PUBLIC SECTOR AI ADOPTION: BRAZIL 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 **382** public sector workers in Brazil, comprising **252** from local or regional government entities, **103** from national government or national government entities and **27** from other public sector entities. Findings in this report are largely based on this sample.

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 Brazil, set against international peers. Full results are available on the main index webpage.

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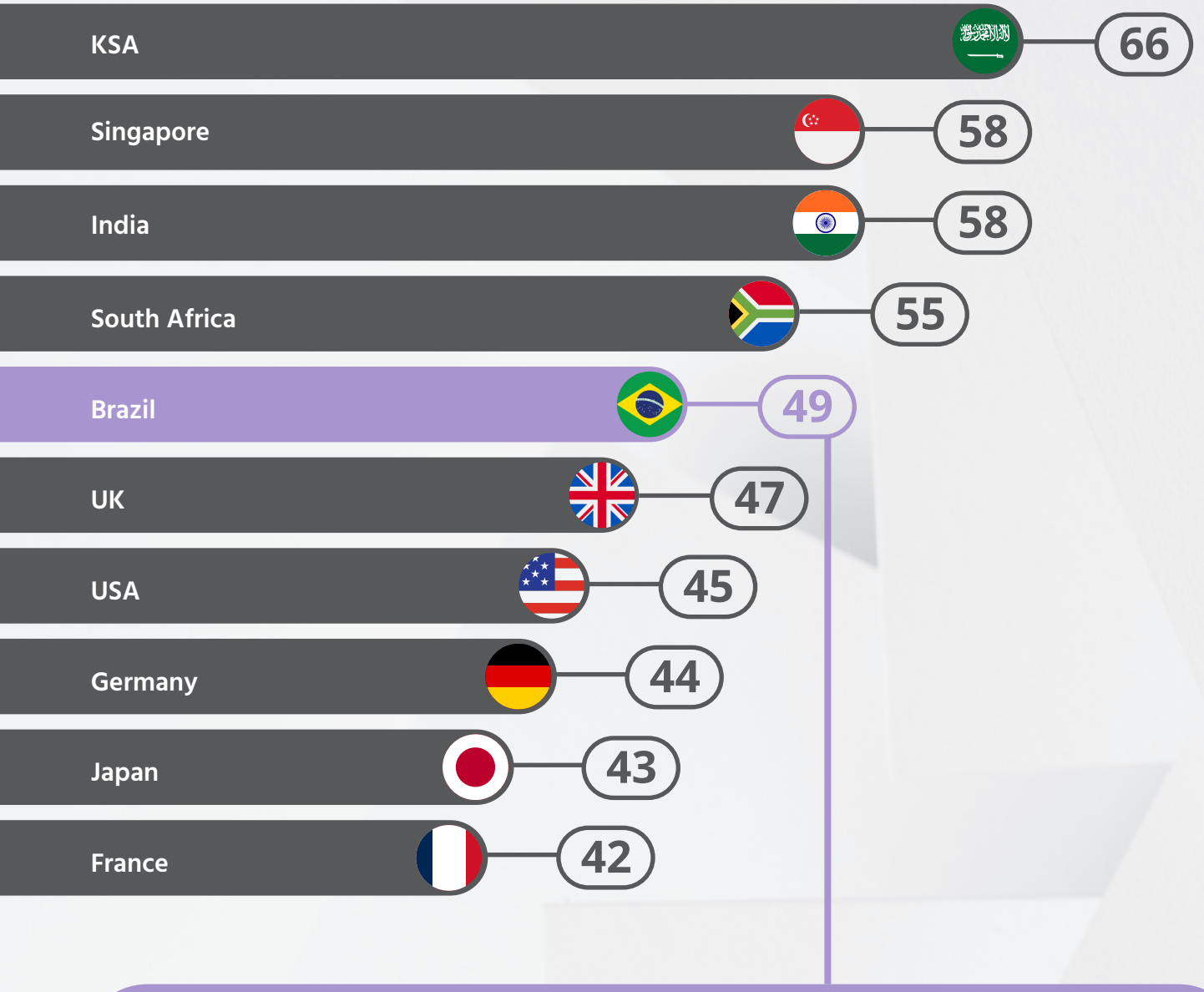
PUBLIC SECTOR AI ADOPTION: BRAZIL CONTEXT

Brazil has emerged as an ambitious and dynamic AI adopter, with the government increasingly positioning AI as a tool to support inclusive growth, improve public services and strengthen state capacity. Strong digital foundations — including the **gov.br platform**, **widespread digital ID**, and flagship systems such as **PIX** — have created a large, engaged user base and rich data environment on which AI applications can be built.

