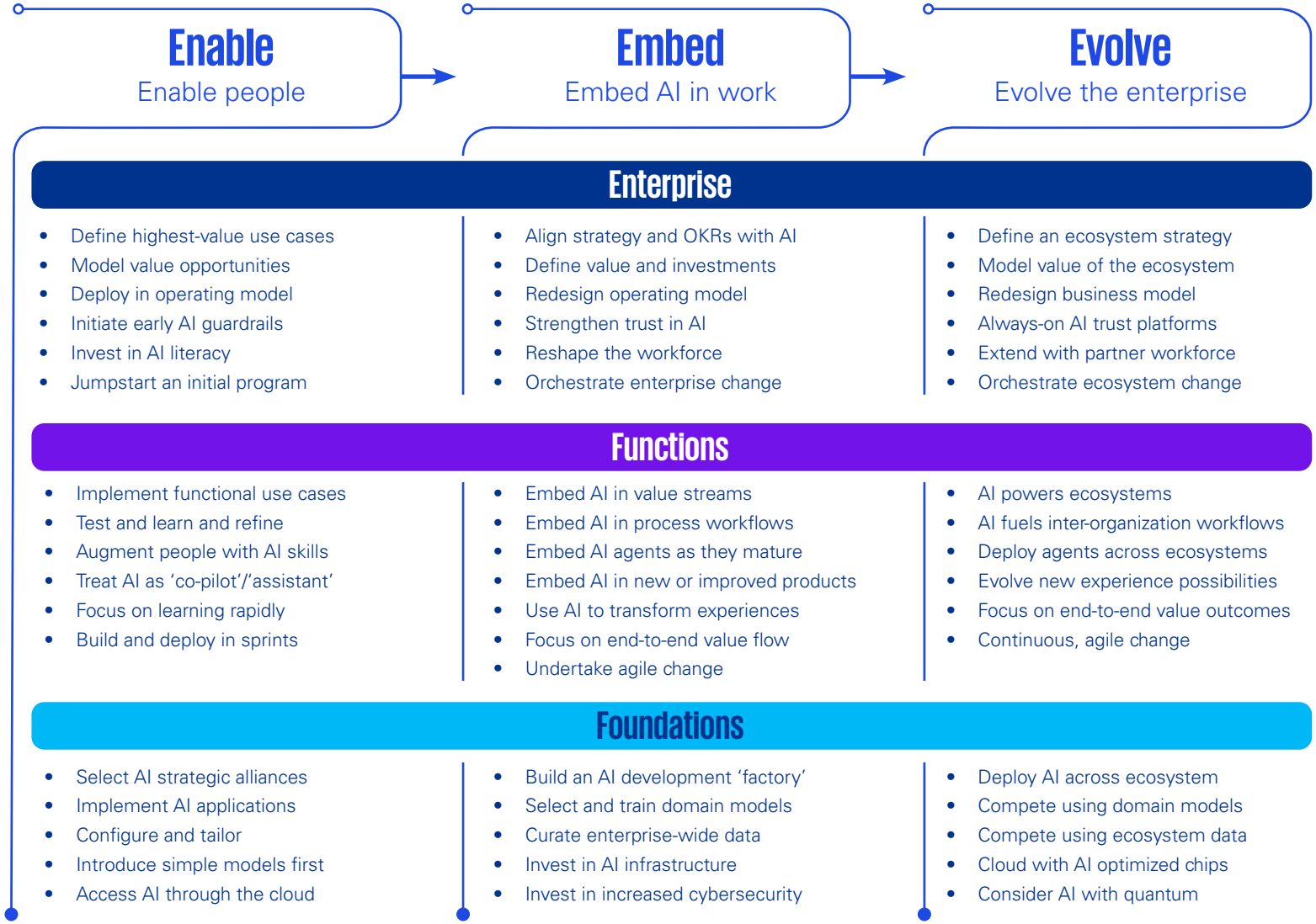
Blueprint for intelligent government agencies

This illustrative blueprint outlines key, high-level capabilities for the transformation of an AI-powered, customer-centric government agency. The intelligent agency leverages advanced technologies, personalized experiences, data-driven insights and automated operations to enhance efficiency, innovation and resilience. Focused on embedding intelligence across value streams, capability centers and processes, it ensures seamless citizen interactions, robust risk management, intelligent operations and future-ready adaptability.



