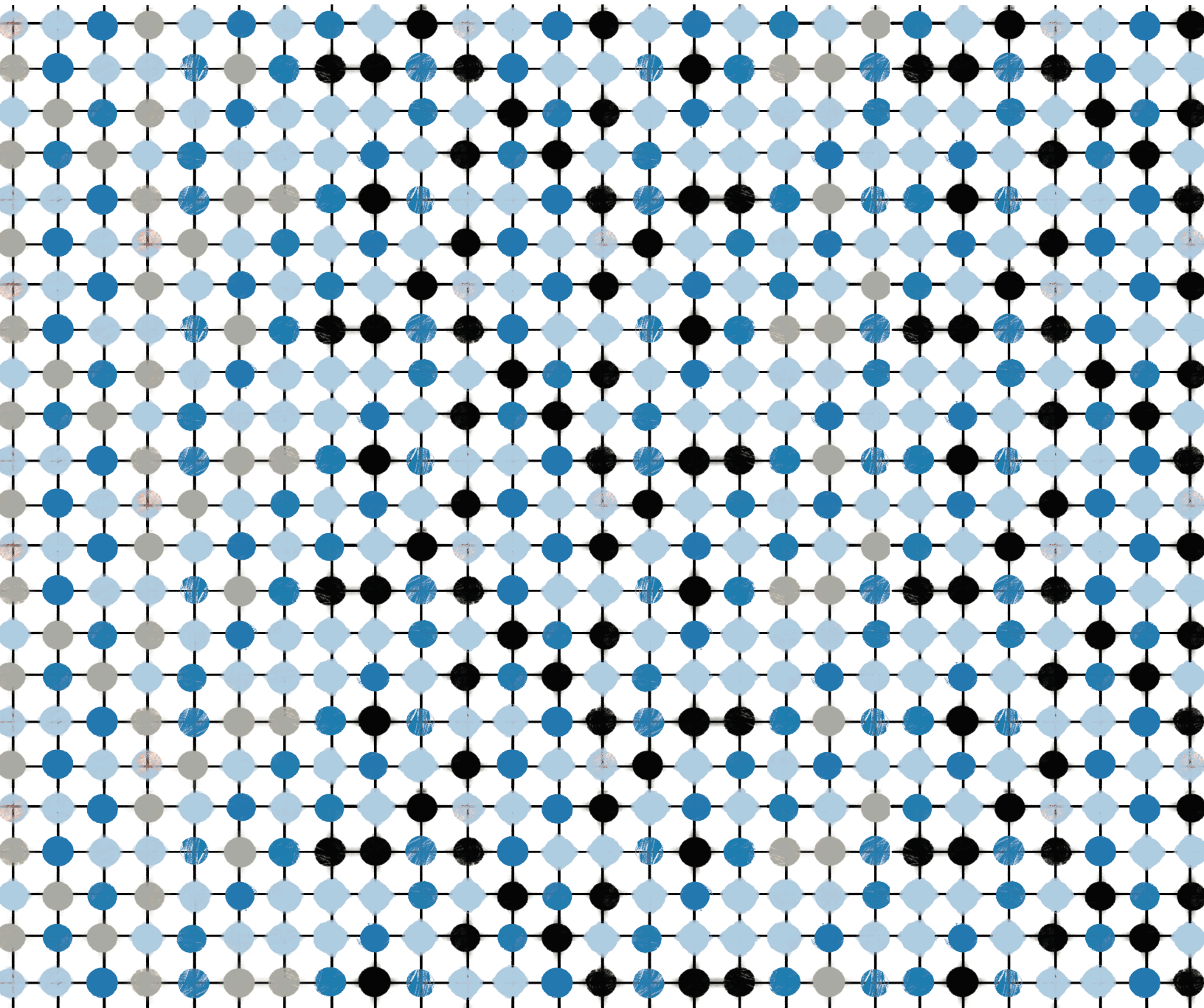


Inside the AI Transformation: Singapore



The Great Renovation

Explore the current state of AI adoption across the Singapore market, from organisational strategy and workforce confidence through to AI readiness.



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ABOUT THIS RESEARCH

We surveyed over 6,000+ global AI Decision Makers and AI Users to understand where organisations are in their AI transformation journey, what advanced organisations do differently, and what's next as AI becomes more central to everyday knowledge work. 521 of those participants were based in Singapore.

This report provides a snapshot of AI adoption and transformation across Singapore organisations including comparisons with global findings referred to in the 'Global Report'. The analysis is based on a sample of 521 participants comprising of AI Decision Makers at 30.1% and Knowledge Workers at 69.9% across a range of organisations.

The findings explore the current state of AI adoption across the Singapore market, from organisational strategy and workforce confidence through to AI readiness, while highlighting where Decision Makers and Workers align and differ.

To capture a full picture of AI's impact at work, we sampled two distinct audiences—those shaping AI strategy and those experiencing it day- to- day:

- **AI Decision Makers:** Responsible for buying, influencing, or deploying AI within their organizations
- **AI Users:** Employees who have used an AI chat tool at work at least once in the past month

The Great Renovation

AI is transforming work. In Singapore, the renovation is already underway.

There are two global stories everyone is telling about AI. In one, we're a few months from artificial superintelligence, and everyone's about to lose their job forever. In the other, we're watching as data centres destroy our communities in the lead-up to a multi-trillion-dollar bubble, a few months away from a massive global recession.

Neither story captures what is actually happening in Singapore.

Here, AI does not feel like an abstract future. It is already part of the national agenda, the enterprise roadmap, and the everyday conversation about how work gets better. Government investment has helped create the conditions for adoption, companies are actively looking for practical ways to put AI to work, and Knowledge Workers are approaching the technology with a distinctly Singaporean mix of ambition, pragmatism, and high standards.

That matters, because it is the optimism of a market that has seen enough to believe the gains are real, while also being clear-eyed about what still needs to improve. People want AI to help them move faster, make better decisions, and spend less time on busywork. They also want it to be accurate, trustworthy, and useful enough for important work.

This makes Singapore such an interesting lens for the global AI transformation story. The country is already ahead on many measures of AI maturity, and now it is about what happens when a workforce that is ready for AI begins asking more of it. While Singapore AI maturity is world leading, there is still work to do to bring all Knowledge Workers along on the journey.

