

2020–2021

Insights you
can act on

CGI



About this report

Each year we produce the Insights to Action report to present the high-level findings of the CGI Client Global Insights and the actions we are taking to help clients achieve business outcomes in a faster and more holistic way.

This year's report is published at a unique time in our history. The report demonstrates clients' evolving business and IT priorities in the midst of the pandemic, and the rapid action taken to overcome challenges and continue to create value.

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Thank you for being part of our 45-year journey

Resiliency in the midst of unprecedented change

Annually, CGI leaders meet face-to-face with business and IT leaders across the globe to hear their perspectives on the trends affecting their organizations and industries. Through the **CGI Client Global Insights**, we analyze these findings to provide clients with a valuable global antenna by industry—based on facts, not hype—to benchmark best practices.

This year, we conducted 1,447 interviews across the industries and geographies we serve. The interviews were split nearly 50-50 between the timeframe before and after the pandemic was declared, providing unique insights into evolving priorities.

In addition, we launched **Respond. Rebound. Reinvent.**, an in-depth approach to help clients respond to unprecedented challenges, rebound effectively, and reinvent ways of working.

While the pandemic brought unexpected challenges, it also served as a catalyst to shape the future for years to come. Through strong collaboration, we experienced clients' tremendous resolve to meet the needs of their customers, citizens, employees and communities.

CGI Client Global Insights

Depth of CGI's data

6,775

face-to-face conversations
held with our clients over
the past 5 years

1 million

answers collected

50/50

split between IT and
business executives

27 million

employees across
represented enterprises

\$9 trillion

in annual revenue across
responding organizations

\$347 billion

of annual IT spend

Figures in Canadian dollars. Data represents a subset of CGI's global clients and their self-reporting on budget, revenue, and other key metrics.



A global antenna for industry best practices

The CGI Client Global Insights provides a valuable global antenna by industry to benchmark best practices that lead to continuous improvement.

Our benchmarking data comes from a knowledge-base developed over the past 10 years. It reflects insights from 5,500 client organizations located in countries representing 82% of the world's IT spend across all economic sectors. It includes nearly 1 million answers provided from our face-to-face conversations with executives, now averaging 1,500 interviews each year.

2020 interviews at a glance

- 1,447 executives
- 73% commercial / 27% government
- 70% Europe / 30% North America
- 62% C-level / 38% Operations-level

In 2020, client executives indicate their priorities are evolving, with increasing emphasis on the customer and citizen experience. As organizations and economies continue to experience unprecedented change, we are helping clients re-examine their business value chains and ecosystems to accelerate digitization, achieve immediate cost savings, and drive revenue growth.

Top trend

> Becoming digital organizations to meet customer/citizen expectations remains the most impactful trend this year.

Top business priority

> The customer and citizen experience emerges as the highest business priority, complementing the top trend.

Top IT priority

> IT priorities shifted to more of a business focus, with business process improvements becoming the most important priority, surpassing IT modernization, last year's top priority and now second in importance.

Digital strategy and business model agility

	2019	2020
Enterprise-wide digital strategy is producing results	10%	12%
Business model is highly agile to address digitization	14%	18%

More commercial executives report having highly agile business models for digitization year-over-year, with 18% giving a score of 8–10 (with 10 high) compared to 14% giving this score in 2019.

Progress toward achieving results from enterprise-wide digital strategies rises somewhat this year, but remains elusive for a majority of client executives.

 Learn more about these insights—and request a conversation with one of our experts—at cgi.com/client-global-insights.

Globally

84%

cite culture change and change management as the top barrier to implementing digital strategies.

81%

express the need to evolve their business model due to digitization.

78%

plan innovation investments in cybersecurity in the next 3 years.

74%

cite advanced analytics as the most important digital initiative, followed by employee productivity tools (46%).



Respond.Rebound. Reinvent.

Navigating the business challenges caused by the pandemic

Our teams around the world are privileged to work with clients in navigating the impacts of this crisis. Together, we rapidly mobilized resources and systems to help support the vital workings of society.

Understanding that all organizations are moving forward at various paces, we developed an in-depth approach to help clients respond to unprecedented challenges, rebound effectively, and reinvent ways of working. We launched the Respond. Rebound. Reinvent. initiative to share insights and services to help organizations become more adaptive and resilient.

Clearly, many changes will continue to occur, but one thing is certain: technology will continue to be at the heart of the future value chains that serve our clients' consumers and citizens.

