ISG Provider Lens®

Public Sector Services and Solutions

A research report comparing provider strengths, challenges and competitive differentiators

Customized report courtesy of:

unisys

QUADRANT REPORT | SEPTEMBER 2026 | AUSTRALIA

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Report Author: Harish B and Varsha Sengar

Australia intensifies shifting public services towards trusted, simpler, data-led digital delivery

Australia's public sector in 2025 and 2026 is being reshaped by a practical shift from digitalising transactions to redesigning services around data, trust and better service delivery. The strongest signals across government, healthcare, education, social services, infrastructure and public safety point to simplification, AI adoption, cloud rationalisation and stronger operating control.

Market Context:

The Australian public sector is entering a more mature phase of digital transformation, where the central question is no longer whether to modernise, but how to do so without adding complexity. Government guidance (Australian Government's Data and Digital Government Strategy (2023–2030)) for this period (2025 implementation plan) identifies AI, data, connected service delivery and cyber resilience as priority areas, signalling a shift from isolated technology projects to whole-of-system improvement. This matters across departments and agencies because citizen expectations now mirror the speed and convenience of private sector services, while public institutions must continue to strengthen assurance, privacy and accountability.

Another key trend is the growing focus on programme governance and delivery discipline. The Major Digital Projects Report 2026 positions digital projects as vehicles for public benefit while emphasising the need for stronger central oversight and more effective risk management. In practical terms, agencies are being encouraged to adopt clearer portfolio governance, reusable platforms and more consistent delivery standards. For service providers, the market is becoming less about selling standalone tools and more about enabling execution, integration and operational resilience.

Public sector entities are **prioritising AI**, cyber trust and **integrated service delivery**.

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Enterprise Priorities:

One of the clearest enterprise priorities is the move towards simpler, faster service experiences. Government messaging in 2026 emphasises making services simple, clear and fast, an important signal for departments managing high-volume interactions across welfare, licensing, taxation, healthcare, education and frontline citizen services. This is driving demand for service redesign that combines process improvement, case management, CX and digital self-service, rather than technology refresh alone. Providers that can reduce friction across channels, rather than simply automate individual steps, are likely to remain well positioned.

AI is another major enterprise priority, but the emphasis has shifted from experimentation to practical implementation. The 2025 implementation agenda identifies AI as a core priority alongside data, connected service delivery and cyber trust. This combination is significant because it suggests agencies will adopt AI where data quality, governance and security can support it. In practice, this is accelerating use cases such as assisted casework, knowledge retrieval, document triage, customer service chat and operational forecasting, particularly in high-pressure operating environments.

Data governance has become a frontline issue rather than a back-office function. The public sector's digital outlook highlights the need to strengthen skills and help agencies deliver services that are simple, clear and fast. This points to a broader enterprise need for stronger data foundations, greater interoperability and improved digital capabilities across government. Across healthcare, education, social services and infrastructure, agencies are increasingly seeking platforms that can connect legacy systems, support evidence-based decision-making and reduce duplication across programmes.

Cyber trust and resilience also remain central priorities. The implementation plan explicitly links cyber trust to AI, data and connected service delivery, positioning security as an enabler of transformation rather than a standalone control function. For buyers, this is increasing demand for identity and access management, monitoring, managed detection, secure cloud and compliance services. It also raises the bar for vendors, which must demonstrate that they can operate within government assurance frameworks while maintaining service continuity.

Provider Dynamics:

Provider dynamics in Australia's public sector are increasingly shaped by a preference for integration over fragmentation. The market is signalling that disconnected databases and siloed systems continue to slow progress, even as digital adoption expands across the workforce. This creates a significant opportunity for providers that can unify data, orchestrate workflows and modernise core systems without requiring agencies to undertake high-risk, large-scale replacement programmes. The providers most likely to succeed are those that can bridge legacy and modern environments, rather than simply advocate a clean-slate approach.

This is also changing the competitive structure of managed services engagements. Agencies are moving towards multiyear transformation programmes with stronger governance, increasing demand for integrated advisory, architecture, implementation, testing and managed services. In this environment, pure-play software providers face growing pressure to demonstrate ecosystem value, while larger systems integrators and service providers benefit from taking end-to-end accountability for outcomes. The market increasingly favours providers that can align with whole-of-government standards, demonstrate disciplined delivery and operate effectively across departmental boundaries.

Another notable shift is the emergence of agentic and assisted AI in public service delivery. Deloitte's government trends for 2026 highlight technology leadership as becoming integral to mission delivery, with agentic AI and human-AI collaboration among the themes reshaping government operating models. In Australia, this does not imply a rapid move towards autonomous systems. Instead, it reflects a shift in provider conversations from traditional automation towards decision support, productivity enhancement and service personalisation. Providers that combine responsible AI governance,

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workflow automation and measurable staff productivity improvements are likely to gain a competitive advantage.

Managed services are also being reframed around operational stability and user experience. As agencies modernise, they increasingly expect providers to absorb complexity across cloud operations, application rationalisation, identity management and security operations. The combination of central reforms and stronger project assurance suggests buyers will become more selective when choosing providers to manage critical environments, particularly where digital initiatives have a direct impact on public trust. This places a premium on providers with strong local delivery capabilities, proven public sector experience and mature compliance practices.

Another important trend is the growing expectation that technology partners help build internal capability rather than create long-term dependency. Government sources emphasise capability uplift, and the maturity of Australia's digital landscape means agencies are increasingly expecting providers to transfer knowledge, improve operating models and strengthen internal decision-making. In practice, the most successful providers will operate less as external contractors and more as long-term capability partners. This favours firms that embed training, change management, design thinking and adoption services into their delivery models.

Outlook:

The outlook for Australia's public sector is positive, but it is not a broad-based technology investment story. Instead, it is a targeted modernisation agenda centred on trust, simplification and better use of data. Agencies will continue to prioritise service redesign, cloud optimisation, AI-supported operations and a stronger security posture, while operating under greater scrutiny than before. This is expected to sustain demand across government, healthcare, education, social services, infrastructure and public safety, especially for providers that can enable cross-agency interoperability and deliver measurable service improvements.

A distinctive feature of the Australian market is that central government direction is becoming stronger while service delivery expectations are becoming more local, accessible and citizen-centred. The result is a greater emphasis on reusable platforms and common standards, alongside an increased focus on frontline experience and accessibility. Over the coming years, the strongest opportunities are likely to arise from programmes that reduce administrative burden, improve data sharing and make intuitive service journeys for citizens and public sector employees. Providers that combine policy expertise, engineering capabilities and practical service design will be best placed to succeed.

Government buyers are increasingly favouring providers that can modernise platforms, improve UX and strengthen operational resilience across healthcare, education, social services, infrastructure and frontline government services, while enabling cross-agency interoperability and measurable service improvements.

