



# Creating an experience-driven government for every constituent.

Insights on digital equity from the Global Government Digital Performance and Inclusion Benchmark.



# Foreword

People have high expectations when it comes to online experiences, and government services are no exception. Most of the public expects those services to be delivered on par with their favorite brand experiences.

Citizens are relying on web, mobile, email, and social to get critical information, and the majority are using more than one channel. This means that all government information must be current, accurate, on brand, and accessible—whether on a desktop or a mobile device. And it must be equitable, especially for those who are most vulnerable and have been historically underserved.

**To improve the constituent experience and build public trust, government agencies must prioritize modernizing service delivery and operations to enable equitable, personalized services.** This report explores how governments around the world are digitizing their public service information and experiences to make them more inclusive, and what characteristics are setting top agencies apart.

Government agencies must think digital first, not digital only. By orchestrating an omnichannel customer journey and automating workflows, agencies can support digital self-service, increase trust and confidence with the public, and reduce the administrative burden on their employees. We are pleased to present this research to help government agencies learn how to optimize every experience to get the right information and service to the right person at the right time.

**James Hanson**

Head of Industry Strategy for Public Sector, Digital Strategy Group, Adobe

# Methodology

This report follows a body of research conducted by Adobe seeking a clear understanding of how government agencies across the globe are ranked in terms of their ability to deliver government services equitably.

To support this investigation, we surveyed a selected group of 120 government agencies across North America, Asia and Pacific (APAC), and Europe, Middle East, and Africa (EMEA) regions. Overall scores for the Global Government Digital Performance and Inclusion Benchmark are calculated out of 100, representing studies in the three core areas:

- **Customer experience**—including rankings for mobile and desktop, with a sample set of individuals who are digitally excluded (due to a disability, a language barrier, poor broadband access, or low digital literacy). Twenty residents of each agency's locality completed an online service journey on their respective websites (such as filing a permit) and rated qualitative statements about the experience.
- **Site performance**—including rankings for desktop and mobile site speeds, Authority Scores via SEMrush, site health, engagement, and site speed across devices, along with 60,000 webpages scanned for errors that hamper search performance and safety perceptions.
- **Digital equity**—including rankings for homepage accessibility, overall accessibility, mobile friendliness, language options, and comprehension level for readability.

**Adobe provides digital government solutions that modernize experiences, efficiently deliver services, and increase constituent engagement—all while putting people first.**

# Executive summary

Government experiences today are often inconsistent and inequitable, hampering public trust. Yet agencies are making efforts in the right direction to use digital to improve experiences for every constituent.

The total average Global Government Digital Performance and Inclusion Benchmark score was 64.17 out of 100. The total was made up of the averages across each core digital performance area:

**Site performance: 57.86**

**Customer experience: 66.25**

**Digital equity: 68.47**

Three key themes emerged from our research:

## **Inaccessible, inconsistent experiences are diminishing public trust.**

With citizens accustomed to digital experiences from global brands like Amazon and Nike, expectations are high. Moreover, declining public trust means customers are less likely to use secure .gov digital platforms, which is adding volume to overwhelmed call centers and offices.

## **Serving the public requires meeting users on any channel and device.**

A future-ready agency experience must be mobile first and omnichannel. This lets government agencies scale and personalize service and information delivery to meet citizen needs without added strain on the workforce. It also frees up time to help people who need in-depth support or in-person assistance for critical tasks.

## **Digital equity ensures that both the public and agencies succeed.**

Top agencies are creating experiences focused on getting information to people in ways they can understand and on the channels or devices that are accessible to them. Every citizen should be able to find relevant, timely information with ease, in the language preference of their choice.

With the insights from this research, you'll be able to gauge how your agency measures up and take the next steps to make improvements and increase inclusivity.

# For government agencies, trust matters.

People are looking for trustworthy, up-to-date information that is easy to access and consume. In a report with [Deloitte Digital](#), we found that 60% of people rate trust among the top three factors when considering public information. We also see a lot of trust when it comes to government websites. In fact, 90% of Americans would recommend government websites as a trusted source for information, and 80% would recommend them to friends and family.