Navigating the journey to an intelligent enterprise

We represent the journey to adopting AI across the enterprise as a wave of increasing maturity and value. Every enterprise will build their maturity at their own pace. In reality, different parts of an organization will be at different phases of maturity wave at any one point in time.



The first phase: Enable

Equipping government teams for AI adoption

The Enable phase is about creating safe, practical and scalable conditions for AI experimentation and learning, preparing the public sector to move from siloed pilots to coordinated, citizen-focused transformation. It lays the foundation for AI in government by ensuring that public servants, from frontline caseworkers to policy analysts and departmental leaders, have the capabilities, infrastructure and support needed to integrate AI into the flow of government.

At the enterprise level, this begins with appointing a senior AI leader or cross-departmental AI governance body, developing a clear AI strategy and aligning AI initiatives with citizen outcomes and policy priorities. Governments must also invest in AI literacy programs that build understanding of AI's capabilities, risks and ethical considerations, from administrators to senior executives.

Public sector organizations must operate within a complex regulatory environment. AI adoption must also remain compliant with frameworks related to data privacy (e.g., GDPR equivalents), cybersecurity, procurement regulation and AI-specific governance mandates.

At the functional level, agencies are piloting AI in targeted domains such as:

- Intelligent triage in call centers and citizen service portals
- Benefits eligibility assessments to reduce delays and errors
- Predictive analytics for fraud detection in welfare and tax systems
- Chatbots and virtual assistants to manage routine citizen inquiries

At the foundation level, governments are beginning to leverage cloud-based AI platforms, pre-trained models and secure APIs, allowing early-stage use without major system overhauls. In some cases, edge computing and AI-enabled IoT devices are used in smart city contexts (e.g. traffic management, utilities and infrastructure monitoring) to generate real-time insights that improve public safety and resource allocation.

The first phase sources of value for citizens

AI-powered benefit eligibility assessment

Governments are using AI to streamline social welfare application processes by automating eligibility checks. Machine learning models assess individual data points, such as income, employment status, or family size, to quickly qualify citizens. This reduces processing times and cuts down on manual errors, especially important for vulnerable individuals who need to access support during life events such as job loss, illness, or family change.

Chatbots and virtual citizen assistants

Conversational AI is being deployed across government websites and service portals to assist citizens 24/7. These chatbots handle common queries, such as tax filing, licensing, visa applications and appointment booking, without human intervention. In countries like the UAE and Canada, AI assistants like “Rashid” and “Ask Jamie” help navigate complex services in multiple languages, reducing call center load and making public services more accessible and inclusive.

Predictive analytics for fraud detection

Tax and welfare departments are implementing AI to detect suspicious patterns in claims and other financial behaviors. Machine learning models flag anomalies in real-time such as duplicate benefit applications, unusual transactions, or identity misuse. The US Medicare program, for instance, uses AI to detect fraudulent billing, helping to recover billions of dollars while protecting public resources and ensuring more accurate delivery of benefits.

AI triage in public healthcare systems

Health services in the UK, Canada and India are trialing AI tools that support clinical triage. Citizens input symptoms via digital platforms and AI models assess urgency, suggest possible conditions and guide patients to the right level of care. These tools help reduce pressure on emergency departments, improve access in rural areas and give citizens quicker clarity and reassurance when health concerns arise.

