

# PUBLIC SECTOR AI ADOPTION: SINGAPORE FACTSHEET

A PROJECT BY PUBLIC FIRST FOR THE CENTER FOR DATA INNOVATION, SPONSORED BY GOOGLE



This factsheet draws on findings from the Global AI Adoption Index for Public Services, based on a survey of 3,335 public sector workers across ten countries. This research included a sample of **298 public sector workers in Singapore**, comprising **84** from local or regional government entities, **187** national government or national government entities and **27** from other public sector entities.

The index measures how AI is experienced in practice. What is written in government strategies does not automatically translate into real-world impact. Approaches across countries are varied, the index helps explore these differences and make recommendations to improve AI use.

It brings together five indicators that shape real-world adoption: **enthusiasm** for AI, **education** and skills, **empowerment** through clear permission and governance, **enablement** via access to tools, and **embedding** into everyday workflows. Together, these provide a practical snapshot of AI adoption in Singapore, set against international peers. Full results are available on the [main index webpage](#).

## PUBLIC SECTOR AI ADOPTION: SINGAPORE CONTEXT

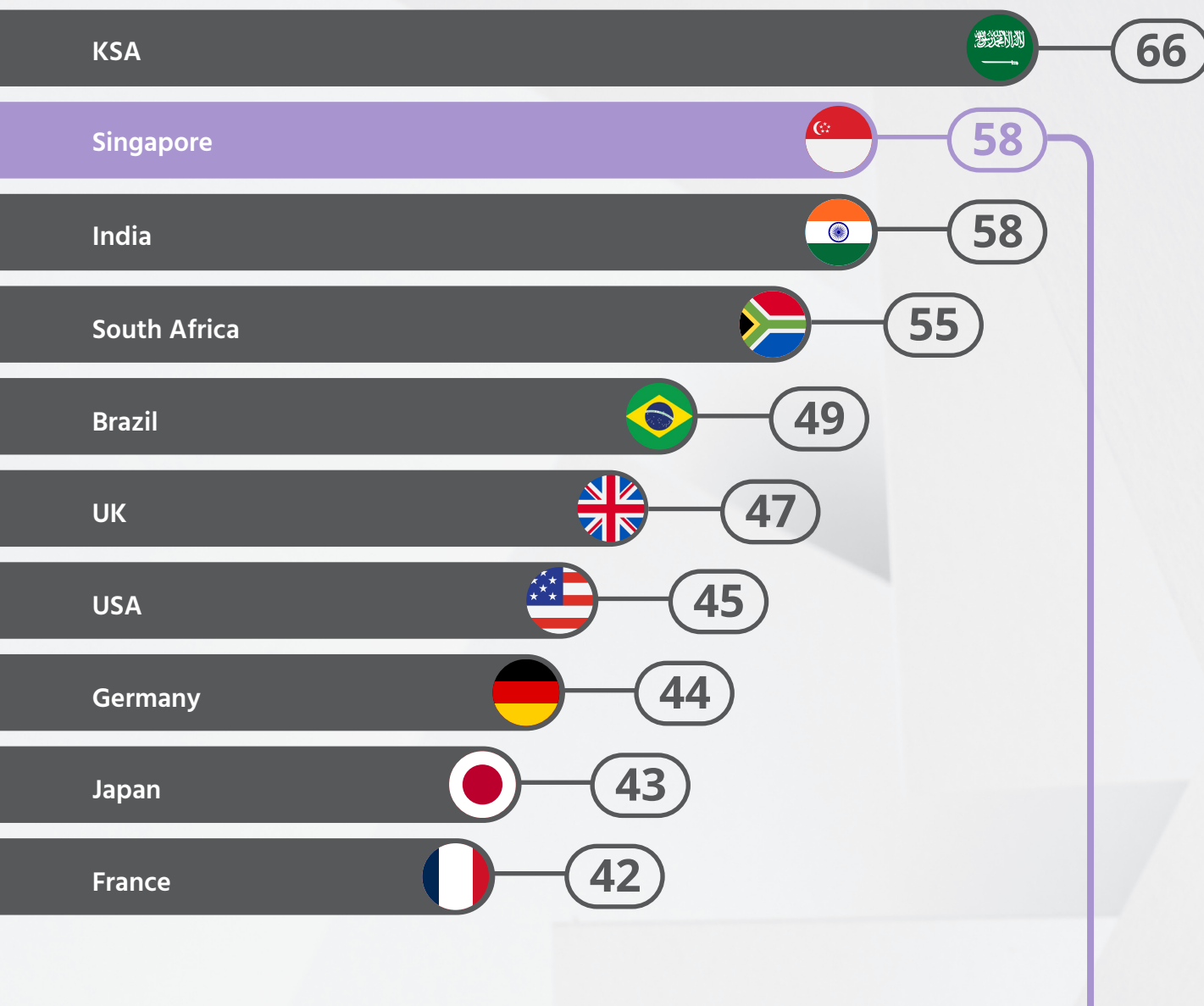
Singapore has established itself as a global leader in the use of AI across the public sector, driven by strong central coordination, long-term investment and a clear focus on delivery. The government has positioned itself not only as a regulator of AI, but as an active and confident user. Central bodies such as **GovTech** play a critical role in translating national strategy into day-to-day practice, providing **shared platforms, approved tools** and **practical guidance** that enable **consistent use** across government.