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Provider Positioning

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	Strategy and Enablement Services (Consulting)	Managed IT Services	Business Process and Other Outsourcing Services	Digital Transformation and Modernization Services	AI and Innovation Services
AC3	Leader	Leader	Not In	Leader	Not In
Accenture	Leader	Leader	Leader	Leader	Leader
Amentum	Not In	Not In	Not In	Not In	Leader
Atos	Product Challenger	Market Challenger	Product Challenger	Product Challenger	Product Challenger
Atturra	Not In	Not In	Not In	Not In	Contender
Baringa	Contender	Not In	Not In	Not In	Not In
Bentley Systems	Contender	Not In	Not In	Not In	Not In
Capgemini	Leader	Leader	Leader	Leader	Leader
CGI	Not In	Not In	Not In	Not In	Leader
Coforge	Not In	Not In	Not In	Product Challenger	Not In

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Provider Positioning

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	Strategy and Enablement Services (Consulting)	Managed IT Services	Business Process and Other Outsourcing Services	Digital Transformation and Modernization Services	AI and Innovation Services
Cognizant	Market Challenger	Product Challenger	Leader	Product Challenger	Not In
Concentrix	Not In	Not In	Leader	Not In	Not In
Cube Group	Not In	Not In	Not In	Not In	Product Challenger
Data#3	Not In	Not In	Not In	Leader	Not In
Datacom	Product Challenger	Product Challenger	Product Challenger	Product Challenger	Not In
Deloitte	Leader	Product Challenger	Product Challenger	Product Challenger	Leader
DXC	Leader	Market Challenger	Market Challenger	Market Challenger	Market Challenger
EY	Product Challenger	Not In	Contender	Product Challenger	Product Challenger
Fujitsu	Market Challenger	Market Challenger	Product Challenger	Market Challenger	Market Challenger
HCLTech	Leader	Leader	Not In	Leader	Leader

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	Strategy and Enablement Services (Consulting)	Managed IT Services	Business Process and Other Outsourcing Services	Digital Transformation and Modernization Services	AI and Innovation Services
IBM	Leader	Leader	Product Challenger	Leader	Leader
iBP	Not In	Not In	Market Challenger	Not In	Not In
Infosys	Leader	Leader	Leader	Leader	Leader
Insight Australia	Not In	Not In	Not In	Contender	Not In
Kinetic IT	Leader	Leader	Not In	Not In	Not In
Kodora	Not In	Not In	Not In	Not In	Contender
KPMG	Market Challenger	Contender	Market Challenger	Contender	Product Challenger
Leidos	Not In	Contender	Not In	Contender	Not In
Liquid Group	Not In	Not In	Not In	Not In	Market Challenger
Macquarie Telecom	Not In	Contender	Not In	Not In	Not In

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	Strategy and Enablement Services (Consulting)	Managed IT Services	Business Process and Other Outsourcing Services	Digital Transformation and Modernization Services	AI and Innovation Services
Mastek	Not In	Rising Star ★	Not In	Leader	Not In
NEC	Contender	Contender	Contender	Contender	Not In
Nexwave	Not In	Not In	Not In	Not In	Product Challenger
Nous Group	Market Challenger	Not In	Not In	Not In	Product Challenger
NRI	Leader	Leader	Product Challenger	Rising Star ★	Not In
NTT DATA	Leader	Leader	Not In	Market Challenger	Leader
Optus	Not In	Leader	Leader	Leader	Not In
Palladium	Contender	Not In	Not In	Not In	Product Challenger
Parbery	Not In	Not In	Not In	Not In	Contender
Probe Group	Product Challenger	Product Challenger	Leader	Leader	Not In

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	Strategy and Enablement Services (Consulting)	Managed IT Services	Business Process and Other Outsourcing Services	Digital Transformation and Modernization Services	AI and Innovation Services
ProximaGroup	Contender	Not In	Not In	Not In	Not In
Proximity	Not In	Not In	Not In	Not In	Contender
Rackspace Technology	Product Challenger	Contender	Contender	Product Challenger	Product Challenger
Scyne	Product Challenger	Not In	Not In	Not In	Product Challenger
Serco	Product Challenger	Not In	Leader	Not In	Not In
Synergy Group	Not In	Not In	Not In	Not In	Leader
TCS	Product Challenger	Product Challenger	Leader	Product Challenger	Not In
Telstra	Not In	Leader	Not In	Not In	Leader
Tezeract	Not In	Not In	Not In	Not In	Contender
ThinkOn	Not In	Contender	Not In	Not In	Not In

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Provider Positioning

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	Strategy and Enablement Services (Consulting)	Managed IT Services	Business Process and Other Outsourcing Services	Digital Transformation and Modernization Services	AI and Innovation Services
ThinkPlace	Not In	Not In	Not In	Not In	Contender
Truis	Not In	Market Challenger	Not In	Not In	Not In
TSA	Not In	Not In	Product Challenger	Not In	Not In
Unisys	Rising Star ★	Market Challenger	Not In	Leader	Leader
UST	Not In	Not In	Market Challenger	Contender	Not In
Vocus	Not In	Product Challenger	Not In	Not In	Not In
Wipro	Not In	Leader	Not In	Not In	Not In

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Key focus areas of the **Public Sector Services and Solutions 2026** study.

Simplified Illustration Source: ISG 2026

- **Strategy and Enablement Services (Consulting)**
- **Managed IT Services**
- **Business Process and Other Outsourcing Services**
- **Digital Transformation and Modernization Services**
- **AI and Innovation Services**

Definition

Public sector leaders are navigating a critical moment in 2026 globally, where fiscal pressures are meeting bold innovation demands. Governments balance tight budgets while responding to citizens' demands for seamless, equitable services amid ongoing economic uncertainties.

After years of disruption from pandemics and geopolitical shifts, agencies now prioritize resilience over reaction. Technology adoption is accelerating to achieve improved efficiency. Funding streams are tightening as taxpayers demand proof of impact, pushing public entities toward public-private partnerships.

The public sector's priorities centers on human-centered transformation. Agencies chase outcomes that matter: safer communities, healthier populations and sustainable infrastructure. Digital equity is rising as a core tenet, with interoperability becoming non-negotiable, linking siloed systems for fluid data sharing.

Service providers are adapting swiftly to these shifts. Traditional vendors are becoming strategic allies, offering modular solutions that scale with need. There is increasing competition among consultancies and tech firms vying for contracts that reward lifecycle value over upfront bids. Providers that master transparency and adaptability win trust, as procurement rules evolve to favor flexibility and proven social impact.

The market outlook points toward cautious optimism, anticipating accelerated modernization waves, with AI and automation easing administrative loads to free staff for strategic work. Fiscal discipline is focusing on invest-to-save strategies, such as digitizing legacy processes. By the end of 2026, the most adaptive governments are expected to emerge stronger, poised for a decade of purposeful re-invention.

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Scope of the Report

This ISG Provider Lens® quadrant report covers the following five quadrants for services/solutions: Strategy and Enablement Services (Consulting), Managed IT Services, Business Process and Other Outsourcing Services, Digital Transformation and Modernization Services, and AI and Innovation Services.

This ISG Provider Lens® study offers IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments (quadrants)
- Focus on the regional market

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.

Provider Classifications

The provider position reflects the suitability of providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between $20 million and $999 million with central headquarters in the respective country, usually privately owned.
- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above $1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens® quadrants are created using an evaluation matrix containing four segments (Leader, Product & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens® quadrant may include a service provider(s) which ISG believes has strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

- **Number of providers in each quadrant:** ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).

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Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/services and follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.

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Strategy and Enablement Services (Consulting)

This report is valuable for providers offering **strategy and enablement services (consulting)** in **Australia** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Contracting Officer's Technical Representatives (COTRs)

Should read this report to evaluate the technical capabilities and compliance of IT providers. The report will help e that, ensuring contracts meet agency requirements, expected outcomes are delivered, and oversight and accountability are strengthened, ultimately enhancing the success and integrity of public sector projects.

Chief Procurement Officers (CPOs)

Should read this report to gain actionable market insights and supplier benchmarks. This information will help them drive strategic sourcing, negotiate stronger contracts and align procurement with evolving technology trends. By adopting this approach, CPOs can achieve cost savings, improve supplier value and advance their agency's strategic objectives.

Category Acquisition Managers (CAMs)

Should read this report to identify top-performing IT service providers, track evolving market conditions and develop data-driven sourcing strategies. This report helps optimize spending, fosters innovation and reduces category-specific risks, directly supporting effective IT procurement and value creation for their organization.