One way to think about all this: we are in the middle of a massive economic renovation.

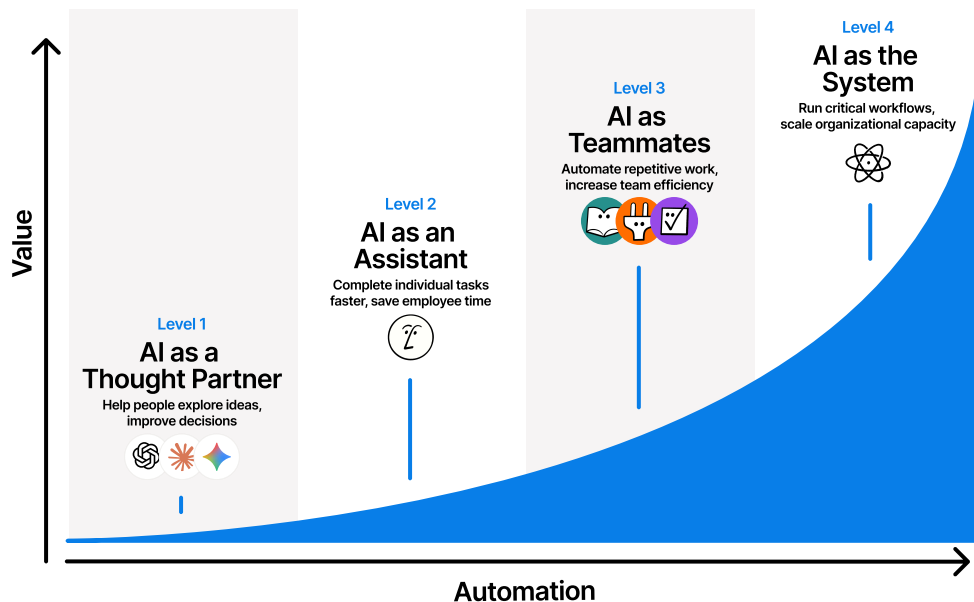
A renovation is almost never the project we signed up for. It usually costs more than expected, takes longer than promised, and reveals problems that were hidden behind the walls. Still, the point of a renovation is not disruption for its own sake. It is to make the space work better for the people inside it.

That is the phase Singapore is entering now. The foundations are strong. The appetite is there. The next question is how organisations turn AI from a promising tool into trusted infrastructure for how work gets done.

This report is a moment in time along the way.

— *The Editors, Notion*

Notion AI Transformation Model



Level	What it means	Business impact
L1 AI as a thought partner	Individuals use standalone AI tools to draft, brainstorm, and analyse	Faster individual output; better decisions
L2 AI as an assistant	AI is embedded in daily work with access to company context and data	Hours saved per employee per week; faster iteration & onboarding; less time searching
L3 AI as teammates	Teams deploy agents that automate recurring workflows end-to-end	Time spent on recurring tasks at the team level reclaimed; scale output nonlinear to resourcing
L4 AI as the system	Agents run complex, business-critical processes with real autonomy	Operational leverage; faster time-to-market; compounding returns

Two things to know:

1. Levels build on each other—organizations don't graduate from one, they deepen within each. And most companies operate at multiple levels at once; engineering may be at Level 3 while marketing is still at Level 2.
2. Throughout this report, each respondent's level is based on their self-reported AI usage. These levels are intended to reflect how deeply AI is being used in day-to-day work, from early experimentation to more embedded and advanced adoption.

→ Learn more: notion.com/ai-transformation-model

Top findings

Singapore is setting the global pace for AI transformation

21.1% of organisations are operating at Level 3-4, compared with just 12.4% globally. AI programs in Singapore are ahead of the rest of the world, moving towards AI as a critical part of the system.

Confidence in AI is more evenly distributed across the workforce

While Decision Makers remain more confident in using AI than Workers, the confidence gap between these two groups sits at just 9.3%, less than half of the global difference of 21.9%. Both Decision Makers and Workers in Singapore are more confident with AI compared with global counterparts.

Singapore's AI challenges mirror the global picture despite having a higher maturity level

Trust remains the biggest barrier for Workers while Decision Makers continue to have security concerns. Despite the advanced adoption of this market, the fundamental challenges of AI implementation remain.

The pressure to implement faster AI strategies is felt more in Singapore

More than three quarters (76.4%) of Decision Makers believe their organisation risks falling behind without faster AI adoption compared with 61.6% globally. The drive to adopt AI is strong, which tracks with Singapore's position as a tech leader in APAC.

AI investment in Singapore is delivering tangible results

Decision Makers are 10.9% more likely than the global average to track AI's business impact. Nearly half of Workers (47.5%) report saving at least one hour per day through AI use, which is 13.7 percentage points above the global benchmark.

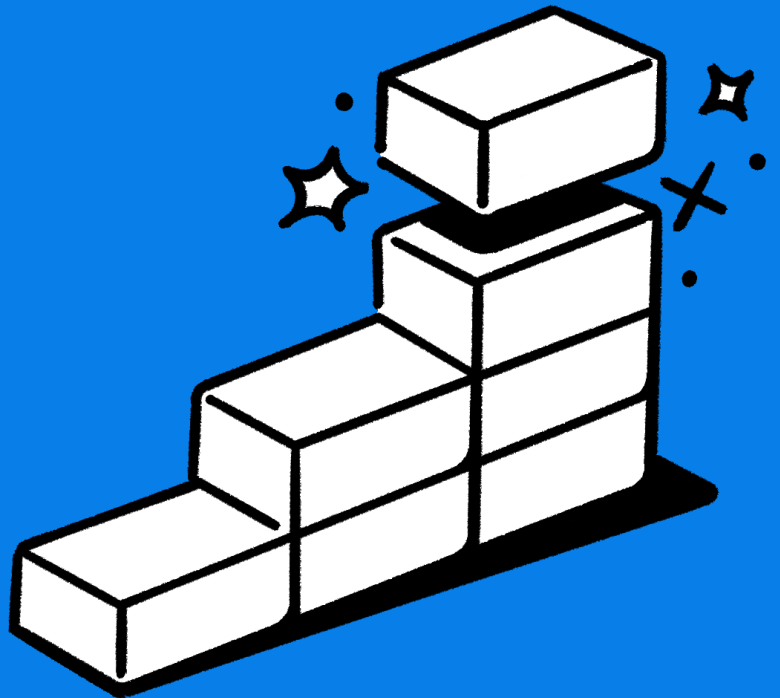
Government policy plays a far greater role in shaping AI strategy in Singapore

Almost 90% (89.2%) of Decision Makers identify government policy as either a major or somewhat influential driver of AI implementation and advancement. This is significantly higher than the global benchmark and may be one of the factors contributing to Singapore's more advanced AI maturity.