This system-led approach has been matched by a sustained emphasis on skills and trust. Structured training, clear governance frameworks and widely understood standards for responsible AI use have reduced uncertainty and helped normalise AI as part of everyday public sector work. Public servants in Singapore report high confidence, strong clarity about what is permitted, and increasing integration of AI into routine workflows, rather than reliance on isolated pilots or specialist teams.

As a result, AI in Singapore is widely viewed as a practical, empowering tool that supports public servants to deliver better outcomes, rather than as an experimental or high-risk technology.



# SINGAPORE IN THE GLOBAL INDEX



Singapore sits among the advanced adopters of AI in the global index, reflecting a system-led approach that combines clear national direction with strong governance and consistent delivery across government.

- Public servants in Singapore report high levels of confidence and clarity around AI use. Confidence is among the highest in the index, with the large majority (**85%**) saying they feel **somewhat or very confident** using AI tools and clear about what is permitted in practice – **60%** agreed that their workplace provided **clear guidance** on where and how to use AI.
- Organisational enablement in Singapore was ranked as the **second strongest** in the index, behind only the **KSA**. Access to approved, enterprise-grade tools is widespread, supported by central infrastructure, technical support and clear guidance. **65%** of public servants felt that their organisation provides the **resources they need** to use AI effectively.

With strong foundations already in place, the next phase for Singapore should focus on deepening integration and strengthening cross-government learning. By prioritising common standards and the active spread of best practice, Singapore should maintain or increase its public sector AI adoption.

# WHAT OUR RESEARCH SHOWS

Our research suggests that Singapore sits firmly among the global leaders in public sector AI maturity, following a system-led and centrally coordinated path to adoption. Empowerment, embedding and workforce enablement are higher than in most countries, reflecting a strong institutional approach to AI adoption.



**Enthusiasm**  
65/100

AI is viewed positively and with optimism, experimentation is common, and experiences with AI frequently deliver tangible benefits such as time savings or improved quality of work. AI generates discussion, peer learning, and a sense of urgency about keeping pace with technological change.



**Education**  
61/100

Training is timely, practical, and effective, resulting in strong confidence and clarity on how to use AI. Learning is prioritised and translates into real capability.



**Empowerment**  
61/100

There is clear communication and direction on how to use AI in the workplace, and high levels of confidence that usage aligns with organisational policy.



**Enablement**  
50/100

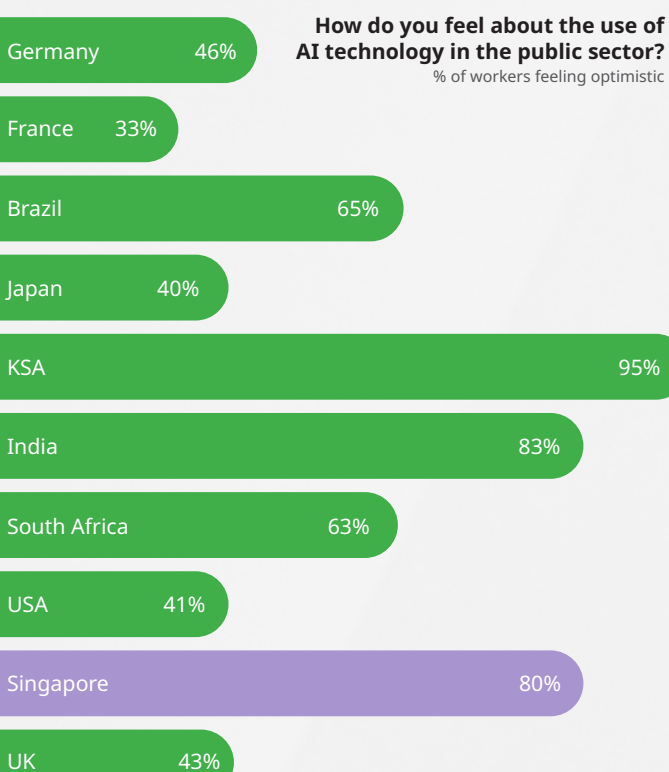
Broad access to approved AI tools that are well matched to work requirements, supported by enterprise licences, integrated tools or platforms, and technical assistance. Organisational provision meets or exceeds personal-use capability, limiting the need for workarounds.



