



Local. Global. **Partner.**



**2018-2019**  
INSIGHTS  
TO ACTION

## Welcome to Insights to Action

CGI's Insights to Action Report presents the global insights and perspectives we gain from listening to our clients, and showcases the innovative work we are doing to support them in becoming digital enterprises.

Turn the page to discover more about CGI and how we collaborate with clients as a local and global partner. We are privileged to work together with our clients to meet the increasing digital expectations of their customers and citizens, while supporting a more prosperous and sustainable future for our communities.



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CGI clients, leaders and experts gather for Ratkaisu 2018. Held each year by CGI's operations in Finland, the conference features the latest trends and innovation in key digital areas.

# Experience the commitment

At CGI, we are known as trusted advisers and innovators who deliver on our clients' largest and most complex projects. We are one of the few firms with the scale, reach and capabilities to help clients meet the ever-evolving digital expectations of their customers and citizens.

## Our services and differentiators

Customer and citizen demand for new digital services continues to shape our clients' priorities and key initiatives for becoming digital. At the same time, technology no longer just enables change; it drives it. Given this, technology is moving from being a support function to being core to clients' business and operations. **Yet, as technology becomes more important, humans continue to be the key asset.**

In the midst of these profound changes across industries, clients increasingly favor global, end-to-end services firms. They require trusted partners with deep industry and technology knowledge, and a proven ability to provide relevant advice while delivering quality and innovation anywhere in the world.

## Our approach is what sets us apart



**End-to-end services** spanning high-end IT and business consulting to systems integration to intellectual property to IT and business process outsourcing services, positioning us to help clients define, integrate and operate their digital strategy and deliver enterprise-wide initiatives



The **CGI Management Foundation** contains common policies, principles, processes and frameworks to enable consistent, high-quality delivery wherever CGI operates across the globe, resulting in an outstanding track record of business outcomes — on time and on budget



**Client-proximity operating model** that places operations within metro markets where clients have concentrated footprints, giving us deep knowledge of our clients' businesses and enabling us to deliver innovative solutions proactively



**Industry expertise at the local level** where we establish operations by metro markets and by industry sectors, balancing local proximity with deep industry knowledge in each metro to best support our clients



**Intellectual property built in collaboration with clients** to support their mission-critical functions and to help them accelerate business value aligned to their digital strategy



**Global network of onshore, nearshore and offshore delivery centers** that supports client-proximity teams and provides the best mix of services configured to clients' needs and preferences

## CGI at a glance

Founded	Revenue	Consultants	Clients	IP-based solutions
1976	CA\$11.5B	74,000	5,000 benefitting from end-to-end services	175 serving 30,000 clients

### Going above and beyond to deliver value for our clients

Our clients are satisfied when we bring practical innovation that helps them create new business value. Proactive listening serves as a key step in delivering this value through innovative services and solutions.

Through our Client Satisfaction Assessment Program (CSAP), we meet in-person with clients to evaluate our performance and discuss further ways we can help. The CSAP assessments, which clients sign, represent a "report card" on CGI's performance—one that demonstrates a commitment to continuous improvement.

**Client satisfaction scores, signed by clients**

	2018	2017
Number of assessments	8,241	7,544
Overall satisfaction	9.1/10	9.0/10
Client loyalty	9.3/10	9.2/10
Industry knowledge	9.1/10	8.9/10
Technology expertise	9.0/10	8.9/10
Innovation	8.7/10	8.5/10

Through CGI's engagement management processes, we perform regular "health checks" to assess performance, identify risks and apply mitigations. This rigorous approach increases client satisfaction through preemptive and actionable risk management throughout the engagement life cycle.

### The core of our business is people

Our 43 years of continuous growth is a testament to the confidence our clients place in us, the commitment of our members, and the sound business model and principles sustaining us from our founding in 1976.

Each year, our consultants cite that client satisfaction is the biggest driver of their own satisfaction. This is significant. As a people-led services firm, we collaborate to strengthen our clients and our company through hard work, innovative ideas and outstanding delivery.

With CGI, clients have access to a team of agile learners with business acumen, industry knowledge and consultative skills.



### Exceeding expectations through a culture of ownership and accountability

Eighty-three percent of CGI consultants are company owners, and we weave this ownership mentality into all aspects of our management approach. This is why we call CGI consultants "members."

We give ownership access to all members through two programs: the Profit Participation Plan based on local results, and the Share Purchase Plan that matches members' investment one for one in acquiring CGI shares.

Our members are empowered to make decisions in the best interests of our clients. With a footprint of metro-market offices located around the world and deep industry and technology expertise, we provide rich project experiences and innovative ideas to help our clients achieve their business outcomes.

# Serving as clients' Local. Global. Partner.

Our global perspective enhances our deep local relationships. Working side-by-side with clients, our dedicated experts provide practical innovation to create powerful results.

#### Local

Strengthened by our values-driven culture and management approach, we partner with clients through our local proximity model, working and living in the same communities. This model gives us a deep understanding of their businesses, helps us to build strong local relationships, and enables us to deliver innovative and highly relevant services and solutions.

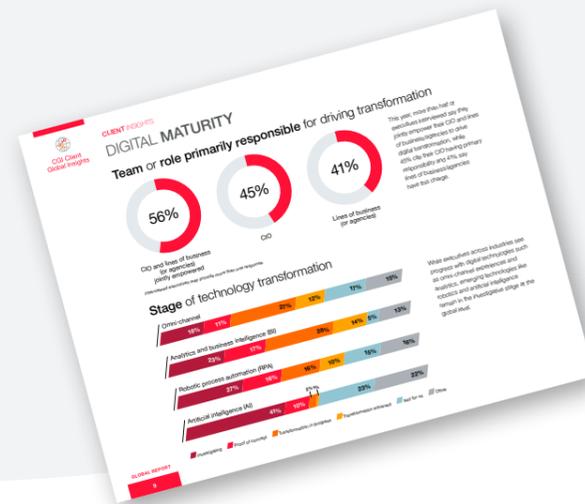
#### Global

CGI supports the proximity model with a combination of global insights, capabilities and frameworks. Insights, developed through structured client conversations around the world, provide an international antenna to inform our clients on global strategies. Furthermore, our global consulting capabilities and best practices are shared through centers of excellence, enabling local teams to bring the best of CGI to our clients.

#### Partner

We work with clients to support their most strategic initiatives, providing consulting, solutions and services to enable our clients to meet their customers' and citizens' expectations. Our aim is to be our clients' partner and expert of choice.





# Informing strategy. Client insights.

Annually, CGI leaders around the world meet face-to-face with business and IT executives to gather their perspectives on the trends affecting their enterprises, including business and IT priorities, budgets and investment plans.

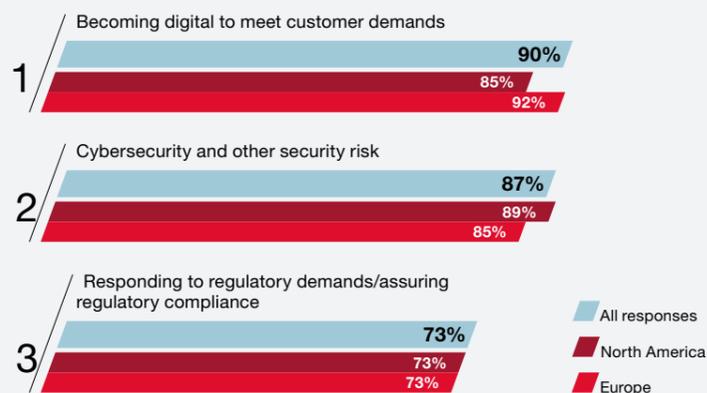
In 2018, our local leaders met in person with more than 1,400 executives across CGI's major regions and the 10 industries we serve. The resulting client insights and CGI's perspectives from those conversations support both CGI's and clients' strategic and business planning and inform the dialogue on how we can work together to address key imperatives.

## Client global insights

Globally, executives we interviewed continue to accelerate digital across industries to meet customer and citizen expectations. As digital strategies advance, enterprise security and regulatory compliance are now higher priorities. At the same time, budget and investment trends point to both a decrease in cost pressure and an expanded appetite to invest for growth. Meanwhile, leaders across all industries grapple with fundamental change management given that successful digital strategies rely on people and culture as much as technology.

### TOP TRENDS

% of executives citing top trends



How client executives are responding to these trends

- 83%** becoming digital to meet customer expectations (business priority)
- 81%** addressing cybersecurity and other security risk (IT priority)
- 60%** having a defined digital strategy
- 54%** increasing overall IT spending

### Top trends

While there are some similarities across the industries we serve, executives experience transformation in the context of their industry, geography and culture. To dive deeper into these variations, we provide reports by industry, and CGI leaders share tailored insights and perspectives with clients across the geographic markets we serve. (Read more in the *Our Industry Expertise* section and visit [cgi.com/client-global-insights](http://cgi.com/client-global-insights) to request a meeting with a CGI consultant to discuss the global and industry reports.)

### Expanding digital strategies

The 2018 interviews continue to reflect a clear need across all industries and geographies to transform to meet the digital expectations of customers and citizens — with more executives expanding their enterprise strategies to encompass their ecosystems or supply chains.

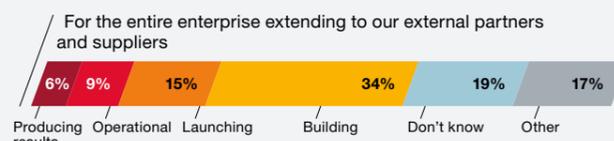
Of note, 77% of executives say digital transformation has a high or moderate impact on their business model, while only 15% say they are highly agile in addressing digital transformation, suggesting a gap between the pressure and the ability to transform.

Executives are progressing with digital technologies such as omni-channel experiences and analytics, while emerging technologies like robotics and artificial intelligence are in the investigative stage at the global level.

Once again this year, **cultural change and change management are cited as the top barriers** to achieving digital transformation goals (81%).

### TRANSFORMATION STAGE

#### Digital strategy implementation



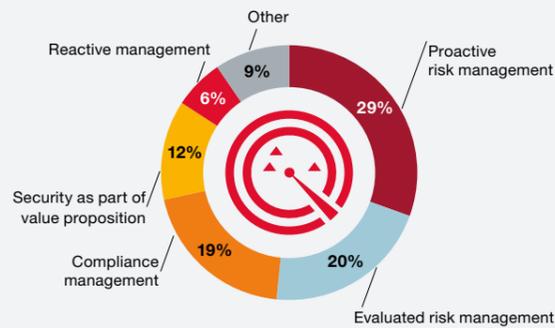
For the entire enterprise extending to our external partners and suppliers

Of the executives who say they have a defined digital strategy, 64% are building a strategy or are in progress with a strategy that includes their ecosystem partners.