At the national level, Brazil has moved from high-level ambition to more concrete planning. Following the **2021 Brazilian Strategy for Artificial Intelligence**, the government launched a new **National AI Plan for 2024–2028**, backed by **significant public investment** and aligned with Brazil's **G20 presidency**. The plan places particular emphasis on using AI to improve public services, expand access to technology, and deliver social and economic benefits.

At the subnational level, Brazilian states like Goiás, Paraná and Piauí are accelerating AI adoption through landmark legislation and institutional innovation. Goiás has established a comprehensive policy that creates a **permanent regulatory sandbox** and a **centre for computational power**. Piauí pioneered integrating AI into public education, followed by other states and cities. Paraná passed new legislation modernising public administration by ensuring the ethical and transparent use of AI within the Executive Branch.

BRAZIL IN THE GLOBAL INDEX



Brazil's enthusiasm for AI and strong digital foundations place it mid-index, with the key challenge now to shift from individual-based momentum to sustained, system-wide adoption.

- Brazilian public servants are enthusiastic about AI, with large majorities describing it as **effective (83%)** and **time-saving (89%)**. They are also deeply self-motivated with their employment of AI. Brazil had the **joint-highest share** of public servants reporting that their AI knowledge is **entirely or mostly self-taught across the index (67%)**.
- However, institutional enablement lags behind ambition. Brazil has the **lowest scores on the enablement measure** in the index, with **over 60%** saying their organisation **does not provide the tools or resources needed** to use AI effectively.
- As a result, regular use remains constrained, with many public servants relying on personal or public tools, and fewer feeling supported to use AI routinely or at scale. **61%** of Brazilian public servants say their organisation **fails to provide what they need** to use AI effectively in-role, and **49%** say they would **not know who to approach for help** if they encountered a problem using AI.

There is a substantial opportunity for Brazil. With clearer organisational guidance, wider access to trusted tools, and structured, role-based training, Brazil can convert individual momentum into confident, embedded AI use.

WHAT OUR RESEARCH SHOWS

Our analysis positions Brazil in the middle tier of AI adoption, with public sector workers expressing enthusiasm but institutional readiness falling short.

Enthusiasm 60/100

Perceptions of AI are mixed, with recognition of potential benefits but limited enthusiasm or inconsistent experiences. Engagement exists but remains cautious, episodic, or uneven across roles.

Education 54/100

Training is available in some form, but it is often introductory, inconsistently delivered, or insufficiently tailored to specific roles and use cases, limiting its practical impact. Understanding is partial, with persistent gaps.

Empowerment 46/100

Emerging but not fully formalised governance around AI use, with expectations shaped by informal guidance or team-level practices rather than being codified or consistently applied across the organisation. This limits confidence in appropriate use across contexts and constrains adoption beyond basic tasks.

Enablement 41/100

Tool access is limited or poorly matched to work needs, resulting in heavy dependence on personal, unapproved tools or leading to no AI use at all. Lack of technical support and organisational provision is a major barrier to enabling routine or advanced use.