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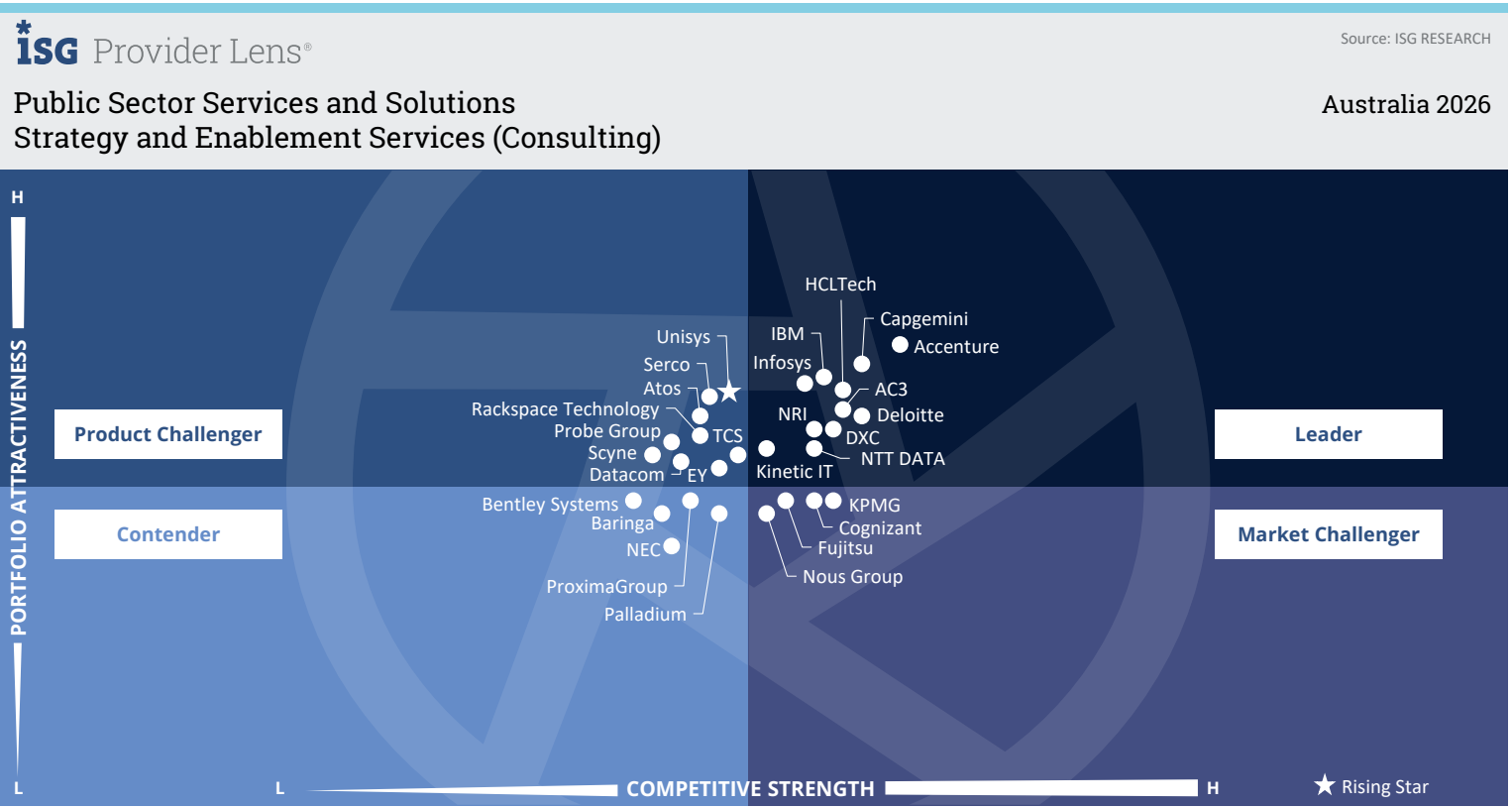

The quadrant assesses providers that offer services and solutions, including strategic planning and a systems approach, to help public sector entities **navigate complex challenges** and **enhance performance**, security and **operational efficiency**.

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Definition

Strategy and enablement services in the public sector are vital for governments and entities serving the public sector to navigate complex challenges. These services include specialized expertise, innovative strategies and actionable insights to improve governance, optimize operations and enhance service delivery. Using digital technologies, strategic planning and a systems approach, consultants help governments streamline processes, reduce inefficiencies and respond effectively to evolving citizen demands and global disruptions such as climate change and economic instability.

Consultants offering strategic management services in the public sector help organizations set measurable goals, analyze internal and external factors and adopt frameworks that align with long-term objectives. This structured approach enables firms to improve decision-making and resource allocation, while enabling accountability and transparency. Consultants also support organizations in adopting emerging technologies such as AI and blockchain to build agile organizations.

Eligibility Criteria

1. Have **experience providing strategy and enablement services to public sector clients** in the relevant region covered in the study
2. Have successfully **engaged or are engaging with at least three public sector entities** on strategy and enablement services
3. Have at least three of the following capabilities related to public sector strategy and enablement
   - Experience in **advising the region's central or provincial/ devolved governments**
   - Proven **track record of delivering government digital strategies**
   - Familiarity with **public sector regulations and frameworks**, such as G-Cloud and Digital Marketplace
   - Ability to **integrate digital solutions with legacy systems**
   - Expertise in **cost optimization and efficiency planning**
   - Capability to **provide vendor-agnostic recommendations**
   - Strong **data governance and security advisory** services
   - Experience in **designing AI and automation road maps**
   - Capacity for **enterprise architecture and IT service redesign**
   - **Cybersecurity and risk assessment** consulting expertise
4. Demonstrate **strong partnerships** with industry associations, regulatory bodies, technology firms and startups specializing in the public sector
5. Offer **referenceable public sector use cases** across the value chain

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Observations

Australia's public sector strategy and enablement services market is shifting towards strategy engagements that are more operational and execution focused. Government priorities now centre on delivering simple, secure and connected services, driving consulting demand towards service redesign, platform rationalisation and business case development rather than broad strategic advisory alone. AI enablement with appropriate governance is emerging as a key priority. Agencies are seeking support to translate policy objectives into actionable use cases, especially where AI can improve case management, search, triage and citizen contact while maintaining trust and accountability.

Data strategy is becoming the foundation of consulting demand. The government increasingly views data as a national asset, prompting providers to strengthen governance, interoperability, maturity assessment and data-sharing foundations before deploying new technologies. Cyber, trust and resilience are now integral to transformation programmes rather than standalone priorities. As a result, consulting opportunities are increasingly centred on secure cloud, digital procurement, operating model design and assurance services that enable agencies to modernise while maintaining effective governance and control.

The buyer profile is also evolving. Public sector agencies are looking for partners that can build internal capability rather than simply deliver documents, increasing demand for change management, workforce capability uplift and implementation support that is practical, sustainable and people-centred.

From the 172 companies assessed for this study, 29 qualified for this quadrant, with 11 being Leaders and one a Rising Star.

AC3

AC3 accelerates digital transformation across Australia's public sector through strategic consulting and tailored end-to-end solutions that improve operational efficiency and citizen engagement. Its 2024 acquisition of JDS Australia expands its delivery capabilities and broadens its service portfolio.

accenture

Accenture distinguishes itself through a transformation-led approach that combines technology consulting, digital innovation and strategic partnerships to help public sector agencies adopt emerging technologies while remaining aligned with government priorities and public sector values.

Capgemini

Capgemini differentiates itself through sovereign-focused transformation advisory, combining technology consulting, service redesign and emerging technologies, including agentic AI, to help public sector agencies improve outcomes while aligning with government priorities.

Deloitte.

Deloitte leverages frameworks and deep advisory expertise to help agencies deploy intelligent solutions that integrate AI, IoT, cloud and analytics. Its approach emphasises sustainability, citizen-centric innovation and long-term value creation through strategic ecosystem partnerships.

