Global AI Pulse

Q1 2026: Sector insights

Why sectors are scaling AI at different speeds.

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Foreword

The Global AI Pulse Q1 2026 report names a capability that separates AI leaders from the rest: the ability to operate AI as a coordinated, enterprise-wide system. This sector insights report examines what that requirement looks like sector by sector. Constraints differ. The capability required to scale does not.

Across eight sectors — Technology, Media and Telco, Financial Services, Industrial Manufacturing and Automotive, Consumer and Retail, Healthcare, Life Sciences, Energy and Natural Resources, and Real Estate and Construction — the friction points are different. Regulatory complexity in Financial Services. Trust and clinical risk in Healthcare. Lifecycle integration in Manufacturing. Workforce readiness in Consumer and Retail. Each industry hits the same capability requirement at a different point and in a different order.

The insights that follow look at where each sector is in scaling AI, what is constraining it, and what closing the gap looks like.

This report draws on the same Global AI Pulse Q1 2026 dataset as the main report — a survey of 2,110 senior executives across 20 countries, territories and jurisdictions and 8 sectors, completed online between 19 February and 17 March 2026. For full survey design and respondent profile, see the main report methodology section.

> **“Across sectors, the constraints differ. Regulation. Infrastructure. Workforce readiness. What separates the leaders, sector to sector, is the same — an enterprise designed to operate AI as a coordinated system.”**

Regina Mayor
Global Head of Clients and Markets
KPMG International

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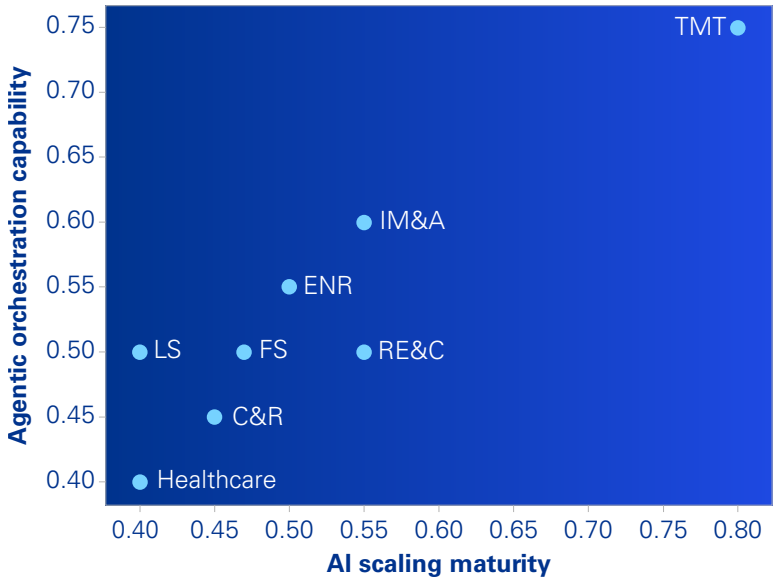
How sectors compare in scaling AI and orchestrating execution

Positioning reflects AI maturity and agentic coordination capability across sectors

Sector positioning: AI maturity vs orchestration



Sectors are not progressing along a single path to scale. They are separating along two dimensions: deployment and execution.

TMT operates at the frontier, combining enterprise-scale deployment with more advanced execution across workflows. Financial Services operates within tightly regulated conditions, with orchestration more constrained by compliance complexity — despite strong deployment across core functions.

Industrial Manufacturing and Automotive, and Energy and Natural Resources are advancing in both dimensions but remain limited by infrastructure and integration challenges. Consumer and Retail shows a more pronounced gap, with deployment progressing ahead of the ability to coordinate execution at scale.

Healthcare and Life Sciences remain earlier in both dimensions, reflecting deeper structural constraints around regulation, trust and workforce readiness.

Scaling AI is defined by how effectively execution is coordinated across systems, functions and workflows.

How AI scaling capability differs by sector

Sectors are not constrained by the same factors.

TMT is operating at the highest level of maturity, supported by the strongest governance readiness (77 percent) and workforce capability across sectors. Financial Services is advancing deployment within tightly regulated conditions, though governance readiness (61 percent) and workforce capability remain more constrained.

Workforce readiness emerges as the most consistent constraint. Even in sectors with strong investment and deployment, such as Consumer and Retail and Energy and Resources, gaps in workforce capability continue to limit execution at scale.

Governance strength does not guarantee execution speed. Financial Services operates within demanding regulatory and compliance requirements that continue to shape the pace at which AI can scale. TMT, by contrast, is able to move faster by embedding governance directly into system design.

Scaling AI is not determined by a single capability. It depends on how operating models, governance and workforce capability align within the constraints of each sector.

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Sectors are not constrained equally in scaling AI

Sector	Scaling maturity	Governance readiness	Workforce readiness	Primary constraint
Technology, Media and Telco (TMT)	High	High	High	Managing complexity at scale
Financial Services (FS)	Medium	Medium-high	Medium	Regulatory and compliance constraints
Industrial Manufacturing and Automotive (IM&A)	Medium	Medium-high	Medium	Legacy infrastructure and system integration
Consumer and Retail (C&R)	Medium	Medium	Low	Workforce adoption and execution at scale
Healthcare	Medium	Low-medium	Low	Clinical risk, trust and workforce adoption
Life Sciences (LS)	Low-medium	Medium	Low	Data complexity and regulatory approval cycles
Energy and Natural Resources (ENR)	Medium-high	Medium	Low	Infrastructure constraints and sustainability trade-offs
Real Estate and Construction (RE&C)	Medium-high	Medium	Low	Data fragmentation and limited system integration

Based on analysis of Global AI Pulse: Q1 2026 data, including sector-level responses on AI maturity, governance readiness, workforce confidence. Healthcare and Life Sciences are analyzed separately to reflect differences in operating models and regulatory environments. n=2110. KPMG International, April 2026.