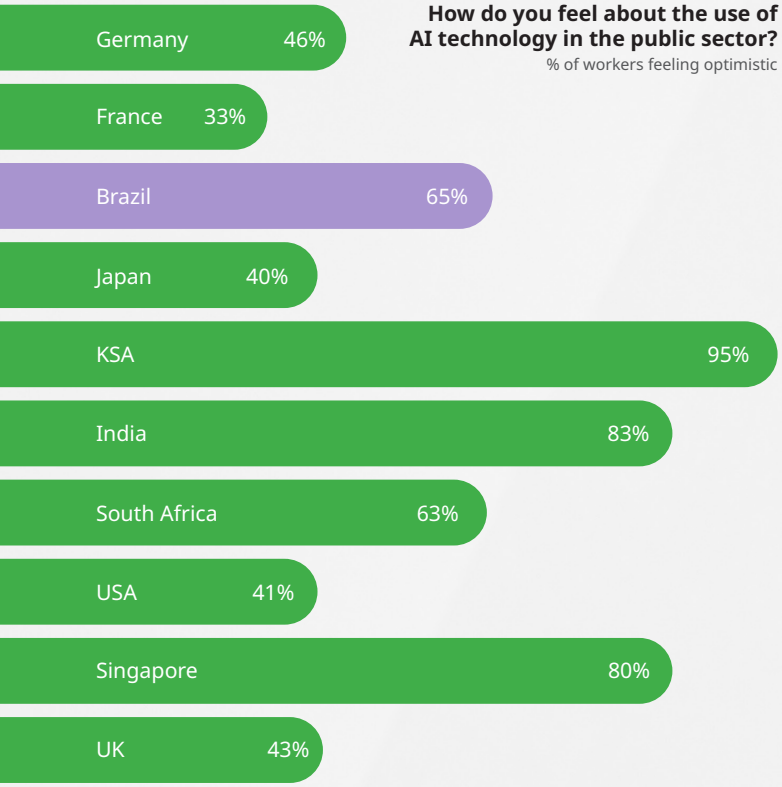
Embedding 44/100

Early or uneven institutionalisation, with some structures in place but limited consistency across teams or functions. AI use remains dependent on local initiative rather than systemic support.

Many respondents recognise AI's potential to improve efficiency and workflows, and large majorities describe AI as effective (83%) and time-saving (89%).

How do you feel about the use of AI technology in the public sector?

% of workers feeling optimistic

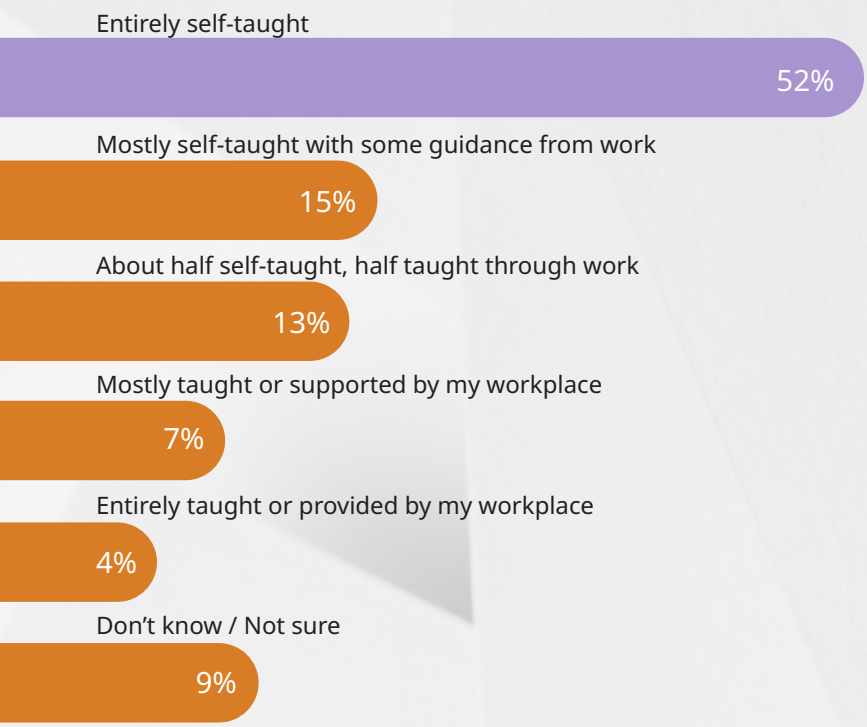


However, this optimism has not yet translated into consistent use across organisations. Brazil ranks **lowest on enablement** across countries, with access largely confined to **publicly available tools** and limited availability of **enterprise or in-house systems**. **More than 1 in 5** report having **no access** to AI tools at work and **over 60%** say that their workplace **does not provide the resources or tools needed** to use AI effectively. **Empowerment is also weak**: **68%** find that leaders **fail to provide clear communication and direction** on AI use. Using public AI may shift legal accountability from the institution to the individual, and with the absence of clear guidelines or approved systems, public servants may even refrain from using AI at all.