CYBERSECURITY IMPLEMENTATION STATUS

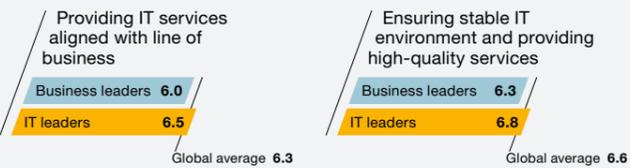


**Becoming digital elevates cybersecurity as a priority**

While the top business priority across industries is to become digital to meet customer expectations, attention to security risk strengthens as the second most cited business priority. It also is now the top IT priority, reflecting the strong link between digital transformation and securing the enterprise. Globally, most executives are focused on implementing proactive risk management as part of their enterprise-wide cybersecurity program, followed by evaluated risk management and compliance management.

BUSINESS LEADER SATISFACTION VS. IT LEADER SATISFACTION

Scores from 1 to 10, with 10 most satisfied



**Comprehensive benchmarking for clients' benefit**

Based on these executive interviews, **CGI offers extensive benchmarking capabilities.** Our consultants can provide deep comparisons of each client's activity at the industry level worldwide, allowing for more informed investment planning and development of digital strategies. Among these in-depth benchmarking capabilities is the ability to compare the satisfaction of business and IT leaders on key attributes of providing world-class IT services for their enterprise and on IT spending and human capital trends.

**The convergence of business and IT**

**We also continue to see convergence of our clients' IT and line of business activities** as business leaders embrace the potential of IT, and IT leaders gain a greater understanding of core business operations and growth strategies.

Cultural change and access to talent can become barriers to value creation if approaches are not holistic. In response, leading commercial and government enterprises embed changes to culture and performance into their IT initiatives. Technology is now the change agent to help create stakeholder value. Additionally, the culture and opportunity of alignment, focused first internally, is now extending to business partners and supply chains.

**Closing the gaps to accelerate results**

As IT leaders pursue new ways to operate efficiently while continuously innovating, they are challenged to do more to deliver services that the business deems high quality and cost effective. In comparing how business and IT leaders assess IT services satisfaction, some gaps exist in expectations for cost-effectiveness, on-time and on-budget delivery, innovation and alignment with lines of business.

**Our findings suggest that companies with the closest alignment between their business and IT leadership show markedly better performance for their shareholders.** To achieve this alignment and enhance performance, we offer our proprietary Journey to World-Class IT methodology to help clients close the gaps and accelerate successful outcomes.

CGI global **perspectives**

**Successful digital strategies rely on people and culture as much as technology**, so it is critical for leaders to shape the future vision, use shifts in the market to adapt cultures, and harness their teams' expertise through technology for value creation.

Key success factors include:

- Fostering change that allows employees to adapt to new processes, operating models and technologies
- Valuing the critical role of data and advanced analytics to become more relevant to customers and citizens
- Understanding the value of emerging technologies like intelligent automation to enhance the customer experience and improve operational efficiency
- Addressing the constraints of existing systems by keeping innovation a top priority
- Securing the digital value chain as cybersecurity risks become more pronounced with digital transformation





# Our industry expertise

CGI's deep expertise in all of our core industries **provides clients with a partner that is not only expert in IT, but also expert in their industries.** Using this combination of business knowledge and technology expertise, we help clients enhance how they operate and engage with their digital customers and citizens.

For every industry in which our clients operate, we offer **dedicated experts in proximity to their local offices,** and provide services and solutions designed to address their specific needs. At the same time, we draw upon our **global network of industry centers of expertise and delivery centers to bring the best of CGI to each client engagement.**



**BANKING**  
Open.  
Real time.



**COMMUNICATIONS**  
Connected.  
Faster.



**GOVERNMENT**  
Mission.  
Protection.



**HEALTH AND LIFE SCIENCES**  
Patient-centric.  
Optimized.



**INSURANCE**  
Digital.  
Accelerated.



**MANUFACTURING**  
Data.  
Driven.



**OIL AND GAS**  
Energy.  
Evolution.



**RETAIL AND CONSUMER SERVICES**  
Seamless.  
Customer-centric.



**TRANSPORTATION AND LOGISTICS**  
Move.  
Smarter.



**UTILITIES**  
Innovation.  
Unlocked.

## BANKING

## Open. Real time.

Open banking, real-time everything, new regulatory schemes, changing customer expectations, increasing financial crime and disruptive competitors are having a profound effect on the traditional banking model. CGI banking experts across the globe serve as innovative partners addressing our clients' top challenges.

Working across the retail banking, corporate and transaction banking, and capital markets sub-sectors, we help **500+ financial institutions** worldwide advance their business and IT priorities. This includes serving **15 of the top 20 banks globally**, and working with our **top 10 banking clients for an average of 26 years**.

## Listening to our clients

In 2018, we met face-to-face with **218 banking executives** to learn more about their top trends, priorities and challenges.

Across retail banking, capital markets, and corporate and transaction banking, **executives cite regulations and cybersecurity as top industry trends**. For retail banking executives, legacy constraints, digital channels and open banking also are top of mind, while capital market executives are giving increased attention to analytics, business model innovation and the need for automated, low-cost, real-time platforms. Corporate and transaction banking executives also cite real-time platforms as a trend, along with technology advances and adoption, real-time payments, and a highly competitive market.

*How banking client executives are responding to these trends*

Retail banking	Capital markets and corporate & transaction banking	All banking sub-sectors
<b>93%</b>	<b>88%</b>	<b>78%</b>
protecting the bank (business and IT priority)	using data to run the business (business priority)	having a defined digital strategy



## Partnering to innovate and deliver

## Supporting the move to open banking through CGI Open Finance

Open banking is profoundly changing the dynamics of the banking market. Launched in 2018, the **CGI Open Finance solution enables banks to reap the benefits of the open API** (application programming interface) economy.

## Using blockchain and intelligent automation to transform trade finance

CGI integrated its **CGI Trade360** trade finance platform with Skuchain's blockchain Contract Builder as part of a pilot program to enable **National Bank of Canada** to provide digital trade finance services to customers.

## Innovating to help banks win the fight against financial crime

As becoming digital increases the risk of financial crime, clients are looking for a single, end-to-end, real-time anti-financial crime solution. **CGI HotScan360** holistically handles fraud detection, customer due diligence and anti-money laundering, enabling clients to evaluate instantly increasing transaction volumes through advanced analytics and machine learning.

## Delivering broad-based payments services and solutions

CGI enhanced its All Payments solution in 2018 to help financial institutions embrace real-time payments. In addition, CGI and **Nets**, a European payment service provider for cards and digital payments, signed a contract for the continuation of IT outsourcing. The contract covers Nets' IT infrastructure services that enable card and digital payment transactions for their Finnish customers.

## Enabling regulatory compliance

**Ditto Bank** in France worked with CGI to develop a solution for real-time monitoring of all risks from transactions on its mobile platform to meet regulatory requirements while also providing customers with the best user experience.

*“Our partner CGI's extensive banking knowledge and extensive programming and implementation skills have enabled us to be one of the first banks in Germany to introduce smartphone payment.”*

**Thorsten Reyer**  
Project Leader Mobile Payment  
Commerzbank  
Frankfurt, Germany

## TD to leverage CGI Wealth360 Portfolio Management Solution

**TD Bank Group** has engaged CGI to lead the installation of its new Wealth Management software platform. Under the terms of the agreement, CGI will orchestrate the consolidation of TD's software systems onto a single, integrated platform using the CGI Wealth360 Portfolio Management solution. This comprehensive, fully-integrated suite of products will enhance TD's existing goal-based approach to client portfolio construction and sophisticated investment management, while also streamlining the customer onboarding process.

*“As a customer-centric bank, we are guided by two commitments – to innovate with purpose and execute with speed. Working with CGI on this initiative allows us to quickly evolve our technology environment to better deliver against rapidly evolving client needs and expectations with a company that also demonstrates knowledge and understanding of our business.”*

**Leo Salom**  
Group Head, Wealth Management and TD Insurance  
TD Bank Group  
Toronto, Canada





COMMUNICATIONS

# Connected. Faster.

Customer demands for new and faster services, pressure to migrate to new networks, and competition from new players are driving the digital agendas of communications service providers. These companies must bring advanced technology-based solutions to consumers to survive and thrive.

At CGI, we help our clients address their top challenges with innovation and deep domain expertise. We are a trusted adviser to **5 of the top 10 communications service providers globally**, and serve telecom equipment manufacturers, as well as Internet and media companies.

## Listening to our clients

In 2018, we met face-to-face with **87 communications executives** to learn more about their top trends, priorities and challenges.

For the second straight year, these executives told us that **becoming digital to meet customer expectations is their top trend**, followed by cyber threats and regulation. Also top of mind is using process automation and artificial intelligence to reduce costs and enhance the customer experience, along with investing in new products and services to accelerate growth.

*How communications client executives are responding to these trends*

**92%**  
improving the customer experience  
(business priority)

**92%**  
becoming digital and automating business processes  
(IT priority)

**74%**  
having a defined digital strategy

**84%**  
investing in cybersecurity innovation

## Partnering to innovate and deliver

### Simplifying and automating to reduce costs, increase agility

Communications service providers seek to achieve leaner, faster operations by moving to standardized platforms and agile IT delivery models, consolidating IT systems and processes with **next-generation business support systems/operation support systems (BSS/OSS)**, and leveraging commercial-off-the-shelf and modifiable-off-the-shelf systems.

We help clients improve customer service and incident management using process automation, analytics, chatbots, virtual agents and IT service management tools, including powerful accelerators such as the **CGI Intelligent Automation Platform** and **CGI Unify360**, which support application portfolio analysis, cloud migration and hybrid IT management.

### Growing revenue with new digital services

As communications service providers seek returns from fiber networks and to evolve with 5G networks, we help clients such as **Bell Canada** automate the build process in minutes versus hours, and provide speed-to-market for new services and offerings.

### Improving customer care with virtual assistants

As part of the **T-Mobile Czech Republic** innovations program on emerging technologies to drive customer experience and business growth, CGI with partners developed an artificial intelligence-driven voice and chat virtual assistants proof of concept to support human customer care representatives in selected areas and provide scalable capacity on demand.

### Enabling seamless operation as part of a wider ecosystem

Diversifying through partnerships and acquisitions requires bold steps as communications service providers redefine their corporate culture, business architecture and branding. CGI's **DNA Evolution Framework** helps them forge a culture of horizontal and external collaboration.

### Improving regulatory compliance and security

Communications service providers are challenged to manage highly complex security and privacy requirements. CGI assists clients in mitigating risk through assessments, strong governance, **secure systems development (Secure SDLC)** and managed services. These services are also applied to IoT platforms, enabling clients to aggregate data from millions of sensors with built-in cybersecurity.

### Supporting mission-critical space systems

CGI supports complex, secure mission-critical space systems for military satellite communications, ground systems, civilian agencies and aerospace companies, such as the **European Space Agency (ESA)** and **Inmarsat**. In addition to working on major navigation, communication, science, exploration and earth observation programs, CGI shares innovative uses of space and satellite technology with commercial enterprises to solve business challenges. CGI's own **Space Data Platform** is a critical technology accelerator to rapidly develop and deploy a portfolio of earth observation-enabled services.



