



Experience the commitment®

2019-2020
INSIGHTS
TO ACTION

HELPING CLIENTS
BECOME DIGITAL THROUGH
END-TO-END SERVICES

TURNING INSIGHTS INTO ACTION

In 2019, we spoke in person with more than 1,550 executives across 10 industries to gather their perspectives on the trends affecting their enterprises. Once again, becoming digital to meet customer and citizen expectations is a key trend and priority.

CGI's Insights to Action Report presents the insights executives shared during these conversations and the actions we are taking to help clients achieve business outcomes in a faster and more holistic way.

Throughout the industries we serve and the communities in which we live and work, CGI is committed to using the power of technology to help our clients succeed and our communities prosper.

Read more about how we partner with clients and benefit communities.

CONTENTS

- 2 **About CGI**
Serving as an end-to-end IT and business consulting services partner and expert of choice
- 4 **CGI Client Global Insights**
Providing a global antenna for best practices across 10 industries
- 8 **Our industry expertise**
Sharing a snapshot of how we partner with clients in your industry
- 30 **Advancing clients' top innovation investments**
Helping clients identify, master and execute the technologies that accelerate business outcomes
- 32 **CGI locations**
Working in proximity with clients through a strong global footprint
- 34 **CGI Constitution and Management Foundation**
Fostering a culture of ownership to build strong relationships and achieve operational excellence
- 36 **Our communities**
Working with clients to serve our communities

Experience the commitment

CGI is one of the few end-to-end consulting firms with the scale, reach and capabilities to meet clients' enterprise digital transformation needs. Our **77,500 consultants and professionals** work side-by-side with clients in 10 industries across more than **400 locations worldwide**. We draw upon our global capabilities to help clients identify, develop, implement and operate effective strategies to meet evolving customer and citizen expectations.

Founded in 1976, our continuous growth is a testament to our strong client partnerships. CGI's commitment to exceed their expectations is demonstrated by an **overall client satisfaction score of 9.2 out of 10**, reported directly through in-person client satisfaction assessment sessions.

Our approach is what sets us apart.

Our proximity model, supported by the depth of our international presence, range of services, and insights, delivers value for clients. Our experts bring industry and technology knowledge to every engagement, helping clients achieve business agility, applied innovation and financial benefits.

- **Client-proximity model:** CGI organizes operations within metro markets where clients have concentrated footprints, and empowers local teams to build trusted, in-person relationships that ensure accountability for delivering client success.
- **Industry and technology expertise at the local level:** In addition to mastering technology, our consultants have a deep understanding of clients' industries and local business environments, and collaborate across a worldwide network of industry centers of excellence, emerging technology practices, and innovation and global delivery centers to bring clients end-to-end services and solutions.
- **Global delivery network focused on outcomes:** Our global delivery model includes onshore, nearshore and offshore delivery capabilities that support client-proximity teams in accelerating clients' digital evolution.
- **Operational excellence driven through the CGI Management Foundation:** Wherever CGI operates, we align through common policies, principles, processes and frameworks to provide global consistency at scale. These frameworks allow CGI to deliver projects on time and on budget for 95% of engagements.

We deliver the full spectrum of services to help clients become digital enterprises.

Organizations in many industries, after several years of investment in digital customer touchpoints and related innovations, are now demanding reliable returns from their IT investments, in a faster and more holistic way. CGI helps clients take an enterprise approach to accelerate and maximize their return on technology investments through relevant applied innovation.

We leverage our proximity-based client relationships, world-class delivery capabilities and operational excellence to help clients become digital across their enterprises—including their ecosystem of customers and suppliers. Delivering true business value requires that individual digital initiatives are done as part of an enterprise-wide strategy to modernize underlying core systems, enable a data-centric culture, and implement new technology.

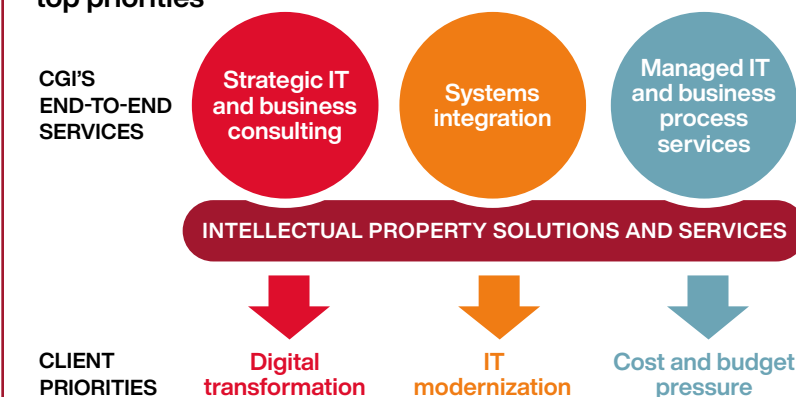
CGI helps clients pursue an end-to-end model that includes an enterprise digital strategy encompassing change management; systems design, implementation and integration; and the use of managed IT and business process services to mitigate cost pressures and fund greater innovation. CGI's approach to relevant innovation is to work jointly with clients through our projects, while seeking opportunities to co-invest in repeatable business solutions.

NASBA launches long-term collaboration with CGI for managed IT services

"We are excited about our collaboration with CGI and the opportunity to work with an industry expert in the delivery, management and governance of end-to-end IT services, as we focus even more intently on the NASBA mission and strengthen our ongoing commitment to members and stakeholders."

Ken L. Bishop
President and CEO,
National Association of State Boards of Accountancy (NASBA),
Nashville, Tennessee, United States

CGI's end-to-end services and solutions to meet clients' top priorities



According to the 2019 CGI Client Global Insights, digital transformation continues to be a high priority, yet clients report slow progress in producing results. CGI's **strategic IT and business consulting** expertise enables business agility and cultural change, and our **intellectual property** serves as an accelerator to apply relevant innovations more quickly, increasing returns on digital investments. Our enterprise **systems integration** capabilities support IT modernization efforts to optimize existing and new technologies, while our trusted **managed IT and business process services** help clients mitigate cost and budget pressures, allowing reallocation of funds for innovation investment.



CGI Client Global Insights



Providing a global antenna for industry best practices

Annually, CGI leaders around the world meet in person with client business and IT executives to gather their insights on the trends affecting their enterprises. Our experts analyze the findings from these in-depth conversations to provide a valuable global antenna that helps both our clients and CGI identify and benchmark industry best practices and drive continuous and relevant innovation.

In 2019, our local leaders met with **more than 1,550 client executives across 10 industries** on the key topics affecting their enterprises, including trends, business and IT priorities, IT spending and investment plans.

CGI Client Global Insights

Overall, executives indicate increased development and deployment of digital strategies to meet customer and citizen expectations and to improve business operations. Leaders recognize that digital transformation is a journey that takes time. While some discrete digital projects have proven successful, progress toward measurable results at the enterprise level remains elusive for a majority of client executives. A more comprehensive approach is required, often encompassing a broader demand for IT modernization and integration to accelerate the achievement of tangible benefits.

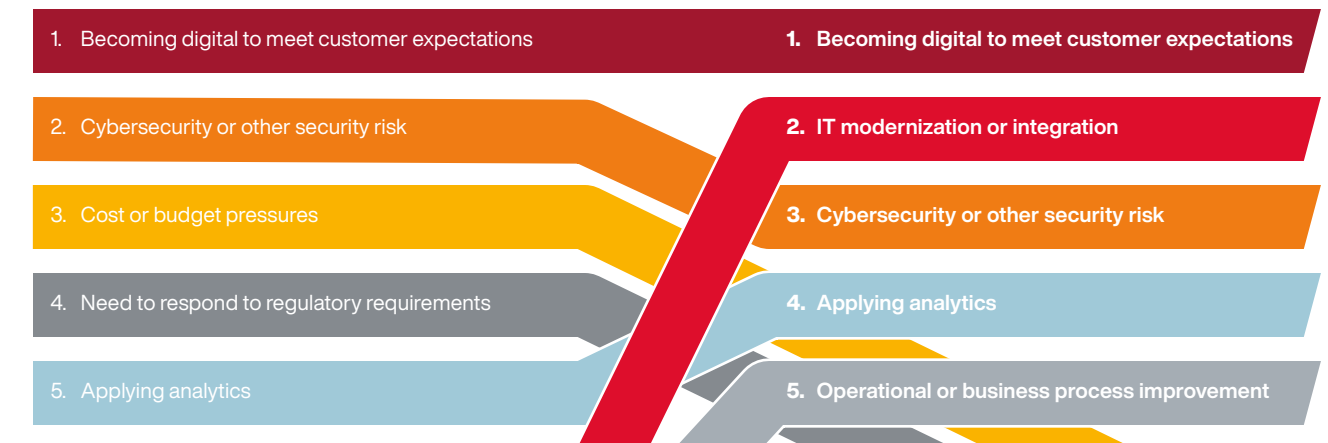
Top trends

Meeting customer and citizen expectations for digital services remains the most impactful industry trend for executives across industries. IT modernization and integration is now second in terms of impact, rising significantly from 2018. Both IT modernization and becoming digital also are among the top IT and business priorities, reflecting a strong theme among all executives. Cybersecurity, meanwhile, is considered to have a somewhat lower impact this year as the third top trend, as cybersecurity approaches become blended into a range of other initiatives, making it less of a stand-alone initiative.