DXC

DXC differentiates itself through its combination of consulting-led transformation capabilities, mission-critical delivery experience and strategic ecosystem partnerships. Its strong ServiceNow collaboration supports tailored modernisation initiatives that help public sector organisations improve operational efficiency and citizen outcomes.

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HCLTech

HCLTech helps public sector organisations modernise legacy environments through cloud, data, cybersecurity and application transformation. Leveraging a strong partner ecosystem and disciplined global delivery, it enables resilient, low-risk and scalable transformation.

IBM

IBM brings deep consulting and transformation experience across major Australian government agencies, supported by expertise in AI, analytics, hybrid cloud and cybersecurity. It leverages Watson AI to enable intelligent automation, data-driven decision-making and improved operational efficiency.

Infosys

Infosys accelerates public sector transformation through strategic consulting, proprietary platforms and local advisory capabilities. The acquisition of Versent strengthens its cloud expertise, consulting depth and Australian market presence.

Kinetic IT

Kinetic IT's deep local domain expertise, end-to-end cybersecurity and smart infrastructure capabilities together with investments in proprietary frameworks and delivery accelerators, help agencies modernise services, improve operational outcomes and enhance citizen experiences.

NRI

NRI's strong local presence, consulting expertise and deep relationships with technology vendors and government agencies help public sector organisations accelerate digital transformation and translate policy priorities into tangible outcomes for communities and citizens.

NTT DATA

NTT DATA's integrated approach connects advisory, implementation and managed services. Its combination of innovation, operational expertise, outcome-focused delivery and regional capabilities helps agencies translate strategy into measurable outcomes.

Unisys

Unisys (Rising Star) supports government digital transformation through secure-by-design consulting, deep public sector expertise and workforce and citizen service modernisation aligned with government governance requirements.

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Rising Star

"Unisys combines global consulting experience with deep Australian public sector expertise, enabling solutions that reflect international best practices while addressing local government priorities."

Harish B and Varsha Sengar

Unisys

Overview

Unisys is headquartered in Pennsylvania, US. It has more than 15,000 employees across 20 countries. In FY25, the company generated $2.0 billion in revenue. Unisys has significant experience supporting Australian federal and state government agencies with digital transformation, strategic planning and service modernisation initiatives. Cyber resilience is embedded throughout its consulting engagements, enabling agencies to align transformation strategies with government security and risk management requirements. The company combines strategy, architecture, implementation, cloud, cybersecurity and managed services to deliver practical and executable transformation outcomes.

Strengths

Government-focused consulting experience: Unisys has established experience supporting Australian federal and state government agencies with digital transformation, operating model design and service modernisation. Its understanding of government governance, compliance and security requirements enables practical, policy-aligned strategic advice. Unisys applies user-focused design principles to improve citizen experiences and create more accessible and efficient public services.

Security-centric transformation: Cybersecurity is embedded throughout Unisys' consulting services rather than treated as a standalone function. This approach helps public sector organisations design secure-by-default strategies while managing operational and regulatory risks. Unisys supports hybrid cloud strategies, infrastructure modernisation and resilient operating models aligned with government priorities.

Digital workplace and service enablement: Unisys combines strategy with capabilities in digital workplace, end-user experience and service management. This enables agencies to improve workforce productivity while enhancing citizen-facing services. Unisys emphasises close collaboration with government stakeholders to co-design solutions aligned with agency objectives, operational realities and long-term transformation priorities.

Caution

Unisys should continue to expand its capabilities in enterprise data governance, data sharing and advanced analytics to support evidence-based government decision-making. This would help strengthen the company's market position in the region.

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Managed IT Services

This report is valuable for providers offering **managed IT services** in **Australia** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Buyer/Senior Buyers

Should read this report to evaluate IT providers' capabilities, pricing and performance, enabling informed sourcing decisions and effective risk management. This approach ensures cost-efficient procurement, promotes supplier accountability and aligns purchases with the agency's technology and service objectives.

Chief Procurement Officers (CPOs)

Should read this report to gain actionable market insights and supplier benchmarks. These insights will e, enabling them to drive strategic sourcing, negotiate stronger contracts and align procurement with evolving technology trends. By adopting tThis approach, CPOs can support cost savings, improve supplier value and advance their strategic objectives.

Category Acquisition Managers (CAMs)

Should read this report to identify top-performing IT service providers, track evolving market conditions and develop data-driven sourcing strategies. This report helps optimize spending,fosters innovation and reduces category-specific risks, directly supporting effective IT procurement and value creation for their organization.

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The quadrant assesses providers that offer services and solutions, including managed IT services, to help public sector entities **focus** on their **core responsibilities**, ensuring **efficient and secure IT operations**.

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Definition

Managed IT services play a crucial role in the public sector, offering numerous benefits to government agencies and organizations. These services enable public institutions to focus on their core responsibilities by ensuring efficient and secure IT operations. Public sector entities can control costs, improve service delivery and enhance cybersecurity by outsourcing IT service management.

By offering managed IT services, service providers help public sector organizations adapt to the rapidly evolving digital landscape. These services ensure access to advanced technologies, expertise and resources that could be challenging to maintain in-house due to budget constraints. Providers enable the modernization of IT infrastructure, supporting digital transformation initiatives and smart city development. They offer services such as proactive monitoring, maintenance and support to improve organizations' operational efficiency and productivity, while reducing downtime and ensuring critical systems' stability.

Eligibility Criteria

1. Have **experience providing managed IT services** to public sector clients in the relevant region covered in the study
2. Have successfully **engaged or are engaging with at least three public sector entities** on managed IT services
3. Have at least three of the following capabilities related to public sector managed IT services:
   - Ability to **provide end-to-end IT infrastructure** management
   - Region-specific **service delivery capabilities** for government security requirements
   - **Compliance with government security standards**, such as Cyber Essentials and ISO 27001
   - Experience in **managing cloud and hybrid IT environments**
   - Offer **around-the-clock service desk** and support capabilities
   - Proven ability to **handle secure data hosting** for government services
   - **Expertise in network and connectivity** for government operations
   - Expertise in **identity and access management**
   - Experience in **disaster recovery and resilience planning**
   - Proven capability in **handling large-scale IT operations**
4. **Demonstrate strong partnerships** with industry associations, regulatory bodies, technology firms and startups specializing in the public sector
5. Offer referenceable public sector use cases across the value chain

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Observations

Australia's public sector managed IT services market in 2025 and 2026 is evolving from traditional support models towards outcome-driven operations. Government priorities for simple, secure and connected services are driving demand for managed cloud, workplace, identity and cybersecurity services that improve day-to-day service delivery. Buyers increasingly seek providers that can maintain service availability while enhancing user experience. This is increasing demand for end-user support, service desk modernisation, workflow automation and service management aligned with citizen journeys across healthcare, education, social services and licensing.

Agencies no longer view cloud as a standalone migration initiative. Instead, the focus has shifted to operating hybrid environments effectively, rationalising legacy platforms and using managed services to stabilise environments that continue to support critical public workloads. Cyber, trust and resilience have become core evaluation criteria rather than optional capabilities. Providers are expected to deliver secure operations, identity management, monitoring and incident response while meeting government policy requirements and maintaining public trust.

Another major shift is the growing demand for managed services supporting data quality, governance and responsible AI operations. Agencies are looking for providers that can maintain trusted data, operationalise AI responsibly and enable connected services without compromising governance or transparency. The market increasingly rewards providers that combine advisory, operational and continuous improvement capabilities. Managed IT services are now judged on measurable service improvements, knowledge transfer and the ability to help agencies become simpler, faster and more responsive.

From the 172 companies assessed for this study, 30 qualified for this quadrant, with 12 being Leaders and one a Rising Star.