TMT combines the highest average investment (US$245M) with strong performance across maturity, governance and workforce readiness. Other sectors with high levels of investment, such as Energy and Natural Resources (US$188M) and Industrial Manufacturing and Automotive (US$180M), do not show the same level of scaling or ROI.

The gap is most visible in Energy and Natural Resources, where high investment and strong workflow automation coexist with only 4 percent reporting established ROI.

Workforce readiness emerges as the most consistent constraint. Even in Financial Services, where 27 percent are scaling AI across the enterprise, only 16 percent report being very confident in workforce capability. In Consumer and Retail and Energy and Natural Resources, this gap continues to limit execution at scale.

At the same time, agentic AI is advancing unevenly. TMT leads in the development of multi-agent systems (21 percent), followed by Industrial Manufacturing and Automotive (19 percent). Energy and Natural Resources and Real Estate and Construction show stronger agent scaling across functions (23 and 22 percent respectively), while other sectors remain earlier in orchestrating AI across workflows.

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AI maturity, investment, governance, workforce and agentic AI by sector

Sector	Planned AI investment (US$M, mean)	Scaling AI across enterprise	Driving adoption of AI programs	Established ROI	Governance readiness	Workforce readiness (very confident)	Workforce readiness (somewhat + very)	Deploying AI agents	Scaling AI agents across functions	Orchestrating AI agents across workflows	Developing multi-agent systems
Consumer & Retail	158	23%	14%	10%	58%	19%	64%	16%	18%	7%	16%
Energy & Natural Resources	188	27%	13%	4%	63%	14%	67%	15%	23%	8%	11%
Financial Services	172	27%	10%	6%	61%	16%	64%	10%	18%	7%	15%
Healthcare	121	22%	10%	6%	56%	16%	57%	12%	16%	11%	15%
Life Sciences	166	18%	22%	3%	53%	11%	59%	20%	8%	14%	16%
Industrial Manufacturing & Automotive	180	22%	15%	5%	67%	20%	71%	15%	20%	11%	19%
Real Estate & Construction	140	27%	13%	12%	54%	15%	67%	12%	22%	5%	18%
Technology, Media & Telco	245	30%	14%	9%	77%	33%	77%	14%	20%	11%	21%

AI maturity/ROI: Which of the following best describes the phase your organization is in its AI journey?
Planned investment: How much in US dollars does your organization plan to invest in AI over the next 12 months?
Governance readiness: My organization has the capabilities and governance in place to manage the risks of AI as it scales.
Workforce readiness: How confident are you that your current talent pipeline can meet the needs of an AI-enabled workforce?
Agentic AI deployment and scaling: In what capacity is your organization engaging with AI agents?
n=2110 across the sector banner unless otherwise noted.
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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AI agents are automating workflows faster than they are coordinating decisions

AI agents are already playing a central role in coordinating work across functions. The strongest adoption is in automating workflows, with Energy and Natural Resources (63 percent), Life Sciences (62 percent) and Industrial Manufacturing and Automotive (55 percent) leading.

However, more advanced capabilities to coordinate decisions and workflows remain less developed. Supporting joint decision-making, aligning shared goals and detecting cross-functional exceptions lag behind automation across most sectors.

This gap is visible across sectors. In Energy and Natural Resources, workflow automation is high (63 percent) but exception detection remains limited (25 percent). In Life Sciences, automation is similarly strong (62 percent) but goals alignment lags (23 percent).

TMT and Industrial Manufacturing and Automotive show more balanced capability across coordination dimensions, including stronger performance in aligning goals and managing cross-functional workflows. Real Estate and Construction, while lower in overall maturity, shows relatively higher activity in exception detection (34 percent), suggesting more reactive coordination patterns.

The implication is that most organizations are still in the early stages of orchestration. AI agents are being used to automate tasks and workflows, but not yet consistently to coordinate decisions, manage dependencies or align execution across functions.

Scaling AI will depend on closing this gap. Organizations that move beyond automation toward coordinated, cross-functional execution will be better positioned to operate multi-agent systems at scale.

AI agents facilitating coordination across functions

Sector	Automating workflows across functions	Supporting joint decision-making	Providing shared knowledge/dashboards	Coordinating hand-offs	Aligning shared goals and KPIs	Detecting cross-functional exceptions
Consumer & Retail	47%	44%	49%	34%	36%	29%
Energy & Natural Resources	63%	36%	34%	45%	32%	25%
Financial Services	52%	39%	45%	30%	33%	29%
Healthcare	41%	49%	45%	36%	35%	26%
Life Sciences	62%	39%	42%	26%	23%	29%
Industrial Manufacturing & Automotive	55%	42%	41%	28%	32%	30%
Real Estate & Construction	44%	36%	44%	26%	30%	34%
Technology, Media & Telco	50%	39%	38%	37%	41%	32%

In which ways are AI agents facilitating collaboration across functions within your organization? Base: n=1588 (filtered base: organizations engaging with AI agents/relevant to cross-functional collaboration)
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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AI is delivering value across sectors — but not all value reflects scalable performance

AI is now delivering measurable business value across all sectors, with most reporting meaningful impact from current deployments. TMT leads at 75 percent, followed by Real Estate and Construction (67 percent) and Energy and Natural Resources (63 percent).