Top trends ranked by impact

2018

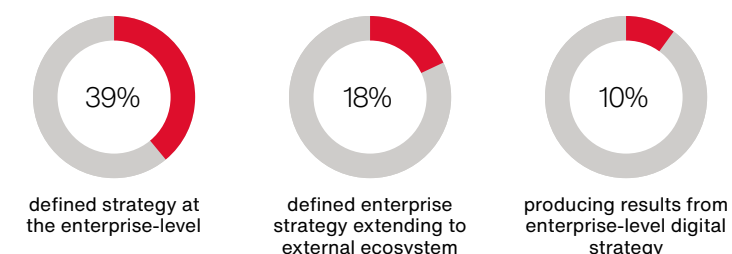
2019



How client executives are responding to these trends

While 96% of executives cite having a digital strategy in place at some level, just 39% indicate those strategies are defined for the entire enterprise, and 18% are working to extend their enterprise strategies to their supply chain or ecosystem. Only 10% of executives report they are producing results from a digital strategy at the enterprise level.

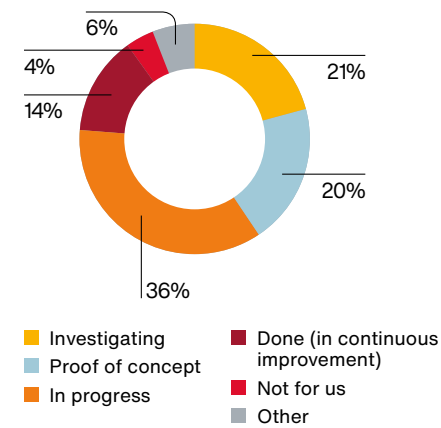
Strategies are in place but results are taking time



Analytics is a key area for technology implementation and innovation investment

Globally, **analytics is the most active digital technology implementation area, the top transformation initiative and the top planned innovation investment option**. More than 90% of executives cite analytics and business intelligence activity this year, including 36% with implementations in progress and 14% in continuous improvement. Across industries, leveraging predictive analytics is the top digital transformation initiative. Analytics also emerges as the most frequently cited innovation investment option within the next 3 years at 81%, compared to 68% citing it for the past 12 months.

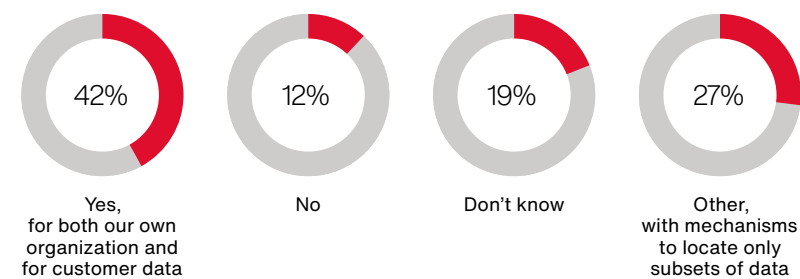
Analytics & business intelligence



76% use the cloud in some form, yet gaps in cloud approaches exist

Across industries, 76% of executives indicate their organization is using the cloud, with private cloud the most common form. Yet cloud approaches show gaps. When asked if they have mechanisms in place to locate where key data assets are stored in the cloud, only 42% of executives indicate they do for their own organizations and their customers; and, more than 30% either do not know or have incomplete mechanisms for locating cloud data. Our perspective is that with the growing use of multi-cloud strategies, the need for a cloud approach that balances benefits, security and data privacy will only increase as a priority.

Are mechanisms in place to locate where cloud data is processed/stored?



Journey to World-Class IT

The CGI Client Global Insights offer a wide range of benchmarking capabilities to support clients with planning and strategy development. Key among those capabilities is the ability to help clients understand where they stand in terms of becoming a world-class IT organization.

Again, this year, client executives ranked their satisfaction with their own IT organizations based on the 10 key attributes of a world-class IT organization. Overall, satisfaction continues to be low, at 6.7 out of 10 (10 being the highest satisfaction).

In addition to the aggregate satisfaction score mentioned above, CGI's Journey to World-Class IT database provides valuable benchmarking capabilities to CIOs and other leaders worldwide, allowing them to assess and compare their performance on topics such as innovation, security and ensuring a stable operational environment.

Among public companies, we continue to see a correlation between those organizations with satisfaction scores by business and IT executives that are closely aligned across the 10 attributes, and those with the best financial performance. **Our Journey to World-Class IT methodology helps clients achieve greater alignment and accelerate successful outcomes.**

Learn more at cgi.com/journey.

CGI Perspectives

Looking across client insights from all industries and geographies, the following are selected high-level, global perspectives on ways executives can address their priorities and challenges:

- For organizations to derive better returns from their digital investments, they must **move to an end-to-end strategy that better balances pure “digital” efforts with fundamental capabilities for IT modernization, cultural change management and IT management**. These strategies must better incorporate sustained innovation and business agility to drive measurable results.
- Executives view various cloud models as opportunities for accessing intensive real-time computing and storage capacity. While such capabilities can offer value, **it is crucial that any chosen cloud approach is balanced carefully with obligations to protect critical data, ensure data privacy, comply with regulation and mitigate commercial risk**.
- Leading organizations need to **pair data-enabled products and services with a data-enabled organizational culture and measures** to drive operational efficiencies; they also need truly scalable mechanisms to enable data privacy solutions.
- Greater use of industry-specific **business solutions delivered as software-as-a-service can accelerate the pace of digital transformation** and simultaneously advance the IT modernization agenda.



CGI President & CEO George D. Schindler shares the CGI Client Global Insights with attendees of our annual Ratkaisu event. Held each year by CGI's operations in Finland, the client conference features the latest trends and innovation in key digital areas.

Turning insights into action

We help clients address their top trends and priorities by applying agile operating models, managing change effectively and driving IT modernization. Turn to page 8 to read examples of how we deliver value across the industries we serve, and visit cgi.com/client-global-insights to learn more about our global and industry-focused insights.

OUR INDUSTRY EXPERTISE

Digital-centric. Enterprise-wide. Outcome-focused.

Partnering with clients to design and deliver an enterprise-wide digital strategy requires a true understanding of our clients' industries and the complexity of their enterprise systems. CGI provides **deep expertise across 10 key industries where IT is a strategic driver and enabler of transformation and value creation.**

Across the industries we serve, we continuously examine the current and future state, the drivers for change, and the attributes of industry leaders. Through detailed **industry blueprints**, we map the structure of an industry across lines of business, domains and activities to help our clients identify and develop services and solutions that can improve their performance.

The blueprints demonstrate how our **end-to-end services**—consulting, systems integration and managed IT and business process services, combined with CGI's enabling intellectual property—help industry leaders evolve, at the right pace and scale, into innovative, agile organizations that meet customer and citizen digital expectations.

View a snapshot of how we partner with clients in your industry

- 10 Banking
- 12 Communications
- 14 Government
- 16 Health and life sciences
- 18 Insurance
- 20 Manufacturing
- 22 Oil and gas
- 24 Retail and consumer services
- 26 Transportation and logistics
- 28 Utilities

Security-driven. Customer-centric. Cost-efficient.

Working across the retail banking, corporate and transaction banking, and capital markets sectors, CGI's **12,000 banking consultants help 500+ financial institutions worldwide** drive security, customer-centricity and cost-efficiency across the enterprise. We serve 15 of the top 20 banks globally, including the top 10 European banks and 9 of the top 10 U.S. banks.

Client insights. CGI action.

In 2019, we met face-to-face with 255 banking executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Protecting customer data and addressing mounting and changing regulatory / security standards

Business priorities: Improving the customer experience to increase loyalty and drive revenue

IT priorities: Digitizing business processes to improve the end-to-end customer experience and reduce operational costs

How we partner to help them succeed

Delivering advanced capabilities to protect the bank and address regulation and industry-wide initiatives, including open banking and real-time payments

Digitizing core bank functions and processes to enable a seamless customer journey that aligns with evolving demands and generates revenue growth

Modernizing / managing core systems via emerging technologies and end-to-end services for customer centricity and operational excellence

Protecting the bank and supporting the move to open banking and real-time payments

Banks seek an end-to-end approach to protect their businesses and customers amid evolving security threats. CGI's holistic Protect the Bank consulting services and solutions framework delivers a command and control center (CGI Case Manager), anti-financial crime platform (CGI HotScan360), data analytics and cybersecurity. Additionally, we help banks comply with open banking regulations (e.g., PSD2) and real-time payment initiatives (e.g., SEPA Instant Credit Transfer) through solutions such as CGI Open Finance and CGI All Payments. We also provide a foundation for new bank overlay services, such as request-to-pay, and new revenue streams.

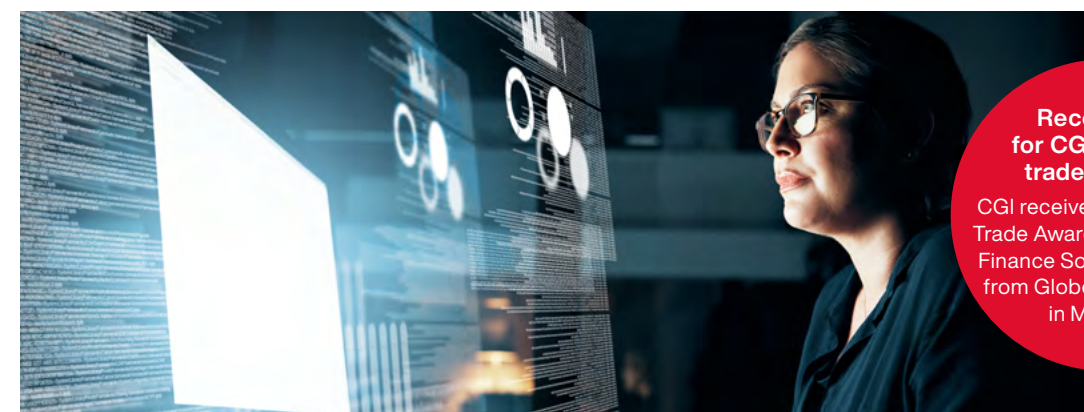
We back our protection, open banking and real-time payment solutions with the full range of consulting services banks need, from consulting to IT modernization to managing IT and business processes.