Governments are using

AI to streamline

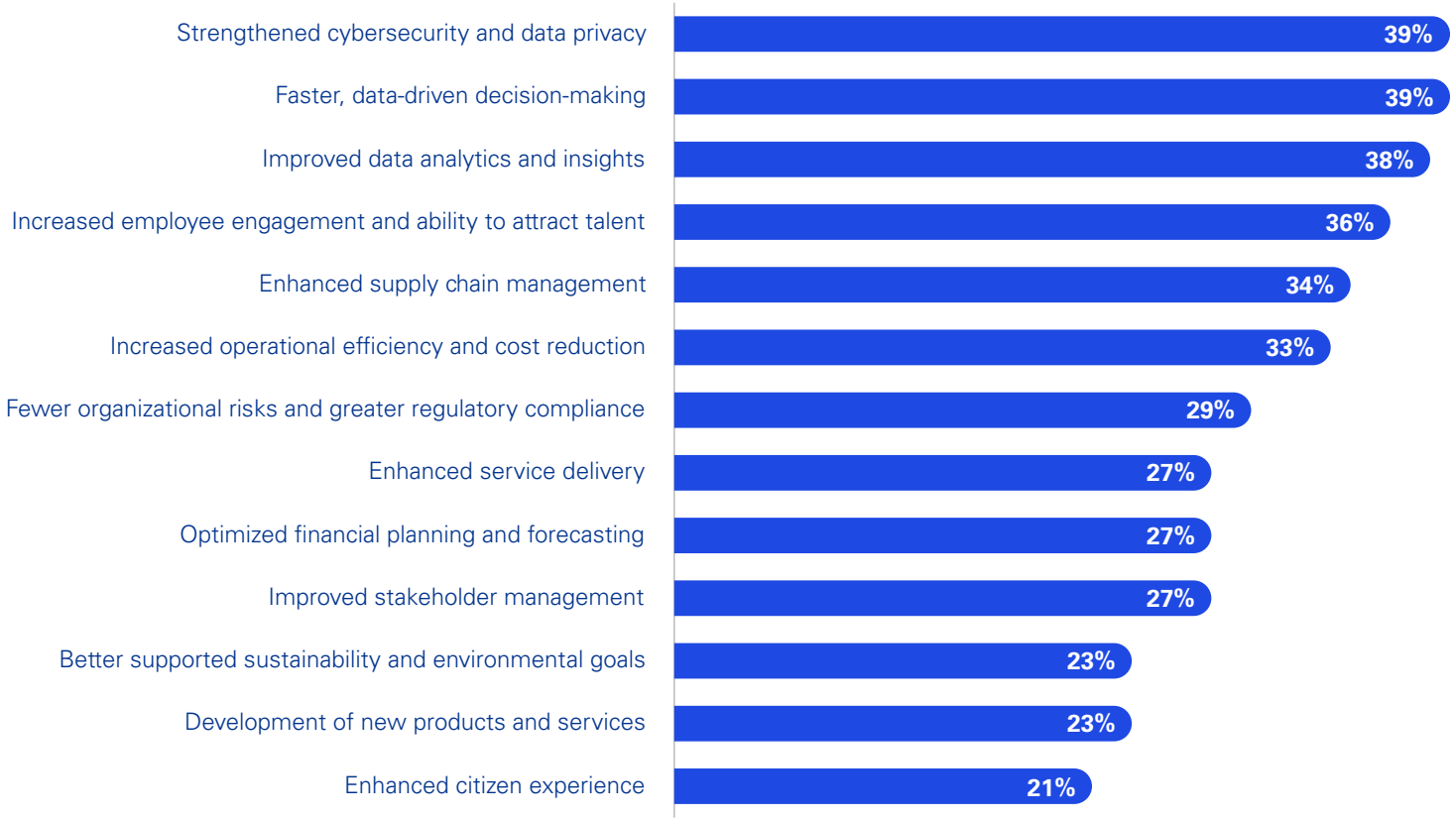
social welfare application processes by automating eligibility checks.