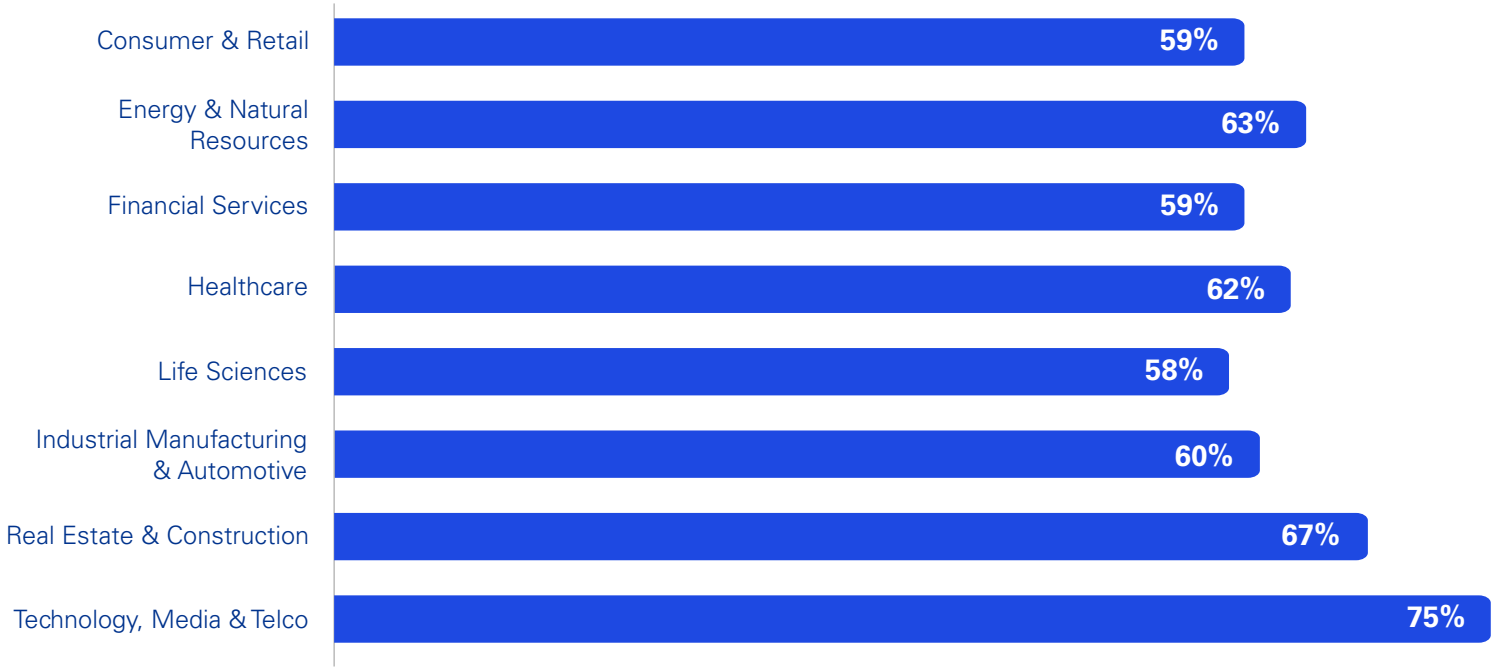
However, reported value does not fully reflect the ability to scale. In sectors such as Energy and Natural Resources and Industrial Manufacturing and Automotive, strong performance is driven by productivity gains and operational efficiency, often within specific functions or workflows.

In contrast, sectors such as Healthcare and Life Sciences report moderate value, reflecting more constrained deployment environments shaped by regulatory complexity and trust requirements.

The variation highlights a broader pattern. Value is being realized, but it is not yet consistently operating at the enterprise level. In many cases, it remains concentrated within functions rather than extending across the enterprise.

Scaling AI will depend on moving from localized gains to coordinated, enterprise-wide performance.

AI is currently delivering meaningful business value



AI is currently delivering meaningful business value for my organization. n=2110
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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Sector spotlights

The patterns across investment, workforce readiness, governance and agentic AI are not uniform. Each sector is constrained by a different combination of factors, shaping how AI is deployed, scaled and translated into performance.

In some sectors, the primary challenge is coordination across complex systems. In others, it is regulatory constraint, workforce capability or data fragmentation. These differences determine not only the pace of scaling, but how AI is executed across systems and workflows.

The following sector spotlights illustrate how these dynamics manifest in practice — and where organizations are encountering the greatest barriers to scaling AI.

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Technology, Media and Telco (TMT)

TMT sets the pace for how AI scales across the enterprise.

Organizations report the highest planned AI investment at US$245M,[1] alongside strong scaling maturity, with 30 percent scaling AI across the enterprise and 75 percent reporting meaningful business value. AI is embedded directly into products, platforms and customer experiences, shaping how value is created and delivered.