"We're delighted to be partnering with CGI on the development of Ordo. With CGI's knowledge and expertise in modernising payments systems, we're confident we can deliver a service which significantly improves the financial lives and well-being of people and businesses. We're thrilled to be working with a company which shares this vision also."

Craig Tillotson
CEO and co-founder of **Ordo**,
London, United Kingdom

"Implementing APS [the CGI All Payments solution] will significantly contribute to our payments modernization program and will help us make a positive impact on our customers and partners. The technologies we are implementing deliver the scalability to support future growth and the flexibility to adopt future payments innovations."

David Bergeron
Senior Manager, Major Projects, Treasury and Payments Solutions, **National Bank of Canada**,
Montréal, Canada



Recognition for CGI's leading trade platform

CGI received the Leader in Trade Award for Best Trade Finance Software Provider from Globe Trade Review in May 2019.

Digitizing core functions to ensure an end-to-end digital customer journey

We help banks digitize their front and back offices to drive customer centricity across key functions such as payments (CGI Payments360), trade finance (CGI Trade360), wealth management (CGI Wealth360), and collections (CGI Collections360), delivering not only innovative IP but also a full range of consulting services—from consulting to systems integration to managed IT and business process services.

This year, we were awarded \$24 million in contracts from Canadian credit unions to transform their operations through solutions such as CGI's RFS360, a SaaS "bank-in-a-box" solution, and started implementation of a global trade platform for **HSBC**, one of the largest banking and financial services institutions in the world. Nordic-based payment service provider **Nets** also selected us to provide digital employee services, and we teamed up with **Metro Bank**, a retail bank headquartered in the UK, to implement our cloud collections platform.

"In our comprehensive formal review of banking system options available in the market today, our clear choice was CGI and the RFS360 banking solution. CGI is a trusted partner and we rely on its experience and expertise to help strengthen and grow our businesses."

Allison Kasper
Chair of the Credit Union Services Association (CUSA) Board, and Senior Vice-President of Business and Social Impact, **Copperfin Credit Union**,
Kenora, Canada

Modernizing core systems to drive customer centricity and operational excellence

Today's new era of banking exceeds the capabilities of traditional IT systems. CGI provides the end-to-end services and solutions banks need to respond in an agile way to fast-evolving customer and business demands.

For example, **League Data**, a provider of information technology services to the Atlantic Credit Union System, extended its long-term IT infrastructure, applications and service desk contract with CGI until 2023. French bank and long-time client **La Banque Postale** also turned to CGI for support in building a comprehensive omni-channel banking model.

"CGI has a strong track record of delivering managed services, as well as successfully delivering large and complex projects. We look forward to continuing to work with CGI to deliver the products and services credit union members are seeking in today's market."

Ian MacNeil
CEO, **League Data**,
Halifax, Canada



"We are excited to collaborate with CGI on this strategic effort to build an omni-channel bank for the future. We look forward to not only significantly improving the customer experience through new products, services and channels, but driving new revenue streams. With CGI, we benefit from end-to-end business and IT services, close proximity, demonstrated operational excellence, industry expertise and transformational consulting expertise. CGI has proven to be a valued collaborator throughout our 15-year relationship."

Philippe Cuvelier
Chief Information Officer,
La Banque Postale,
Paris, France

Network-enhanced. Customer-focused. Automated.

CGI helps **communications service providers, including 5 of the top 10 globally**, accelerate their digital transformation to gain and retain customers, develop new revenue streams and reduce costs. Our **5,000+ communications consultants** focus on the end-to-end needs of our clients as they move to more customer-centric business models and seek to achieve operational excellence in the digital age.

Client insights. CGI action.

In 2019, we met face-to-face with 75 communications executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Becoming digital to meet customer expectations and intensifying network investment to increase satisfaction and revenue

Business priorities: Improving the customer experience and optimizing operations to stay relevant in a competitive market

IT priorities: Digitizing and automating business processes to deliver a better end-to-end customer experience and reduce costs

How we partner to help them succeed

Implementing strategies and technologies for flexible and efficient systems that help clients meet customer demand with speed-to-market

Leveraging consulting and managed IT and business process services to improve operations and meet growing customer expectations

Providing IT modernization and integrating emerging technologies to digitize and automate complex business processes

Delivering personalized, cohesive experiences while modernizing networks to prepare for a 5G future

With the race to 5G accelerating, communications service providers are modernizing customer-facing systems to deliver personalized, cohesive experiences, while focusing on optimizing operations and networks. CGI helps clients provide network-on-demand services that allow customers to order or change services in near real time. Our IT modernization services deliver greater agility and cost savings to transform service delivery.

CGI also contributes to the advancement of 5G through involvement in several initiatives around the globe, such as: **ENCQOR**, a \$400 million public-private partnership between Canadian governments and 5 global digital technology companies, which builds and operates 5G testbeds in Quebec and Ontario to promote innovation in the 5G telecommunication space; and **UK5G**, a government-sponsored national innovation forum promoting the commercial application of 5G in the UK.



Long-term partnerships
We have partnered with our **top 10 communications clients** for an average of **25+ years**, helping them drive down costs, rapidly introduce new service portfolios, and protect systems and data.

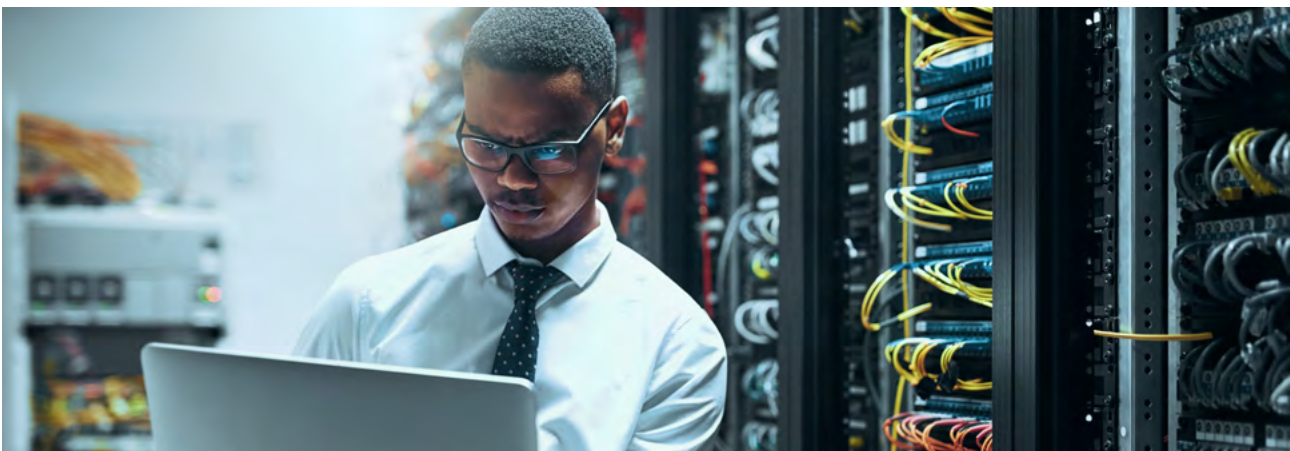
Enhancing the customer experience and developing new revenue streams with modern IT and emerging technologies

In a hyper-competitive market, communications service providers are looking to set themselves apart with optimized operations and an unmatched customer experience. This focus has expanded beyond self-service systems to automated business processes that support straight-through processing, nearly instantly fulfilling customer expectations and creating new revenue streams.

In the satellite communications (satcom) sector, we help operators improve their business and IT processes so they can operate more efficiently and securely and meet customer needs to stay competitive, for example, through advanced billing and customer care systems, business and operational support systems, and integration with enterprise resource planning and customer relationship management systems. Our satcom clients include some of the world's leading operators, service providers

and users of satellite communications supporting programs such as **Skynet 5, Inmarsat Iris, EDRS Global and GovSatCom**.

We also provide consultancy based on our deep heritage with downstream users of satellite communications, such as emergency services, government, defense, transport, utilities, media, oil and gas, and finance, to help satcom operators develop new strategies, services and value propositions for these markets.



Reducing costs through managed IT services and system modernization

As the industry faces decreasing average revenue per user, clients view digitizing and automating business processes as essential to reducing costs.

CGI developed a geospatial data platform for **Bell Canada**, Canada's largest communications company, to digitize and automate much of its network planning process. The platform, which began as a proof of concept, has evolved into an enterprise-wide solution.

"CGI's commitment to delivering efficient and effective top-quality GIS solutions is continually showcased with every project iteration and delivery. Couple that with their continual drive to find additional efficiencies and understanding of next generation technologies is a winning solution for our projects."

Brian Kuhayda
Senior Manager,
IT Program Planning and
Delivery Manager, **Bell Canada**,
Montréal, Canada

Citizen-centric. Security-focused. Modernized.