Intelligent transport and mobility planning

City governments are embedding AI in traffic systems to optimize congestion, predict peak travel patterns, and manage public transport flows. AI models analyze data from road sensors, fare systems and weather feeds to recommend routing adjustments or real-time alerts to commuters. In places like Seoul, Singapore and Dubai, these systems enhance daily travel experiences and enable smarter infrastructure investment over time.

Figure 4: Early AI wins for government sector are tactical and operational

Percentage who say their organization has achieved the following benefits through using AI



What benefits has your organization had from using AI in your operations or service delivery? (Maximum 5) n=184

Source: Intelligent government: A blueprint for creating citizen-centric value through AI-driven transformation, KPMG International, 2025

Case study

Government: India

The challenge

India's linguistic diversity presents a significant barrier to digital inclusion. With over 22 official languages and hundreds of regional dialects, many citizens face challenges accessing digital services in their preferred language. Traditional language tools lacked scalability, real-time capabilities and integration across platforms, further limiting reach and effectiveness.

Approach

An inclusive language AI platform was launched to bridge digital and linguistic divides at scale, powered by over 300 AI models and supporting more than 220 languages. With strategic support from KPMG in India, the initiative aimed to make digital services more accessible across diverse linguistic communities.

KPMG provided strategic guidance on AI-driven services, advising on policy frameworks and shaping long-term expansion strategies. The team also supported the integration of advanced natural language processing capabilities, multilingual support, machine learning operations, dataset development and scalable cloud infrastructure.

To build a sustainable and innovative ecosystem, KPMG facilitated collaboration across startups, academia and industry stakeholders. The initiative also included innovation programs such as hackathons and research initiatives to accelerate AI advancements. In parallel, KPMG contributed to the development and ongoing maintenance of the platform, creating and upgrading reference applications that allowed for testing and refinement. The platform now offers more than 15 services, including translation, speech recognition and chatbot integration, supported by over a dozen reference applications designed to improve functionality and user experience.

The outcome

The platform has made a measurable impact across India's digital landscape:

- 100M+ AI inferences powering translations
- 50+ websites integrated for language support
- 500K+ app downloads, reflecting strong ecosystem adoption

It continues to foster a resilient content ecosystem tailored for Indian languages, enabling inclusive access to digital services and open-source data for millions.

The second phase: Embed

Embedding AI in the flow of public service delivery

The Embed phase marks a pivotal shift towards fully integrated, AI-enabled public service ecosystems. While some departments may still be piloting use cases, governments in this phase begin to unlock AI's broader value, moving beyond cost savings to focus on improved outcomes, citizen engagement and cross-agency service orchestration.

At this stage, AI is no longer confined to isolated tasks or departments; it is embedded into end-to-end workflows across policy implementation, case management, public engagement and service delivery. A senior AI leader or transformation office typically oversees enterprise-wide alignment, ensuring that AI capabilities are integrated with the government's strategic mission, regulatory mandates and trust-building goals.

AI models, ranging from lightweight classifiers to more complex, autonomous agents, are integrated into digital case systems, eligibility engines, planning platforms and public-facing service portals. A hybrid infrastructure, combining secure cloud services, on-premise compute, networking and data storage capacity and increasingly edge-based AI in smart city environments, enables real-time responsiveness and secure data handling across distributed public systems.

As AI becomes more deeply embedded into the machinery of government, legacy program or agency-centric models give way to citizen-centric service flows, structured around life events and population needs. This transformation shifts the focus from siloed transactions to dynamic, AI-powered value streams, capable of delivering proactive, personalized and seamless citizen experiences.

Key value streams and workflows in the second phase.

Citizen onboarding and identity management.
Embedding AI into national ID, digital onboarding and authentication processes helps enable secure, seamless access to government services across life stages.

Healthcare access and patient navigation.
Integrated AI systems guide patients through diagnosis, appointment booking, care coordination and follow-up, personalizing the healthcare journey and reducing pressure on frontline services.