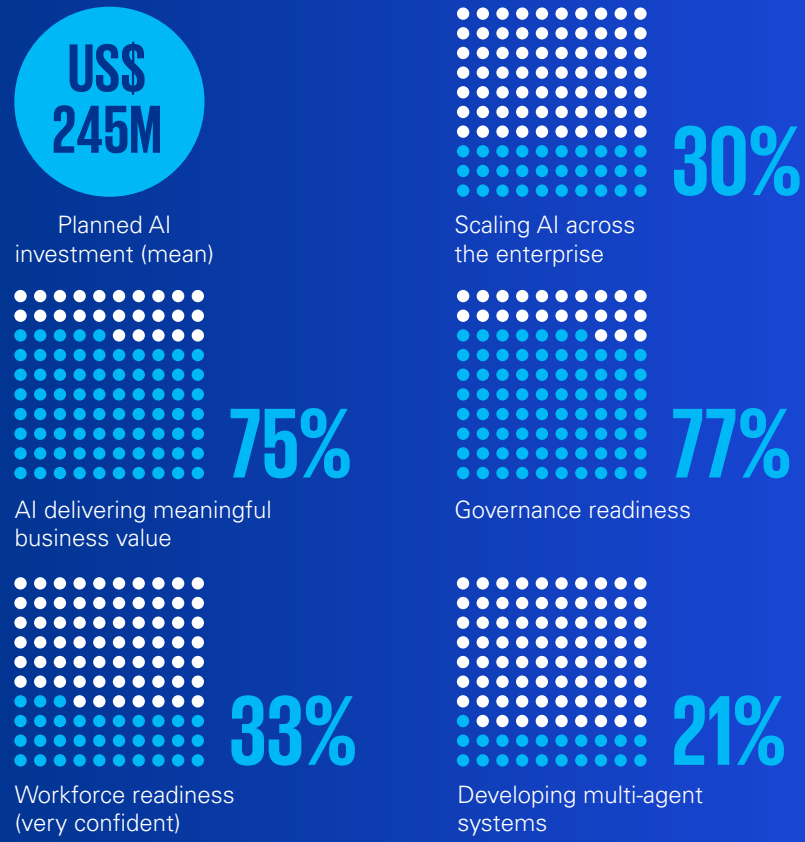
Operating models are shifting toward AI-native systems, where agentic AI orchestrates workflows, decisions and interactions across the enterprise. Workforce readiness is the highest across sectors, with 33 percent very confident and 77 percent somewhat or very confident in workforce capability.

Governance is more embedded into how these systems operate: 77 percent report readiness to manage AI risks, enabling organizations to scale AI with speed and control rather than treating governance as a constraint.

The constraint is complexity. As AI becomes embedded across products and ecosystems, maintaining consistency, trust and control across interconnected systems becomes more difficult.

TMT is not only leading in adoption. It is defining the conditions under which AI operates across industries.

TMT leads across all dimensions of AI scaling



Sector-level analysis across AI maturity, governance readiness, workforce confidence and agentic AI deployment. n=2110
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

[1] Investment figures reflect survey-reported averages and are not directly comparable to public disclosures from large technology firms, which often represent significantly higher levels of investment.

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Technology

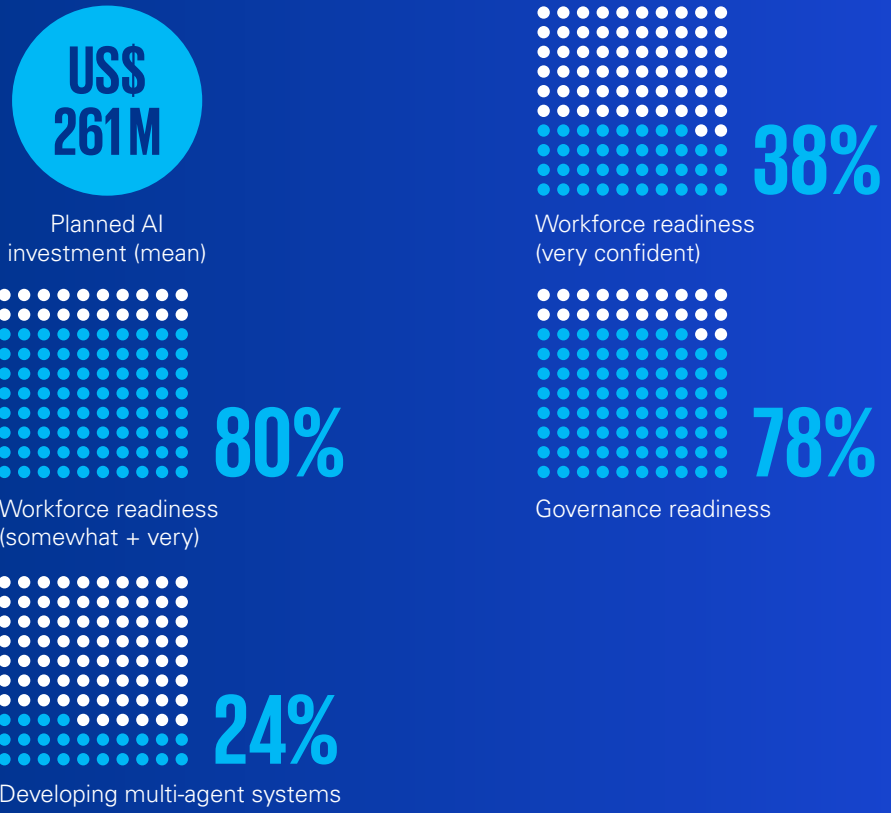
AI-native architectures are emerging as the operating model advantage.

Within technology specifically, higher levels of investment and workforce readiness are translating into earlier movement beyond deployment toward coordinated execution of AI across workflows and systems. Planned investment remains elevated, but the differentiator is capability. Thirty-eight percent report being very confident in workforce readiness, with 80 percent somewhat or very confident, enabling sustained execution rather than isolated use cases.