Across the globe, **25,000 CGI consultants** partner with government clients at the local, provincial, state and national levels, including defense, intelligence and space agencies. **CGI has helped more than 2,000 government clients in 28 countries** transform and protect their agencies, improve citizen services, increase operational efficiency and reduce costs.

Client insights. CGI action.

In 2019, we met face-to-face with 464 government executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Becoming digital organizations to meet increasing citizen expectations

Business priorities: Protecting the organization as cybersecurity and other risks mature

IT priorities: Driving IT modernization to improve performance

How we partner to help them succeed

Employing advanced technologies, design principles and data insights to improve and personalize the citizen experience

Providing expert guidance and managed services to identify, prevent and respond to ever-evolving threats, embedding security into every solution

Modernizing systems and using relevant emerging technologies, IT delivery models and managed services to increase agility and innovation

Advancing the mission of government with digital services

Citizens demand the same digital services from government they enjoy in other industries. CGI helps agencies both digitize the citizen experience and modernize core systems to deliver seamless services.

For example, **CNAV**, the French retirement and pension administrator, uses our chatbots to help provide automated customer support, while the **City of Turku**, Finland partners with us to advance smart city development. For the **Greater London Authority** in the United Kingdom, CGI provides comprehensive services for the electronic counting of votes in the 2020 London elections.

"I would like to congratulate CGI on their success in being selected to deliver electronic counting for the next Mayoral and Assembly elections in 2020 ... the GLA team is looking forward to working with CGI, Smartmatic and partners to deliver an effective and accurate e-count."

Alex Conway

Deputy Greater London Returning Officer at the **Greater London Authority (GLA)**, London, United Kingdom

Preventing evolving threats through industry expertise and collaboration

Sophisticated threats are a top concern for government leaders who seek proven expertise to help protect sensitive data and systems.

Security is part of the DNA of CGI's end-to-end services, which support clients such as the **U.S. Department of Homeland Security**. In addition, as part of **CyberTrust**, an H2020 European Union project to develop an advanced cyber-threat intelligence platform, CGI leads platform architecture design and prototype development. CGI also signed an agreement with **Thales Alenia Space France**, a Franco-Italian aerospace manufacturer, to enhance and maintain security software for the Galileo satellite navigation system.

"We look forward to working with CGI to ensure the highest level of security for Galileo, along with an efficient, high performance infrastructure. CGI's significant space and security experience, combined with its local presence and global resources, gives us access to the experts we need to launch and operate one of the world's most advanced satellite navigation systems."

Guillermo Salgado

GALILEO Ground Mission and EGNOS Programs Director, **Thales Alenia Space France**, Cannes, France



Increasing agility and innovation by modernizing IT environments and approaches

Clients rely on CGI for end-to-end IT services—from strategy and modernization to managed services—to support their core missions.

Among these initiatives, we helped the **Dutch Ministry of Defence** migrate to a cloud solution for digital procurement, we were awarded a contract to modernize applications for **Ginnie Mae**, the U.S. Government National Mortgage Association, and we also provide the information system for the **Judicial Administration of Finland**. Our agile work helps **Migrationsverket** (Swedish Migration Agency) improve immigration services, and we partnered with **Her Majesty's Courts and Tribunals Service** to digitize the jury summoning processes across England and Wales.

"The HMCTS led team, including CGI and Cogworx, worked closely throughout delivery, and the use of open technologies and agile techniques enabled us to rapidly enhance the service in line with our business needs and feedback from users."

Geraint-Wyn Jenkins

Head of Crime DCD, **Her Majesty's Courts and Tribunals Service**, London, United Kingdom



The Juror Digital team is HMCTS, CGI and Cogworx, a specialist UX consultancy.



Patient-focused. Data-driven. Cost-efficient.

Globally, **5,000 CGI consultants** support healthcare providers and payers, government health organizations, and pharmaceutical, biotech and medical device firms. We help healthcare clients improve the health of populations and individuals, while making care more cost-effective and affordable. In life sciences, we partner with clients to identify, develop and implement strategies and solutions to help them become digital organizations.

Client insights. CGI action.

In 2019, we met face-to-face with 96 health and life sciences executives to learn about their top trends, priorities and challenges.

What we heard from clients	How we partner to help them succeed
Industry trends: Becoming digital organizations to meet customer and citizen expectations	Developing and delivering on strategies to enable seamless, personalized end-to-end experiences for customers and citizens
Business priorities: Optimizing today's operations to improve outcomes and reduce costs	Combining the power of data and automation to streamline processes and generate actionable insights for better decisions
IT priorities: Driving IT modernization and new IT delivery models to increase quality and speed to market	Modernizing systems, processes and IT delivery models through best practices, technology integration and managed services

Transforming access to personalized healthcare

CGI collaborates with clients to develop and implement digital strategies to improve citizen and customer service.

For example, CGI was selected by **98 municipalities and 5 regions of Denmark** as a supplier of telemedicine solutions supporting chronic obstructive pulmonary disease (COPD) patients, with a potential to expand to other illnesses in the future.

The **U.S. Centers for Medicare and Medicaid Services (CMS)** administers government health programs for millions of Americans. CGI helps CMS provide digital access to these

programs through three interconnected portals, continually modernizing them using human-centric design, as well as agile and DevOps methods. Recent enhancements include a "What's Covered" mobile app that provides real-time access to individualized coverage information. These transformational efforts continue to increase enrollments and align with CMS's goal of providing more people with quality healthcare coverage for better health and better care at lower costs.



Harnessing data and automation to streamline processes and improve outcomes

CGI's healthcare clients seek to harness the power of data and automation to improve processes and provide better care and outcomes. In life sciences, data is a critical means to drive more value-added business across the value chain.

For example, CGI collaborates with the **City of Järvenpää, Finland** to use software robots to make routine changes to patient information, reducing errors and freeing staff to serve patients. Our services and analytics-based solution CGI ProperPay help insurers such as **Highmark** take a proactive approach to preventing fraud that could impact member welfare and/or the financial well-being of members, employer groups and the organization. We help the **Finnish Red Cross Blood Service** harmonize data flows, facilitate information discovery and improve transparency, accelerated by our Rondo document management solution.

"With CGI Rondo, automatic documentation saves us a lot of time in finding the needed documents, as they are no longer distributed in multiple folders and in the email messages of individual persons."

Teemu Laakso
Development Director,
Finnish Red Cross Blood Service,
Helsinki, Finland



Modernizing systems and IT delivery methods to improve quality, efficiency and agility

Driving projects with agile methods and managed services enables health and life sciences organizations to improve quality, time to market and cost efficiency.

For Finnish insurance provider **LocalTapiola**, we used agile methods to develop rapidly a mobile application providing 24/7 assistance from remote doctors and nurses to 200,000 insured customers. In North America, CGI helps numerous health systems — such as **St. Vincent Indianapolis Hospital** (Ascension), **Kindred Health** and **Hamilton Health Sciences** — to automate processes using our expert content and case management services. Our Aromi enterprise resource planning (ERP) solution helps the **Hospital District of Helsinki and Uusimaa (HUS)**, Finland meet the institutional and dietary needs of patients, and our ERP managed services support **Plexxus**, a consortium of hospital purchasing organizations in Canada.

**500+ biotech/
pharmaceutical projects
completed for 50 clients**

In life sciences our commercial launch, clinical services, supply chain and regulatory compliance capabilities help clients increase speed, efficiency and innovation to maximize revenue potential while minimizing regulatory and competitive impacts.



Digital-driven.
Insights-focused.
Modernized.

CGI is a trusted advisor to life, property and casualty, and health insurers, including **7 of the top 10 global insurers**. Our **5,000+ insurance consultants** deliver comprehensive capabilities across all insurance operations, including policy, claims, billing and compliance administration, to **200+ clients worldwide**, helping them deliver digital services, derive value from data and simplify IT.

Client insights. CGI action.

In 2019, we met face-to-face with 119 insurance executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Responding to fast-shifting consumer product and digital service expectations

Business priorities: Deriving value from data to improve underwriting and customer evaluation and to drive profitable growth

IT priorities: Rationalizing, simplifying and modernizing applications and infrastructure

How we partner to help them succeed

Implementing digital technologies that drive new products and services and a digital customer experience

Using advanced analytics, machine learning and artificial intelligence to provide a deep knowledge of customer behavior and preferences

Delivering managed IT services that drive automated, agile and cost-efficient IT environments

Delivering a better customer experience

Policyholders increasingly expect a retail-like experience in searching for and purchasing insurance products and services. CGI is working with insurers across the globe to improve the customer journey with a focus on customer and agent centricity, along with delivering tailored omni-channel solutions.

Through legacy modernization and digital technologies, we help insurers transition to customer-centric models and omni-channel distribution. Our platform for building

artificial intelligence-driven chatbots, for example, transforms customer communications through contextual awareness, dialogue switching and omni-channel management capabilities. In addition, our industry-leading Ratabase rating solution, implemented by 100+ insurers worldwide, significantly enhances the customer and agent experience by improving the speed, accuracy and cost of rating, pricing and underwriting.



Driving more value from data

Insurers want more customer insight to better define risk profiles, improve customer journey management and link services across the value chain as their supplier ecosystem expands. **LocalTapiola**, a large Finnish insurer, for example, wanted to gain a better understanding of its customers by analyzing a vast store of available data. Using advanced analytics, machine learning and artificial

intelligence, CGI evaluated 350,000 customer relationships, revealing customer segments that warranted special attention and supporting the development of specific outreach actions for each segment.