**Embedding**  
53/100

AI use is supported by formal processes, shared learning mechanisms, and dedicated investment, enabling consistent adoption across teams. Tools and workflows are integrated, and opportunities to experiment and scale are actively supported.

Clear organisational structures, dedicated investment and consistent access to approved tools have established AI as a shared capability rather than an individual initiative. **Seven in ten** workers say their organisation has **invested in AI tools**, resulting in widespread access to **publicly available tools (57%)**, **in-house tools (45%)**, and **enterprise-grade AI integrated into existing systems (58%)**.



Education further reinforces responsible and sustained AI adoption, and represents another strength of Singapore (ranked third across countries in the index). Nearly three-quarters of public sector workers (**72%**) report having received internal or external training, and **67%** agree that their training has enabled them to maximise the potential of AI tools beyond what they initially thought possible. As a result, adoption extends well beyond basic use, with workers reporting engagement across more advanced use cases, including workflow improvement and building or managing AI-enabled tools and systems.

Within this environment, enthusiasm and confidence in AI technology are exceptionally high. AI is widely viewed as **empowering (62%)**, **effective (77%)** and **easy to use (72%)**, with public sector workers consistently reporting tangible benefits to productivity and work quality.

By continuing to prioritise integration, cross-team learning and shared best practice, Singapore is well positioned to sustain momentum as AI use evolves.

## UNIQUE FEATURES OF SINGAPORE

A company-wide subscription or licence for at least one AI chatbot 35%

Mandatory training for employees using AI tools 29%

A named person or team responsible for AI use or governance 22%

A formal process for approving new AI tools before they are used 23%

An internal platform or hub to access approved AI tools 29%

Regular briefings or catch-ups to share AI innovations and updates 32%

A process for reviewing or validating AI-generated outputs 22%

The opportunity to request licences for specific AI applications 22%

An inventory or log of which teams/tools are using AI 18%

None of the above 8%

4% Don't know

What distinguishes Singapore from other countries in the index is the strength of its top-down approach to AI adoption in the public sector. Singapore reports the **highest share** of workers having access to AI tools developed **in-house or adapted specifically for workplace use (58%)**, and the **highest percentage** reporting **regular briefings or structured catch-ups** to share AI innovations and updates (**32%**).

60% of public servants agree that leaders in their workplace provide clear communication and direction on how to use AI. Learning is similarly institutionalised, with the highest rate of mandatory AI training (29%) and 75% agreeing that skills development is a core job expectation.