**Bell Canada's built-in security and advanced development practices deliver multiple levels of security and quality**

*“CGI has helped introduce built-in-security and DevOps to our agile initiatives and big project initiatives. Together, these innovations will give us higher levels of quality and security at multiple levels for all of our applications and delivery projects.”*

**Michael Cole**  
Executive Vice President & CIO  
Bell Canada  
Toronto, Canada



**HMD builds analytics capabilities with help from CGI's Advanced Analytics Solutions team**

*“Maybe the biggest benefit of analytics is that it has enabled us to combine these different sources. When the leadership team convenes, the financial department and sales have the same figures, as the data is retrieved from the one and same source and it is reported in the same way.”*

**Jussi Sorvali**  
CIO, HMD Global  
Espoo, Finland



GOVERNMENT

# Mission. Protection.

Cyber threats, citizen demands, and aging workforces and systems continue to drive digital transformation and culture change in government. Working across all levels of government, we have served **2,000+ public sector clients in 15 countries.**

## Listening to our clients

In 2018, we met face-to-face with **420 government executives** to learn more about their top trends, priorities and challenges. **Cybersecurity remains among the top trends, along with becoming digital to meet citizen expectations,** regulatory compliance, budget constraints and implementing agile solutions.

*How government client executives are responding to these trends*

Central & federal government	Defense, intelligence & space	State, provincial & local government	All government sub-sectors (average)
<b>91%</b>	<b>82%</b>	<b>95%</b>	<b>46%</b>
modernizing IT (business priority)	securing the enterprise (business priority)	improving citizen services (business priority)	having a defined digital strategy

## Partnering to innovate and deliver

### Driving more efficiency and agility

Agencies seek to consolidate systems in the cloud to increase cost efficiency and scale rapidly. We helped the **U.S. Agency for International Development** migrate to a secure hybrid cloud environment.

We're also assisting clients with advancing their enterprise resource planning capabilities, such as:

- Helping the **U.S. Department of Veterans Affairs** migrate to CGI's Momentum solution providing added security, scalability and standardization in financial management
- Advancing to the design, development and deployment phase of the enterprise-wide **U.S. Army Contract Writing System** using our Momentum Acquisitions solution to put capabilities in troops' hands faster and more efficiently

- Working with the **State of Michigan** to achieve one of the largest IT projects ever implemented in the state to transform the tracking and stewardship of taxpayer dollars. The Statewide Integrated Governmental Management Applications (SIGMA) is used by nearly 50,000 state employees and 140,000 vendors and payees.
- Upgrading the **University of Helsinki's** financial management system, including a simplified architecture and multi-device access

### Protecting people, data, assets and services

CGI is providing cybersecurity solutions through the **U.S. Department of Homeland Security** Continuous Diagnostics and Mitigation contract. In the UK, our Cyber Situational Awareness Fusion Architecture (CySAFA) service helps the **Ministry of Defence** deal with the latest cyber threats by examining big data.

### Driving citizen engagement

Digital technologies are changing how citizens access a wide range of services. CGI helps clients like the **City of San Diego** modernize IT to enable new citizen-centric services and digital evolution. In the UK, we are working with UX partner Cogworx to design and deliver Juror Online, a secure, end-to-end digital service for the **Ministry of Justice** to enable citizens to reply to a jury service summons online.

We also are turning static sites into portals that act as the healthcare gateway for 100 million Americans for the **U.S. Centers for Medicare & Medicaid Services (CMS)**. Medicare.gov, MyMedicare.gov and CMS.gov collectively enable CMS to help citizens make informed and personalized healthcare decisions.

### Enabling "one door" service and seamless operations

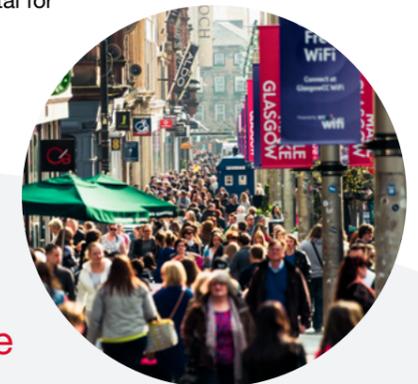
CGI works to enable secure information exchange and collaboration, for example:

- CGI was awarded a contract to design, test, implement, host and maintain a comprehensive data management system for disaster recovery federal granting programs, a transparency reporting website portal, and associated data management services as directed by the Central Office of Recovery for the **Commonwealth of Puerto Rico**
- Using design-thinking, creating an interactive connected cube that French government agencies can use to keep entrepreneurs and **Guichet Entreprises** (the government portal for startups) apprised of activity status
- Helping the Netherlands' **City of Groningen** develop a proof of concept for a blockchain-based debt ecosystem for residents seeking assistance and for creditors



*"We are excited to partner with CGI to deliver the Army Contract Writing System to the contracting workforce. This system will help streamline the acquisition process and ultimately put capabilities in the hands of our warfighters sooner, improving readiness across the force."*

**Lieutenant Colonel Christopher L. Center**  
Product Manager, Army Contract Writing System (ACWS), U.S. Army  
Arlington, Virginia, United States



## Improving the citizen digital experience and creating workforce growth opportunities

For **Glasgow City Council (GCC)**, CGI is providing consulting services to improve the citizen digital experience across a range of council services while delivering new high-speed broadband for schools and the local community.

CGI is investing in developing a skilled city workforce by providing employment and training opportunities for local young people. This includes sponsoring a degree program at Glasgow Caledonian University, which enables students to study while developing a career. The job prospects of at least 700 Glaswegians will also be improved through the sponsoring of software development training for 100 long-term unemployed people every year.

*"We have an opportunity to completely redesign how we use technology to improve the lives of all Glaswegians. From world-class digital learning in our schools, to protecting the health of our most vulnerable citizens — we need to innovate and be ready to embrace opportunities to use technology creatively to deliver for the city."*

**Annemarie O'Donnell**  
Chief Executive, Glasgow City Council  
Glasgow, Scotland, United Kingdom



# HEALTH AND LIFE SCIENCES

## Patient-centric. Optimized.

Rising costs, aging populations, staffing shortages, medical advances and other pressures are driving the move to consumer-centric business models across health and life sciences.

CGI is an end-to-end solutions provider, helping clients enhance their business processes and digital platforms to succeed in a patient-centric, connected health ecosystem. Globally, we support **1,000+ health facilities, 195 million health plan members, 6 billion health records and 50+ life sciences companies.**

### Listening to our clients

In 2018, we met with **97 health and life sciences executives** to learn more about their top trends, priorities and challenges.

**Transforming the patient and customer digital experience tops trends in this sector**, followed by cybersecurity and cyberprivacy, and interoperability. Regulatory reform remains important, with the EU General Data Protection Regulation (GDPR) top of mind.

*How health and life sciences client executives are responding to these trends*



## Partnering to innovate and deliver

### Enhancing operations

Cost pressures and consolidation require health and life sciences executives to optimize every aspect of their operations. CGI partners with clients to advance **patient-centered care, smarter decisions and better outcomes.**

- In Finland, a CGI-led consortium is advancing a platform economy ecosystem by developing a digital API and IoT platform (**KODA project**) that enables home-based services from a community of providers to support a growing elderly population.
- To ensure **oncology clinical trials** are completed as planned, CGI helps **biopharma companies** fulfill compliance requirements and be ready for inspections from global health authorities.
- **Region Syddanmark**, which provides health services in Southern Denmark, is using CGI's implant registration system to handle both reporting requirements and registration to the National Implant Register in the same workflow, saving time and enabling compliance.

### Improving the patient, customer and employee experience

As the industry puts greater focus on user needs, CGI helps clients deploy new digital services.

- For the **State of California**, CGI is supporting the operations and maintenance of a large case management and payroll system that supports over 500,000 providers of in-home personal care services who are working to help elderly, blind and disabled individuals remain in their homes living as independently as possible. CGI will enhance this system with new technologies in the area of business intelligence and self-service and mobile-enabled applications.
- The **U.S. Department of Health and Human Services** was recognized for its pilot program, designed by CGI, to identify potential misuse of prescription drugs by linking federally managed patient records with state prescription data records.

### Achieving a holistic patient and customer view

As the health ecosystem evolves to deliver an end-to-end experience, CGI accelerates these efforts with solutions such as **eCareLogic**, bringing together all relevant hospital information into a single repository, and **FindMyPatient**, enabling secure mobile access to patient information.



### Using AI and machine learning to improve diagnoses

**EVAS** is a predictive cardiology prototype using artificial intelligence and machine learning to help healthcare professionals make more accurate and faster decisions. Developed by CGI with a cardiologist team from Málaga and other experts from the University of Málaga, EVAS received a **top award in The Challenge of Cardiology** that is part of Innovando Juntos (Innovating Together), a public-private initiative launched in Spain.

### Advancing the pharmacy of the future

**Norsk Medisinaldepot AS (NMD)**, one of Norway's top pharmaceutical suppliers and part of McKesson, is working with CGI to implement a secure, cloud-based ERP system for 320 pharmacies and 1,600 points of sale to optimize its business processes and interactions with customers.

### Securing and protecting sensitive information

CGI helps clients improve their security posture, from risk assessment, classification and GDPR readiness, to control implementation. We also help healthcare payers, such as **Highmark**, predict and prevent fraud with the **CGI ProperPay** solution and real-time monitoring of social media.



For **Musgrove Park Hospital** in the United Kingdom, we are providing a new electronic prescription service that will improve patient experience and safety, while strengthening clinical decision-making.

*“CGI has the experience, knowledge and expertise to support us delivering this key project and realising our Global Digital Exemplar vision for an ePMA (e-prescribing and medicines administration) integrated with the Electronic Patient Record.”*

**David Chalkley**  
Deputy Chief Clinical Information Officer  
Musgrove Park Hospital  
Taunton, England



## INSURANCE

# Digital. Accelerated.

New regulations, changing customer behaviors and expectations, cost pressures, security concerns and emerging technologies are causing insurers across the globe to accelerate their digital agendas to enhance their operating models and the customer experience.

Across the life, property and casualty, and health insurance sectors, we collaborate with major insurers to help them innovate and succeed. CGI is a partner to **7 of the top 10** global insurers, and has worked with our **top 30 insurance clients as a strategic partner for an average of 17 years.**

## Listening to our clients

In 2018, we met face-to-face with **99 insurance executives** to learn more about their top trends, priorities and challenges.

**Regulatory compliance is the top trend** cited by executives, spurred by regulations such as the EU General Data Protection Regulation (GDPR). Executives also continue to feel the impact of **fast-shifting consumer expectations on product innovation and digital servicing.** Managing costs to maintain and improve the combined operating ratio, cybersecurity concerns and the impact of emerging technologies are top of mind as well.