Section 1

The state of AI transformation today

Singapore isn't catching up with AI.
It's setting the global pace.



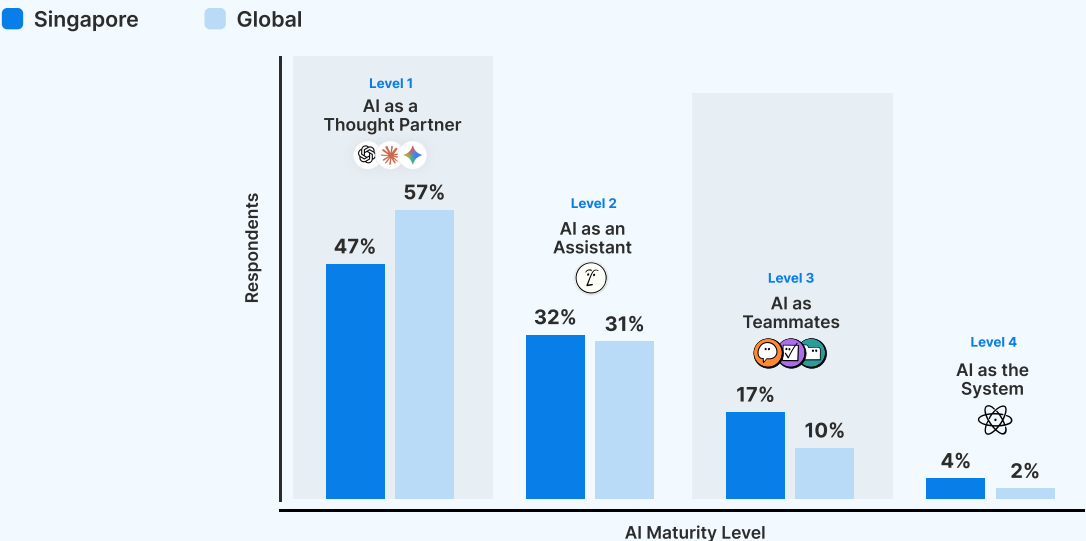
Measuring AI Transformation

There's a lot of noise around AI right now. The loudest stories tend to come from the edges: companies replacing entire business functions, running autonomous fleets of agents, or claiming they have already transformed the nature of work. Read enough of these stories and it can start to feel like everyone is already ahead.

We wanted to challenge that assumption and understand what AI adoption actually looks like in the real world. To do that, we mapped more than six thousand respondents' answers to a four-level AI maturity model, from a thought partner that individuals reach for, to AI as the system, where autonomous agents run critical processes end-to-end. Out of the six thousand responses, 521 were from Singapore.

AI Transformation Model

Distribution of companies across AI maturity levels — Singapore vs. Global



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N=521 (Singapore), N=6,118 (Global). Q: "Which stage best reflects where your organization (AI Decision Makers) or you (AI Users) are today? Think about typical, day-to-day usage."

Level	What it means	% of respondents
L1 AI as a thought partner	Employees use standalone AI tools to generate drafts, summarize content, or brainstorm ideas	47%
L2 AI as an assistant	AI tools are integrated with internal systems or data sources to accelerate routine tasks	32%
L3 AI as teammates	AI autonomously executes recurring workflows with human review at defined checkpoints	17%
L4 AI as the system	AI executes high impact, complex workflows end-to-end, iterating and continuously improving	4%

How to interpret these findings

Singapore leads the way globally for AI maturity.

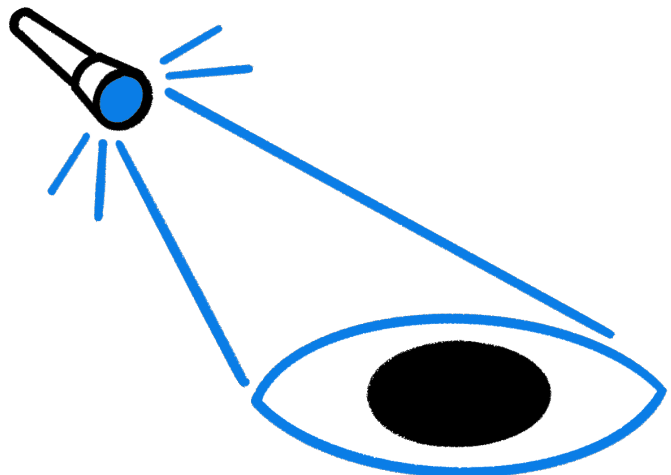
Singapore's AI maturity profile skews towards more advanced levels of adoption than the global benchmark. Singapore organisations are 8.7% more likely than other markets to be operating at Level 3-4, indicating that AI use is being deployed beyond individual use cases and into broader organisational workflows.

Almost everyone is early.

Even though Singaporeans are more mature, 79% of organisations are still at Level 1 or 2, where employees use AI as a personal productivity tool for tasks like drafting, brainstorming, and summarising. The worry about being behind is nearly universal, and for most organizations it's misplaced. Early is the baseline, not the exception.

The most difficult jump is Level 2 to Level 3.

The drop-off in the middle of the chart is the most important shape in this report. Moving from Level 2 to Level 3 isn't about using AI more, it's a category change: new skills, new cultural defaults, new structural systems. That's why so few organisations have made the leap, and why the ones trying to improve their AI adoption often feel stuck.



Autonomous AI is smaller than the discourse suggests.

Only 4% of Singaporean organisations are operating at Level 4. The case studies, keynote demos, and benchmarks circulating widely today represent a genuinely tiny sliver of reality. It's all worth learning from, but it's far from the average. Benchmarking against the discourse is, quite actually, benchmarking against the 4%.