Overall, Brazil's performance reflects a clear interest–infrastructure gap. Expanding access to tools, strengthening governance, and investing in integration is critical to turning enthusiasm into sustained, effective adoption.

UNIQUE FEATURES OF BRAZIL

When it comes to your knowledge and understanding of AI, which would you say best describes how you learned what you know?

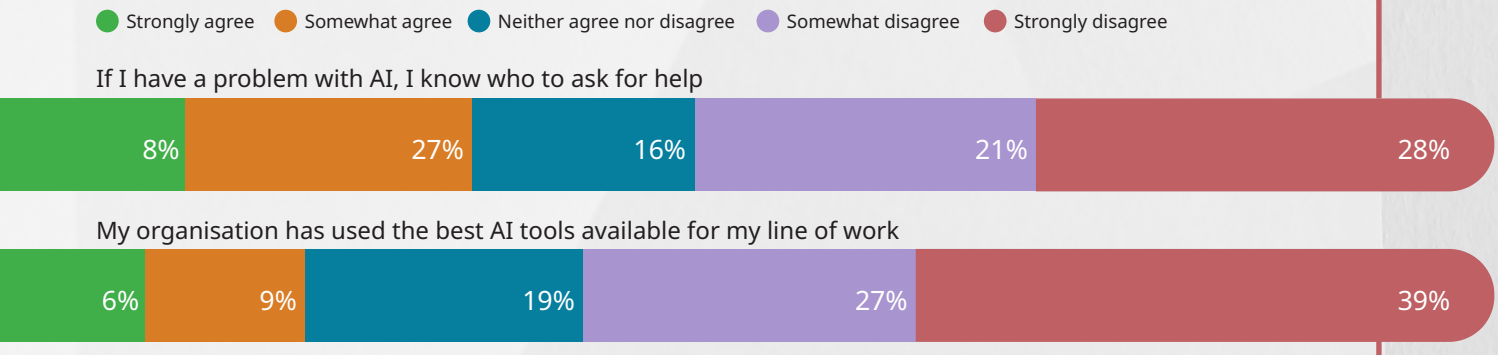


What distinguishes Brazil from other countries in the index is a pronounced mismatch between individual momentum and institutional readiness. Public servants are adopting AI quickly and with confidence, yet this behaviour is unfolding in the absence of strong organisational investment, formal training, or clear governance.

AI adoption in Brazil is recent and fast-moving, with **63%** reporting that they began using AI at work **within the past year**, often citing early benefits such as using AI as an **assistant** or **collaborative partner**. Unlike some advanced adoption countries where uptake is driven by deliberate state strategy and institutional rollout, Brazil's adoption is largely self-initiated. Around half report receiving no formal training in how to use AI. Instead, Brazil records the highest share of public servants who say their AI knowledge and understanding is entirely or mostly self-taught.

However, individual enthusiasm is not being matched by organisational support. While most Brazilian public servants (65%) are optimistic about its role in the public sector, many do not feel they have been given the tools, training, or guidance needed to use it effectively. Nearly half (49%) say they would not know who to approach for help if they encountered a problem with AI, and only 15% report that their organisation is using the most suitable AI tools for their work.

To what extent do you agree or disagree with the following statements?