AC3

AC3 enables secure public sector innovation through sovereign managed services, strong cybersecurity and service integration and management (SIAM) capabilities and enhanced automation that drives efficient, compliant service delivery.

accenture

Accenture delivers end-to-end government platform management, AI-powered operations, cloud modernisation through a strong partner ecosystem and enhanced cyber resilience supported by expanded security capabilities.

Capgemini

Capgemini delivers comprehensive public sector managed services, strengthened sovereign cloud capabilities and sustainability-focused operations that support secure, resilient and integrated government transformation.

HCLTech

HCLTech delivers managed services through deep expertise in hybrid infrastructure, AI-driven automation and predictive operations, with embedded cybersecurity and governance that enhance resilience, compliance, service continuity and operational efficiency.

IBM

IBM supports government continuity through established public sector delivery, sovereign cloud capabilities for regulated workloads and a strong innovation ecosystem spanning AI, quantum and emerging technologies.

Infosys

Infosys combines localised public sector expertise with global scale, innovation investments and DevSecOps-led managed services to help agencies modernise securely, strengthen compliance and improve operational resilience.

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Kinetic IT

Kinetic IT delivers sovereign, onshore managed services, SIAM-led multi-vendor governance and proven federal government delivery, enabling secure, resilient and accountable IT operations across complex public sector environments.

NRI

NRI combines locally accountable, sovereign-aligned delivery with global scale, a skilled managed services workforce and AI-driven, experience-led operations that enhance resilience, service quality and public sector outcomes.

NTT DATA delivers platform-led managed services, embedded cybersecurity and compliance and broad public sector expertise across cloud, hosting and applications, enabling secure, scalable and resilient government operations.

Optus

Optus combines deep public sector expertise with sovereign, network-led managed services and AI-driven citizen engagement, enabling reliable, secure and connected government services across Australia.

Telstra delivers sovereign, government-grade managed services through its Australia-owned network, integrated IT operations across key service towers and local cybersecurity expertise that supports secure and resilient public sector services.

Wipro delivers sovereign cybersecurity through Wipro Shelde Australia, backed by local expertise and compliance, alongside integrated managed services and regulated-sector experience to support secure and resilient government transformation.

Mastek

Mastek (Rising Star) helps governments modernise through deep Oracle expertise, localised Australian delivery and proven public sector outcomes that improve efficiency, governance, resilience and long-term digital transformation.

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Business Process and Other Outsourcing Services

This report is valuable for providers offering **business process and other outsourcing services** in **Australia** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Buyer/Senior Buyers

Should read this report to evaluate IT providers' capabilities, pricing and performance, enabling informed sourcing decisions and effective risk management. This approach ensures cost-efficient procurement, promotes supplier accountability and aligns purchases with the agency's technology and service objectives.

Chief Procurement Officers (CPOs)

Should read this report to gain actionable market insights and supplier benchmarks.
These insights will e, enabling them to drive strategic sourcing, negotiate stronger contracts and align procurement with evolving technology trends. By adopting tThis approach, CPOs can support cost savings, improve supplier value and advance the agency's strategic objectives.

Category Acquisition Managers (CAMs)

Should read this report to identify top-performing IT service providers, track evolving market conditions and develop data-driven sourcing strategies. This report helpsenables optimize spending, fosters innovation and reduces category-specific risks, directly supporting effective IT procurement and value creation for their organization.

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The quadrant assesses providers that offer services and solutions to help public sector entities **enhance efficiency**, reduce costs and **access specialised expertise** by **outsourcing non-core functions**.

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Definition

The public sector increasingly relies on BPO and other outsourcing services to enhance efficiency, reduce costs and access specialised expertise. Public sector firms can focus on their primary objectives using advanced technologies such as AI and cloud computing and by delegating non-core functions such as IT services, payroll and customer support to external providers. This approach optimises resource allocation and addresses challenges in recruiting highly skilled professionals, especially in areas such as data management and cybersecurity.

Providers offer outsourcing services, fostering competition and innovation among them, resulting in improved service delivery quality. However, careful management is required to mitigate risks such as contracting failures or reduced service quality in critical areas such as healthcare and education. By assisting public sector firms in establishing robust SLAs, providers enable successful outsourcing while ensuring accountability and performance.

Eligibility Criteria

1. Have experience **providing business process and other outsourcing services** to public sector clients in the relevant region covered in the study
2. Have **successfully engaged or are engaging with at least three public sector entities** on BPO and outsourced services
3. Have at least three of the following capabilities related to public sector BPO and outsourced services:
   - Experience in **delivering outsourced services** to the region's government organisations
   - Strong **compliance with data protection and security** regulations
   - Proven **expertise in handling high-volume citizen services**
   - **Cost-effective service delivery** with proven efficiency gains
   - **Robust business continuity** and risk management processes
   - Secure **handling of sensitive government data**
   - Experience with **AI and RPA for process automation**
   - Strong track record in benefits, **welfare and HR services**
   - Offer **multi-channel citizen engagement** solutions (phone, web and mobile)
   - Capability to **provide scalable workforce solutions**
4. Demonstrate **strong partnerships with industry associations**, regulatory bodies, technology firms and startups specialising in the public sector
5. Offer **referenceable public sector use cases** across the value chain.

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Observations

Australia's public sector is moving towards a leaner outsourcing model that favours delivery through specialists, robust controls and work primarily done in proximity to the concerned agency. Departments are being pushed to bring core work back in-house to improve governance, while still using external partners for niche capabilities, surge capacity and transformation support. A major development is the shift from broad contractor dependency to mixed teams that combine public servants with panel-supplied specialists. This approach reduces risks, improves knowledge retention and gives agencies increasing control over priority programmes. It also changes vendor engagements from large, all-purpose outsourcing contracts to narrow, outcome-based engagements.

Another clear development is the shift to production-ready AI and data services. Agencies are no longer just testing automation; they are procuring operational AI for document processing, internal knowledge tools and service support, backed by strong data governance and secure cloud environments. This approach serves as an advantage for providers with engineering depth, maturity in public sector security and the ability to embed responsible AI controls. Cyber trust, sovereign capability and onshore delivery are also becoming decisive factors in the procurement process. For providers, the winning formula is the ability to shift towards reliability in delivery, local personnel and measurable service improvement rather than just simple cost reduction.

From the 172 companies assessed for this study, 23 qualified for this quadrant, with nine being Leaders.

Accenture enables large-scale public sector transformation through AI-driven business process and other outsourcing services, strategic co-innovation, acquisition-led domain expertise and proven delivery of secure, efficient citizen and back-office services.

Capgemini strengthens public sector BPO through AI-led operations, automation and WNS-driven scale, supported by a strong partner ecosystem that enables efficient, citizen-focused services and accelerated digital transformation.

Cognizant strengthens public sector BPO through proprietary AI platforms, ecosystem-driven partnerships and responsible AI training capabilities, enabling intelligent automation, improved decision-making and efficient citizen-focused services.

Concentrix delivers public sector outcomes through digital transformation and BPO services, AI-powered citizen engagement and innovation-led consulting that enables efficient, secure and citizen-focused government operations.

Infosys enhances public sector BPO through AI-led process transformation, expansive cybersecurity capabilities and strong local delivery, enabling secure modernisation, operational efficiency and improved citizen outcomes at scale.

Optus

Optus delivers secure, large-scale connectivity and managed services for the government, supported by mature ITIL-based operations, resilient networks and reliable end-to-end ICT management for the public sector.

Probe Group

Probe Group delivers citizen-focused BPO through deep government engagement expertise, a strong Australian delivery footprint and AI-powered proprietary platforms that improve service quality and efficiency, and ensure compliant public sector outcomes.

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Serco

Serco delivers large-scale citizen-focused services and back-office operations, backed by deep expertise across defence, justice and healthcare, enabling secure, compliant and reliable public sector service delivery.