This curve has a precedent.

The shape looks remarkably like the early years of SaaS and cloud migration—a long stretch where "early" was the norm before the shift turned structural. The difference now is timing. What took a decade then appears to be compressing into a few years.

What sets high AI-maturity organisations apart?

Organisations operating at Level 3-4 are distinguished not just by greater AI adoption, but by how AI is implemented within their workflow. Decision Makers operating at these levels reported that the strongest differentiator is connecting AI to company knowledge (62.7%), followed by integrating AI with existing systems (51.0%), establishing governance and oversight (49.0%) and measuring ROI and business impact (45.1%).

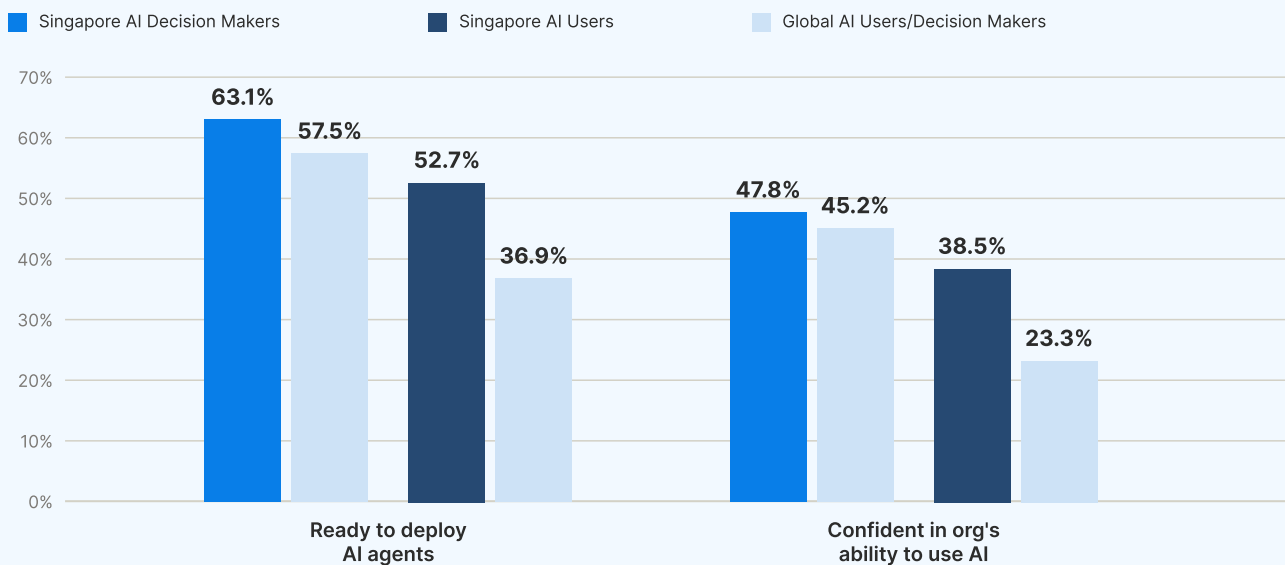
"Scaling up workflow automation and collaboration across different departments will bring more productivity benefits."

Singapore | Manufacturing/Construction/Agriculture
Level 4 AI Decision Maker

Confidence in AI capabilities extends beyond leadership

Leaders and workers describe different organisations

Share who agree, AI Decision Makers vs AI Users in the same organisation



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers (N = 2,039) and AI Users (N = 4,079). Confidence: "Overall, how confident are you in your organization's ability to use and implement AI effectively and responsibly today?" (% very or extremely confident). Agent readiness: "How ready do you feel your organization is to deploy AI agents that can take actions across tools and workflows on your behalf?" (% Moderately or very ready).

While Decision Makers confidence is broadly aligned with the global market, Singapore's Knowledge Workers are significantly more confident in their organisation's capability, reporting confidence levels at 15.2 pts higher than the global benchmark.

This confidence also extends to AI agent readiness with more than half of both Decision Makers and Workers reporting that they are moderately-to-very-ready to deploy AI agents.

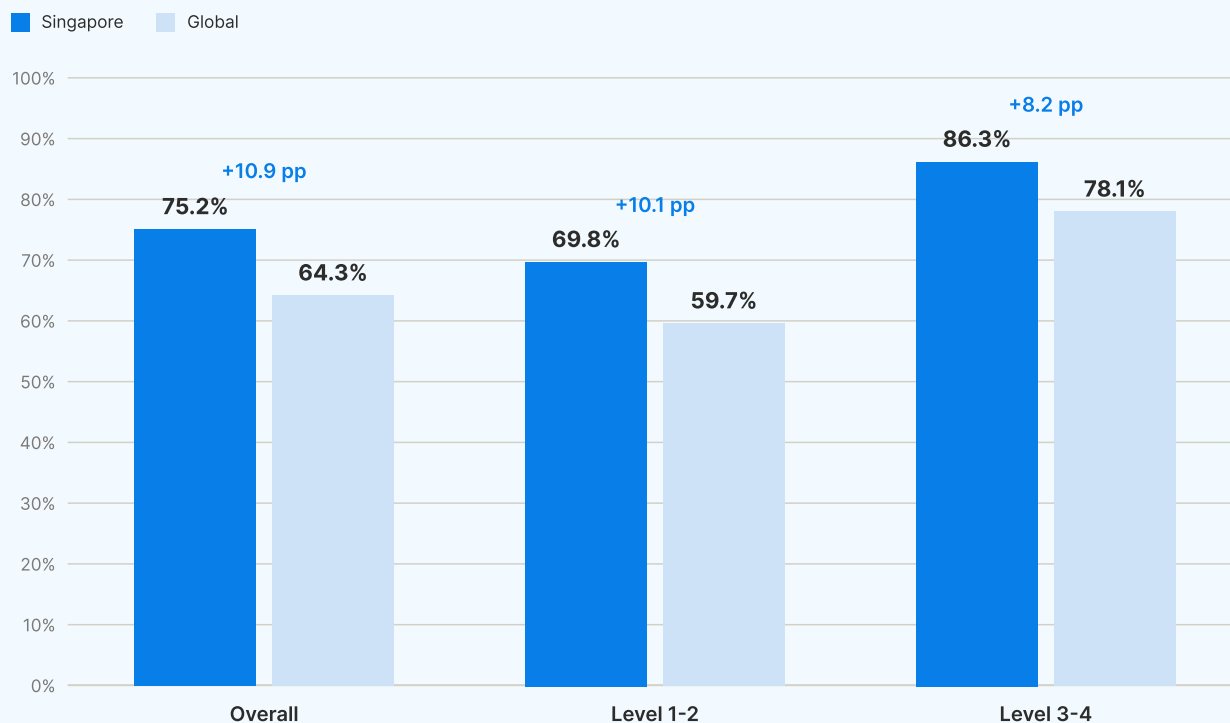
"[We are] shifting from simple isolated task automation using chatbots to implementing agentic AI"