*How insurance client executives are responding to these trends*

**94%**

driving differentiated, seamless digital experience (business priority)

**84%**

innovating product and customer experience (IT priority)

**69%**

having a defined digital strategy

**90%**

investing in digital channel solutions

## Partnering to innovate and deliver

### Enabling more rapid digital services

As the pace of change in the insurance sector continues to accelerate, CGI helps clients meet evolving business demands. For example, we are managing **Skandia's** current Windows platforms while driving standardization initiatives.

### Transforming the customer experience through chatbots

CGI's comprehensive **platform for building artificial intelligence-driven chatbots** addresses contextual awareness, dialogue switching and omni-channel management. CGI is progressing with developing **self-building chatbots** and a **micro-bot architecture** that can orchestrate bot-2-bot communications for large enterprises.

### Driving more effective decision-making

CGI's **Insurance Information Services** connect insurers to rich business and customer data to provide for more effective decision-making. These services support the delivery of **more than 16 million risk information reports** annually to insurers, brokers and agents.

### Innovative rating to empower business users

By giving business users more control over rating, quoting, underwriting and data analysis, insurers can advance the value of their data like never before.

- CGI's **Ratabase** solution, implemented by 100+ insurers worldwide, empowers business users to manage their own logic and algorithms, improving the speed, accuracy and cost of rating, pricing and underwriting.
- For **Polaris UK Ltd.**, having recently extended our outsourcing partnership until 2024, we are supporting ProductWriter (PW) by delivering PW Cloud, a new cloud service that frees up insurers to focus on innovation and speed to market.

## LocalTapiola Group expands CGI partnership with digitalization project to improve the customer experience

**LocalTapiola**, Finland's second largest insurance company, selected CGI in 2018 to consolidate its insurance systems onto a new platform to better serve customers with faster and more comprehensive digital services. The project, expected to last for at least 10 years, is one of the largest digitalization projects in Finland and will employ hundreds of experts from CGI, LocalTapiola and their ecosystem partners.

CGI's partnership with LocalTapiola began in 2013 when the insurer tapped CGI to manage its internal

IT unit through a joint venture called LTC-Otso. Two years later, LocalTapiola extended the partnership until 2021. The information and communications technology (ICT) delivery model developed through this joint venture has enabled LocalTapiola to generate significant cost savings, which it is reinvesting into more transformation initiatives, including the 2018 systems consolidation project.

*“Our new agreement with CGI is a big investment, but it will open up new growth paths, enhance our service delivery and improve our customer experience. This is our first effort to build a comprehensive platform tailored to support the transformation of LocalTapiola through new digital services.”*

**Mikko Vastela**  
CIO, LocalTapiola  
Espoo, Finland





# MANUFACTURING Data. Driven.

Efforts to become digital, supply chain performance demands, IT complexity, disruptive competitors and rising cybersecurity concerns are rapidly transforming the manufacturing landscape. In this highly competitive environment, CGI consultants work alongside **700+ clients**, helping them leverage technology and Industry 4.0 to achieve growth.

We are a trusted adviser to **top automotive, mining and metal, chemical and aerospace** manufacturers around the world, and have partnered with our **top 10 manufacturing clients for an average of 26 years**.

## Listening to our clients

In 2018, we met face-to-face with **141 manufacturing executives** to learn more about their top trends, priorities and challenges.

The top trends remain unchanged from last year, but **there is a greater emphasis on data – from integration and analytics to protection through cybersecurity**. Leveraging digital to enable data integration remains the number one trend, followed closely by growing security concerns. In addition, becoming end-to-end digital enterprises, adopting Industry 4.0 and transitioning from product-centric to customer-centric companies continue to be top of mind.

*How manufacturing client executives are responding to these trends*

- 94%**  
optimizing operations  
(business priority)
- 91%**  
building digital processes and integrating systems  
(IT priority)
- 67%**  
having a defined digital strategy
- 85%**  
investing in data and predictive analytics  
(next 3 years)

## Partnering to innovate and deliver

### Driving manufacturing and supply chain excellence

Enhancing manufacturing operations to improve efficiency, reduce costs, and gain the competitive advantages of Industry 4.0, are critical to success in the digital age. CGI's **Manufacturing Atlas** methodology provides best practices and tooling across people, processes and technology to accelerate digital and achieve manufacturing excellence. In addition, for 18 years, CGI has produced the **Manufacturing Execution Systems (MES) Product Survey** to help manufacturers choose best-fit MES solutions to support their digital needs.

### Delivering the benefits of Industry 4.0

CGI continues to help long-standing clients gain the benefits of Industry 4.0 technologies such as automation, cognitive computing, advanced robotics and IoT. For example, we expanded our strategic partnership with **Rio Tinto** to include new tools and systems using machine learning and advanced data modeling to support plant operators for their Aluminum Operational Center.



### Providing virtual expertise to stay ahead

Manufacturers are challenged constantly to reduce maintenance costs and downtime. CGI helps reshape the maintenance domain with **CGI MaEVA**, a real-time video-assisted solution for remote maintenance and expertise.

### Using machine learning to predict cracks in steel

A machine learning-based solution developed by CGI helps **Uddeholm**, a leading producer of steel for industrial tools based in Sweden, to predict, identify and prevent production errors, refine processes and improve profitability.

### Securing the digital continuum

With digital factories and a digitally-connected value chain, manufacturers are looking to secure the enterprise all the way to the factory floor. CGI assists them through supply chain assurance, application security testing, vulnerability assessment and our **proven methodology for securing industrial control systems (ICS) and critical infrastructure**.



Photo credit and copyright: Pierre Soissons/Safran



## Transforming business processes

To improve operations planning, reporting and support, CGI helped **Safran Electrical & Power's** transition to a paperless business through a web and mobile application for their technicians using our agile methodology.

*“Safran Electrical & Power is engaged in a process of advanced digitization of its processes. In this context, the deployment of this application is a strategic element that we expect a lot from in terms of cycle, efficiency and fluidity. We chose CGI for its in-depth knowledge of our challenges and its proven expertise in the development of advanced digital solutions.”*

**Dominique Rousseau**  
Head of Information Systems and Digital Transformation  
Safran Electrical & Power  
Blagnac, France

## Modernizing to advance growth, speed and agility

Manufacturers are adopting modern technology to become more agile and drive their transformation programs. We help clients like **MEYER WERFT** modernize IT in the production process, while leveraging our proven automation tools to drive efficiency and provide a stable and flexible platform for the future.

*“Our partnership with CGI is the cornerstone of our IT strategy, supporting not only IT-related work, but also investments in plant and machinery and laying the foundation for future digitalization projects. CGI will support us technologically in building a modern infrastructure for our new systems, as well as ensuring the business continuity of our legacy systems, which to a large extent still run the business.”*

**Dr. Paul Meyer**  
CIO, MEYER WERFT  
Papenburg, Germany



OIL AND GAS

# Energy. Evolution.

The fast-changing demands of customers and citizens – for more sustainable energy, lower energy prices, new products and services, and more – are driving oil and gas majors to fully align their business and IT strategies, break down silos, and pursue strategies to become digital enterprise-wide.

CGI is a partner to **oil and gas majors globally**, providing end-to-end services in the areas of production, refining, supply and distribution, and business-to-business and business-to-consumer (B2B/B2C) retail.

## Listening to our clients

In 2018, we met face-to-face with **35 oil and gas executives** to learn more about their top trends, priorities and challenges.

**Becoming digital to meet customer expectations is the top trend**, followed by using data insights and analytics. Changing operational and business models to drive excellence is also top of mind, as is the pressure to cut costs along with cybersecurity concerns.

*How oil and gas client executives are responding to these trends*

**91%**  
reducing cost and improving performance  
(business priority)

**89%**  
delivering benefits of analytics and business insight  
(IT priority)

**60%**  
having a defined digital strategy

**52%**  
investing in robotic process automation

## Partnering to innovate and deliver

### Improving productivity and agility

CGI provides support for more than **1,000 upstream exploration and production applications** for global oil and gas companies and is a cloud services provider for **30 upstream operators**, managing more than **700 joint ventures**. In addition, CGI systems process **1.5 billion fuel card transactions** and manage **\$100 billion in fuel card payments** per year.

### Driving agility and cost savings

Exploration and production companies are seeking to become more agile and reduce operational costs by embracing delivery models such as business process outsourcing (BPO) and IT outsourcing (ITO). **CGI AgileEnergy360** integrates BPO and ITO services to improve business processes, while reducing costs, managing risks and improving service to end users.

### Providing end-to-end card management

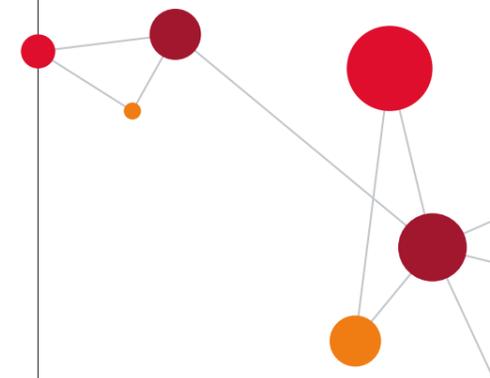
Payment solutions play a critical role in the success of downstream retailers. As a pioneer in card payment technology, our **CGI PayPartner360** solution is an industry-leading card payment system covering all major card payment functions.

### Improving the management of the upstream back office

Operational complexity, cost pressures and compliance issues make for a challenging upstream environment. CGI's **Exploration2Revenue (X2R) Business Suite** is an integrated portfolio of solutions and services designed for managing upstream back-office processes and systems with greater agility, insight and cost-efficiency.

### Increasing the effectiveness of commercial management

The need for effective commercial management has never been greater as upstream companies focus on keeping up with demand, competing for reserves, boosting productivity, reducing costs, complying with regulation and meeting many other challenges. CGI's **PRODIS** is a comprehensive suite of commercial management solutions that covers the entire oil and gas supply chain.



## Partnering for the long term

CGI has been a **strategic partner to Shell for the past 30 years**, with **1,600+ CGI consultants** working alongside Shell worldwide. We deliver application development and support services, fully outsourced business services and strategic consultancy based on deep domain expertise, a thorough understanding of Shell's way of working and a strong cultural fit.

## Simplifying the Northern Irish gas market

The **Gas Market Operator for Northern Ireland (GMO NI)** is responsible for overseeing four transmission system operators (TSOs), which deliver gas to different parts of Northern Ireland. Until recently, gas shippers had to deal with each TSO individually, but thanks to a new software application (GTMS Delphi) based on CGI's PRODIS solution, GMO NI now provides a single point of contact for all commercial activities of the TSOs.

*“We are delighted with the new GTMS Delphi IT system. User feedback has been excellent as the system has simplified operations for both the internal staff at GMO NI and its external shippers, for whom the main benefit is utilising a single IT system for managing all their NI gas transmission activities, along with providing reduced invoicing complexity. In addition, we are very impressed with the professionalism and efficiency with which CGI delivered the project, as even though the timescales were aggressive CGI delivered the solution on time and on budget.”*

**Mark Raphael**  
General Manager, GMO NI  
Belfast, Northern Ireland





RETAIL AND CONSUMER SERVICES

# Seamless. Customer-centric.

Retail and consumer services companies are under pressure to meet growing demands for highly customer-centric, seamless experiences and to manage proactively cyber risks.