The result has been new customer insights that have led to improved decision-making. LocalTapiola now

has a deeper understanding of the customer experience, as well as the variables that affect customer relationships. The company is now better able to anticipate the actions of hundreds of thousands of customers and identify new target groups for marketing, as well as deliver a more personalized experience for individual customers.

Serving as a
property and casualty
insurer of choice

CGI is Canada's largest supplier of electronic data to property and casualty (P&C) insurers. More than 80% of P&C insurers in Canada use our Insurance Information Services.



Simplifying and automating processes and systems

IT modernization is a top priority for insurers as they seek to drive business agility, operational excellence and cost reduction. We work with insurers to simplify and automate their processes and systems in core areas, including underwriting, policy administration, and billing and claims management, using advanced digital technologies such as robotic process automation, artificial intelligence, the Internet of Things and blockchain.

We help insurers become digital organizations across all areas of their business, including people, processes and technology. From building roadmaps, to implementing strategies, to designing and managing core systems transformation, we deliver comprehensive services that drive digitization across the enterprise.

One example is our ongoing work with MAPFRE Insurance, a U.S. subsidiary of global insurer **MAPFRE Group**, the 10th largest insurance company in Europe. A CGI client for 40-plus years, MAPFRE extended its contract for multi-shore application managed services in 2019 as it continues to evolve its operations through digital technologies to drive competitive advantage.

Digital-driven. Data-powered. Customer-centric.

Approximately **7,000 CGI consultants** work alongside **700+ manufacturing clients** to help implement end-to-end strategies and leverage Industry 4.0 technologies to become smart, connected and agile enterprises. 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 27 years.**

Client insights. CGI action.

In 2019, we met face-to-face with 167 manufacturing executives to learn about their top trends, priorities and challenges.

What we heard from clients	How we partner to help them succeed
Industry trends: Becoming digital organizations to meet customer expectations	Helping organizations become more agile, cost-efficient and customer-centric through IT modernization and managed IT services
Business priorities: Optimizing operations to improve productivity, agility and speed to market	Optimizing, transforming and connecting supply chains to drive agility, competitiveness and manufacturing excellence
IT priorities: Digitizing processes and integrating systems to reduce costs, improve agility and enhance the customer experience	Digitizing, securing and modernizing core systems and supporting collaboration to improve customer satisfaction across the ecosystem

Modernizing services and systems and evolving business models to become more customer-centric

To achieve true digital transformation, manufacturers want to ensure they have the right IT landscape in place, one that enables and supports digitization. Through CGI's consulting, IT modernization and managed IT services, manufacturers are transforming from product- to customer-centric organizations.

We supported car manufacturer **Daimler AG** in executing its strategic plan to transition from an automobile manufacturer to a mobility services provider by helping to build a ride-sharing app called "flinc." We are helping **YIT**, Finland's largest construction company, modernize and harmonize its end-user services, and build a new IT services delivery model using digital self-service and automation technologies.

"We will take advantage of CGI's expertise in harnessing new technologies to drive value for our business and customers. IT service delivery is CGI's core business, while our core business involves urban development, construction and related services. With each company doing what it does best, we will achieve significant cost savings, improve the end user experience for our IT services, and gain access to the best possible support for the digital transformation of our business."

Esa Nykänen
Chief Information Officer, YIT,
Helsinki, Finland



Digitizing and automating the supply chain to enhance the customer experience

To address rising customer expectations, manufacturers are looking to implement intelligent, connected supply chains that support collaboration and provide real-time transparency across the supply chain.

We work closely with clients to identify and develop new digital supply chain solutions through our consulting and IT modernization services. For example, we helped the Czech Republic's leading spirits provider, **Stock Plzen-Bozkov**, digitize and automate its distribution process, enabling real-time delivery status and automatic inventory updates. This has streamlined the supply chain, ensuring the product is always available to the end consumer, while also freeing up employees to spend time on higher value-add work such as improved quality assurance. We also helped **Michelin**, the second largest tire manufacturer in the world and recognized leader in sustainable mobility, modernize its supply chain, while embedding innovation and harnessing the benefits of lean-agile and DevOps transformation.

Seasoned experts
helping clients succeed
end-to-end

Our 2,800 supply chain consultants and dedicated global delivery center of excellence located in Lyon, France, accelerate supply chain and ecosystem digitization for clients worldwide through an enterprise-wide approach.

Driving innovation and optimization to reduce operational costs and improve agility for better collaboration

In today's globalized environment, manufacturers are looking to become more agile and to drive forward an IT transformation agenda, one that digitizes processes and integrates systems to deliver an improved customer experience.

With the Salesforce-connected, CGI Bolt solution, manufacturers such as **Carrier**, a world leader in heating, air conditioning and refrigeration solutions, use data from IoT-connected devices to provide customers with a clear status of assets, supporting real-time service and offering next-level customer experience. We also helped Dutch farm animal feeds supplier, **ABZ Diervoeding**, modernize its Frisian Stroobos plant using our Manufacturing Execution System (MES) expertise that has led to a 50% annual increase in production volume and improved sustainability and quality of the end product.



Data-driven. Digital-focused. Optimized.

Globally, **2,000 CGI consultants** help oil and gas companies across **upstream, midstream, downstream and renewables operations** to advance their digital journeys and optimize business outcomes. We partner with them to improve their asset uptime and utilization, customer focus, fuel transaction efficiency, data and information access, seamless global collaboration, compliance and ultimately profit generation.

Client insights. CGI action.

In 2019, we met face-to-face with 41 oil and gas executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Harnessing business value from increasing amounts of data

Business priorities: Optimizing operations to increase productivity, agility and speed to market

IT priorities: Driving operational efficiency and excellence to enable greater innovation

How we partner to help them succeed

Applying advanced analytics and intelligent automation to gain better insights from data to improve operations and business outcomes

Developing and implementing effective roadmaps for IT modernization and new IT delivery models to increase agility, collaboration and innovation

Delivering managed IT and business process services to optimize operations, reduce costs, and improve the customer experience

Using data and advanced technology to make exploration more efficient

Data is the cornerstone for digital transformation across all oil and gas business lines. CGI's consulting and integration expertise helps clients harness data to improve business results. In upstream operations, we apply deep learning combined with large amounts of data to yield valuable insights for exploration.

For example, CGI helped **Aker BP**, one of the largest independent oil companies in Europe, use advanced technology such as machine learning in an effort to help streamline the time-consuming search for oil and gas on the seabed. This project confirmed the possibility of using image recognition and deep learning, together with 3D seismic data from the seabed, to recognize and predict faults and horizons.

CGI solutions and services support:

All oil and gas majors

1,000+ upstream exploration and production applications

1.5 billion fuel card transactions processed per year



Serving as Shell's strategic partner for 30+ years

More than 1,500 consultants work alongside **Shell** worldwide, delivering strategic consulting, IT modernization through application development and support services, and managed IT and business process services.

Optimizing operations to reduce costs and drive investments in innovation

Oil and gas companies must optimize operations to increase profits and free up investment capacity for innovation. CGI's digital accelerators help clients achieve greater efficiency in all lines of business, including fleet management. Keeping vehicle fleets on the road while holding down costs is a complex endeavor, and fleet managers need visibility and control of fuel and vehicle-related expenditures. CGI provides international energy company **Shell** and its customers with an end-to-end fuel payments system that enables them to manage their commercial fleets across the world.

Improving quality and efficiency through managed services



Oil and gas clients use CGI's local and global delivery capabilities to improve the quality and efficiency of their IT operations. Increasingly, we apply process automation, chatbots, advanced analytics and machine learning to deliver faster and more personalized services.

For international energy company **Equinor** (formerly Statoil), CGI has worked to evolve end-user support services to meet changing user needs over the past 15 years. We will continue to digitize and automate these services, taking advantage of new technology to improve service delivery on an ongoing basis.

In addition, as oil and gas majors increasingly target diversification into renewable energies and low-carbon developments, CGI supports the energy transition with decades of experience and innovative solutions to support renewables operations and connect customers with new energy business services.



Real-time. Personalized. Agile.

CGI's **6,000 retail and consumer services consultants support more than 800 clients globally.** We are a trusted adviser to some of the world's leading consumer packaged goods, wholesale and consumer services companies, and have **partnered with our top 10 clients for an average of 15 years.**

Client insights. CGI action.

In 2019, we met face-to-face with 153 retail and consumer services executives to learn about their top trends, priorities and challenges.

What we heard from clients	How we partner to help them succeed
Industry trends: Becoming digital organizations to meet customer expectations	Providing end-to-end services across the retail value chain to digitally enable a best-in-class customer experience
Business priorities: Improving the customer experience and optimizing today's operations	Streamlining operations, becoming agile and driving value from data to provide real-time and personalized customer experiences
IT priorities: Improving the customer experience, driving IT modernization and delivering the benefits of data insights	Leveraging data and advanced technologies to improve the experience on the front-end and optimize processes on the back-end

Delivering end-to-end services and innovative solutions to drive the future of retail

Retailers seek a comprehensive approach to digitally transform that includes integrating new technologies and modernizing and managing IT systems. For instance, by selecting CGI to perform its managed IT infrastructure services, the Finnish national betting agency, **Veikkaus**, will drive growth and meet the challenges of intensifying competition in digital gaming. With our managed IT and business process services, clients benefit from immediate cost savings, enabling them to reinvest in and drive forward their business transformation.

In addition to managed services, our solutions serve as digital accelerators, such as CGI Retail Xp360, to help clients enhance service and customer engagement by obtaining a single view of customers, prices and promotions.