This is beginning to show in system design. Twenty-four percent of technology organizations report developing multi-agent systems, signaling a shift from single-model deployment toward orchestrated architectures embedded across platforms and developer environments. Governance readiness at 78 percent further supports this, reducing friction in scaling AI across core systems.

The result is an operating model advantage. AI is not being layered onto workflows — it is being integrated into how systems are built and orchestrated. This positions technology firms to iterate faster, standardize AI-enabled capabilities and define the infrastructure that other sectors increasingly depend on.

Technology sub-sector: AI as core infrastructure



Sector-level analysis across AI maturity, governance readiness, workforce confidence and agentic AI deployment.
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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Financial Services (FS)

Regulatory complexity defines the ceiling for how AI scales in Financial Services.

AI adoption is advancing within tightly constrained operating conditions: 27 percent of organizations are scaling AI across the enterprise and 59 percent report meaningful business value. AI is embedded across core domains, including fraud detection, underwriting, credit risk and customer operations.

Agentic systems are emerging, with 10 percent deploying AI agents and 18 percent scaling them across functions, supporting decision-making and workflow automation.

Regulation and compliance sit at the center of this system. Sixty-one percent report readiness to manage AI risks, reflecting the complexity of operating within highly regulated environments. Workforce readiness remains a limiting factor, with only 16 percent very confident in their ability to support AI-enabled execution.

Sub-sectors are evolving along distinct paths. Wealth and asset management prioritize decision augmentation and personalization, where explainability is critical. Commercial banking is focused on operational efficiency, risk management and integration across legacy systems. Insurance is using AI to design frictionless customer experiences across claims and underwriting, with a focus on customization and speed.

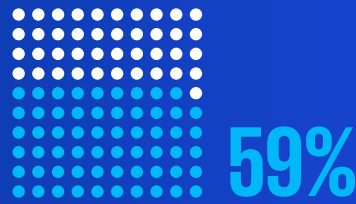
The constraint is not adoption. It is the ability to operationalize governance without slowing execution. Fragmentation across data, infrastructure and regulatory environments limits coordination across systems.

This creates a structural tension. Organizations that prioritize control risk slowing decision-making. Those that prioritize speed increase exposure. Competitive advantage can come from resolving this tension.

Financial Services: scaling leadership, workforce constraint

27%

Scaling AI across the enterprise

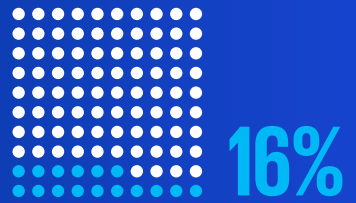


59%

AI delivering meaningful business value

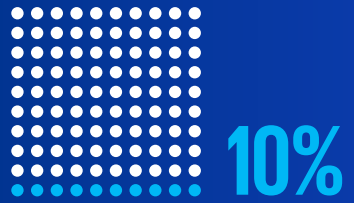
61%

Governance readiness



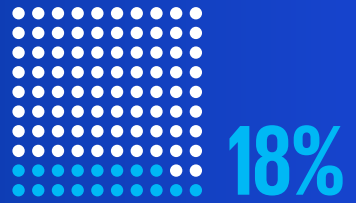
16%

Workforce readiness (very confident)



10%

Deploying AI agents



18%

Scaling AI agents across functions

Sector-level analysis across AI maturity, governance readiness, workforce confidence and agentic AI deployment.
n=2110
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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Industrial Manufacturing and Automotive (IM&A)

AI is scaling through operations, but value remains concentrated in productivity gains.

Organizations report 22 percent scaling AI across the enterprise and 60 percent delivering meaningful business value, driven by use cases in production systems, supply chains and asset management. Performance gains are measurable and immediate, particularly in efficiency and reliability.

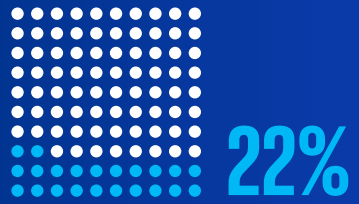
Agentic AI is advancing across operational environments, with 20 percent scaling AI agents across functions and 19 percent developing multi-agent systems, supporting coordination across production, maintenance and logistics. Workforce readiness is relatively strong, with 20 percent very confident and 71 percent somewhat or very confident in workforce capability.

Despite this progress, value remains concentrated in productivity gains. Extending AI across design, production and service introduces coordination challenges across physical and digital systems.

The constraint is integration. Legacy infrastructure, fragmented data and workforce capability gaps limit the ability to connect systems end-to-end. Compared to TMT, where AI operates in digital environments, manufacturing must align AI with physical systems, increasing operational complexity and interdependencies across systems.

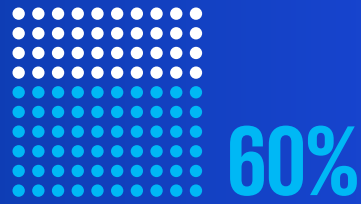
Without integration across these environments, value remains localized. Scaling AI requires redesigning operating models to support end-to-end system coordination.