CGI helps clients meet these challenges. Globally, we serve **800+ clients** in this industry.

## Listening to our clients

In 2018, we met face-to-face with **132 retail and consumer services executives** to learn about their top trends, priorities and challenges.

Becoming digital to **meet rising customer expectations** remains the top trend, followed by cybersecurity, which is rising in importance. Enhancing operations, harnessing big data and analytics, and assuring regulatory compliance round out the top trends. **Transforming to a new model of commerce is key for most of the former brick and mortars.**

*How retail and consumer services client executives are responding to these trends*



## Partnering to innovate and deliver

### Delivering seamless, real-time customer experiences

Retailers are constantly seeking to bridge the gap between the physical and digital worlds to improve the customer and employee experience. Built in partnership with clients, our innovative **CGI Retail Xp360** platform helps clients meet rising consumer demands for more products, services and information — delivered instantly, in a real-time, seamless and customer-centric manner.

### Delivering on the value of customer data

Data is the key to providing tailored customer experiences. CGI helps clients like **Aller Media** use predictive analytics with online and offline data sources to create rich customer profiles and a world-class advertising capability.

### Streamlining all phases of the retail chain's operations

Improving efficiency of internal functions leaves more time for customer service. CGI works with clients like **Minimani**, the Finnish hypermarket chain, to improve multi-channel business management with a customer-focused approach.

### Improving the in-store experience to drive agility and efficiency

Helping retailers open new stores rapidly requires linking applications with back-office systems and generating valuable insight on in-store performance. CGI assists home and body cosmetics retailer **Rituals Cosmetics** by fully standardizing the in-store experience and supporting applications, ensuring a seamless and enhanced customer journey.

### Gaining rich insight into the customer experience

Using data to assess and improve the customer experience is a key priority for differentiation. CGI helps clients use solutions such as advanced video analytics to go beyond traditional customer feedback tools. For example, we helped the organizers of **Ruisrock**, the most popular summer music festival in Finland, capture the real-time emotions of concertgoers to drive insights that improve the concert experience.

### Proactively mitigating cyber threats

A constantly evolving threat environment makes cybersecurity a top focus. Through monitoring services delivered by our Security Operations Centers (SOCs), CGI helps clients, including **Otava**, a major book publisher in Finland, monitor and secure their systems.

### Translating the in-store experience to digital platforms

CGI helps retailers like **Zodio**, a French specialty retailer of home decoration accessories and supplies, extend their in-store culture to their online store by implementing an intuitive, end-user focused product information management solution.

## Driving customer engagement with mobility



Offering more personalized and interactive customer experiences tops the priority list for most retailers. A new mobile app pilot, built in collaboration with **Akateeminen Kirjakauppa** (Academic Bookstore), recognizes the book chosen by a customer, enabling related information to be viewed on mobile phones.

*“CGI has developed an idea and an application where the book cover is the key to digital information to help make purchasing decisions.”*

**Anne Kariniemi**  
CEO, Akateeminen Kirjakauppa (Academic Bookstore)  
Helsinki, Finland

## The power to order in customers' hands

For wholesale and distribution companies, evolving business and IT strategies are critical to strengthening relationships and driving growth. As a partner to **The Beer Store**, CGI supported the digital transformation program by serving as their digital partner focused on strengthening their business-to-business (B2B) relationships and driving revenue growth through an innovative B2B website.



This has enabled significant improvements in overall customer engagement:

- More efficient digital interactions with customers
- Online e-commerce functionality
- Ability to proactively order/reorder products based on inventory position
- Mobile-enabled commerce with mobile design
- Increased overall satisfaction by ensuring platforms are available at the right time to place orders and to prepare schedules in a digital environment

*“We’re modernizing our B2B customer experience through an innovative e-commerce website designed to get the right beer at the right time for the consumer. As our digital partner on this journey, CGI’s intimate understanding of our business and deep technology expertise have been instrumental in our successful transformation.”*

**Jennifer Mason**  
Director of IT, The Beer Store and  
Brewers Distributor Ltd.  
Mississauga, Canada



TRANSPORTATION AND LOGISTICS

# Move. Smarter.

Ensuring the safe, fast, reliable and cost-effective transport of people and goods demands resource-efficient, environment-friendly and sustainable transport modes. CGI helps companies move smarter through smart mobility and other emerging technologies.

We work with **200+ clients in the aviation, maritime, rail, road, logistics and post sectors**, building long-term strategic innovation partnerships that help deliver the digital capabilities and outcomes our clients expect.

## Listening to our clients

In 2018, we met face-to-face with **78 clients in the transportation, logistics and post sectors** to learn more about their top trends, priorities and challenges.

For the second year in a row, **becoming digital is the top-cited trend** among executives we interviewed, followed by protecting through cybersecurity. Adopting mobile technologies to improve field crew operations and customer engagement, along with investing in analytics technologies to increase asset visibility, are the next top trends. Regulatory compliance also remains a concern, given new regulatory schemes such as the EU General Data Protection Regulation (GDPR).

*How transportation, post and logistics client executives are responding to these trends*



## Partnering to innovate and deliver

### Changing driver behavior

Emerging technologies can influence driver behavior for the benefit of both businesses and society. **CGI's BestDriver and SmartTravel solutions** change driver behavior through mobile, gamification and data analytics technologies, helping to reduce emissions and achieve other sustainability goals, as well as improve safety.

### Managing traffic data

Transportation and logistics operators are seeking to maximize their use of data to drive competitive advantage. **CGI Traffic360** is an outsourcing service that offers both automated and manual processing of any type of transportation-related data to support a wide range of activities, including speed detection, traffic enforcement, traffic counting, cargo container monitoring, infrastructure maintenance and other requirements.

### Automating the logistics life cycle

Cost-effective and customer-centric logistics demands innovative digital solutions like CGI's **IT4CARGO** intelligent cargo solution that manages the entire logistics life cycle, from orders to invoicing. Customers can enter and track orders, while logistics staff can manage contracts, monitor goods and delivery, and handle reporting.

### Exploring real-time mobility-as-a-service

Mega digital trends such as the sharing economy and the rise of mobile services and automation are combining to change transportation needs. CGI is an active contributor to the mobility ecosystem, supporting private and public enterprises on their journey to smart mobility. As a platinum partner of **Movin'On 2018, Michelin's international smart and sustainable urban mobility summit**, CGI joined with thousands of government and business executives, experts, scientists and visionaries to compare technical solutions and discuss policy options with the common goal of developing tomorrow's mobility services.

### Managing applications for the digital age

CGI is collaborating with **SNCF**, France's public railway group, to manage its human resources information system, as well as a broad portfolio of applications critical for railway network maintenance.

### Delivering secure tracking

Tracking people and assets can be complex and prone to fraud. **CGI Secure Tracking Services (CGI S-Tracks)** provide fraud-proof tracking information using the secure signal of the **European Galileo constellation**, without the need for additional data sources.

### Effectively responding to crisis

**Crisis management** is playing an increasingly important role in the business strategies of transportation and logistics companies. CGI helps transport clients respond effectively to a wide range of crises – from employee strikes to hazardous substance spills to cyber attacks.

### Enabling predictive shipping schedules

Shipping companies seek to ensure safe passage while carrying optimal cargo amounts. CGI worked with Flemish and Dutch authorities to develop the **Westerschelde Planner (WESP)** application to advise port authorities and pilots on clearance safety for ships navigating the Scheldt River. WESP uses meteorological forecasts and real-time ocean conditions to provide dynamic predictions up to 48 hours prior to sailing.



## Testing innovations via 3D visualization of the Dutch railway network

CGI is working with **ProRail and NS** to recreate the Dutch railway network in a 3D world, enabling ProRail to conduct live virtual constructive simulations to develop, test and implement railway innovations safely, quickly and realistically.



UTILITIES

# Innovation. Unlocked.

Digital technologies, rising consumer expectations and the pressures to move to an affordable and secure low-carbon energy system are fundamentally altering the way utilities create and deliver value to customers. CGI helps utilities navigate the energy transition, while driving competitive advantage.

Our experts work side-by-side with **250+ electricity, water and downstream gas clients**, including **8 of the top 10 utilities across Europe and North America**.

## Listening to our clients

In 2018, we met face-to-face with **127 utilities executives** to learn more about their top trends, priorities and challenges.

While utilities continue to **concentrate on becoming digital** to meet customer expectations, **securing the business has come into sharp focus**. Executives also cite the importance of assuring regulatory compliance, and improving investment and operational cost of assets. In addition, they view data as “digital capital” and changing business and operating models as critical to meeting the challenges of a new energy ecosystem.

*How utilities client executives are responding to these trends*



## Partnering to innovate and deliver

### Securing the supply of energy

CGI's global network of **Security Operations Centers (SOCs)** helps utilities in Europe and Australia ensure uninterrupted power supply and business operations through security monitoring, shared threat intelligence and active threat hunting services.

### Reimagining the use of digital engagement platforms

We use our human centered design and unique customer-to-business (C2B) approach to help digital leaders such as **Direct Energy** reshape their engagement platforms to better align with customer, employee and stakeholder interactions.

### Enabling digital innovation in low-voltage networks

The Flexible Urban Networks—Low Voltage (FUN-LV) project was established by **UK Power Networks** to identify innovative ways of using its energy network asset capacity more effectively. Through the provision of the advanced network modeling tool, DPlan, CGI enabled the project to acquire and examine detailed LV network data and deliver the project objectives.

### Powering smarter, greener grids

CGI's smart grid solutions, such as **Sm@rtering** advanced meter infrastructure system and **Instant Energy** services (which supports more than 60% of smart meters in UK homes), help utilities bring intelligence to the grid and create a greener, smarter industry.

### Advancing the digital grid of the future

CGI and **GE** are working together to pursue joint opportunities for electric grid software in North America focused on real-time grid operations and control, critical infrastructure and cybersecurity.

### Accelerating innovation

CGI's **Asset Resource Management (ARM)** and **Pragma** solution suites provide asset, outage and mobile workforce management to some of the world's largest utilities. We also provide a client-focused, agile approach to accelerating implementations with our **ModernSI** methodology.

### Enabling a competitive water market

England's water market operator **MOSL** has partnered with CGI to design, build and deploy a Central Market Operating System (CMOS) for 30 water companies and 1.2 million business customers—enabling competition in the non-domestic water retail market. This collaboration received the **Water Industry Awards 2018 for Alliances and Partnership Initiative of the Year**. CGI will continue to work with MOSL, managing the system for a number of years.

### Innovating central energy market systems

CGI has designed and built **12 of the world's 18 central energy market clearinghouses**. CGI's **DataHub** solution for **Fingrid Datahub Oy** will drive strategic benefits across the value chain.