“ I felt reassured that the website could give me the information I needed to get further clarification.

– 27-year-old citizen, United States

There is also an expectation that government information be up to date and easily accessible. According to the [2022 Adobe Trust Report](#), 76% of consumers think government should provide inclusive services across languages, education levels, internet access, economic status, and age. This is where some agencies are struggling. Poor user experiences and difficulty finding information in a time of need are impacting goodwill and putting public trust to the test.

## Success in personalized, equitable experiences.

With insight into what sets leaders apart, you can begin your own journey toward creating trustworthy, balanced experiences. Citizens will be more willing to share their information, and that information in turn will allow your agency to personalize services in more meaningful ways. That’s why we created the Global Government Digital Performance and Inclusion Benchmark.

### Top global agencies

#### North America

Department of Veterans Affairs  
72.02

State of Connecticut  
71.81

State of Massachusetts  
71.12

State of Georgia  
71.01

Small Business Administration  
70.51

#### Asia and Pacific (APAC)

MyGov Australia  
75.41

Australia National Disability Insurance Scheme  
74.61

Singapore Inland Revenue Authority  
71.78

Government of Spain  
Agencia Tributaria  
(Spanish Tax Administration)  
71.44

UK Department for Work and Pensions  
71.39

#### Europe, Middle East and Africa (EMEA)

# Government is modernizing, but frustrations persist.

Agencies across the globe are continuing to prioritize digital growth and modernization, but the gaps that remain are causing frustration among constituents. Government sources are frequently used and generally well regarded, but complications arise when it comes to completing tasks.

84%

believe information is **comprehensive and reliable.**

But **nearly ¼ of them fail to see the value** of that information.