Manufacturing: operational strength, integration constraint



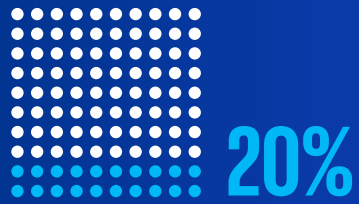
22%

Scaling AI across the enterprise



60%

AI delivering meaningful business value

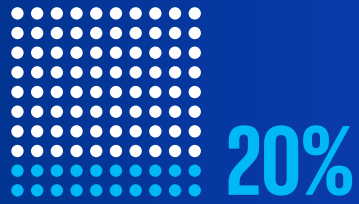


20%

Workforce readiness (very confident)

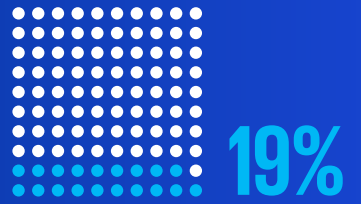
71%

Workforce readiness (somewhat + very)



20%

Scaling AI agents across functions



19%

Developing multi-agent systems

Sector-level analysis across AI maturity, workforce readiness and agentic AI deployment. n=2110
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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Automotive

Zeroing in on lifecycle coordination as the next frontier for scaling AI.

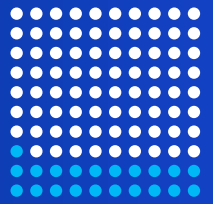
Within automotive specifically, AI adoption is advancing across engineering, manufacturing and supply chain, supported by relatively strong workforce and governance readiness. Twenty-one percent report high confidence in workforce readiness, with 72 percent somewhat or very confident — in line with the broader Manufacturing and Industrial sector.

System-level coordination is also progressing. Twenty percent report developing multi-agent systems, close to the cross-sector leading edge. Governance readiness at 71 percent positions the sector well to scale AI across safety-critical and regulated environments.

The remaining constraint is lifecycle integration. While individual domains — engineering, production, supply chain — are advancing, coordinating AI across the full product lifecycle introduces complexity across physical and digital systems. Those that align these interconnected domains can compress development cycles and unlock speed as a competitive advantage.

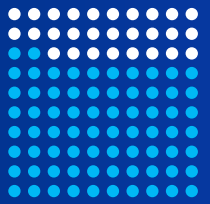
Automotive sub-sector: AI as core infrastructure

Planned AI investment (mean)



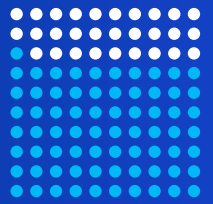
21%

Workforce readiness (very confident)



72%

Workforce readiness (somewhat + very)



71%

Governance readiness

20%

Developing multi-agent systems

Sector-level analysis across AI maturity, governance readiness, workforce confidence and agentic AI deployment. n=2110
Source: Global AI Pulse: Q1 2026, KPMG International, April 2026.

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Consumer and Retail (C&R)

AI is transforming customer experience and operations, but compared to the other sectors, scale is constrained by execution at the front line.

Consumer and Retail organizations report 23 percent scaling AI across the enterprise and 59 percent delivering meaningful business value, with investment focused on personalization, pricing and supply chain optimization. AI is deployed across distributed environments, including field salesforce, stores, channels and customer interactions.

Execution happens at the edge. Organizations are investing in dynamic pricing, demand forecasting and front-line automation, with 47 percent automating workflows across functions and 49 percent enabling shared knowledge through dashboards and data platforms.

Workforce readiness remains uneven. Only 19 percent report being very confident in their ability to support AI-enabled execution, one of the lowest levels across sectors, and capability varies significantly across front-line environments.

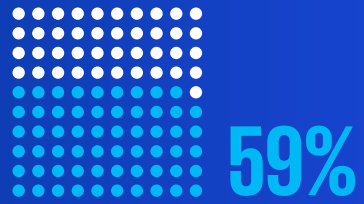
The constraint is consistency. Data fragmentation across omnichannel environments and uneven workforce adoption limit the ability to scale AI across locations and channels.

Without consistent execution, AI improves individual interactions but fails to deliver system-wide performance. Scaling depends on building workforce capability and aligning it with AI-enabled workflows across locations and channels.

Consumer and Retail: distributed execution, workforce constraint

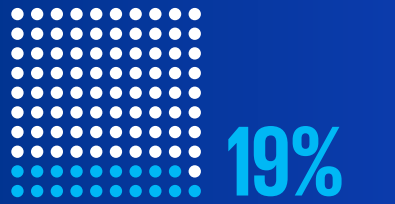
23%

Scaling AI across the enterprise



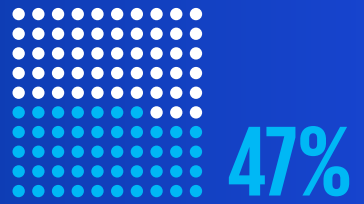
59%

AI delivering meaningful business value



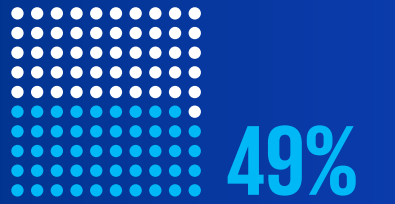
19%

Workforce readiness (very confident)



47%

Automating workflows across functions



49%

Providing shared knowledge/dashboards

Sector-level analysis across AI maturity, workforce readiness and cross-functional AI usage. n=2110 (n=1588 for agent-related metrics)
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Healthcare

AI holds significant potential, but scaling is constrained by trust and clinical risk.

Organizations report 22 percent scaling AI across the enterprise and 62 percent of organizations overall delivering meaningful business value, with applications across clinical workflows, administration and patient operations. AI is increasingly used to support decision-making, with 49 percent enabling joint decision-making across teams and 45 percent providing shared knowledge through dashboards and data platforms.

Despite this progress, governance and workforce readiness remain constrained. Only 56 percent report readiness to manage AI risks and just 16 percent are very confident in workforce capability, reflecting the high stakes of clinical environments.