Singapore | Professional Services/Consulting | Level 3 Knowledge Worker

Singapore organisations are seeing returns from AI adoption and acceleration

ROI measurement by Singapore AI Transformers

ROI Measurement (AI Transformers): % with measurable business impact tracked, by maturity



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics.

As AI adoption matures, it's no longer enough to run pilots without measurable business impact. Singapore organisations are more likely to measure the business impact of AI, with Decision Makers tracking outcomes at a rate of 10.9pp higher than the global benchmark. This is particularly evident among Level 3-4 organisations where 86.3% measure AI's business impact.

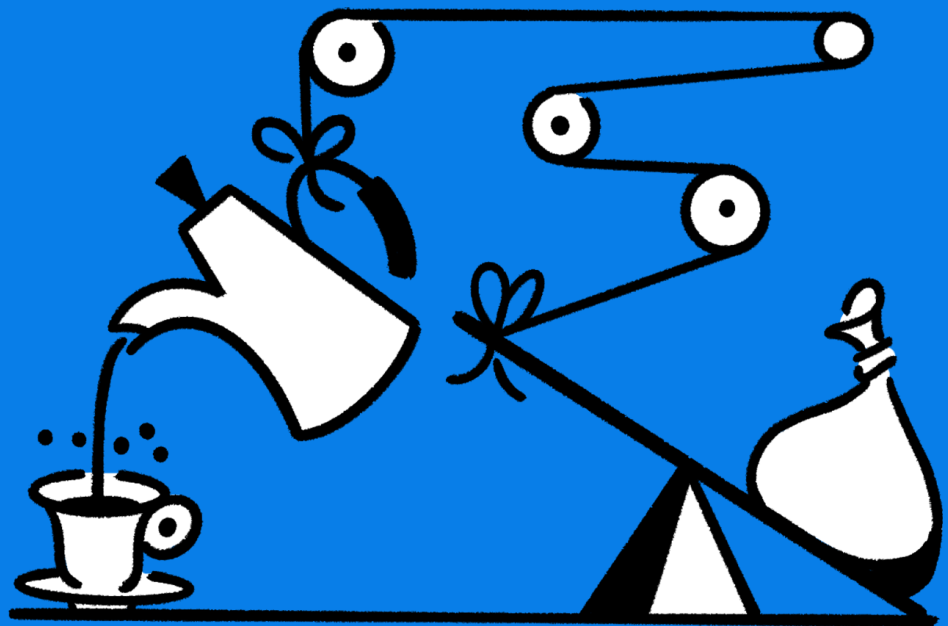
Knowledge Workers also report significant productivity gains with almost half (47.5%) saving more than an hour each day through AI and a further 29.4% saving between 30-60 minutes.

"AI can save time by automating repetitive tasks."

Singapore | Technology | Level 2 Knowledge Worker

Barriers to AI Transformation

The maturity model shows where organisations are today. But it also points to a larger question: If AI is such a priority, then why are so many companies still so early?



Most organisations are already experimenting, investing, and trying to move faster. Doing so requires trust in AI outputs, confidence among the people doing the work, visibility into how AI is being used, and the infrastructure to connect AI to actual workflows.

While Singapore may be leading the way globally, organisations based here are still experiencing similar AI barriers to other markets.

Security concerns remain front of mind for Decision Makers

Decision Makers in more AI-mature Singapore organisations (Level 3-4) continue to identify security as a key concern. The leading factors are AI accessing or exposing data (41.2%), AI taking risky actions or decisions (37.3%), and uncertainty around data storage/residency (33.3%), with each ranking higher than the global benchmark.

DATA SECURITY

41%

of Decision Makers say they are concerned about AI accessing or exposing data.

AI DECISION RISK

37%

of Decision Makers say they are concerned AI taking risky actions or decisions.

At the same time, confidence in AI security appears to increase with maturity with 15.7% of Level 3-4 Decision Makers reporting no security concerns compared with 4.8% of Level 1-2 Decision Makers.

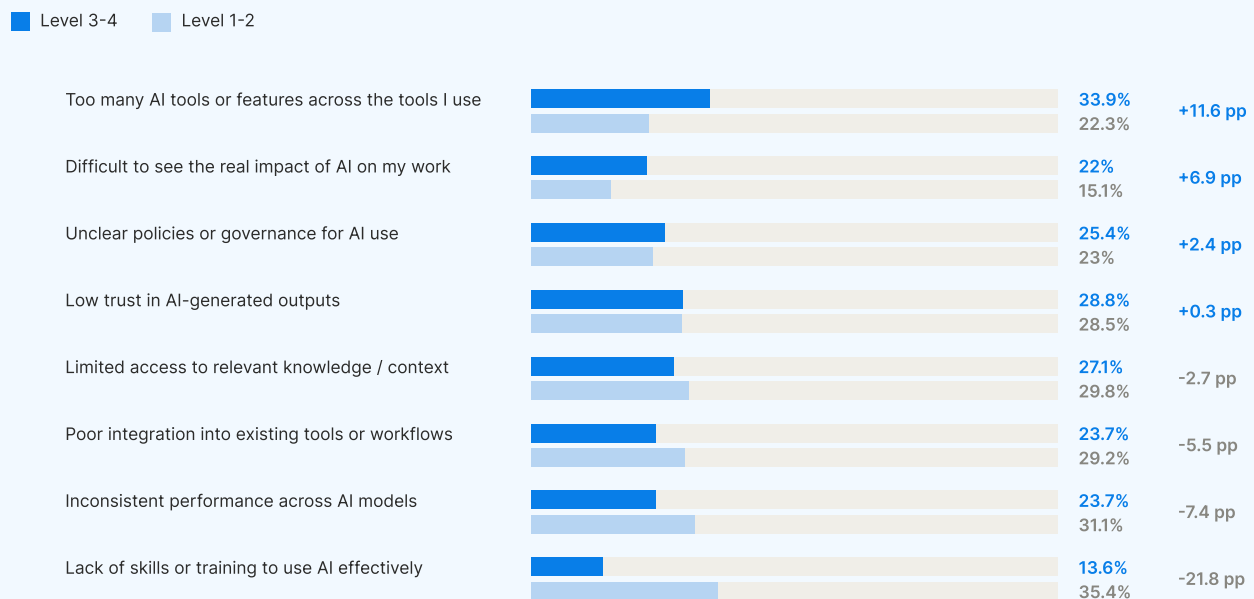
“Results from different AI models are inconsistent and hard to trust, teams lack skills to prompt or evaluate AI, and there’s no clear governance for data safety.”