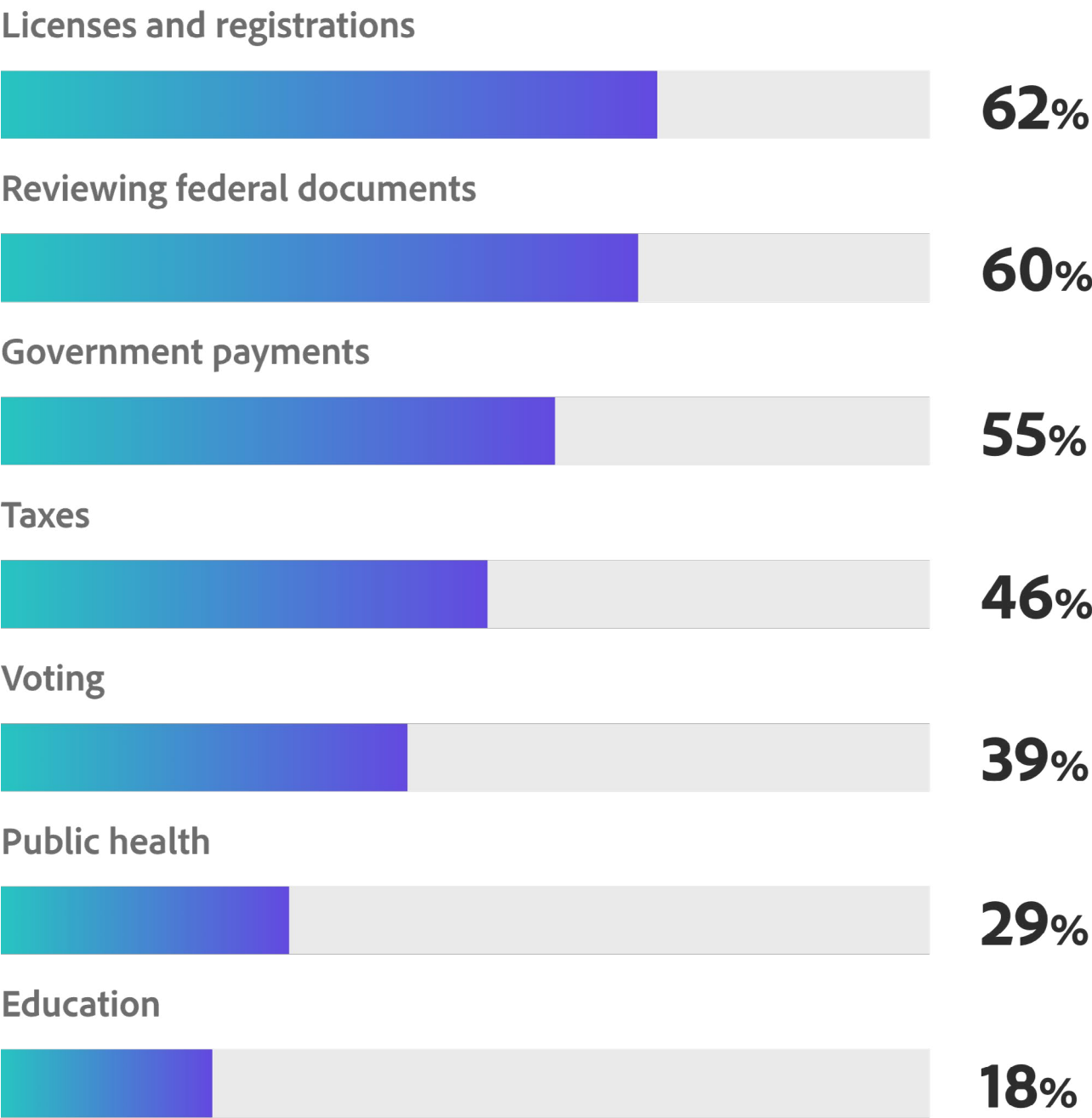
83%

think websites are **convenient to access.**

Yet **only 27% think it’s easy to apply for services.**

Not surprisingly, **24% noted a lack of sign-and-submit materials.**

## Percentage of constituents who seek government sources first for information about the following public services:



Source: Adobe and Deloitte Digital

# Ranking the government website experience.

Positive digital experiences	APAC	NORTH AMERICA	EMEA
<b>Content</b> Survey question: The information provided is comprehensive.	85%	85%	81%
<b>Ease of access</b> Survey question: The website is convenient to access.	85%	82%	81%
<b>Trustworthiness</b> Survey question: I feel confident in the information provided.	84%	81%	79%

Negative digital experiences	APAC	NORTH AMERICA	EMEA
<b>Lack of personalization</b> Survey question: This experience is tailored toward me.	21%	17%	24%
<b>Redirected journeys</b> Survey question: I was able to access the service without redirecting to another website.	36%	18%	26%
<b>Limited digital enrollment</b> Survey question: I could sign and submit materials online without having to print, fax, or mail.	24%	22%	25%

Respondents cite difficulties applying for services and signing documents—the very tasks they came to complete. Forms are difficult to find. They must print, fax, or mail something. Instructions are unclear. And tools have unnecessary steps. All of this leaves many people preferring to call or visit an office in person.



I was unable to find a digital form and was directed offline to a PDF form. I couldn’t complete the forms section.

– 34-year-old citizen, Australia

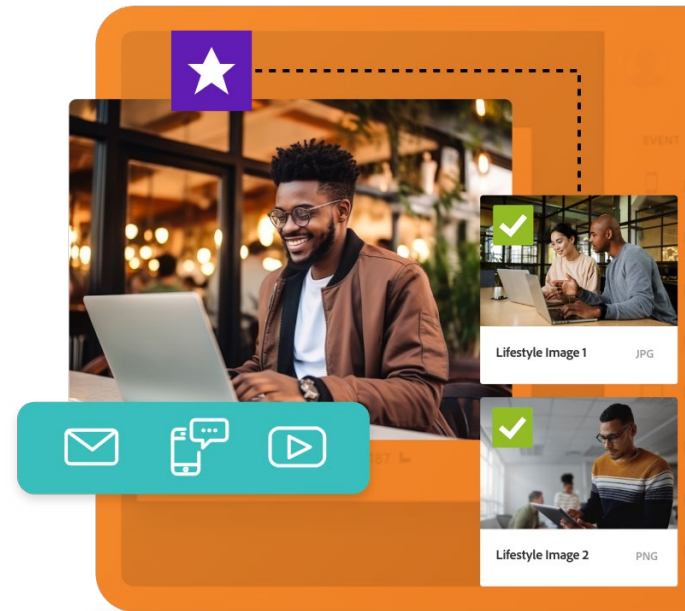
## A closer look at the challenges.