The constraint is trust in high-risk clinical environments. AI systems directly influence patient outcomes, requiring high levels of accuracy, explainability and accountability.

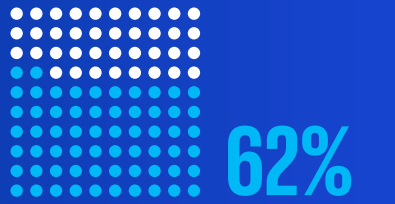
Workforce adoption is cautious, and decision-making remains tightly controlled. Without confidence in these systems, AI will continue to be applied in support roles rather than scaled across core clinical workflows.

Scaling depends on embedding trust, governance and workforce capability into system design, not layering them on after deployment.

Healthcare: value potential constrained by trust and workforce

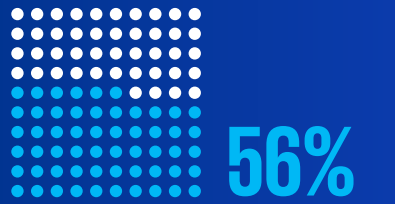
22%

Scaling AI across the enterprise



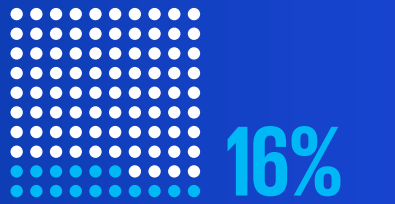
62%

AI delivering meaningful business value



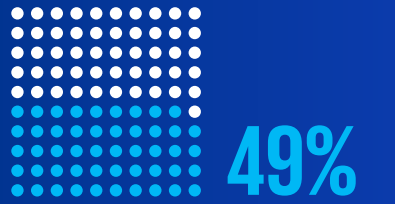
56%

Governance readiness



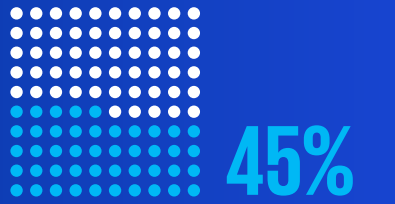
16%

Workforce readiness (very confident)



49%

Supporting joint decision-making



45%

Providing shared knowledge/dashboards

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Life Sciences (LS)

AI is advancing through research and development, but scaling remains uneven.

Organizations report 18 percent scaling AI across the enterprise, the lowest across sectors, but strong forward momentum, with 22 percent driving AI programs. AI is applied across drug discovery, clinical trials and regulatory processes, where it supports data-intensive workflows and accelerates analysis.

Agentic AI is emerging, with 20 percent deploying AI agents. The ability to coordinate workflows across functions remains limited, with only 8 percent scaling agents across functions.

Governance and data complexity shape how AI is deployed. Only 53 percent report readiness to manage AI risks, reflecting the challenges of operating within highly regulated approval environments.

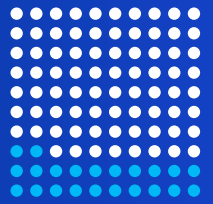
The constraint is speed within regulated systems. While AI can accelerate discovery and analysis, regulatory requirements and approval cycles slow the ability to scale these capabilities across the full value chain.

Organizations that can align data, governance and operating models to accelerate decision-making within these constraints may define the next phase of performance.

Life Sciences: strong adoption, slower scaling

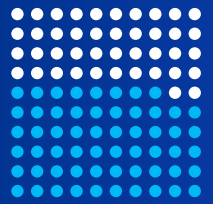
18%

Scaling AI across the enterprise



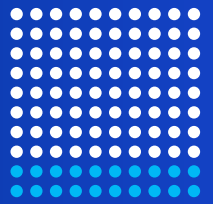
22%

Driving adoption of AI programs



58%

AI delivering meaningful business value

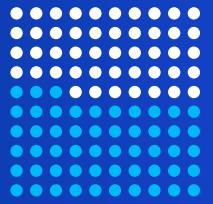


20%

Deploying AI agents

8%

Scaling AI agents across functions



53%

Governance readiness

Sector-level analysis across AI maturity, governance readiness, workforce confidence and agentic AI deployment.
n=2110
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Energy and Natural Resources (ENR)

AI is advancing operational efficiency, but scaling is constrained by infrastructure and trade-offs.

Organizations report relatively strong progress, with 27 percent scaling AI across the enterprise and 63 percent delivering meaningful business value. Investment levels are high, with planned spending averaging US$188M, reflecting the importance of AI in optimizing asset performance, system reliability and operational efficiency.

AI is being applied across complex, capital-intensive environments, with 63 percent automating workflows across functions, one of the highest rates across sectors. This supports coordination across operational systems, maintenance and supply networks.

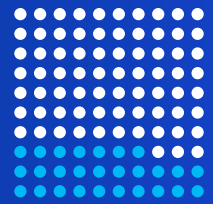
Despite this, workforce readiness remains limited, with only 14 percent very confident in their ability to support AI-enabled execution. At the same time, established ROI remains low at 4 percent, indicating that investment and activity are not consistently translating into performance.

The constraint is alignment. Infrastructure limitations, sustainability considerations and workforce capability gaps create competing priorities that slow scaling.

Without alignment across these dimensions, AI expands operational activity but fails to deliver consistent, enterprise-wide impact. Scaling will likely require more standardized, enterprise-wide AI platforms to enable coordination across systems and simplify adoption across the workforce.