TCS combines AI-led business process transformation, cloud and cyber modernisation, strong research partnerships, and local innovation with global scale to help agencies modernise services, strengthen resilience and improve citizen outcomes.

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Digital Transformation and Modernization Services

This report is valuable for providers offering **digital transformation and modernization services** in **Australia** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Contracting Officer's Technical Representatives (COTRs)

Should read this report to evaluate IT providers' technical capabilities and compliance, ensuring contracts meet agency requirements expected outcomes are delivered and strengthens oversight and accountability, ultimately enhancing the success and integrity of public sector projects.

Chief Procurement Officers (CPOs)

Should read this report to gain actionable market insights and supplier benchmarks, enabling them to drive strategic sourcing, negotiate stronger contracts and align procurement with evolving technology trends. This approach supports cost savings, improved supplier value, and advances the agency's strategic objectives.

Category Acquisition Managers (CAMs)

Should read this report to identify top-performing IT service providers, track evolving market conditions, and shape data-driven sourcing strategies. This enables optimized spending, encourages innovation, and reduces category-specific risks, directly supporting effective IT procurement and value creation for their organization.

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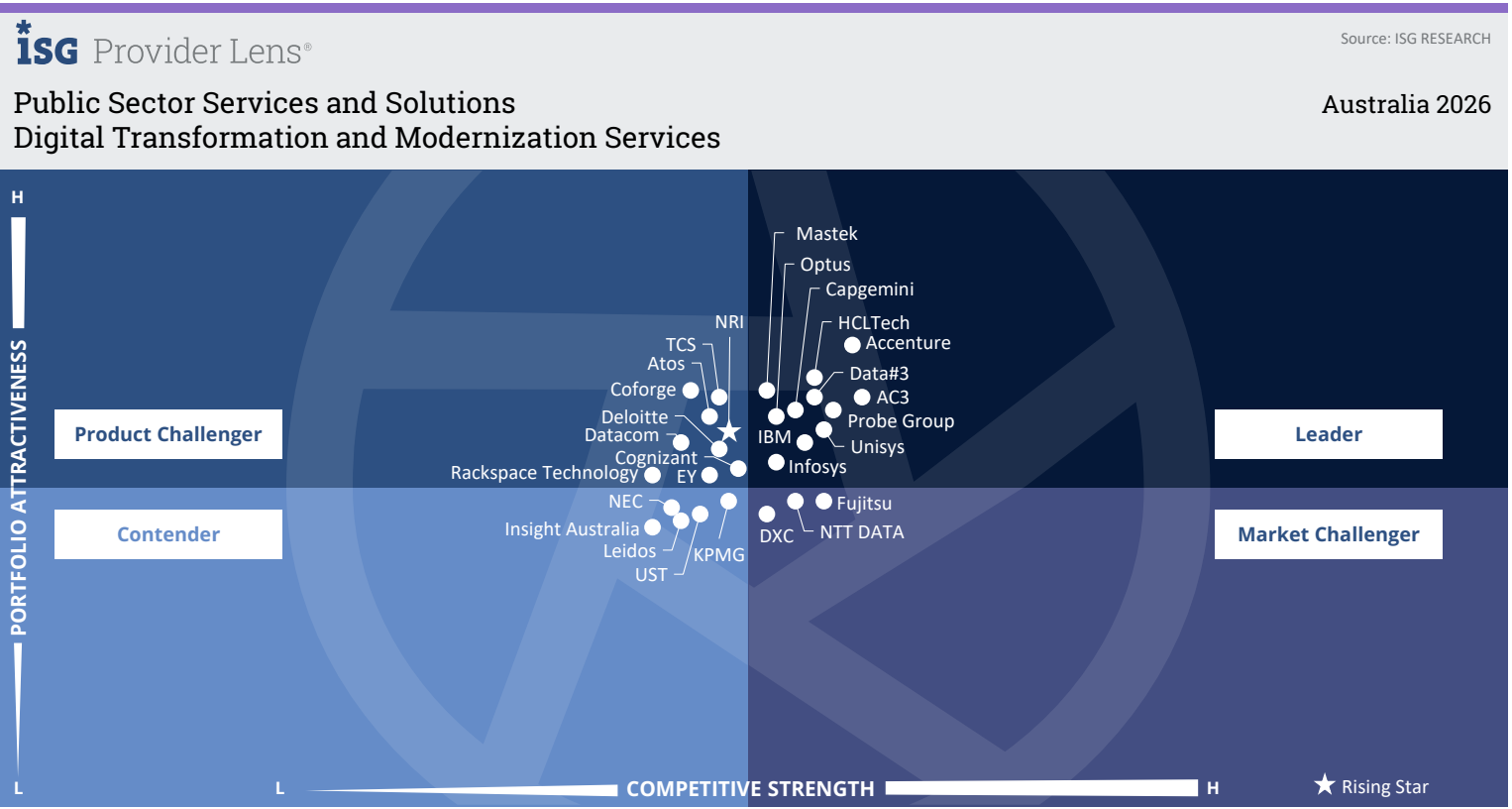

The quadrant assesses providers focused on **modernising** government **operations** and enhancing citizen service delivery through **digital technologies**. This approach allows public sector employees to provide responsive services to constituents.

Harish B and Varsha Sengar

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Definition

Digital transformation and modernisation in the public sector are crucial for modernising government operations and enhancing service delivery to citizens. By leveraging digital technologies, governments can streamline processes, reduce operational costs and improve efficiency across various departments. This transformation enables the automation of manual tasks, allowing public sector employees to focus on high-priority work and deliver fast, responsive services to constituents.

Providers implement digital solutions such as self-service e-portals, electronic document management and open data platforms to help governments empower citizens to access government services and information easily. These innovations foster transparency, increase public trust and promote citizen engagement in governance. Providers facilitate data-driven decision-making enabled by digital transformation to help governments allocate resources effectively and develop innovative policies that address societal challenges.

Eligibility Criteria

1. Have experience **providing digital transformation and modernisation services** to public sector clients in the relevant region covered in the study
2. Have successfully **engaged or are engaging with at least three public sector entities** on digital transformation and modernisation services
3. Have at least three of the following capabilities related to public sector digital transformation and innovation services:
   - Proven experience **delivering digital transformation** for government organisations
   - **Expertise in emerging technologies** such as blockchain and IoT
   - **Capability to integrate legacy systems** with modern digital solutions
   - Have adopted a **cloud-native** and API-first approach
   - Expertise in **cybersecurity** for digital government services
   - Experience in **data-driven decision-making** and analytics
   - Adoption of **Agile and DevOps methodologies**
   - **Experience in citizen-centric service design**
   - **Expertise in workforce upskilling** and digital technology adoption
   - Ability to **scale innovation** across government departments
4. **Demonstrate strong partnerships** with industry associations, regulatory bodies, technology firms and startups specialising in the public sector
5. Offer **referenceable public sector use cases** across the value chain

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Observations

Australia's public sector is shifting toward a service design that is simple, secure and connected with high emphasis on life-event-based delivery and shared digital capabilities across agencies. The primary demand is for AI-enabled support, data governance, cyber resilience and connected platforms that reduce any kind of friction or dissent for citizens and employees. Another development is the modernisation of the operating model for the service. The government is investing in digital projects that improve security, replace legacy systems and improve the chances of successful delivery through a more stringent oversight. This trend is pushing buyers towards providers that can combine advisory, integration, migration, testing and managed services rather than offer isolated technology work.

Across healthcare, education, social services, infrastructure and public safety, government agencies are seeking rapid outcomes but without more complexity. This factor is making workflow automation, identity services, cloud optimisation and data connectivity more attractive than large one-time transformation programmes. The market is increasingly rewarding providers that can humanise digital delivery while enhancing control, trust, and productivity.

From the 172 companies assessed for this study, 28 qualified for this quadrant, with 11 being Leaders and one a Rising Star.