Education and skills pathways.
AI supports personalized learning, early risk detection (e.g. dropout prediction) and career matching, connecting citizens with education, training and employment opportunities in real time.

Taxation and revenue collection.
AI enables proactive guidance, automated error detection and predictive auditing, improving compliance, reducing friction and protecting public funds.

Permits, licensing and regulatory services.
Natural language processing and AI assistants streamline complex application processes, reduce backlogs and ensure faster, fairer regulatory decision-making.

Urban mobility and infrastructure planning.
AI-powered models optimize public transport flows, traffic management and infrastructure investment, enhancing urban sustainability and citizen mobility.

Public safety and emergency response.
Predictive analytics, autonomous alert systems and real-time resource optimization improve readiness, coordination and protection in crisis situations.

Barriers to progress in the second phase

Several challenges may slow down the progress of value stream transformation during the Embed phase.

Fragmented legacy infrastructure

Many government systems remain siloed, outdated and incompatible with modern AI technologies. This makes it difficult to integrate AI across end-to-end value streams, as data cannot easily flow between departments or platforms. Without a cohesive digital architecture, AI solutions become isolated pilots rather than scalable tools, slowing down transformation and increasing operational complexity.

Lack of cross-agency coordination

AI-enabled value streams often require collaboration across multiple departments, but rigid organizational boundaries and unclear governance models frequently obstruct this. Competing priorities, fragmented budgets and inconsistent data standards prevent unified delivery. Without strong coordination mechanisms, governments struggle to align AI initiatives to citizen life events or orchestrate seamless services across silos.

Insufficient data readiness

AI depends on high-quality, accessible and interoperable data, but many governments lack unified data governance frameworks. Inconsistent data formats, privacy concerns and limited data-sharing protocols reduce the effectiveness of AI applications. These issues not only impair model performance but also hinder the ability to personalize services or anticipate citizen needs at scale. Although AI can also be an enabler in this by developing training data, developing a common data model and accessing data from legacy systems.

AI literacy and workforce capability gaps

Embedding AI into value streams requires more than just technology; it demands a workforce that understands how to design, use and govern AI tools effectively coupled with a clear approach to meeting accountability and transparency requirements. Many civil servants lack the training or confidence to integrate AI into their workflows, while leadership may underestimate the cultural change required. This leads to underutilization of tools and slow adoption across departments.

Ethical and regulatory uncertainty

Governments face intense scrutiny over how AI is used, especially in sensitive areas like welfare, policing and immigration. Without clear guidelines on explainability, bias mitigation and accountability, public sector leaders may delay deployment out of caution. The absence of trusted frameworks and regulatory clarity can paralyze innovation, making it difficult to embed AI into core service delivery.

Case study

Government: Italy

The challenge

For many governments, meeting the needs of the public administration and meeting the needs of citizens and businesses are essential for ensuring the procurement process is efficient, fair and transparent.

The procurement department of a government entity in a European region relied on manual processes and unstructured data for decision-making. Given the volumes involved, it led to significant complexities and inefficiencies in managing the procurement cycle. And the lack of a unified information system made it difficult to analyze, compare and interpret procurement data effectively.

They needed an approach that would systematically collect, consolidate and standardize their procurement needs, optimize tender management and support their planning decisions.

The opportunity

KPMG in Italy used a methodical approach to understand the procurement departments, existing knowledge base, including data sources, storage practices and information management systems.

GenAI was then deployed to organize the department's information in a more structured way and implemented based on two proofs of concept using Microsoft Azure Search and OpenAI services to streamline the department's information mining.

The outcome

The first proof of concept focused on a prototype medical devices catalogue that analyzed tender documents by linking them with additional information in the execution and consumption phase. This led to a more streamlined organization of product knowledge that could be identified and retrieved using a single system.

The second proof of concept was the development of a supplier categorization tool where insights into past interactions provided the procurement team with a deeper understanding of the performance and competitiveness of their suppliers.