"Competition in digital gaming is getting more intense. We're developing Veikkaus as an operator that succeeds also in international competition. For that we need an ICT partner and architecture that support the rapid development cycle of digital multichannel games."

Timo Paajanen
Vice President, ICT Service Operations and Infrastructure, **Veikkaus Oy**,
Vantaa, Finland



Advancing the customer experience
Our **800+ customer experience management experts** help clients deliver innovative, personalized and secure omni-channel experiences.

Modernizing systems to reinvent the customer journey in the digital age

In the face of intensifying competition, retailers are looking to become more agile and responsive to customer needs, and provide the best possible customer experience across touchpoints.

Recently, we helped **Hospitality Digital**, a digital solutions incubator and business unit of **METRO AG**, revamp and scale its website building tool using a microservices architecture. We also built an online reservation tool for the platform, helping more than 150,000 users across 14 countries win more customers.

In addition, through CGI's in-depth performance testing and consulting expertise, we advanced and accelerated the rollout of chip payments to apparel and home fashions retailer **TJX Companies'** 3,000 stores in the U.S., which helps to deliver a fast, efficient and secure checkout and payment process.

"CGI's scale and competencies help accelerate our pace in digitizing the hospitality business... This enables us to foster digital relationships with our customers. Moreover, CGI provides consulting with respect to our strategies around cloud, data security, microservices-based architecture and integration, CRM and big data, thus enabling HD to harvest added value from our digital assets. CGI is a reliable partner blending with our start-up culture."

Kay Schwabedal
CEO, **Hospitality Digital**,
Düsseldorf, Germany

Optimizing systems and automating processes to enhance the customer experience

Retailers view operational optimization across the value chain as critical to driving efficiency, increasing differentiation and improving the customer experience.

Our experts help clients build new operating models to implement technologies, including robotic process automation, to achieve greater accuracy, increased efficiency and higher satisfaction. For example, we partnered with cosmetic retailer **Rituals** to fully standardize store automation and applications for approximately 1,000 of its stores around the world. This project helps the company open stores faster, link applications with back-office systems and generate valuable insight on in-store performance and the buyer journey.



Customer-focused. Digitally-enabled. Modernized.

Approximately **4,000 CGI consultants** work with **200+ transportation and logistics clients** in the **aviation, maritime, rail, road, logistics and post sectors** to help them become digital organizations. We combine industry expertise and end-to-end services to digitize and automate their business processes and leverage emerging technologies to help them satisfy rising customer expectations.

Client insights. CGI action.

In 2019, we met face-to-face with 70 transportation and logistics executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Becoming digital organizations to meet customer expectations, while protecting through cybersecurity

Business priorities: Optimizing operations to enable and accelerate digital transformation across the enterprise

IT priorities: Digitizing and automating business processes to improve customer experiences and reduce operational costs

How we partner to help them succeed

Modernizing and securing systems to enable fast, reliable delivery, real-time communication and competitive pricing

Embedding digital capabilities across processes and systems and adopting agile operating models to continually innovate and evolve

Supporting clients through end-to-end IT modernization, including adopting intelligent enterprise resource planning environments

Satisfying customer expectations with digital experiences

Transportation and logistics executives know that their customers have a “new normal” based on expectations for fast delivery, real-time updates, mobile-friendly services and competitive pricing. CGI helps our clients retain and gain customers with modern digital experiences.

Parcus, an operator of car parks in Strasbourg, France recently deployed APILA, a CGI-developed mobile app that uses predictive analytics and Internet of Things devices to provide users with parking availability and traffic information in real time. APILA is just one part of a broader solution,

CGI Urban Mobility, which supports policy and decision-makers through business intelligence and predictive analytics.

“The development and deployment of the APILA solution created by CGI is complementary to the approaches we are putting in place to better meet the needs and concerns of users while working to achieve the goals set by the city to meet its major challenges.”

Pascal Jacquin
Managing Director, **Parcus**,
Strasbourg, France



Embedding digital technologies and streamlining business operations with managed IT and business process services

CGI modernizes clients’ operational backbones to support end-to-end digital transformation, helping them to move beyond implementing digital capabilities to fundamentally rethinking their business model and driving the business process and technology changes required to succeed.

For example, CGI provides a comprehensive platform for modernizing and optimizing airport operations management, enabling real-time, efficient and secure operations that drive performance and profitability for airports across the globe. We also deliver intelligent transport systems that use space,

wireless, radar, sensor and other innovative technologies to transform transportation networks, as well as advanced systems for effectively managing assets and ensuring sustainable supply chains.

Transforming operations with modern IT and automation

IT modernization is vital for clients to take advantage of digitization and automation. We help replace or augment legacy systems to deliver operational cost reductions and a superior customer experience. For example, French-based global airlines **Air France** selected CGI to modernize part of its payroll process by automating low value-added control tasks while ensuring better results for its employees.

DB Netz AG, which owns and operates a majority of the German railway system, faced a week-long manual process for scheduling the path of cargo trains. We helped design and construct an advanced planning system that digitizes and automates much of the planning process. For **SNCF**, France’s national rail, we helped implement a mobile solution for its 10,500 inspectors to provide real-time information about transfers and available services in the event of service disruptions.

“In the ‘Digital Capacity Increase’ project, we planned the first fully automated railway—or ‘constructed’ it, as the railway people say! No one else in the world can do that. This is such an important and valuable step, not only for our entire company, but also as a sign of respect for the railway industry in Germany. CGI, with its technical and professional expertise in the areas of algorithms, agile software development and cloud architecture, has made a decisive contribution to the core modules ‘Construction’ and ‘Assignment’.”

Dr. Daniel Pöhle
Head of neXt-Lab Gesamtfahrplan,
DB Netz AG,
Frankfurt, Germany

“CGI was chosen for the quality of its response to our specifications and its ability to take into account and achieve the set objectives through a real partnership approach. CGI has reassured us by carrying the overall commitment of the project while providing ideal coverage through market-leading solutions...”

Sylvain Jonnet
Project Leader, **SNCF**,
Paris, France



Digital-first. Data-driven. Future-ready.

At CGI, approximately **6,000 utilities consultants** help clients navigate the energy transition while driving competitive advantage. Our experts work side-by-side with **250+ electricity, water and downstream gas clients**, including **9 of the top 10 utilities** across Europe and North America.

Client insights. CGI action.

In 2019, we met face-to-face with 127 utilities executives to learn about their top trends, priorities and challenges.

What we heard from clients

Industry trends: Becoming digital organizations to meet customer expectations and grow

Business priorities: Improving the customer experience and optimizing operations

IT priorities: Driving IT modernization and delivering on the benefits of data analytics and business insight

How we partner to help them succeed

Applying our industry expertise and breadth of capabilities to drive end-to-end transformation and navigate the energy transition

Digitizing and re-engineering processes and systems to reduce costs and achieve higher levels of operational excellence and customer engagement

Re-platforming for flexibility and agility, and leveraging high-value data that drives operational efficiency and new revenue streams

Advancing the energy transition through end-to-end strategies and innovation

The move to a low-carbon economy, deregulated market structures and increasing customer expectations are driving utilities to embrace new business models.

CGI is helping Finland's electricity operator, **Fingrid**, develop a centralized information exchange solution using our Central Market Solutions (CMS) platform. The platform will store records for all of Fingrid's 3.5 million energy users and support simplified, faster and enhanced efficiency of data exchange and Finland's move to a fossil-free society. We are also supporting Dutch energy network operator **Gasunie's** digitization strategy by providing information and communications technology (ICT) expertise.

Supporting the future of central market operations

CGI has designed, built or maintains 14 central market systems in 10 countries around the world.

"Datahub will be the centralized data warehouse for the electricity retail market. Parties no longer transfer data with each other but communicate with the Datahub. With this procurement decision, the Datahub project will transfer into execution phase and we will be able to see concrete results."

Pasi Aho
Chief Operating Officer, **Fingrid Datahub Oy**, Helsinki, Finland

Modernizing IT to drive end-to-end process improvements and enhance the customer experience

Our services drive industry advances and best practices, building innovation into clients' businesses.

For instance, **Netze BW**, a subsidiary of a large German energy supplier, asked CGI to digitize manual customer and supplier processes. With an agile, cross-functional team that introduced a DevOps culture, we helped the company modernize from manual to digital and mobile-based processes and technologies across its customer and supplier operations. This project has led to an increase in online customers, who have faster, easier access to services and support.

For **KSS Energia**, an electricity, gas and district heat services provider in Finland, we are deploying CGI's Kolibri solution, a software-as-a-service customer information system that provides a holistic view of customers and a better end-user experience. We will also support the implementation of marketing automation and the development of a new online store and customer portal, helping the company prepare for the opening of the Finnish Datahub in 2021.



"As Datahub opens, it will be easier for customers to benefit from the products and services of companies in the electricity market. In addition, the gas market is introducing open competition in more than a year. As competition intensifies, energy companies must provide better and more flexible service. We want to be the best provider of services and customer experience in our industry, so CGI was a natural choice for us, both in terms of technology and long-term experience in the energy industry."

Kyösti Jääskeläinen
CEO, **KSS Energia**, Kouvola, Finland

Harnessing data to drive operational excellence and digitally transform

Data is the new "digital capital" as utilities seek to realize its benefits to optimize and digitize operations and to drive ecosystem innovation with data services.

CGI partnered with long-time client **Hydro-Québec**, one of world's largest hydroelectric power producers with an integrated business, including electricity distribution. Together we launched MILES, an innovative advanced data analytics solution to address the root causes of electricity outages before they occur.