*“We experience qualified expertise when we work with CGI's specialists. There is a sincere commitment and a willingness to learn from each other. Together, we have created a platform for the (Danish) electricity market for many years to come.”*

**Martin Lervad Lundo**  
CEO, Energinet DataHub  
Fredericia, Denmark

## Achieving the full potential of renewable energy generation assets

CGI's award-winning **Renewables Management System (RMS)** monitors and controls in real time **7,800 turbines on 380 wind farms in 12 countries**.

*“Generg's collaboration with CGI and our implementation of the RMS solution is a strong step towards our objective of seeking improvements in the O&M of our operational assets, and an associated increase in the efficiency of our renewable energy production.”*

**Helder Serranho**  
COO, Generg  
Lisbon, Portugal





The CGI Retail and Consumer Services Innovation Center in Lille, France



The CGI Innovation Center in Rotterdam, Netherlands

## Partnering with **clients** to apply innovation

Across the industries we serve, customers' digital expectations are redefining how our clients create their value propositions. Going forward, what will make an enterprise thrive in a digital world is the ability to operate in an agile manner, and continuously unlock innovation from within at pace and scale.

Successful digital strategies rely on people and culture as much as technology. This is why the foundation of CGI's innovation approach is our proximity to clients.

### CGI helps Kiruna, Sweden, plan for the world's largest municipal relocation using augmented reality and precision data

*“It is important to capture the experiences and innovations that arise from Kiruna's urban transformation and transform them into business. The interest from the business sector is positive as it promotes economic growth and employment. The fact that CGI takes the step of using urban change as a basis for innovation is positive for Kiruna Municipality.”*

**Kristina Zakrisson**  
Kiruna Municipal City Council Chair  
Kiruna, Sweden



The CGI Supply Chain Innovation Center in Lyon, France

### Client Projects

At CGI, innovation begins on the “shop floor”—that is, as part of our work on client projects. These project solutions are enhanced within our proximity-based labs, emerging technology practices and industry centers of expertise, and then scaled through our innovation program and IP solution teams.

### Voice of Our Clients

Our proximity model enables us to conduct the Voice of Our Clients program, where our executives speak in person with clients about their top innovation priorities now and over the next three years. Looking across industries and geographies, planned innovation investments reinforce the importance of becoming digital, applying data and predictive analytics, implementing agile business and IT models to drive business process and operational improvements, and protecting through cybersecurity. The innovation priorities identified by our clients inform the investment priorities of our teams in metro markets, as well as globally.

### Network of Emerging Technology Practices

Through nearly 50 emerging technology practices (ETPs) across 14 countries, our client proximity teams focus innovation on local client priorities, while sharing information and innovations across the network. These practices innovate in such areas as human-centered design, blockchain, advanced analytics, cybersecurity, Internet of Things, automation, artificial intelligence and more. The know-how and client successes of these practices are shared across CGI, empowering local teams around the world to bring the best of CGI to each engagement.



### CGI partners with the central IT department of the Munich University of Applied Sciences to analyze the maturity level of its service organization and bridge the gap between IT and the university's other departments

*“To meet the expectations of users today and in the future, IT needs new approaches. Using CGI's analysis and methodology, we were able to identify specific options for action and, together with the specialist departments, develop common ideas for improving service quality.”*

**Prof. Dr. Manfred Paul**  
Head of Central IT, Munich University of Applied Sciences  
Munich, Germany

**CGI successfully migrates U.S. Agency for International Development (USAID) to hybrid cloud environment**

“We are pleased to work with CGI to implement a hybrid cloud solution designed to reduce costs and gain efficiencies, while enabling continued implementation of new best practices.”

**Joseph Lentini**  
Contracting Officer, U.S. Agency for International Development  
Washington, D.C., United States



**Innovation Centers and Labs**

CGI has a global network of collaborative labs and innovation centers, supported and informed by clients and our ETPs. Located near clients, these facilities enable collaborative innovation and access to global innovation capabilities, with local support, clear accountability and measurable results. For our experts, they are a collaborative environment to test and evolve innovations and a space to share with the local community.



**ICE Program (Innovate, Collaborate, Evolve)**

One way we turn expert ideas into new business solutions is through our ICE Program, which incubates proximity teams' innovations into scalable, replicable solutions for global application. By fostering an innovation community within CGI, we generate additional value for clients and career opportunities for our consultants. Our innovation champions submit thousands of ideas. Innovation leaders then select ideas for investment, and we develop dozens of innovations as repeatable enablers.

**CGI's Intellectual Property (IP) Portfolio**

Our IP suite of more than 175 solutions captures industry advances and best practices, building innovation into clients' businesses from end to end. When we integrate our IP through client projects, we gather feedback continuously to support further solution development and provide hosted, SaaS-enabled solutions for ongoing management and evolution. Clients also benefit from business process services powered by CGI IP in areas such as collections, billing, customer care, IT help desk and other enterprise functions, and from the creation of new business models, such as open finance for banks (CGI Open Finance) and new customer experience offerings for retailers (CGI Retail Xp360).

**IP investments spotlight**

In 2018, CGI announced the **launch and enhancement of numerous CGI IP solutions**, demonstrating our ongoing investment to drive forward business innovation for clients informed by deep industry expertise. Examples include:

- **CGI Open Finance** to empower banks to reap the benefits of the open API economy and serve as an accelerator to digitally advance the financial sector
- **CGI Retail Xp360 platform** to help retailers deliver a seamless, real-time customer experience across all channels
- **CGI HotScan360**, an enhanced version of our industry-leading HotScan solution, to provide an end-to-end, real-time anti-financial crime solution
- **CGI Wealth360** incorporating intelligent automation and other emerging technologies to help wealth management professionals anticipate change, offer creative options and increase efficiencies as they manage their clients' investments
- Sustained development of **SaaS and cloud enablement** of our IP portfolio, such as for CGI Collections360, CGI Advantage and Momentum, and the integration of digital enablers like **intelligent automation and blockchain** for solutions such as CGI Trade360

**CGI Open Finance: Creating value from the open API economy**

Banks today operate in a 24/7 digitally connected world. Their customers are deeply rooted in digital, with expectations that are radically different from just a few years ago. The introduction of the open API economy is profoundly changing the traditional banking model, blurring boundaries and roles among players and creating a new banking ecosystem focused on collaboration, innovation, customer centricity and the intelligent use of data.

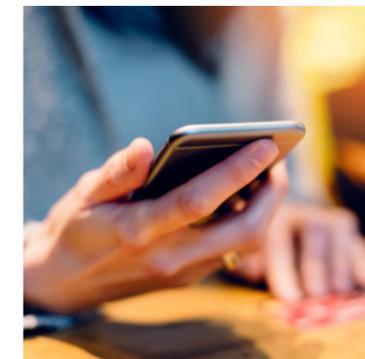
To help banks reap the benefits of the open API economy, CGI launched CGI Open Finance in 2018. CGI Open Finance addresses all the demands of open banking, while decreasing the cost of adoption. **Our first client and partner, Banque Internationale à Luxembourg, worked with us to co-create the solution.**

CGI Open Finance is a complete solution for open banking, enabling the integration of traditional banks and their product-centric applications with FinTechs through an API and orchestration layer. More than that, CGI Open Finance supports the much wider set of non-functional requirements needed to operate an industrial strength, secure and resilient platform required for the new world of open banking.

It not only facilitates close collaboration with third party providers (TPPs), but also enables banks to become aggregators and provide the same services, driving real innovation. With CGI Open Finance, banks can maximize the benefits of open banking by offering new digital services and value-add partnerships to their customers.

“We work in a changing banking environment, subject to high levels of regulation and ever-increasing demands for customer satisfaction. We are very pleased to join forces in the co-creation of CGI Open Finance, a solution that will allow us to reap the benefits of the open API economy. This is a very exciting project for us that will lead to new, innovative products and services for our customers.”

**Yves Baguet**  
Chief Operating Officer, Banque Internationale à Luxembourg  
Luxembourg City, Luxembourg



# CGI locations



## 1 NORTH AMERICA

### CANADA

**Alberta**  
Calgary  
Edmonton

**British Columbia**  
Burnaby  
Victoria

**New Brunswick**  
Fredericton  
Moncton

**Nova Scotia**  
Halifax

**Ontario**  
Markham  
Mississauga  
Ottawa  
Toronto

**Prince Edward Island**  
Stratford

**Quebec**  
Drummondville  
Gatineau  
Montréal  
Québec City  
Saguenay  
Shawinigan  
Sherbrooke

**Saskatchewan**  
Regina  
Saskatoon

### UNITED STATES

**Alabama**  
Birmingham  
Huntsville  
Mobile  
Troy

**Alaska**  
Juneau

**Arizona**  
Phoenix  
Sierra Vista  
Tempe  
Tucson

**Arkansas**  
Hot Springs

**California**  
Los Angeles  
Oakland  
Sacramento  
San Diego  
San Francisco

**Colorado**  
Denver

**Connecticut**  
Gales Ferry  
Hartford

**Florida**  
Jacksonville  
Miami  
Tampa

**Georgia**  
Albany  
Atlanta

**Illinois**  
Chicago  
Fairview Heights

**Kentucky**  
Frankfort  
Louisville

**Louisiana**  
Lafayette  
New Orleans

**Maine**  
Waterville

**Maryland**  
Annapolis Junction  
Baltimore  
Lexington Park

**Massachusetts**  
Boston

**Michigan**  
Detroit  
Lansing

**Minnesota**  
Minneapolis

**Nevada**  
Las Vegas

**New Jersey**  
Newark  
Trenton

**New York**  
Albany  
Buffalo  
New York City

**North Carolina**  
Charlotte  
Durham  
Fayetteville

**Ohio**  
Athens  
Cincinnati  
Cleveland  
Columbus

**Oklahoma**  
Lawton  
Oklahoma City

**Oregon**  
Portland

**Pennsylvania**  
Philadelphia  
Pittsburgh

**South Carolina**  
Charleston  
Columbia

**Tennessee**  
Chattanooga  
Nashville

**Texas**  
Austin  
Belton  
Dallas  
El Paso  
Fort Worth  
Houston  
San Angelo  
San Antonio

**Utah**  
Salt Lake City

**Virginia**  
Arlington  
Fairfax  
Lebanon  
Manassas  
Norfolk  
Richmond  
Sterling

**Washington**  
Seattle

**Washington, D.C.**

**Wisconsin**  
Wausau

## 2 SOUTH AMERICA

**BRAZIL**  
Mogi das Cruzes  
São Paulo

## 3 EUROPE

**BELGIUM**  
Brussels

**CZECH REPUBLIC**  
Brno  
Ostrava  
Prague

**DENMARK**  
Aalborg  
Aarhus  
Ballerup  
Copenhagen  
Kolding

**ENGLAND**  
Birmingham  
Bristol  
Chelmsford  
Gloucester  
Leatherhead  
London  
Luton  
Manchester  
Milton Keynes  
Newcastle  
Nottingham  
Reading