The client's procurement professionals now have greater support in the procurement cycle and the tender management process has been optimized with improved access and retrieval of critical information. With a more streamlined process and unified database, the procurement team has increased their ability to analyze, compare and interpret data locally and centrally. The single information system provides them with the necessary business intelligence for crucial planning.

The third phase: Evolve

Becoming orchestrators of intelligent public ecosystems

In the Evolve phase, governments move beyond departmental transformation to become orchestrators of interconnected public ecosystems. The focus shifts to solving complex, system-wide societal challenges through AI-enabled collaboration across agencies, sectors and communities.

> The third phase gives the biggest payoff. As AI enables costs to come down, some markets will grow, some decline and new ones emerge. Invest in areas of price elasticity, things we can do more of with AI as costs decline. Your competitors may focus more on what is disappearing and risk being replaced.

Erik Brynjolfsson — Professor and Senior Fellow at the Stanford Institute for Human-Centered AI (HAI), Director of the Stanford Digital Economy Lab

Public institutions begin to build ecosystems of value, integrating services across education, health, housing, employment and justice through shared platforms, data layers and interoperable AI agents. These ecosystems are not owned by any single department; they are coordinated through intelligent orchestration and underpinned by trust, transparency and citizen engagement.

AI integrates with frontier technologies, such as digital twins, multimodal interfaces and immersive environments, to reshape how citizens interact with government and how policy outcomes are simulated, tested and improved in real time. Governments partner more closely with civil society, academic institutions and the private sector, co-creating solutions that deliver measurable impact at population scale.

Ethics, security and public trust become even more vital as services span boundaries and autonomous systems operate at greater scale. Real-time monitoring, responsive safeguards and participatory oversight help ensure that AI continues to serve the public good.

This phase is also about empowering human potential. Public servants are supported by intelligent tools that amplify decision-making, automate routine tasks and foster more meaningful human interactions. Citizens experience more proactive, inclusive and personalized services that evolve with their needs.

Ultimately, governments in the Evolve phase use AI not just to improve what they do, but to redefine how society works, continuously optimizing for more equitable, sustainable and resilient outcomes.

Ethics, security and public trust become even

more vital

as services span boundaries and autonomous systems operate at greater scale.

Key considerations

1 Develop an AI strategy that aligns with core capabilities and maximizes citizen value

AI strategies should be grounded in the public service mission, focusing on high-impact use cases that enhance citizen outcomes and align with government strengths.

> "I think most of our purpose will be focused on how we make sure AI is used appropriately across the government and the economy and especially in relationship to how AI uses public sector datasets. What can we feed it? What can it give us back on that basis?"
>
> **Head of Data & Analytics at Science & Technology Department** — UK

Key actions

- **Identify high-value use cases**

  Focus on life events and citizen journeys where AI can meaningfully improve access, efficiency, or outcomes.

- **Align with core institutional strengths**

  Leverage existing capabilities, services and digital platforms to accelerate AI integration.

- **Build a citizen outcome-driven roadmap**

  Prioritize initiatives that clearly link AI to improvements in trust, inclusion and service delivery.

- **Balance experimentation with long-term value**

  Encourage innovation while ensuring pilots contribute to strategic, scalable transformation.

2 Build trust into the AI transformation roadmap

Trust must be embedded throughout the AI lifecycle through transparency, ethics, co-design and clear communication about how AI is used.

> We are probably slightly behind the curve and that's because the government body that I work for is naturally cautious about any technology which might damage or might shape customer confidence.

CIO at Social Services Department — UK

Key actions

- **Adopt a responsible AI framework**

  Implement principles of fairness, accountability and explainability into every AI project.

- **Conduct ethical and impact assessments**

  Evaluate potential harms and biases in advance of deployment, especially in high-stakes services.

- **Engage citizens and stakeholders early**

  Co-design solutions with public input to build legitimacy and align AI with community needs.

- **Communicate transparently**

  Clearly explain how AI is being used and why, to demystify the technology and build confidence.