- **Old information**—Government agencies often create new webpages without removing old, outdated ones due to a lack of technical expertise.
- **Lack of consistent branding**—The digital experience has an unfamiliar or inconsistent look and feel, so citizens prefer to access information by calling or visiting an office.
- **Confusing experiences**—Information is disjointed across government agencies, making it difficult for citizens to navigate and understand their potential services eligibility.
- **No personalization**—A lack of personalization leads to a majority of the website being irrelevant to an individual’s specific needs.

# Create a connected experience for every citizen.

## Make self-service easy.

For busy citizens who likely come to your website with pressing needs, too much information can be a bad thing. Simplify your navigation, write in plain language, and fix broken links so that users can easily select their journey, understand the content, and quickly get to what they need.



## Take a proactive approach.

Find out at which points you're losing citizen engagement and tap into ways to re-engage them. Analytics tools can help you stay proactive—from detecting quick-fix errors to better understanding citizens' changing needs and responding in real time.

## Simplify every journey with unified profiles.

When citizens can save their data to a profile, it connects every agency they engage with for a unified experience. They can avoid having to re-share their information and have control over communication, language, and device preferences.



### Customer Profile



Davis Morton

Address

DavisM@bodea.com

Gender

Male

Birth Date

06/07/1986

Number

820-308-4183



# The future is mobile—and omnichannel.

To serve the public effectively, governments must meet them wherever they are, regardless of their preferred device or channel. This requires adapting and innovating to move your online user experience forward.



With the rapid adoption of 5G networks, mobile device usage continues to rise. Your residents' online behavior is increasingly mobile, from checking the weather and shopping to booking travel and more. According to a report from eMarketer, of the 49.5 minutes per day adults spend on these activities in 2023, 35.6 minutes will be on mobile devices.


When it comes to accessing government websites, EMEA is leading the way with mobile access outpacing desktop by 20%. Even so, respondents still revealed a slight preference for the desktop experience.

## Devices used to access government websites.


	 Desktop	 Mobile
APAC	51%	49%
EMEA	40%	60%
North America	57%	43%

## Preferences for website experience channel.


	 Desktop	 Mobile
APAC	83%	81%
EMEA	80%	79%
North America	85%	82%



Web activity

64

Accessibility score

69

Site speed

Drive experiences

### Why the preference for desktop?

There's a 75% higher average site speed on desktop than mobile.

Some websites are not configured to be mobile friendly from the outset, leading to poor formatting and form experiences when viewed on a mobile device.

## Optimize experiences for any device, any channel.

### Streamline forms with an AI-powered experience.

Intelligent forms use pre-filled information that a person has already saved in your database and will only serve up the fields where information is still needed. Even better, it's smart enough to do it in a format that fits the device they're using.

### Templatize content for delivery on any channel.

Your message only works if it reaches people on their preferred channel. By using out-of-the-box templates and content that can dynamically respond to its delivery channel, you can generate millions of personalized, mobile-friendly correspondence pieces and notices per month.

### Use modern content management system (CMS) tools to support responsive web designs.

Responsive web design ensures that your site will be faster, more accessible, and easier to navigate regardless of device—ultimately improving engagement and service enrollment. Plus, using the same codebase speeds and simplifies development and maintenance.

### Work smarter with A/B testing.

Testing can help determine the ideal combination of content, layouts, and UX to avoid high abandonment rates. You can also apply digital analytics to identify mobile visitors and optimize communications with integrated geolocation, demographic, and behavioral datasets.

# Digital equity for every citizen and agency.

Digital accessibility is often thought of in terms of people who have disabilities, yet the benefits of features like easy-to-read content, screen readers, and multiple language support enhance every experience—for your citizens to your employees. These initiatives also help remove friction and hurdles, ultimately fostering more trust between people and government.

## Top agencies lean into accessibility.



For the top 3 global agencies,  
**9 of 10 participants**  
can easily find relevant, timely information  
and could access the website easily in the future.