Singapore | Professional Services/Consulting | Level 2 AI Decision Maker

The challenges with AI evolve with maturity

How challenges shift with maturity – Singapore Knowledge Workers

Δ in top-3 challenge selection share, Level 3-4 minus Level 1-2 maturity (percentage points), Singapore Knowledge Workers



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics.

While Workers continue to face challenges in AI use across every level of maturity, the nature of those challenges evolves. Lower AI maturity level Workers report that their barriers include a lack of skills and training, and inconsistent AI performance.

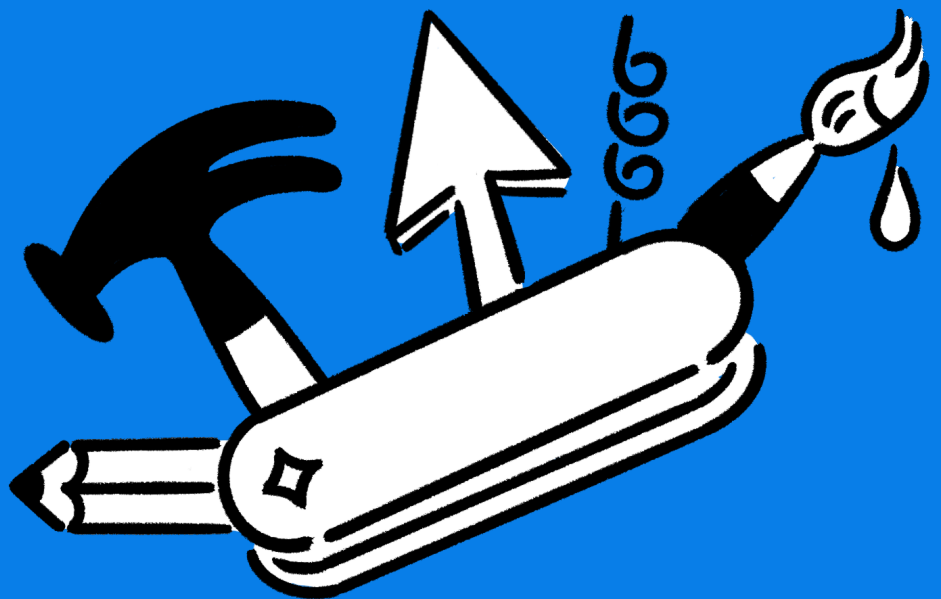
However, as the maturity level increases, these challenges become less prominent and others emerge. This is seen among Level 3-4 Workers who report that the most significant challenge is navigating too many AI tools or features (33.9%) followed by limited access to relevant knowledge and context (27.1%).

“Too many tools create confusion, unclear policies cause inconsistent usage.”

Singapore | Technology | Level 2 AI Knowledge Worker

Where AI transformation is pulling ahead

How AI maturity shifts from individual tasks to workflows, where progress is breaking through across regions, roles, and company sizes, and where the biggest opportunity lies for the next phase of transformation.



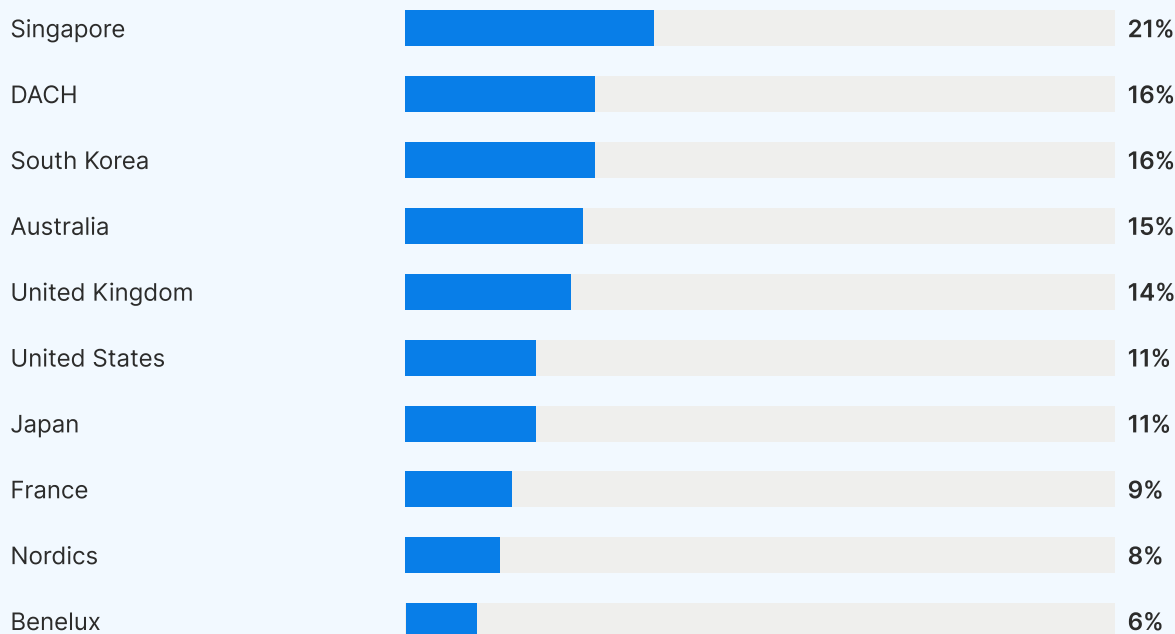
Who's closest to AI Transformation

The organisations furthest along share a recognisable profile. They operate in markets with stronger government investment and endorsement, are mid-market in scale, and are led by people close to infrastructure, product, and decision-making.