"We're excited to partner with CGI in launching a solution that promises to transform how utilities address momentary faults. We have been working with CGI for many years, and its extensive information technology/operational technology expertise within the utilities sector, as well as its deep implementation experience, will help utilities everywhere leverage MILES to improve their condition-based maintenance and network reliability strategies."

Jean Matte
Director of the **Hydro-Québec Research Institute**, Montréal, Canada

Harnessing nature's power

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

Continuous.
Relevant.
Value-driven.

Advancing clients' top innovation investments

As the speed of change accelerates, we see an increasingly dynamic marketplace where customers and citizens demand more. As our clients seek to respond rapidly with new business models, products and services, they need to innovate at pace and scale.

CGI helps clients deliver the strategies, methodologies, technologies, processes and cultural change required to deliver innovation that is continuous, relevant and value-driven. Our long-term approach is to seek collaborative opportunities with clients to co-invest in repeatable innovations.

Top planned innovation investment areas

Within the 2019 CGI Client Global Insights, we report on top innovation investment plans for the 1,550 executives we interviewed. While becoming digital for customers is most frequently cited for current investments, applying analytics rises significantly in mentions for longer-term plans.

	Past 12 months	Within 3 years
Applying analytics	68%	81%
Becoming digital for customers and citizens	76%	78%
Protecting through cybersecurity	64%	62%
Adopting agile IT or business models	65%	52%

Applying analytics



Organizations continue to see increasing opportunity to use analytics in a range of ways. As organizations pursue data analytics and cultures begin to embrace the use of data more pervasively, CGI builds comprehensive plans and delivers a suite of data analytics capabilities to help clients become data-centric enterprises—all while protecting critical personal and commercial data and complying with regulation.

Better understanding retail customers through data insights

As one of the largest retail chains in the Nordics, with more than 400 stores and 10,000 employees, **Elkj p Nordics'** vision is to help everyone enjoy the amazing world of technology. CGI delivered a predictive analytics platform that enhances marketing, store sales and operations, and ecommerce merchandising and enables a more personalized customer experience.

Becoming digital for customers



After several years of investment in digital customer touchpoints and related innovations, industry executives are demanding more business impact from their IT investments in a faster and more holistic way. CGI helps clients rethink how they do business. From building strategies, to modernizing systems, to lowering costs and enabling new investments through managed IT and business process services, we collaborate with clients every step of the way on their digital journey.

Leading a bank's digital journey

Swedish clearing system **Bankgirot** has a long tradition of innovation in financial services, and CGI has managed significant portions of Bankgirot's IT operations since 2008. As Bankgirot continues its digital journey, it is relying on CGI to help lead the way.

"Bankgirot's ambition is to take payments in Sweden to the next level. In the change that is now taking place at Bankgirot, CGI is a very good partner."

Jeanette J ger
CEO, **Bankgirot**,
Stockholm, Sweden

Protecting through cybersecurity



A steady climb in the impact of cybersecurity across industries has lessened somewhat as a trend according to our clients in 2019, as cyber becomes less stand-alone and more integrated into an organization's strategies and systems. In spite of this progress, the complexity and evolutionary nature of cybersecurity risks persist, requiring new attention to the role of human capital programs, cloud technologies and other factors to ensure effective, ongoing vigilance. CGI's cybersecurity experts help clients secure critical systems and data in complex environments worldwide.

Saving energy and lives

As the number, scope and type of security risks in the energy sector multiply, it has become critical for companies to protect themselves adequately from cyber threats. CGI's global threat information and service network is helping Finnish energy supplier **Jyv skyl  Energy** secure the supply of energy and improve its incident preparedness.

Adopting agile business and IT models



The work of managing IT in a manner that introduces innovations more productively, using agile approaches, has only just begun. Ultimately, organizations cannot meet their goals if agility is only associated with "digital" projects. CGI's agile experts help clients gauge their agile readiness and maturity and develop agile transformation strategies and roadmaps across their enterprise systems and processes. As a Scaled Agile Global Transformation Partner, we deliver the entire SAFe certification training curriculum and have 170+ certified SAFe trainers (SPCs).

Driving agile transformation at the EPA

CGI implemented agile processes in about 40 different projects for the **U.S. Environmental Protection Agency (EPA)**. As part of this work, we trained scrum masters and SAFe agilists, conducted Agile 101 training, and provided tools, frameworks and best practices to assist with the client's agile transformation.

Working in proximity
with clients through
a strong global
footprint

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, DC**
- Wisconsin**
Wausau

2 EUROPE

BELGIUM

- Brussels

CZECH REPUBLIC

- Brno
Ostrava
Prague

DENMARK

- Aalborg
Aarhus
Ballerup
Copenhagen
Kolding

ENGLAND

- Birmingham
Bristol
Chelmsford
Gloucester
Leatherhead
Liverpool
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
Arras
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
Tours

GERMANY

- Berlin
Bremen
Braunschweig
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

- Ålesund
Asker
Bergen
Grålum
Haugesund
Oslo
Stavanger
Tønsberg
Trondheim

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
Falun
Gällivare
Gävle
Gothenburg
Härnösand
Jönköping
Kalmar
Karlskrona
Karlstad
Kiruna
Linköping
Luleå
Malmö
Norrköping
Örebro
Örnsköldsvik
Oskarshamn
Östersund
Skara
Skellefteå
Stockholm
Sundsvall
Umeå
Västerås

WALES

- Bridgend
St Asaph

3 AFRICA

MOROCCO

- Casablanca
Fez
Rabat

4 ASIA

CHINA

- Hong Kong

INDIA

- Bangalore
Chennai
Hyderabad
Mumbai
Pune

MALAYSIA

- Kuala Lumpur

PHILIPPINES

- Manila

5 AUSTRALIA

- Brisbane
Hobart
Melbourne
Sydney

The CGI Constitution

The CGI Constitution is a reflection of our Culture. The Constitution is made up of the Dream, Vision, Mission and Values that drive us to build a global IT and business consulting services leader. With frameworks and programs founded upon this Constitution, CGI's consultants and professionals have the opportunity to participate in the life and development of their company, which, in turn, results in greater client satisfaction and loyalty.

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

The CGI Management Foundation encompasses the key elements that define and guide the management of our company. It communicates our Dream, Vision, Mission, Values, goals and objectives, as well as our business and governance models. It also provides access to our enterprise policies, frameworks and processes, and outlines a common set of operational principles and measures. These elements guide our relationships with our stakeholders—clients, members and shareholders—and foster alignment throughout our organization to drive operational excellence in all that we do.

ISO 9001 CERTIFIED OPERATIONS	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						Assignment Performance Management and Career Planning Recruitment Orientation and Integration Team Meetings		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	

© 2019 CGI Inc.

The CGI Culture

Our culture is essential to CGI's success and perennality. We are built to grow and last. We are Guided by a Dream, Driven by our Vision, Committed to our Mission and Living by our Values. Learn more and read "A word from our Founder" at [cgi.com/culture](https://www.cgi.com/culture).

Collaborating with clients and using technology to benefit our local communities

Corporate social responsibility is one of our six values, and to be recognized as a caring and responsible corporate citizen is one of our strategic goals. In partnership with clients, our priorities for this goal are to encourage and educate more people to improve their technical and business literacy, to benefit the well-being of our communities, and to support environmental and economic sustainability.

Helping people improve their technical and business literacy

Working with clients, CGI provides training and mentoring to increase technical and business literacy within our communities, which is critical for the future success of our digital workforce and society.

Inspiring and supporting women to be future IT leaders

Various estimates show that women hold approximately a quarter of technology jobs worldwide. Working with clients, we strive to build a future workforce that prioritizes gender diversity. Here are a few examples.

- CGI teams with **TD**, a multinational banking and financial services firm, to offer the **Dalhousie University Women in Technology Scholarship**. The scholarship encourages more women to pursue IT careers and become future industry leaders.
- Women of CGI** groups around the world promote women's empowerment in the workplace through speaking events with clients and CGI leaders, networking, mentoring and professional development, recruiting, and community outreach.
- Across offices, CGI hosts **Bring Your Daughter to Work** events, where consultants immerse their daughters and their friends in projects that promote IT careers.

"It's not enough to attract women into computer science. If we're going to have more female leaders in technology, we need to make sure that the transition to early careers and to places within industry is exciting and that they have support with career acceleration."

Andrew Rau-Chaplin
Dean, Faculty of Computer Science,
Dalhousie University,
Halifax, Canada



Consultants in our Philippines Global Delivery Center brought their daughters and female relatives to work for the "Attracting Future Talent" event, where the girls participated in activities to inspire them to view technology as an exciting career opportunity.

Advancing business and technical literacy

There is a large gap today between the number of available IT jobs and trained IT professionals. As we collaborate with clients to help them become digital, we also work together to build a future IT workforce.



CGI and Cigna brought STEM learning to deaf students at the American School for the Deaf.

- Through the **STEM@CGI (Science, Technology, Engineering and Math)** program, we train and mentor young people for STEM careers, with a special focus on students underrepresented in technology fields, including females, ethnic minorities and the economically disadvantaged. During 2019, CGI offices across Canada, India, the United States and the United Kingdom hosted many STEM events for students.

With our client and global health services company **Cigna**, CGI co-hosted a STEM@CGI camp for the **American School for the Deaf** to help deaf students learn more about STEM careers.

- CGI also launched five **Digital Literacy Centers** near our Indian offices in Bangalore, Chennai, Hyderabad and Mumbai. Equipped with computers and training resources, the centers trained more than 3,200 community members in the first year.