3 Creating a sustainable technology and data infrastructure

Governments must modernize infrastructure, and unify data and design systems that are secure, interoperable and energy-efficient to support long-term AI growth.

> We are an organization that is quite old and has old structures, old databases and so on. And a lot of transformation work needs to be done in different things.”

Director General at Energy & Environment Department — Germany

Key actions

- **Modernize legacy systems**

  Prioritize migration to secure, scalable cloud platforms with modular architecture.

- **Establish unified data environments**

  Build interoperable data layers that enable real-time collaboration across departments.

- **Optimize energy and compute efficiency**

  Adopt green AI principles to reduce environmental impact while scaling usage.

- **Ensure infrastructure adaptability**

  Design platforms that can evolve to support emerging AI capabilities, including agentic systems.

4 Build a workforce culture that elevates human — AI collaboration

Government transformation requires a cultural shift that empowers civil servants to work confidently with AI, supported by training, new roles and ethical awareness.

> Probably 60 percent of our workforce is over 45. You've got a large group of folks that aren't as familiar and aren't latching onto the technology. That demand to push it out isn't very vocal in our organization.

CIO at Science & Technology Department — US

Key actions

- **Invest in AI literacy and upskilling**

  Provide targeted training to build foundational and applied AI understanding across the workforce.

- **Redesign roles for human–AI teaming**

  Define new hybrid roles where AI augments judgment and enhances productivity.

- **Embed AI into daily workflows**

  Make AI tools intuitive, accessible and integrated into the tools staff already use.

- **Celebrate human–AI collaboration success**

  Highlight examples where AI has supported better decision-making and citizen service.

Conclusion

Governments around the world are standing at a pivotal moment in the evolution of public service. As this report shows, artificial intelligence holds the potential to fundamentally transform how governments operate, not only improving efficiency but also delivering more personalized, responsive and trusted services to citizens.

While progress is underway, most governments remain in the early phases of AI maturity. The challenge now is to move from experimentation to transformation, embed AI into the core of public service delivery, orchestrate experiences around citizen life events and build intelligent ecosystems that adapt in real time.

To achieve this, governments should focus on four priorities: developing outcome-focused AI strategies aligned with core capabilities; embedding public trust through transparent and ethical governance; modernizing infrastructure to enable secure, sustainable deployment at scale; and fostering a workforce culture where civil servants are empowered by AI, not replaced by it.

Agentic AI and interoperable data platforms are already unlocking the next frontier, enabling governments to anticipate citizen needs, coordinate across departments and deliver joined-up experiences that reflect the realities of people's lives. These systems are not just tools; they are the foundations of a more agile, adaptive and human-centered model of government.

The journey to intelligent public services is not without its barriers, but for those governments willing to lead, the rewards are significant. By investing in AI now, with purpose, structure and trust, governments can build institutions that are not only digitally enabled, but truly citizen-first, resilient and ready for the future.

The challenge now is to move from experimentation to

transformation,

embed AI into the core of public service delivery, orchestrate experiences around citizen life events and build intelligent ecosystems that adapt in real time.

Methodology

To gain a broad understanding of how leaders are navigating the opportunities and challenges of implementing AI, KPMG International conducted a robust research program involving multiple methodologies. This included in-depth interviews with eight AI experts spanning technology, government regulation and industry, as well as discussions with sector-specific KPMG specialists. Qualitative research was conducted to uncover nuanced, industry-specific challenges and opportunities, including insights from several industry experts, including Erik Brynjolfsson of Stanford University, a renowned authority on AI and digital transformation.

The research was further strengthened by a quantitative survey of 1,390 decision-makers across key global markets, including 184 respondents from the government sector. These leaders shared their experiences and perspectives on overcoming barriers to AI adoption, from dismantling legacy systems to addressing organizational inertia. In parallel, an 18-month research project evaluated the realistic value at stake for fully deploying and adopting generative AI. Together, these inputs offer a clear roadmap for organizations to unlock AI's potential and drive meaningful, enterprise-wide change.