### Which of the following, if any, have you experienced at work?

I have experienced this  I have not experienced this  Don't know

Having a conversation with colleagues about how we can use AI

65% 32%

Learning a new way of using AI from a colleague

61% 37%

Finding a way to use AI and having other people at work use it or implement it

59% 37%

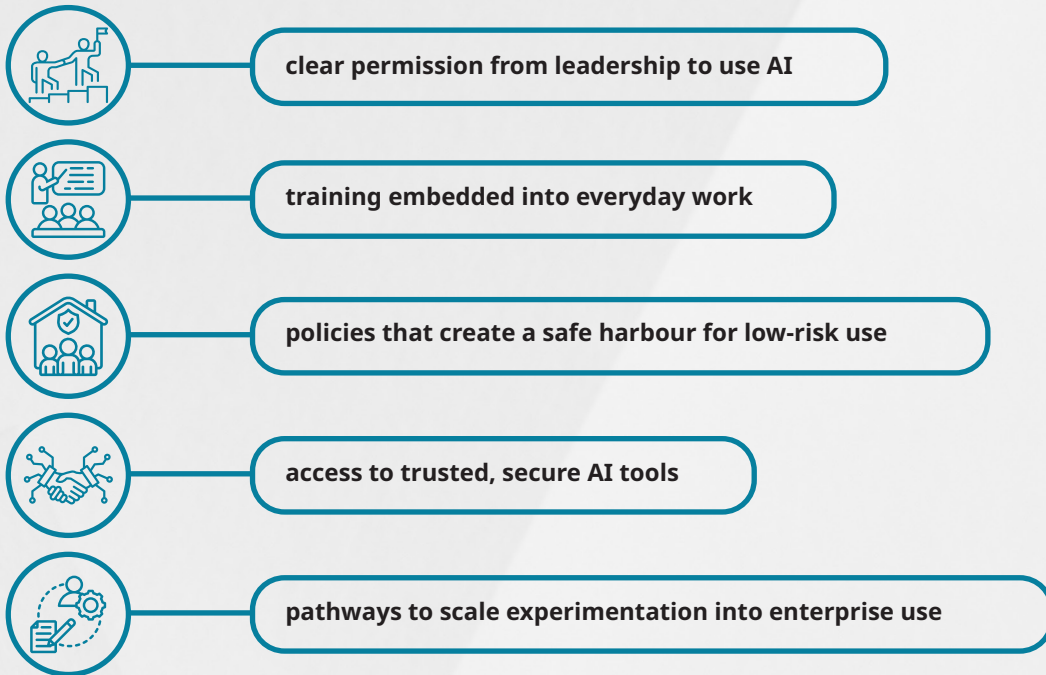
These system-level foundations have fostered a collaborative organisational culture around AI. Knowledge sharing is common, with **61%** reporting that they have **learnt a new way of using AI from a colleague**, and **59%** saying they have **found a way to use AI** that others at work have gone on to use or implement.

However, there still appear to be gaps between AI use and confidence. While a majority of Singaporean public servants say they feel confident using AI independently to achieve work goals (69%) and using their training to upskill colleagues (61%), a **significant minority** still express **hesitation**. **Nearly half (44%)** report that the main barriers to using AI more at work are **personal factors**, including gaps in knowledge and individual concerns about AI use.

This suggests that even in a high-performing, top-down system, confidence takes time to fully consolidate and that sustained support will be required to translate strong institutional momentum into universal assurance at the individual level.

# HOW TO ENHANCE AI USE IN THE PUBLIC SECTOR: STEPS THAT CAN BE TAKEN IN SINGAPORE

Our research points to five actions that consistently support stronger AI adoption across countries:



Together, these create the conditions for public servants to move from basic experimentation to confident use that can prepare the ground for significant public sector transformation.

## WHAT MATTERS MOST FOR SINGAPORE

For Singapore, the priority is not building foundations, but **consolidating gains** and **pushing ambition further**. The index shows strong system-wide adoption, high access to tools and widespread training. The next phase is about deepening confidence, closing residual gaps, and extending AI use into more advanced, enterprise-level applications. Three priorities stand out:

# 1

### Strengthen confidence through trusted tools and clear security assurance

While access to AI tools is high, a significant minority of public servants still report hesitations linked to data security, governance and personal risk. Continuing to work with trusted providers, expanding approved enterprise tools, and reinforcing clear guidance on data use will be critical to building universal confidence. Making security and compliance assurances visible and practical will help encourage more frequent and more ambitious use.

# 2

### Plug remaining knowledge gaps with specialist and advanced training

Training coverage in Singapore is strong, but needs to evolve alongside use. As AI adoption matures, there is growing demand for more specialised training — tailored to advanced use cases, system integration and managing AI-enabled tools. Targeted upskilling for specialist roles, alongside pathways for staff to deepen expertise, will help move adoption beyond productivity gains towards more transformational applications.

# 3

### Sustain momentum by scaling enterprise and high-impact use cases

Singapore is well placed to raise ambition further by focusing on enterprise-scale AI applications that transform workflows, services and decision-making. Continued investment in sandboxes, shared platforms and routes to scale proven solutions will help consolidate Singapore's lead. By sustaining support and encouraging higher-value applications, Singapore can ensure AI remains a core driver of public sector performance and innovation.