**ESTONIA**  
Tallinn  
Tartu

**FINLAND**  
Espoo  
Hämeenlinna  
Helsinki  
Joensuu  
Jyväskylä  
Kouvola  
Kuopio  
Lahti  
Lappeenranta  
Mikkeli  
Oulu  
Pori  
Rauma  
Riihimäki  
Tampere  
Tornio  
Turku  
Vaasa

**FRANCE**  
Aix-en-Provence  
Amiens  
Bordeaux  
Brest  
Clermont-Ferrand  
Grenoble  
Le Mans  
Lille  
Limoges  
Lyon  
Montpellier  
Nantes  
Nice  
Niort  
Orléans  
Paris  
Paris La Défense  
Paris Saint-Denis  
Pau  
Rennes  
Strasbourg  
Toulouse

**GERMANY**  
Berlin  
Bremen  
Brunswick  
Cologne  
Darmstadt  
Düsseldorf  
Erfurt  
Halle  
Hamburg  
Hannover  
Heilbronn  
Karlsruhe  
Leinfelden-Echterdingen  
Leipzig  
Mannheim  
Munich  
Sulzbach  
Wolfsburg

**HUNGARY**  
Budapest

**ITALY**  
Frascati  
Milan

**LATVIA**  
Riga

**LITHUANIA**  
Kaunas  
Vilnius

**LUXEMBOURG**  
Bertrange

**NETHERLANDS**  
Amstelveen  
Amsterdam  
Arnhem  
Eindhoven  
Groningen  
Maastricht  
Rotterdam

**NORWAY**  
Bergen  
Grålum  
Haugesund  
Oslo  
Stavanger  
Tønsberg

**POLAND**  
Krakow  
Poznań  
Warsaw  
Wroclaw

**PORTUGAL**  
Lisbon  
Odivelas  
Porto  
Sacavém  
Sintra

**ROMANIA**  
Bucharest

**SCOTLAND**  
Aberdeen  
Edinburgh  
Glasgow  
Newtown St Boswells

**SLOVAKIA**  
Bratislava

**SPAIN**  
Madrid  
Málaga

**SWEDEN**  
Borlänge  
Bromölla  
Eskilstuna  
Gällivare  
Gävle  
Göteborg  
Härnösand  
Jönköping  
Kalmar  
Karlskrona  
Karlstad  
Kiruna  
Linköping  
Luleå  
Malmö  
Norrköping  
Örebro  
Örnsköldsvik  
Oskarshamn  
Östersund  
Skara  
Skellefteå  
Stockholm  
Sundsvall  
Umeå  
Västerås

**WALES**  
Bridgend  
St Asaph

## 4 AFRICA

**MOROCCO**  
Casablanca  
Fez  
Rabat

## 5 ASIA

**INDIA**  
Bangalore  
Chennai  
Hyderabad  
Mumbai  
Pune

**MALAYSIA**  
Kuala Lumpur

**PHILIPPINES**  
Manila

## 6 AUSTRALIA

Brisbane  
Hobart  
Melbourne  
Sydney

Working in proximity with clients through a strong global footprint

# The CGI Constitution

While most companies have a vision and mission, CGI goes a step beyond. We have a company dream, which emphasizes the enjoyment and ownership principles essential to our success. The CGI Dream, together with our Vision, Mission and Values, make up the CGI Constitution. With frameworks and programs founded upon this Constitution, CGI provides for the consistent growth that benefits our clients, members and shareholders.

## Our Dream

To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of.

## Our Vision

To be a global world class end-to-end IT and business consulting services leader helping our clients succeed.

## Our Mission

To help our clients succeed through outstanding quality, competence and objectivity, providing thought leadership and delivering the best services and solutions to fully satisfy client objectives in information technology, business processes, and management.

In all we do, we are guided by our Dream, living by our Values to foster trusted relationships and meet our commitments now and in the future.

## Our Values

### Partnership and quality

For us, partnership and quality are both a philosophy and a way of life. We constantly deepen our understanding of our clients' business and we develop and follow the best management practices. We entrench these approaches into client relationship and service delivery frameworks in order to foster long term and strong partnerships with our clients. We listen to our clients and we are committed to their total satisfaction in everything we do.

### Objectivity and integrity

We exercise the highest degree of independent thinking in selecting the products, services and solutions we recommend to clients. In doing so, we adhere to the highest degree of quality, objectivity and integrity. We do not accept any remuneration from suppliers. We always act honestly and ethically. We never seek to gain undue advantages and we avoid conflicts of interest, whether real or perceived.

### Intrapreneurship and sharing

Our collective success is based on our competence, commitment and enthusiasm. We promote a culture of innovation and initiative where we are empowered with a sense of ownership in supporting clients, thus ensuring our profitable growth. Through teamwork, sharing our know-how and expertise across our global operations, we bring the best of CGI to our clients. As members, we share in the value we create through equity ownership and profit participation.

### Respect

In all we do, we are respectful of our fellow members, clients, business partners and competitors. As a global company, we recognize the richness that diversity brings to the company and welcome this diversity while embracing the overall CGI business culture.

### Financial strength

We strive to deliver strong, consistent financial performance which sustains long term growth and benefits both members and shareholders. Financial strength enables us to continuously invest in our members' professional development, our services and our business solutions to the benefit of our clients. To this end, we manage our business to generate industry superior returns.

### Corporate social responsibility

Our business model is designed to ensure that we are close to our clients and communities. As members, we embrace our responsibilities to contribute to the continuous improvement of the economic, social, and environmental well-being of the communities in which we live and work.

# The CGI Management Foundation

At CGI, we are committed to being the best in our industry. To be the best, we need to operate as the best, and the CGI Management Foundation includes the key elements that define and guide the management of our company, including the CGI Constitution and our common policies, frameworks, processes, operational principles and measures. The Management Foundation encompasses the best practices that enable us to deliver in a consistent and successful manner no matter where CGI operates around the world.

IS SO 1 9 0 0 1 C E R T I F I E D  O P E R A T I O N S	CGI Constitution				Enterprise Policies and Processes						
	Dream	Vision	Mission	Values	Code of Ethics	Organization, Governance and Adjustments	Human Resources	Finance and Investment	Security and Data Privacy	Quality System	
	Strategic Directions and Operational Planning		Range of Services		Managing for Excellence	Marketing, Client Relationship and Business Development		Engagement Risk Management	Innovation and Intellectual Property	Mergers and Acquisitions	Management Frameworks
	Client Partnership Management Framework						Member Partnership Management Framework		Shareholder Partnership Management Framework		
	Proposal	Contract		IT Management Best Practices Engagement Governance		Delivery	Closing	Leadership Institute		Investor Relationship Management	
	Methods and Tools								Disclosure Guidelines		
	Consulting, System Integration and Development		Application Management		Technology Operations Management		IP-based Business Process Management		Investor Communications		
	Client Satisfaction Assessment Program						Member Satisfaction Assessment Program		Shareholder Satisfaction Assessment Program		

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# Serving as a **caring and responsible** corporate citizen

One of CGI's strategic goals is for our communities to recognize us as a caring and responsible corporate citizen, and corporate social responsibility is one of our six values. In collaboration with our clients — and through the expertise of our consultants — we strive to be a global leader in **encouraging and educating more young people to be technically literate, benefiting the well-being of our communities, and supporting environmental sustainability.**

## EDUCATING THE FUTURE WORKFORCE

Our industry continues to experience a gap between the number of available IT and business consulting jobs and the number of skilled professionals, along with a lack of diversity in the workplace. Working with clients, CGI encourages and educates people of all backgrounds to become technically literate through local training and mentoring programs.

- **Providing hands-on learning and careers**

CGI operates **U'DEV** (developer university) in France in partnership with the Institut de Gestion Sociale (IGS group) to help meet the growing demand for IT professionals. Anyone enthusiastic about IT can apply to the program. This year, CGI accepted 180 students across six campuses, training students in Java, PHP, HTML5 and .NET for 1-3 years, depending on their chosen course of study. Upon completing the program, students graduate with a diploma registered at France's National Register of Professional Certifications and are offered permanent positions at CGI.



CGI's U'DEV students in Clermont-Ferrand, France

In Prague and Ostrava in the Czech Republic, CGI hosts **IT Java training "boot camps"** as an intensive five-month program. Participants enter the program as CGI members and continue with full-time employment following program graduation.

In the United Kingdom, CGI offers a number of **degree apprenticeships** that enable talented students to gain a degree debt-free while embarking on their professional careers. The program offers students a mix of university time and work days where they work on projects across CGI's UK business.



The 2018 graduates of the CGI degree apprenticeships program in the UK

In Finland, the **Future Talent Program** offers hundreds of "traineeships" each year for a duration of 4-5 months. Trainees work with an experienced CGI mentor who supports and guides them during the program, which includes versatile work assignments, engaging in diverse CGI projects and participating in client visits. The program offers employment opportunities for new graduates, with the aim to hire 1,000 young experts by 2020.



CGI members and young candidates network during a Future Talent event in Helsinki, Finland.

- **Inspiring young people to be technically literate**

**STEM@CGI** is a program where CGI volunteers across the United States, Canada, the United Kingdom and a growing number of countries develop and teach an interactive science, technology, engineering and mathematics (STEM) curriculum to youth, including those underrepresented in IT careers — females, minority groups and the economically disadvantaged. In 2018, hundreds of volunteer members served 4,660 students through STEM@CGI events.

Across our operations, including programs within Canada, the United Kingdom, Germany and the Netherlands, CGI inspires **girls to pursue IT careers**. CGI offices host learning events for school-aged girls through a series of fun and creative activities, including games, robotics and basic programming, and inspiring talks from women within the IT industry.

For 31 years, Sweden's **Young Generation program** has helped spark an interest in IT among the children of CGI members. Every year, CGI offices in Sweden conduct multiple weeklong summer courses for members' children, ages 8 to 15. This year, the camp opened to non-member children as well — with all participants taking part in a variety of courses, including learning to write different computer programs.

In partnership with the **International Institute of Information Technology, Hyderabad**, in India, CGI provides scholarships for students underrepresented within the IT industry, including women and underprivileged individuals from rural areas. The scholarships support those who are pursuing undergraduate and post-graduate education in technology, engineering and related subject areas.



CGI member volunteers in the U.S. participate in a STEM@CGI event in Fairfax, Virginia.

## BENEFITTING OUR COMMUNITIES

Here are examples that illustrate how CGI combines innovative digital solutions with our community commitment.

- **Innovating to help people with disabilities**

In France, CGI partnered with JobinLive to launch **Handitech**, which brings together start-ups, companies, schools, laboratories, institutions and users who, thanks to technological advances, develop innovative projects or solutions to help improve the future for those with disabilities. In partnership with BpiFrance and APF France handicap, this association aims to federate, coordinate and promote an ecosystem that supports innovation for people with disabilities or loss of autonomy.

This is accomplished through two main initiatives, including the annual "Handitech Trophy" competition to help start-ups develop new technologies, and through ongoing investments to help companies develop concrete projects in six clusters: smart cities, health, employment, accessibility, transformation and users.