AC3

AC3 supports secure government modernisation through sovereign cloud and SOC services, enhanced AIOps and observability capabilities, as well as deep public sector expertise aligned with compliance, governance and critical needs.

accenture

Accenture helps governments modernise through acquisition-led cloud and cybersecurity expertise, a strong partner ecosystem and AI-driven digital core investments that enhance resilience, compliance and scalable transformation.

Capgemini

Capgemini helps government agencies adopt agentic AI responsibly, modernise citizen-centric services and accelerate secure transformations through sovereign cloud, strong governance and strategic technology partnerships.

Data#3

Data#3 helps agencies modernise through multi-vendor technology integration, end-to-end transformation delivery and capabilities in digital collaboration that improve service accessibility and continuity and ensure connected outcomes for government departments.

HCLTech

HCLTech helps government agencies modernise complex legacy environments through cloud, data, platform and automation expertise, using continuous engineering and lifecycle improvement that enhance interoperability and resilience and foster long-term digital transformation outcomes.

IBM

IBM helps government agencies modernise critical systems through governed AI with watsonx, hybrid cloud and sovereignty expertise, thus enabling secure, compliant, resilient and connected services.

Infosys

Infosys enables secure public sector modernisation through local cloud and cybersecurity expertise, AI-first transformation platforms and an outcome-driven framework that improves interoperability, resilience and citizen services.

Mastek

Mastek accelerates public sector modernisation through Australia-specific accelerators, value-based analytics with prebuilt KPIs and dashboards, alongside deep Oracle Cloud Infrastructure expertise, thus improving efficiency, visibility and operational outcomes for its clients.

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Optus

Optus supports modernisation of government bodies through deep public sector expertise, secure connectivity across Australia, embedded cybersecurity and scalable infrastructure solutions, culminating in resilient, cloud-enabled and outcome-focused digital services.

Probe Group

Probe Group combines proprietary AI platforms, service delivery combining human-AI service expertise and an integrated CX, automation and analytics ecosystem to modernise citizen services, improve efficiency and accelerate transformation for government departments.

Unisys

Unisys helps government agencies modernise through secure digital transformation, cloud and infrastructure modernisation, and outcome-focused delivery aligned with the compliance, policy and operational priorities of the Australian public sector.

NRI

NRI (Rising Star) helps government agencies modernise citizen services through cloud, data and platform transformations, backed by AI, cybersecurity and government-focused frameworks that enable secure, resilient and outcome-driven modernisation.

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Leader

"Unisys combines consulting, cloud, cybersecurity, digital workplace, infrastructure and managed services to deliver end-to-end transformations rather than offering isolated technology solutions."

Harish B and Varsha Sengar

Unisys

Overview

Unisys is headquartered in Pennsylvania, US. It has more than 15,000 employees across 20 countries. In FY25, the company generated $2.0 billion in revenue. Mature governance frameworks, project assurance and risk management practices enable Unisys to support the execution of complex transformation initiatives. Unisys is recognised for transforming digital workplaces through modern collaboration platforms, endpoint management, automation and improvements in end-user experience that enhance workforce productivity.

Strengths

Government digital transformation experience: Unisys has extensive experience in supporting federal and state government agencies in Australia with their digital transformation, modernisation and technology-enabled business change initiatives. It embeds cybersecurity across transformation programmes, helping agencies modernise systems while ensuring compliance with the local government's security and risk management requirements.

Cloud transformation expertise: Unisys supports cloud strategy, migration, hybrid cloud adoption and infrastructure modernisation, enabling government agencies transition from legacy environments to scalable digital platforms. The company helps modernise legacy applications, infrastructure and data centre environments, thus improving agility, resilience and operational efficiency.

Outcome-focused delivery model: Unisys aligns technology investments with measurable business outcomes through structured roadmaps, implementation planning and benefits realisation frameworks. The company leverages global innovation, industry knowledge and technology partnerships while tailoring solutions to public sector policies, regulatory requirements and operational priorities in Australia.

Caution

Unisys should continue to enhance its capabilities in data governance, master data management, data sharing and analytics to support evidence-based decision-making across government agencies. This approach will enable it to strengthen its market position in Australia.

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AI and Innovation Services

Who Should Read This Section

This report is valuable for providers offering **AI and innovation services** in **Australia** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Chief information officers (CIOs) and chief technology officers (CTOs)

Should read this section to evaluate providers' AI capabilities, innovation maturity and ability to support modernization agendas. This report will help them identify providers that can enable automation, smarter decision-making and scalable digital services.

Heads of digital transformation

Should read this report to compare providers that can help redesign public services using AI, analytics and generative technologies. These insights enable them to select providers that improve citizen engagement, streamline operations and accelerate modernization.

Chief procurement officers (CPOs)

Should read this report to gain structured insight into AI and innovation service providers' capabilities, risk posture and value propositions. These insights will enable them to design smarter sourcing strategies, negotiate stronger AI-focused contracts and ensure supplier choices support long-term digital and fiscal objectives.

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The quadrant assesses providers focused on **delivering AI and innovation services** that help government agencies **improve decision-making**, streamline operations and **accelerate** the **adoption of emerging technologies**.

Harish B and Varsha Sengar

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Definition

AI and innovation services are reshaping the public sector in 2026, driving smarter governance and responsive citizen experiences. Governments harness AI to automate routine operations, predict and personalise interactions at scale. These advancements cut delays, optimise resource use to tackle complex issues such as urban planning and disaster response with precision.

Providers deploy AI solutions, including intelligent chatbots, predictive analytics platforms and generative tools, to enable seamless self-service for citizens. Virtual assistants handle inquiries 24/7, while AI-driven dashboards offer real-time insights into public needs.

Providers prioritise ethical AI frameworks to ensure fairness, transparency and compliance with evolving regulations. Workforce re-skilling programmes build AI literacy, transitioning staff from manual to strategic oversight-driven roles. By delivering equitable, proactive services that evolve with community expectations, AI innovation rebuilds trust.

Eligibility Criteria

1. Have experience **providing AI and Innovation services** to public sector clients in the relevant region covered in the study
2. Have successfully **engaged or are engaging with at least three public sector entities** on digital transformation and modernisation services
3. Have at least three of the following capabilities related to public sector digital transformation and innovation services:
   - Proven track record in **AI-powered public service automation** for government entities
   - Deep **expertise in GenAI**, ML models and **ethical AI governance**
   - Offer **AI-first design with microservices**, APIs and serverless architectures for rapid deployment
   - **Offer human-centred AI design** focused on equitable, accessible citizen experiences
   - Provide scalable **AI innovation frameworks** adaptable across agencies and jurisdictions
   - Experience **deploying low-code AI platforms** for non-technical government users
   - Offer **robust AI ethics frameworks** ensuring transparency, fairness and regulatory compliance
4. **Demonstrate strong partnerships** with industry associations, regulatory bodies, technology firms and startups specialising in the public sector
5. Offer **referenceable public sector use cases** across the value chain

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Observations

The AI story of Australia's public sector is moving from pilot projects to controlled scaling, with a clear focus on trust, productivity and reusable capability. Government-backed AI tools, staff training and robust data foundations are the core enablers of innovation. The most important shift is that AI is no longer being seen as a side project. The APS AI Plan sets out a path for rapid service delivery through practical AI use, while putting trust, people and tools at the centre of adoption.

Innovation in the Australian public sector is increasingly about reuse, and not reinvention. Investments show that government agencies are increasingly taking a multidisciplinary approach to overcome common barriers and hurdles in reuse, with the aim of reducing duplication and shortening delivery cycles. For service providers, this approach is creating a demand for shared platforms, reusable components and delivery models that can scale across agencies. The direction is clear — innovation will be judged less by novelty and more by whether it can be adopted securely, repeatedly and at speed.