Singapore leads the world at 21%, nearly 2× the global average. The US sits mid-pack at 11%, tied with Japan and trailing the UK (14%), Australia (15%), South Korea (16%), and DACH (Germany, Austria, Switzerland; also 16%). France (9%), the Nordics (8%), and Benelux (6%) round out the bottom. As a whole, these findings suggest that AI maturity is driven by embedding AI into organisational processes as much as possible.

Level 3–4 AI transformation, by market

% of AI Decision Makers and Users at Level 3-4 (Scale 0–60%)

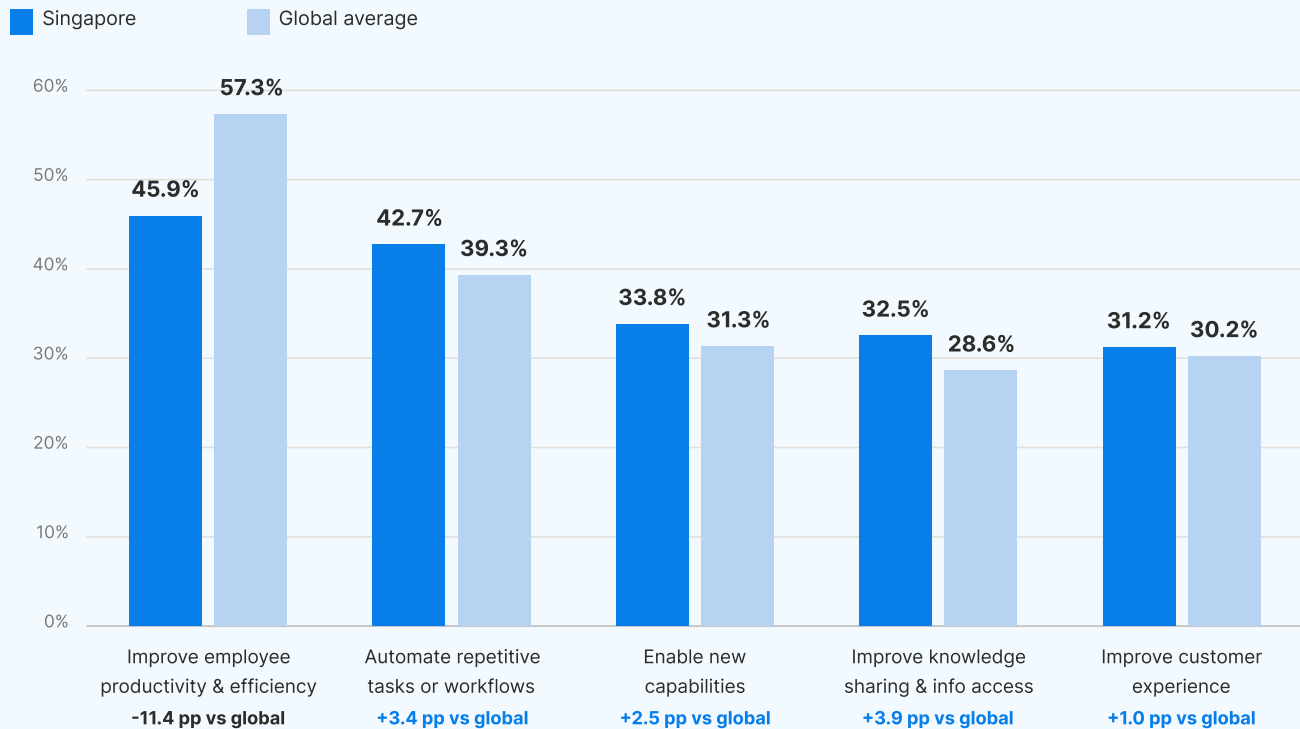


Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N=6,118. % of respondents at Level 3 or 4, by country.

Why Decision Makers are investing in AI

Top 5 Reasons Driving AI Investment

Share who selected each reason among their top 3 — Singapore market vs. global



Δ = this market minus global average, in percentage points. Source: AI Maturity Survey — Singapore · Base n: Total 157

While improving employee productivity and efficiency remains a key driver of AI investment across all maturity levels, the motivations evolve as organisations progress. Decision Makers in Level 1-2 organisations are focused on improving productivity (48.1%) and automating repetitive tasks (42.5%).

Whereas Level 3-4 organisations place a larger focus on improving knowledge sharing and information across teams, with 47.1% identifying this as a key driver, almost double the proportion of lower maturity organisations (25.5%).

“Too many tools create confusion, unclear policies cause inconsistent usage.”

Singapore | Technology | Level 2 AI Knowledge Worker

How Knowledge Workers are using AI

To better understand how AI actually shows up in knowledge work, we asked respondents which tasks they use it for—and which they still handle themselves.

What rises is the systems work. Research, writing, and data analysis still top the list of AI workflows at Level 3-4. Mature organisations haven't replaced the individual work; they've made room for the systems work alongside it.

The top three uses for AI across the Level 1-2 cohort include: writing and editing content (65.2%), researching, summarising or synthesising information (58.0%) and searching for information across documents or internal knowledge (50.8%).

For the Level 3-4 cohort, the top three uses are: writing and editing content (49.2%), brainstorming or generating new ideas (47.5%) and automating repetitive tasks and workflows (45.8%).

From this, it's evident that writing and editing content remains the most common AI use case across all maturity levels.

However, as organisations mature in their AI level, Knowledge Workers increasingly use AI to brainstorm ideas and automate repetitive tasks or workflows, while lower-maturity level organisations are more likely to rely on AI for research, summarising and information searching.

How organisations expect AI to deliver value over the next 12 months

Over the next 12 months, Singapore organisations expect AI to drive improvements across both productivity and business performance. The most anticipated outcomes include increased employee productivity (46.5%), greater operational efficiency (42.0%), improved output quality (32.5%), better decision making (31.2%) and faster decision making (31.2%).