“While many are making bold predictions on the what and when of the new normal, we, at CGI, believe it is more important than ever to focus on how to create value. We have demonstrated the ingenuity and capability to help clients with the how, particularly through mastering business agility, rethinking their vital technology supply chains, and enabling the future of work.”

CGI President & CEO George D. Schindler in his white paper, “Charting the path forward with resilience and adaptability”

3 capabilities to help navigate significant economic, market and business changes

As many regions navigate and emerge from the respond phase, organizations are focusing on their rebound and reinvent phases. As part of this year's CGI Client Global Insights, our industry experts identified three key organizational capabilities leaders need to navigate both short- and medium-term challenges successfully.

1. Mastering business agility

2. Rethinking the technology supply chain

3. Enabling the future of work

Business agility

Irrespective of when recovery takes place and what it will look like, mastering business agility is critical to navigate uncertainty and volatility, and to embrace yet-to-be discovered opportunities.

Insight

Among commercial executives, business agility is the third most important business priority this year, yet only 18% report their business model is highly agile. CGI research indicates that organizations with high business agility outperform their peers by a factor of 2–3 times in terms of revenue and profitable growth.

Action

Agile organizations invest in human capital practices, promote change management, evaluate and adjust business models, and leverage enabling technologies.

Example

We helped a French regional health agency operationalize pandemic measures to deploy its testing, contract tracing and quarantine measures; govern the system of internal and external stakeholders; and provision tools to support the ramp-up of local teams.

Technology supply chain

Technology is a key element of the value chains of organizations today. The pandemic disrupted organizations' technology supply chains, exposing many weaknesses leading to service disruptions.

Insight

Globally, IT modernization remains the second most impactful industry trend. There is also increased interest in managed services. Use of substantial managed applications increased from 34–37% for executives responding prior to the pandemic declaration, and up to 40% for those responding after the declaration.

Action

To build agility, elasticity, security and resiliency into their technology supply chains, industry leaders adopt and harmonize a number of technologies and services, such as cloud, automation, and managed services.

Example

For a large U.S. regional bank, we helped automate loan processing for small businesses seeking to benefit from the Paycheck Protection Program. As a result, the bank's loan submission process went from taking 30–60 minutes per loan to less than 5 minutes, and achieved a 90% success rate.

Future of work

Leading organizations focus on building highly productive digital working environments not just to ensure business continuity, but also to improve employee performance and customer service.

Insight

Executives we spoke with cite becoming digital organizations as the top trend for the fourth consecutive year. They also prioritize “digital employee tools” as their second most important digitization initiative behind predictive analytics.

Action

Digital leaders evaluate their work culture, organizational models, performance management, physical space, as well as adopt modern collaboration and resilient business continuity plans.

Example

For a large Canadian road and public transport agency, we helped implement a collaboration tool in just over two weeks for its 4,000 staff—working remotely for the first time—while providing training and analytics support to help expedite new and future ways of working.



Providing resources to nurture the next generation of digital leaders

Helping people improve their technical and business literacy is one of the cornerstones of CGI’s community programs. We believe nurturing the next generation of technology professionals is critical for the future success of our increasingly digital society.

To provide continuity in students’ education, we offer complimentary STEM@CGI At Home resource packs through our website to support parents, educators and caretakers with remote learning.

“The STEM packs have been extremely helpful as a teacher. I provide them to my students who work on them independently and then share their work with me. I’ve had positive feedback from their parents, one of whom said that their child absolutely loved the Raspberry Pi activity that provided a good combination of a challenge and fun.”

Lizzie Wayland

Primary School Teacher, Cheltenham, United Kingdom



Partnering for success across industries

As CGI helps organizations across industries to position for recovery and growth, we understand that specific challenges vary by industry. Across the geographies we serve, we help clients determine how to rebound and reinvent ways of working by continuously examining the current and future state, the drivers for change, and the attributes of industry leaders.

In the next section, discover example insights and actions specific to the industries we serve.

Banking

12,500

industry experts
across the globe

15 of the top

20 banks globally are clients

Top 10

European banks are clients

Top 5

Canadian banks are clients

9 of the top

10 U.S. banks are clients

Top 10 clients

have partnered with us for an
average of 27 years



As banks deal with the effects of the pandemic, accelerated digitization, compliance and advanced cybersecurity are top of mind. In 2020, in-person interviews with 235 executives across the retail banking, corporate and transaction banking, and capital market sectors revealed the following trends.