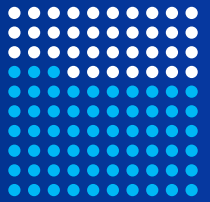
Energy and Natural Resources: investment and automation, limited ROI

Planned AI investment (mean)



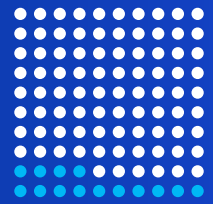
27%

Scaling AI across the enterprise



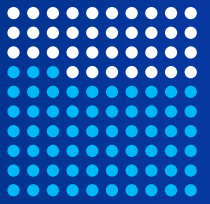
63%

AI delivering meaningful business value



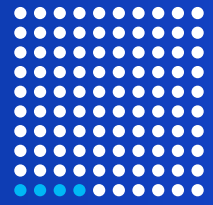
14%

Workforce readiness (very confident)



63%

Automating workflows across functions



4%

Established ROI

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Real Estate and Construction (RE&C)

AI adoption is progressing, but scaling is constrained by foundational gaps.

Organizations report 27 percent scaling AI across the enterprise and 67 percent delivering meaningful business value, but performance remains uneven. AI is applied across planning, modeling, project management and asset operations, often within isolated workflows.

Workforce readiness is limited, with only 15 percent very confident in their ability to support AI-enabled execution. Coordination across projects and stakeholders remains limited, with only 26 percent coordinating hand-offs across functions and just 5 percent orchestrating AI agents across workflows, the lowest across sectors.

Data fragmentation further limits scale. Projects operate across disconnected systems, with inconsistent data standards and limited integration across the value chain.

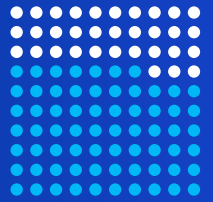
The constraint is foundational. Without consistent data, integrated systems and workforce capability, AI remains fragmented and opportunistic rather than systemic.

Without investment in these foundations, the gap with more advanced sectors will likely continue to widen.

Real Estate and Construction: uneven progress, limited foundations

27%

Scaling AI across the enterprise

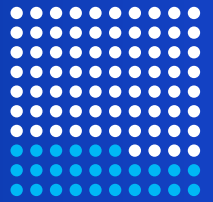


67%

AI delivering meaningful business value

15%

Workforce readiness (very confident)



26%

Coordinating hand-offs across functions

5%

Orchestrating AI agents across workflows

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How KPMG can help

Eight sectors. Eight different starting points. The same destination.

What separates the leaders inside each sector is consistent: an enterprise designed around the operation of AI — operating models that integrate workflows, governance built into execution, workforce capability distributed across functions. The order in which a sector encounters these requirements depends on its constraints. The requirements themselves do not change.

For the overall findings — what this capability looks like and how AI leaders are building it — see the Global AI Pulse Q1 2026 report.

KPMG works across industries to help organizations close the gap between AI ambition and enterprise value by enabling operating models, governance and workforce capability that support scale.

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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

KPMG Velocity enables sector-specific ecosystems with alliances such as Google Cloud, Microsoft, Oracle, Salesforce, SAP, ServiceNow and Workday, to create industry-specific transformation solutions. KPMG 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

KPMG 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.

The next phase of AI is already underway. Wherever you are on your journey, KPMG is ready to help you lead it, with clarity, confidence and momentum.

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Steve is the Global Head of Artificial Intelligence (AI) and Digital Innovation at KPMG International and Vice Chair of AI and Digital Innovation for KPMG in the US. A member of the US Management Committee, he leads the firm's strategy to build and deploy cutting-edge AI solutions, helping clients navigate a new era of technological change. In his current role, he also oversees KPMG's strategic alliances, serving as the firm's Alliance Leader for Google, and directs the firm's AI transformation program, KPMG aIQ.

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Priya Emmanuel leads KPMG's global aIQ program and serves as the Regional AI Lead for the Americas, shaping how organizations move from AI adoption to sustained enterprise value. Her focus is on aligning operating models, governance, people, and execution so that as AI scales, it strengthens performance and trust across the business. With over 20 years of experience at the intersection of business, technology, and transformation, Priya has led complex, enterprise-wide change programs across AI, data, cloud and digital platforms. Her work emphasizes integration, accountability, and measurable outcomes, ensuring that as new AI-enabled solutions are deployed, leaders actively drive workforce adoption by reshaping how work gets done — enabling AI to accelerate business.

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for EMEA
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Benedikt Höck is the Regional Head of AI for EMA. In this role, he is responsible for the AI go-to-market agenda, oversees the portfolio of AI services, and drives the implementation and responsible adoption of generative AI. As a Partner in Management Consulting, he supports clients end-to-end in their AI transformation journey — from defining AI and business strategies to implementing high-impact use cases. His work ensures secure and responsible AI adoption through Trusted AI, with a strong focus on customer and employee centricity.

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Simon has over 28 years' experience at a global and local level with a focus on his clients' transformation and the delivery of large technology transformational initiatives. Along with being the Regional AI Lead for ASPAC, he has previously led KPMG Australia's Transformational team within the Consulting division and handles the delivery of large-scale business and IT transformation programs within the Australian marketplace. Simon leads programs across a range of different industries and sectors, including Government, Retail and Consumer Goods. Recent years have seen Simon engage closer with Alliance partners in the market to deliver impressive results for KPMG clients.

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Publication name: Global AI Pulse Q1 2026: Sector insights | Publication number: 140292A-G | Publication date: May 2026