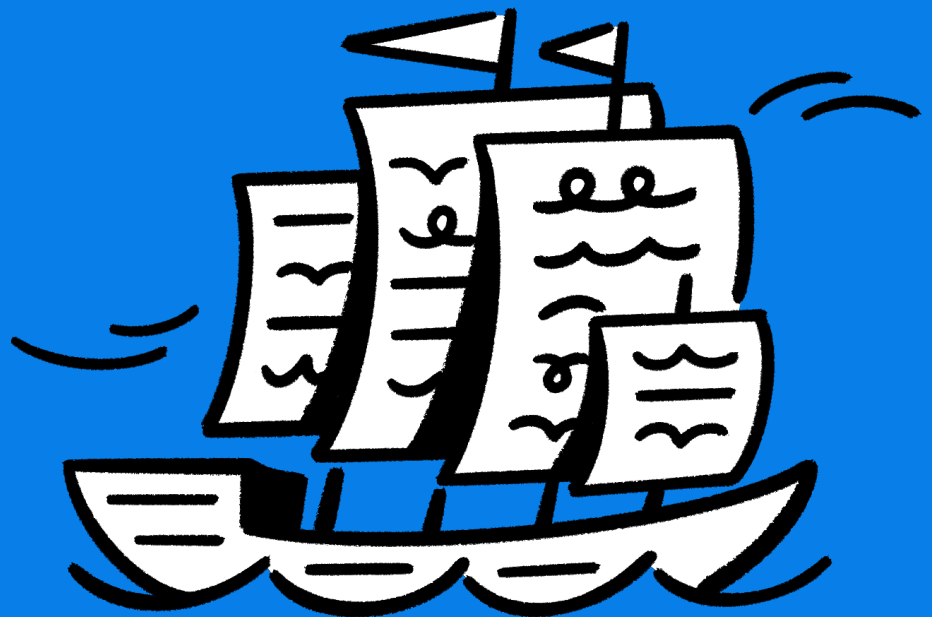
Level 3-4 organisations also place significantly greater emphasis on improved decision making than Level 1-2 organisations (11.8% increase between the two cohorts). This is 7% above the global benchmark.

“AI can enhance efficiency, automate workflows, improve accuracy and support faster decisions.”

Singapore | Professional Services/Consulting | Level 3 AI Decision Maker

From the findings to your organisation

The previous sections described what AI transformation looks like today. This section asks what it means for your organisation.



Are you investing in AI integration or AI access?

Most organisations that have reached Levels 3 and 4 didn't get there through training programs or tool standardisation. They got there by wiring AI into the systems where work already happens. Access is the starting line. Integration is the move that compounds from there.

Do your leaders and your workers agree on where you are?

Probably not, and the gap is probably wider than you'd guess. In this study, decision-makers were 26 percentage points more likely than their employees to say AI is being used effectively in the organisation. Leadership thinks the transformation is happening faster than employees experience it. If you only ask one side, you'll get one answer.

Are you even measuring the right things?

At Level 1 and 2, self-reported time saved is a more prominent input. At Level 3 and 4, that metric falls and is replaced by quality (error rates, rework), workflow throughput, and financial impact. The shift isn't just in how much mature organisations measure. It's in who the measurement is for. Time saved is for the AI team. Cycle time and revenue are for the business.

Do your employees trust AI enough to use it?

And are they using it openly? Across the study, 82% of Workers in Singapore said they would use AI more if they trusted the outputs more. More than half (54.8%) of decision-makers said they don't know how their employees are actually using AI—or that employees are using tools without approval. Trust and visibility are the two sides of one problem: If employees don't trust, they won't use; if leaders don't see, they can't help.

[Read the global report ↗](#)

Appendix

Note on Methodology

This research was designed to understand how AI adoption is evolving across the modern workplace — from the leaders driving transformation to the employees using AI tools day to day.

- **Fielding period:** March 19th – May 19th, 2026
- **Research partner:** Qualtrics
- **Total sample:** 6,118 respondents
- **Markets surveyed (16 markets across 10 regions):** United States, United Kingdom, France, Japan, South Korea, Australia, Singapore, and the Nordics (Denmark, Finland, Norway, Sweden), DACH (Germany, Austria, Switzerland), and Benelux (Belgium, Netherlands, Luxembourg)
- **Singapore sample:** 521

Audiences

We sampled two distinct populations to capture both the strategic and experiential sides of AI in the workplace:

- **AI Decision Makers (N=2,039):** Professionals in decision-making roles, responsible for buying, influencing, or deploying AI within their organisations.
- **AI Users (N=4,079):** Desk-based employees who have used an AI chat tool at work at least once in the past month.

Methodology: The survey was conducted online via Qualtrics panels. AI Decision Makers were screened based on their level of influence over AI strategy, purchasing, or deployment within their organisations. AI Users were screened based on active use of AI chat tools in the workplace within the past month. Quotas were applied across markets, industries, company sizes, and seniority levels to ensure a representative and balanced global sample.

AI Transformation Model: Throughout this report, we reference Notion's AI Transformation Model which describes four levels of AI maturity — from ad-hoc, individual experimentation to agent-run, organization-wide workflows. The levels are distinguished by a few core dimensions:

- **How work changes (who uses/owns AI):** from individuals using AI as a thought partner to teams and workflow owners deploying AI into recurring processes, with checkpoints and oversight.
- **How AI operates (mode of use):** from on-demand prompting in standalone tools → embedded, context-aware assistance in everyday tools → automated, cross-tool agents → proactive, multi-agent systems.

- **Context & connectivity:** how much company knowledge and tooling is consolidated or connected (i.e., whether AI can access the right documents, systems, and permissions to act effectively).
- **Governance & controls:** the presence of clear ownership, monitoring/versioning, and permission guardrails as AI moves from personal productivity to business-critical execution.

In this report, we use the model as a consistent lens to interpret survey responses from both AI Decision Makers and AI Users, translating patterns in AI usage, use cases, and organisational enablement into a shared maturity language.

Confidence and margins: Results are subject to a margin of error of $\pm x\%$ at the 95% confidence level for the total sample.

A note on rounding: Percentages in charts and tables may not sum to exactly 100% due to rounding.