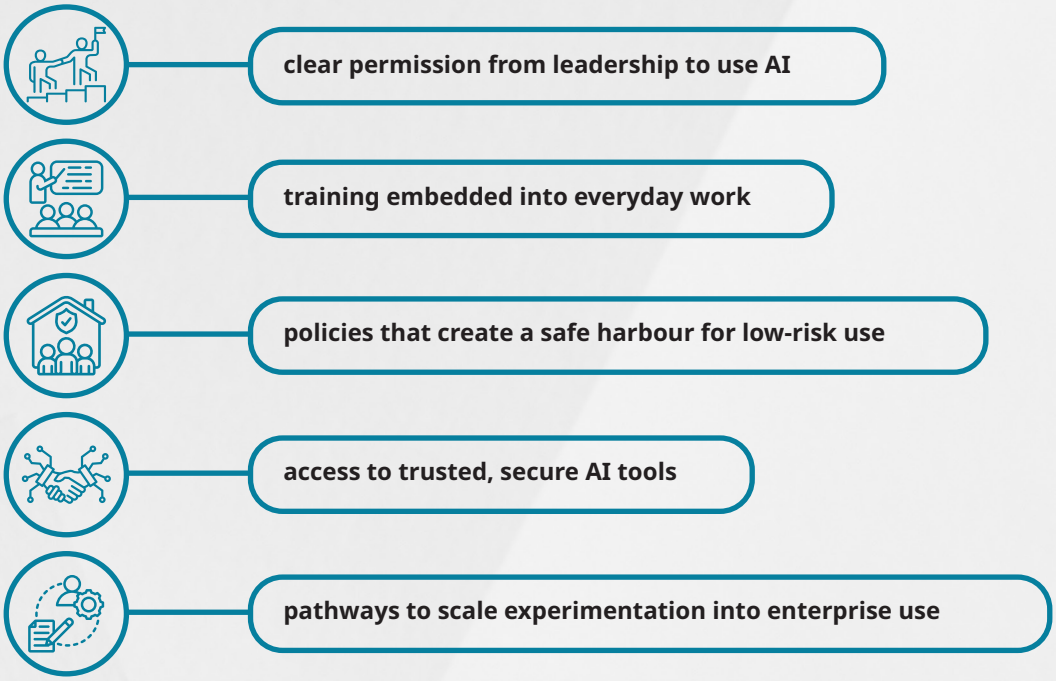


The result of this is a public sector workforce who are unclear on how to get the most out of AI technology in the workplace. **Almost 2 in 5** are **not confident** they are using AI in line with their workplace's policies and **1 in 4** feel like their workplace is **making it difficult to use AI** where it would be helpful. Organisations have a clear opportunity to build on existing momentum by expanding access to training, guidance, and practical resources that allow AI use to be both confident and effective.

At the national level, Brazil's existing regulatory framework creates further barriers to AI adoption, as organisations must comply with the **General Data Protection Law (LGPD)** and **ANPD rules on cross-border data transfers**. These challenges could increase further if **PL 2338/2023** is enacted.

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

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 BRAZIL

For Brazil, the opportunity is to convert high individual momentum into sustained, institution-led adoption. Public servants are already experimenting with AI, but stronger enablement and support are now essential to scale impact. Three priorities stand out:

1

Expand access to trusted AI tools and core infrastructure

Brazil's **weakest performance** is on **enablement**. Many public servants rely on personal or publicly available tools, with limited access to approved, enterprise-grade systems. Public policies that expand access to **secure, trusted AI tools**, alongside the necessary **cloud and data infrastructure**, would allow experimentation to move from **informal use** to **reliable, scalable deployment**.

2

Pair practical training with clear AI use policies

While awareness and optimism are high, most public servants lack formal training or confidence that their AI use is supported. Short, practical, role-specific training should be combined with clear AI use policies that create a safe harbour for everyday tasks. Clear guidance on what is permitted, how data should be handled, and where to seek support would help bring informal AI use into the open and build confidence across the workforce.

3

Create clear pathways from experimentation to scale

AI adoption in Brazil is currently driven by individual initiative rather than organisational strategy, but this creates a major opportunity. High levels of enthusiasm and self-directed use point to strong potential for a culture of learning, experimentation and peer-to-peer discovery across the public sector. To unlock this at scale, public servants need clearer organisational structures, and a clear mandate from Government in the form of legislation and/or sandboxes. By creating spaces for teams to test and refine AI tools safely, providing the right support, balanced governance frameworks, and mechanisms to share learning, Brazil can turn its early momentum into sustained, system-wide public sector transformation.