CGI joins start-up winners at the Handitech Trophy ceremony, along with Sophie Cluzel, the French Secretary of State in charge of People with Disabilities; Prosper Teboul from APF France handicap; and Franck Duthil from JobinLive.

• **Using intelligent data to protect the public**

Designed, built and operated by CGI since 2011, the **Police National Database (PND)** in the United Kingdom is a national police intelligence system. The PND allows local agencies and other authorities to share intelligence to protect vulnerable children and adults and combat terrorism and crime. The system catalogues different types of data owned by the individual agencies and captures details and relationships of associated people, objects, locations and events. The database houses searchable records across UK law enforcement agencies.

• **Working toward better health through artificial intelligence (AI)**

**HUS (Hospital District of Helsinki and Uusimaa)** in Finland is adopting a speech recognition solution from CGI that enables productivity gains and cost savings. This is significant because around 7,000 dictations are recorded in HUS during each working day, amounting to 150,000 a month or almost 2 million per year. AI and other digital technologies enable speech recognition to adapt to each user's way of speaking and can learn clinicians' dialects.

CGI also is working with **Työterveys Virta**, an occupational health company based in Oulu, Finland, to identify high-risk individuals by examining patient data using machine intelligence. In the pilot stage, machine intelligence came to the same conclusions as the company's experts, with a probability of 88%. This proof-tested use of AI is a significant advancement both in Finland and internationally.

• **Promoting digital literacy and access to public services**

In Sweden, CGI developed a new digital guide solution — **Biblioteket** — to revolutionize how citizens access and enjoy public services, such as libraries. The solution pushes information to visitors of public venues based on their location using beacon technology.

In India, CGI launched four **digital literacy centers** in support of the National Digital Literacy Mission and in partnership with the NASSCOM Foundation. The centers — two in Bangalore, one in Chennai and one in Hyderabad — benefit underserved communities through training on how to use computers, mobile phones and other digital devices.



CGI leaders participate in the opening of the Digital Literacy Center in Bangalore, India.

**SUPPORTING ENVIRONMENTAL SUSTAINABILITY**

CGI is committed to protecting the environment by working with our clients to deliver a robust set of environmental solutions, as well as through our own operating practices.

• **Developing innovative solutions for water conservation**

CGI's client **The Northumbrian Water Group** in the United Kingdom hosted a 5-day innovation festival in July 2018 attended by more than 500 people from the world's leading businesses. The goal was to tackle social and environmental challenges by means of design sprint sessions. CGI led the Smart Objectives design sprint on how to improve water customers' lives by making the most of smart technology.

The result is **Barnacle**, an Internet of Things sensor capable of monitoring changes in key water parameters that may indicate problems with the supply. Gathering data at the individual customer level, Barnacle, which is placed in a toilet cistern without the need for installation, is designed to:

- Warn of potential leaks, either in the water supply or deeper within the network
- Detect discolored water
- Identify risks of freezing pipes

Northumbrian Water and CGI are working together to develop this idea into an opportunity to help water customers everywhere.



During the 2018 NWG innovation festival, CGI shared the Internet of Things sensor Barnacle.

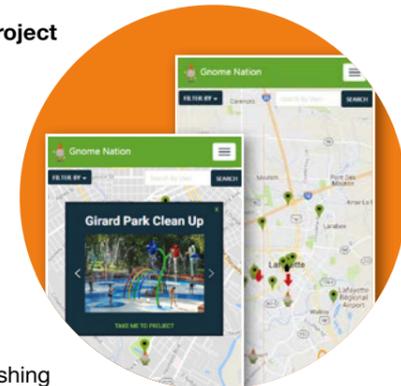
• **Building a greener, more sustainable future**

CGI is helping the **City of Edinburgh** become a greener, smarter city through projects such as smart streetlights for energy efficiency and safety, and the automation of processes for the city council.



CGI is helping the City of Edinburgh with its smart city initiatives.

In the United States, CGI delivered a pro bono project for **Project Front Yard**, an initiative in Lafayette, Louisiana, that brings together individuals, business, government and media partners to address community beautification. Through a team of mentors and interns, CGI developed a gamification app called **Gnome Nation** that allows community members — both individuals and companies — to arrange public projects, such as improving parks, cleaning up litter, recycling and more.



The CGI-developed Gnome Nation app helps arrange public service projects.

• **Reducing our environmental impact**

Within our operations in France, CGI has three initiatives to drive forward our **ISO 14001 certification**, including establishing a network of CGI experts to provide training to members on "green coding" best practices, developing an app to diagnose and manage environmentally responsible behaviors during client projects, and implementing the Assessing Low Carbon Transition (ACT) methodology to reduce our environmental impact.

In the United Kingdom, CGI reduced **energy usage and subsequent emissions by a total of 3,361 tons of CO<sub>2</sub> in the past year** — achieving an annual reduction of **22.75%**. Additionally, through our facilities management partnership and responsible contractor selection, more than 87% of general waste produced is reported as recycled or energy recovered.



CGI was included within top indices that cover the world's most sustainable companies, including the **Dow Jones Sustainability Indices** for the 8<sup>th</sup> consecutive year and a "gold" certification with **EcoVadis**.

In addition, CGI's operations in France, the United Kingdom, Sweden, Finland, the Netherlands, Portugal, Spain, the Czech Republic and Slovakia are **ISO 14001 certified** for an effective environmental management system (EMS). We also continue to improve our position with respect to the **FTSE4 Good Index Series** and the **Carbon Disclosure Project** by taking steps to further reduce emissions and demonstrate advanced environmental stewardship.

## SUPPORTING OUR CONSULTANTS IN MAKING A DIFFERENCE IN OUR COMMUNITIES

The CGI Dream Connectors program deepens our commitment to serving our communities. Each year, after a company-wide vote by our consultants, projects are selected to receive CGI support, which includes access to IT, facilities, funding and CGI volunteers. Here is an overview of the projects completed during 2018.



A demo of the CGI Volunteer app is shared with non-profits in Troy, Alabama.

### Cardiff, London, Reading (United Kingdom)

#### Teaching Young People Basic IT Skills

Provided members with the opportunity to arrange fun and interactive technical sessions for young people in their communities.

### Charlotte, North Carolina (United States)

#### Camp Luck

Improved the web interface of campluck.com, the website for Camp Luck, which serves children with cardiac disease and their families.



CGI volunteers visit Camp Luck to host a STEM@CGI session.

### Chennai (India)

#### Helping the Visually Impaired Through Digital Tools

Sponsored the building of a technology lab and digital library to help students at the Government Higher Secondary School for the Blind in Poonamallee, Chennai, become more independent.

### Halifax, Fredericton, Moncton, Charlottetown (Canada)

#### Digital Inclusion for Girls and Young Women

Established a learning program to encourage young girls and women to participate in STEM-related activities.

### Lisbon (Portugal)

#### Reading for the Children

Developed an application to help manage volunteers for Nuvem Vitória, a non-profit whose volunteers visit children's hospitals to read bedtime stories to young patients.

### Lyon (France)

#### Machine Gones

Supported "Machine Gones," an association that promotes robotics by arranging challenges and demonstrations.

### Stockholm (Sweden)

#### Senior Citizen Interface

Created an interface that helps bridge the "generational digital divide" by making it easier for senior citizens to use devices to read, listen to music, connect with friends and monitor their health.

### Troy, Alabama (United States)

#### CGI Volunteer Connect

Developed CGI Volunteer Connect, an application that provides non-profits with a platform to advertise their needs to the public.



Camp goes at Dalhousie University in Halifax participate in STEM@CGI activities.



**Dream Connectors**  
CGI in our communities

# CGI Client Global Insights

## Client insights and CGI perspectives on business and technology trends

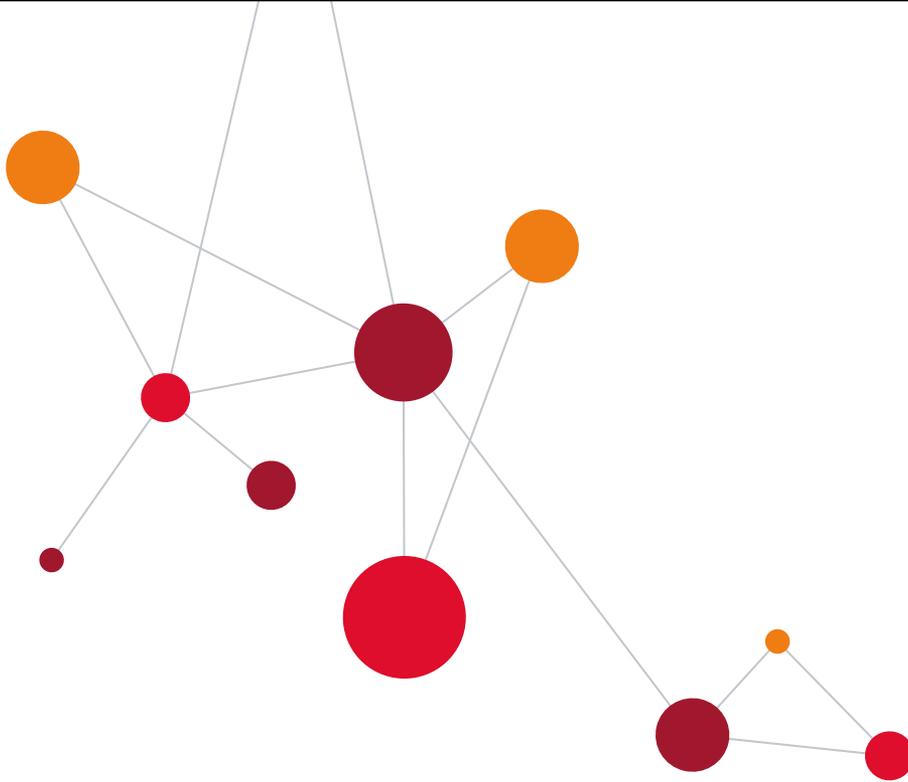
Each year, CGI leaders meet face-to-face with business and IT executives to hear their **perspectives on the trends affecting their enterprises and the implications for their business**. Our experts incorporate the findings and insights from these conversations into our annual strategic planning and share them with clients through industry-focused CGI Client Global Insights reports.



Through the CGI Client Global Insights, we offer a **wide range of benchmarking capabilities**, in areas such as investment plans, innovation activities, cybersecurity and data privacy practices, human capital and more, to support clients' business planning. This data can be compared among peers and across industries and geographies.

**We thank the more than 1,400 commercial and government executives across the globe who participated in interviews during 2018**, and we value the opportunity to help drive forward their future strategies and investments.

Learn more at [cgi.com/client-global-insights](http://cgi.com/client-global-insights).



#### ABOUT CGI

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. Operating in hundreds of locations across the globe, CGI delivers an end-to-end portfolio of capabilities, from IT and business consulting to systems integration, outsourcing services and intellectual property solutions.

CGI works with clients through a local relationship model complemented by a global delivery network to help clients achieve their goals, including becoming customer-centric digital enterprises.

[cgi.com](http://cgi.com)

# CGI

Experience the commitment®

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