**Zero homepage accessibility issues** for 7 of the top 10 agencies  
compared to an average of 10 issues for all other agencies.

## Priorities for accessibility.



### Language accessibility

Including support for multiple languages, automated web translations, and live interpretation services



### Site speed and mobile friendliness

To create better experiences for citizens seeking answers and fast resolution

## Central and local services deliver top-tier customer experiences.

Because of the variation in audiences, central services (like health and human services, education, and housing) are setting the bar for accessibility and inclusivity. Local services have the highest customer experience scores, which may be because these agencies are the level of government most involved in residents’ day-to-day needs.

## Central services lead on accessible, inclusive experiences.

Central services: <b>72.24</b>	Local portals: <b>71.62</b>
State portals: <b>69.11</b>	Central admin: <b>66.83</b>

## Local services lead on customer experience scores.

Local portals: <b>68.51</b>	Central admin: <b>66.21</b>
State portal: <b>66.07</b>	Central services: <b>64.65</b>

## Improve organization-wide digital equity.

- **Empower citizens with digital literacy.**  
Offer public education courses that give citizens the digital skills needed to access information and services, apply for jobs, and protect themselves from fraud.
- **Establish an accessible foundation.**  
Design accessible experiences across all channels of an online journey (such as web, forms, SMS, email) by testing users who are typically digitally excluded due to disabilities, language barriers, and low broadband access.
- **Proactively deliver services.**  
Inform customers of eligibility for vital health, educational, and social service programs on their preferred device and channel.
- **Measure and operationalize equity.**  
Apply digital equity success metrics across your organization (such as website accessibility and language translation tools) and identify leaders and executive sponsorship for every agency.

# Explore the leaderboard by benchmark scores and strengths.

## APAC is building on a foundation of accessibility.

Citizens rely on government websites to access information for daily needs. It's no surprise that 9 out of 10 of those surveyed for the top three APAC agencies answered that they can find relevant, timely information quickly and could access the website easily in the future—an exciting achievement considering that Australia is a multilingual country with a significant population of non-English speakers.

	BENCHMARK SCORE
My Gov Australia	75.41
Australia National Disability Insurance Scheme	74.61
Singapore Inland Revenue Authority	71.78

## Services Australia is a standout.

In the multilingual country of Australia, accessibility comes first. Visitors to the Services Australia website can easily get to tools like “listen mode” and access all services via MyGov, a single sign-on across government.

“It’s easy to log in with multifactor authentication, and there’s great info that’s easy to view and access. I can get signed up for services online with minimal need to seek assistance.

– 35-year-old citizen, Australia

## EMEA is creating trust-driven experiences.

The three leading EMEA websites are optimized for accessibility with features like high-contrast, large text for enhanced readability, good device speeds, and easy navigation. Some even have multiple language options. Notably, these sites also scored highly on site authority, which measures search performance and web structure, contributing to a foundation of trust and brand recognition with citizens and residents.

	BENCHMARK SCORE
UK Department for Work and Pensions	71.69
Agencia Tributaria	71.45
UK National Health Service	70.73

## North America is putting customer experience first.

The top North American agencies scored highly on various factors including customer experience and device speeds. Mobile experience was either on par with or outperforming desktop experience for these agencies. In addition, leading US states like Massachusetts, Oklahoma, and Utah are moving toward single sign-on portals to unify and personalize services. All these factors are all critical to building future-ready, inclusive experiences.

	BENCHMARK SCORE
Department of Veterans Affairs	72.02
State of Connecticut	71.81
State of Massachusetts	71.12

## Create a connected journey with Adobe.

These research findings reveal the importance of offering consistent, accessible digital access to services and information on any device or channel. By creating equitable, personalized experiences for every citizen, government agencies can build public trust—today and into the future.

Explore Adobe's [government resource hub](#) for customer stories, guides, solutions, and more on creating an experience-driven government.

Or [schedule a complimentary readout](#) of the Global Government Digital Performance and Inclusion Benchmark.



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**Source:**

["Moving Beyond the Basics of Digital Government with Personalization,"](#)  
Adobe and Deloitte Digital, July 2022.

["Adobe Trust Report,"](#) Adobe, 2022.