"At the end of the day, it's about the individual. It's about igniting the passion, creating the opportunity, showing them the future, and then helping them down that path."

Dr. Mark Boxer
Executive Vice President and
Chief Information Officer, **Cigna**,
Hartford, Connecticut, United States

"I studied until college and was desperate to get a job. I had no technical knowledge, and computer skills are essential these days. Thanks to the skills I learned from CGI's free computer course, now I am working as a computer operator."

Nethravathi E B
Course Participant,
Bangalore, India

Benefiting the overall well-being of the communities in which we live and work

In collaboration with clients, CGI delivers pro bono IT work and provides volunteer services and financial assistance to local community organizations.

Innovating to help people with disabilities

- CGI's operations in France are bridging the gap between people with disabilities and the IT industry through our **Handi-Ready** offering, which also helps clients comply with French law requiring companies to employ people with disabilities.

When clients, such as the French utility company **EDF**, select Handi-Ready for their projects, CGI co-contracts with a firm called ADF France Handicap that hires people with disabilities and provides the necessary IT training to integrate them into client projects alongside CGI consultants.

"EDF has a robust and innovative disability policy. Our company, one of France's largest industry leaders, is at the forefront of employment integration for people with disabilities; as such, we strive to keep our doors open to all kinds of talent and energy, without exception. CGI's vision and technological know-how, coupled with the expertise of APF Entreprises, were enough to convince us. We eagerly look forward to replicating this model down the road."

François Raynaud
Director of DSI Commerce for **EDF**,
Amiens, France

- In Chennai, India, CGI opened a **technology lab and digital library for visually impaired students**, and CGI consultants helped develop training modules.
- In the Czech Republic, CGI provides ongoing support for several organizations dedicated to helping people with disabilities lead normal lives such as **Letohrádek Vendula**, which is a social facility for people with severe disabilities. CGI consultants work with patients on various activities throughout the year, such as baking traditional Christmas biscuits for CGI clients during the holidays. CGI also has a long-term partnership with **ParaCENTRUM Fenix**, which helps people with spinal cord injuries lead active and fulfilling lives.

"We have seen digital equipment for the visually impaired on the Internet, and it's amazing that we now have access to these assistive devices. Thanks to CGI for making our dreams a reality for our students, who can now experience the latest digital technology."

Jacqueline Latha M
Principal, **Government Higher Secondary School for the Visually Impaired**,
Chennai, India

Bringing the benefits of digital technology to support important causes

- Every Tuesday night, CGI volunteers assemble to refurbish IT equipment to support communities in Malawi. Working alongside our client, **Glasgow City Council**, the program provides schools, medical facilities and other organizations with access to equipment and training.



"It's not just about sending out goods, and help, and so on. It's about providing knowledge as well, so that the people can use the products and the things that have been sent out. That is very much what this project is about."

Rt Hon The Lord Provost of Glasgow Councillor Eva Bolander
Glasgow City Council,
Glasgow, Scotland

Every September, a team of volunteers from the Glasgow City Council and CGI spend two weeks in Malawi to install equipment and train people on its use.

- Partnering with **Cyberabad Security Council**, a joint collaboration between the Cyberabad Police Commissionerate and the IT industry, CGI installed and maintains 150 CCTV surveillance cameras in Cyberabad, a technology hub in Hyderabad with more than 100,000 employees, to promote the safety and security of citizens.
- In the United Kingdom, CGI helps the **UK's Modern Slavery Transformation Unit** process data used to combat modern slavery — a term used for forced labor and human trafficking. To drive further awareness, CGI consultants take training to spot the signs of modern slavery.
- Partnering with a team of cardiologists and other experts from the **University of Málaga**, CGI consultants developed a cardiology prototype called EVAS using artificial intelligence and machine learning to help health professionals make more accurate and faster decisions. EVAS received a top award from the Spanish public-private initiative **Innovando Juntos** (Innovating Together).

"We thank the CGI team for supporting us in our endeavors in creating a safe and secure Cyberabad."

Sri. V. C. Sajjanar
Commissioner of Police,
Cyberabad, Hyderabad, India



CGI and the Cyberabad Police in Hyderabad hosted a women's safety program as part of CGI's commitment to promoting the safety and security of citizens.

Demonstrating our commitment to environmental and economic sustainability

Through responsible and environmentally friendly operating practices, along with community service and economic development projects, CGI collaborates with clients to contribute to the prosperity of our communities.

Using the power of IT to support a more sustainable planet

- In 2017, Sweden passed legislation committing to become the world's first fossil fuel free country by 2045. CGI is proud to collaborate with the Swedish government on its **Fossil Free Sweden** initiative. We are proactively developing a roadmap to identify digitization and optimization opportunities to support Sweden's transition to a fossil-free society.
- In France, CGI consultants are offered training in **green coding**, which reduces the energy consumption of a solution or website. CGI's green code experts collaborate with clients to write code that requires fewer physical resources from servers and systems, reducing costs while improving the user experience. In addition, CGI is an active member of the **Alliance Green IT**, France's premier organization for promoting sustainable IT practices across the business community.
- CGI actively **tracks the environmental impact of energy consumption**. Over the past 5 years, we reduced our global emissions by 21% through such initiatives as increasing the use of videoconferencing in place of business travel, optimizing the energy consumption of our data centers, and ensuring e-waste is recycled.



CGI hosted a workshop with Swedish university students to encourage more young people to begin viewing technology as a means to achieve a sustainable — and fossil-free — world.

- CGI consultants participate in local sustainability initiatives year round. Examples include the **No Planet B** program in the United Kingdom, where we planted 6,000 trees to represent each UK-based CGI consultant, and the **#GoodCupBadCup** challenge in Montréal, Canada where reusable cups have replaced all disposable ones.

Recognition for our environmental commitment

CGI was included within top indices that cover the world's most sustainable companies, including the **Dow Jones Sustainability Indices** for the ninth consecutive year. We also received 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). Further, we 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.



Building more prosperous communities through economic support

- CGI has **charitable giving committees** across our geographies. Working with CGI consultants, clients and community organizations, these committees collaborate to support economic investments and local organizations. Many CGI locations participate in workplace campaigns, such as regional **United Way campaigns** in Canada, and are active in disaster relief support, including helping clients and communities to quickly recover and rebuild.
- CGI's **onshore, nearshore and global delivery centers** create thousands of quality jobs and generate hundreds of millions of dollars in local economic activity. CGI works closely with clients, workforce development agencies, and universities when locating these centers. These create quality jobs while providing clients with steady-state IT services, as well as digital innovation.

Dream Connectors 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, selected projects receive CGI support, which includes access to IT, facilities, funding and CGI volunteers. Here is an overview of the 2019 projects.

Frankfort, Kentucky (United States)

CGI IT girl challenge

Partnering with STEM@CGI, consultants coordinated an app challenge for high school girls. The team with the most innovative, relevant and creative app design, chosen by a panel of CGI leaders and clients, received a college scholarship.

Leatherhead, England (United Kingdom)

Driving toward gender equality in the workforce

This project supported female candidates returning to work following a career break by developing a tailored work experience program that increases women's interest in pursuing an IT career.

Montréal (Canada)

Mobile app for Garde-Manger Pour Tous

Garde-Manger Pour Tous is a non-profit organization that distributes 3,000 lunches a day to children who attend primary schools in underprivileged areas. CGI built a mobile app to make it easier for schools and parents to submit their orders.

Düsseldorf (Germany)

Quazzl – Connect & Play

CGI developed a platform and app to enable patients from the pediatric hospital in Düsseldorf, Germany to connect, communicate and play games in a closed, secure and ad-free environment.



CGI consultants teach young Finnish students the importance of cybersecurity through a fun, interactive game.

Bangalore (India)

Vocational education for the disabled

CGI consultants promoted the acceptance and inclusion of disabled students from underprivileged backgrounds at WARDS Special School and Rehabilitation Center in Bangalore by setting up a computer lab and helping the school update its IT infrastructure.

Helsinki (Finland)

Cybersecurity game for children

CGI members developed a game to teach children cybersecurity. The game targets all primary school students and their teachers in Finland, and helps educate them about the importance of cybersecurity in today's world.

Washington, DC (United States)

Congressional app challenge

CGI sponsored the Congressional App Challenge in Washington, DC, mentoring participating students by teaching them how to code and helping them develop their apps for the competition.

Rennes (France)

JobinCare

CGI consultants developed JobinCare—a digital networking platform that enables parents of children with disabilities to submit their résumés and list their skills and availability for employers that are willing to accommodate their schedules.



Students in Bangalore get to see the WARDS Special School and Rehabilitation Center for the first time at the grand opening event.



Dream Connectors
CGI in our communities

CGI Client Global Insights

Each year, CGI leaders meet face-to-face with business and IT executives to hear their perspectives on the trends affecting their enterprises. Our experts analyze the findings from these conversations to provide a valuable global antenna that helps both clients and CGI identify and benchmark industry best practices and drive relevant and continuous innovation.

We thank the more than 1,550 executives in 10 industries across the globe who participated in interviews during 2019, and we value the opportunity to help them become digital organizations from end-to-end.

Speak with one of our experts

We invite you to visit cgi.com/client-global-insights to schedule a discussion on our reports.





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 end-to-end services and solutions, including strategic IT and business consulting, systems integration, intellectual property, and managed IT and business process services.

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](https://www.cgi.com)

CGI

Experience the commitment®