The AI push is closely linked with data quality and reliability. Government clients are seeking providers that can ensure that AI, data, connected service delivery and cyber trust advance together, and not individually. This is especially important in healthcare, education, social services and citizen-facing agencies, where poor quality data can weaken service outcomes. The new challenge is not only building smart tools but also making sure they are supplied with reliable information and governed in a way that does not impact public confidence.

From the 172 companies assessed for this study, 30 qualified for this quadrant, with 12 being Leaders.

accenture

Accenture helps public sector agencies undergo AI-led transformation through GenAI, automation and data-driven modernisation, supported by a strong partner ecosystem, innovation capabilities and responsible AI governance.

Amentum

Amentum enables AI-driven public sector transformation through sector-specific expertise, engineering-led modernisation and data-driven solutions that leverage AI, digital twins and analytics to improve resilience, efficiency and decision-making.

Capgemini

Capgemini helps government agencies adopt AI responsibly through strong governance, innovation ecosystems and technology partnerships, while delivering citizen-centric digital services, modernisation and end-to-end transformation support.

CGI

CGI helps governments modernise through AI, automation and analytics, backed by deep public sector expertise, secure-by-design delivery and end-to-end capabilities spanning consulting, cloud, cybersecurity and managed services.

Deloitte.

Deloitte helps governments drive responsible AI and digital transformation through deep public sector expertise, strong data and analytics capabilities and innovation-led services that improve policy outcomes and citizen experiences.

HCLTech

HCLTech accelerates AI adoption in the government through a strong technology ecosystem and AI integrated into broader modernisation programmes, enabling efficient, scalable and digital transformation in alignment with organisational goals.

IBM

IBM helps public sector agencies modernise through watsonx AI, hybrid cloud and automation, supported by strong AI governance, data capabilities and deep experience to deliver secure transformation in critical government areas.

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Infosys helps public sector agencies modernise through AI, GenAI and automation, powered by Topaz and strong data capabilities, with responsible AI governance that improves productivity, decision-making and service quality.

NTT DATA helps governments modernise by leveraging AI, GenAI, data and analytics expertise, supported by strong governance and end-to-end transformation capabilities, spanning cloud, cybersecurity, applications and managed services.

Synergy

Synergy Group helps Australian government agencies modernise through deep public sector expertise, AI and digital innovation advisory and data-driven transformation that improves decision-making, service delivery and future digital capabilities.

Telstra supports government modernisation through secure local networks, IoT and AI-driven innovation, cybersecurity and resilient digital infrastructure that enable smart services, operational efficiency and trusted transformation.

Unisys enables government innovation through cybersecurity-led transformation, cloud and infrastructure modernisation, and end-to-end consulting and managed services that improve workforce productivity, accessibility and citizen outcomes.

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Leader

"Unisys focuses on AI, automation, analytics and intelligent operations to help government agencies improve efficiency, optimise processes and enhance decision-making."

Harish B and Varsha Sengar

Unisys

Overview

Unisys is headquartered in Pennsylvania, US. It has more than 15,000 employees across 20 countries. In FY25, the company generated $2.0 billion in revenue. Unisys has extensive experience in supporting government organisations with digital transformation, technology modernisation, secure service delivery and operational improvement. Strong service management capabilities enable it to further support them in improving reliability, automating operations and optimising performance across complex technology environments.

Strengths

Security-centric digital innovation: Unisys integrates cybersecurity, identity and access management, risk control and secure-by-design principles into AI and digital transformation programmes, supporting the Australian government's security and compliance requirements. The company has strong capabilities in workplace transformation, EX, collaboration platforms, endpoint management and automation to support modern government workforces.

Cloud and infrastructure modernisation expertise: Unisys supports hybrid cloud adoption, infrastructure transformation, application modernisation and technology optimisation to create scalable foundations for AI-enabled services. It helps organisations improve data management, analytics capabilities and operational insights, enabling more informed decision-making and AI readiness.

End-to-end technology transformation capability: Unisys combines consulting, alongside digital workplace, cloud, cybersecurity, infrastructure and managed services expertise to support the full lifecycle of innovation programmes. It takes user-focused approaches to improve digital experiences, accessibility and service outcomes for both government employees and citizens.

Caution

Unisys should continue to establish stronger outcome-measurement approaches through value frameworks, performance dashboards and continuous-improvement metrics. Concurrently, it should continue enhancing accountability, transparency, auditability and ethical AI practices to build confidence in its AI-enabled government services.

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Appendix

The ISG Provider Lens® 2026 – Public Sector Services and Solutions study analyzes the relevant software vendors/service providers in the Australia market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

Study Sponsor:
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The research and analysis presented in this report includes research from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of August 2026 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

All revenue references are in U.S. dollars ($US) unless noted otherwise.

The study was conducted in the following steps:

1. Definition of Public Sector Services and Solutions market
2. Use of questionnaire-based surveys of service providers/vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities and use cases
4. Leverage ISG's internal databases and advisor knowledge & experience (wherever applicable)
5. Detailed analysis and evaluation of services and service documentation based on the facts & figures received from providers and other sources.
6. Use of the following key evaluation criteria:
   * Strategy and vision
   * Innovation
   * Brand awareness and presence in the market
   * Sales and partner landscape
   * Breadth and depth of portfolio of services offered
   * Technology advancements

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Lead Analyst

Harish B
Senior Manager and Principal Analyst

Harish brings more than two decades of technology, business and market research experience and expertise to ISG clients. He has rich experience in executing MI/CI and strategy/management consulting projects for Asset Intensive industries (Aerospace & Defense, Oil & Gas, Energy & Utilities, Automotive, Public Sector, Semiconductor, and Manufacturing). Prior to ISG, Harish has worked with leading market research/ analytics and consulting firms including Frost & Sullivan and Genpact. At ISG, He is focused on ISG Provider Lens®.

His research and analysis for ISG clients is focused on asset-intensive markets development, disruption and change. He currently contributes to ISG's Provider Lens® global research studies as a principal analyst.

Research Analyst and Co-author

Varsha Sengar
Research Specialist

Varsha Sengar is a Research Specialist at ISG, responsible for supporting and coauthoring ISG Provider Lens™ studies on Retail and CPG, Manufacturing, Chemicals, and Public Sector. She has over 8 years of experience in technology research and consulting. At ISG, she is responsible for delivering the enterprise perspective for IPL and collaborates with analysts, advisors, and enterprise clients on various

research requests, which include primary and secondary research. She supports the lead analysts across multiple regions in the research process and authors the global summary report. Prior to this role, she has carried out multiple ad-hoc projects, including competitive benchmarking reports, market sizing and forecasting, vendor profiles and newsletters delivering industry-level actionable insights and recommendations.

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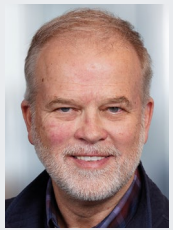
Study Sponsor

Iain Fisher
Director and Principal Analyst

Iain Fisher is ISG's head of industry research and market trends. With over 20 years in consulting and strategic advisory, Iain now focuses on cross industry research with an eye on technology led digital innovation, creating new strategies, products, services, and experiences by analysing end-to-end operations and measuring efficiencies focused on redefining customer experiences. Fisher is published, known in the market and advises on how to achieve strategic advantage. A thought leader on Future of Work, Customer Experience, ESG, Aviation and cross industry solutioning.

He provides major market insights leading to changes to business models and operating models to drive out new ways of working. Fisher works with enterprise organizations and technology providers to champion the change in customer focused delivery of services and solutions in challenging situations. Fisher is also a regular Keynote speaker and online presenter, having authored several eBooks on these subjects.

IPL Product Owner



Jan Erik Aase
Partner and Global Head – ISG Provider Lens®

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a research director, principal analyst and global head of ISG Provider Lens®, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.

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