The research was further strengthened by a quantitative survey of

1,390

decision-makers across key global markets, including 184 respondents from the government sector.

How KPMG can help

KPMG Velocity: helping organizations change smarter and move faster

KPMG Velocity provides AI-enabled products and services through a platform ecosystem for organizational change. It integrates our insights, methods, expertise, capabilities and data with advanced technology, to help clients build and operate intelligent, agile and resilient enterprises, capable of sustaining the next level of growth and value creation.

1 Evolve the enterprise

KPMG supports clients in rethinking and redesigning their operating models to embed AI at the core.

This includes:

- Establishing modern technology foundations powered by AI and data
- Redesigning enterprise functions for AI enablement
- Orchestrating agile operating models and intelligent ecosystems
- Preparing the workforce through transformation and continuous learning

2 Build trust

Underpinned by a Trusted AI framework, KPMG Velocity harnesses the power of AI and ensures that AI deployments align with principles of ethics, transparency, fairness and accountability. KPMG helps organizations build not only smart AI systems, but also trustworthy and compliant ones, especially critical in regulated or reputationally sensitive environments.

3 Embed agentic AI capabilities

AI is not an add-on; it's embedded in everything KPMG delivers.

- **KPMG agents:** Pre-built, purpose-designed AI agents that can be deployed within client organizations to augment decision-making, automate processes or deliver continuous services.
- **Intelligent support and recommendation engines:** Embedded in delivery workflows to enhance efficiency, quality and speed.

4 Enable sector-specific ecosystems

Velocity enables sector-specific ecosystems with alliances such as Google Cloud, Microsoft, Oracle, Salesforce, SAP, ServiceNow and Workday, to create industry-specific transformation solutions. Velocity provides prepackaged, sector-aligned journeys (e.g. in healthcare, digital banking, human services) that can accelerate time to value while enabling strategic differentiation.

5 Futureproof through innovation

Velocity helps establish modernized technology foundations that unlock rapid AI innovation and value to accelerate deployment of AI solutions. You can achieve a robust, agile and cost-effective infrastructure for advanced AI, transforming your technology stack into a strategic asset for continuous innovation and sustained competitive advantage.

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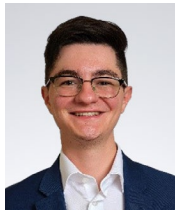
Rob is a Managing Director and serves as a strategic technology advisor, working with government clients to drive business transformation and deliver greater value through innovative technology solutions. With a deep understanding of the complex challenges faced by today's technology leaders, Rob supports CIOs, technology executives, and business leaders in becoming true strategic partners within their organizations.

In his leadership role, Rob guides AI strategy for government, assisting agencies in responsibly adopting and scaling AI to enhance outcomes. His work focuses on optimizing operating models, improving customer and citizen experiences and ensuring that technology investments maximize strategic value, all to strengthen overall organizational performance.



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Brijendra is a Partner at KPMG in India with over two decades of experience in driving digital transformation for government. Brijendra leads the government technology practice and has advised central and state government clients on large-scale IT transformation projects including digital strategy, process automation and technology implementation across federal and state governments.

Brijendra also leads the AI Center of Excellence (CoE) for government for KPMG in India and assists public sector agencies in leveraging AI for streamlining operations, strengthening public service delivery and build future-ready public institutions that create measurable impact for both governments and citizen.

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Adrian Clamp is the Global Head of Connected Enterprise, KPMG's customer-centric, agile approach to digital transformation, tailored by sector. He has over 30 years of experience in leading complex technology change. He specializes in leading large-scale digital transformation programs, deploying new advanced technologies, including AI, to unlock value within large complex organizations. Adrian is a member of KPMG's global consulting leadership team and Global AI Council. He is dedicated to helping KPMG firms deliver technology-enabled innovation and new ventures that improve the lives of millions of customers, consumers, citizens and patients.

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