Retail banking

- > Increasing customer adoption of digital as primary channel

Corporate and transaction banking

- > Mounting and changing regulation and security standards

Capital markets

- > Protecting client data through cybersecurity

Trend changes after the pandemic declaration

- > Retail banking: Increasing customer adoption of digital rises in impact ranking (+17%)
- > Corporate and transaction banking: Mounting and changing regulation and security standards lessens (-32%)
- > Capital markets: Protecting clients through cybersecurity slightly decreases in impact ranking on the buy-side (-4%), with no change on the sell-side

⊕ Read more insights at [cgi.com/banking](https://www.cgi.com/banking).

To help banks respond to the pandemic, we delivered solutions in key areas such as financial relief program management, remote work and consumer debt services. As the banking world continues to face unprecedented challenges and to evolve rapidly, we are helping banks to rebound and reinvent by moving to new business models, modernizing legacy IT environments, increasing security, and becoming more customer-centric.

Client stories



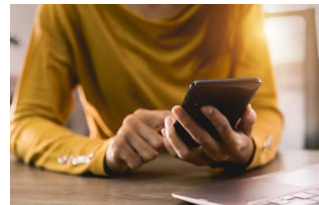
Helping Bankers' Bank bring real-time payments to community banks

To help community banks meet the challenges of COVID-19, compete against large corporate banks and agile FinTechs, and better serve their customers, we worked with Bankers' Bank in the U.S. to bring a new generation of faster payments services to its community bank customers. We built the first-ever ISO 20022-based funding agent platform to enable customers to benefit from real-time payments.



CGI helps Getswish design new business model as a platform

Getswish in Sweden delivers Swish, a mobile payment service used by 7.5 million of the country's 10 million residents. In working with Getswish, we researched and proposed a new business model as a platform and then helped implement operational changes. For example, we introduced artificial intelligence, machine learning and data visualization to enhance the customer experience.



ASB further commits to its digital strategy by launching CGI Trade360

ASB Bank is New Zealand's first savings bank and now works alongside more than 1.3 million personal and business customers. Seeking to digitize and evolve its trade business, it turned to the market-leading CGI Trade360 platform to provide a reliable and robust platform for automating key bank functions.

“At ASB, innovating has been part of everything we have done for more than 170 years. We’re determined to provide our customers with outstanding service especially with the current COVID-19 environment. That’s why we’re passionate about partnering with CGI to help our clients improve efficiency by offering a safe seamless digital service on the trusted CGI Trade360 platform.”

Fergus Lee
Head of Trade Finance, ASB Bank, Auckland, New Zealand

Communications and media

6 of the world's

top communications service providers partner with us

20+ years

of media industry experience



Communications and media services are critical for consumers and businesses, especially for staying connected and informed during challenging times. Unprecedented pandemic-related demands are driving the need to accelerate innovation in communications and media. In 2020, in-person interviews with 84 communications and media clients revealed the following insights.

Top trend by impact

- > Become digital to meet customer and citizen expectations

Top business priority by importance


- > Improve the customer experience

Top IT priority by importance

- > Digitize/automate to improve the customer experience and reduce costs

Trend changes after the pandemic declaration

- > Becoming digital to meet customer and citizen expectations slightly lessens in impact ranking as a trend (-5%) while the use of robotics and artificial intelligence rises in impact as a trend (+12%).

 Read more insights at cgi.com/communications.

As communications and media companies respond to new uncertainties, we are helping them to rebound and reinvent through cross-channel and cross-media solutions that improve operations, meet new customer expectations and drive market share.

Client stories



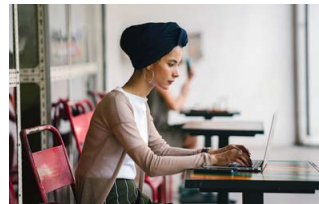
Driving business agility for Vidéotron's mobile phone marketing team

We helped Vidéotron, a leading Canadian communications firm, adopt agile marketing to improve collaboration, productivity and speed to market. Shortly after implementing new agile methods, the company experienced significant improvements; for example, it was able to respond to a competitor's data plan offer in 2 days instead of the usual response time of 2 weeks.



Corus Entertainment uses CGI's OpenMedia platform to shift to new business model

Corus Entertainment is using CGI's OpenMedia newsroom platform to drive efficiencies across its entire news operations as it shifts to a multi-platform, content-centric business model. The company is rolling out OpenMedia to stations and locations across Canada as a central tool for newsroom planning and rundown management.



Helping MBC Group enhance the world's largest Arabic video-on-demand service

The Middle East Broadcasting Center, or MBC Group, runs the largest free, subscription-based video-on-demand (VOD) service in the Arab world, with 27 million plus monthly users globally. We worked with MBC to build an engine that uses advanced machine learning to improve the VOD user experience through analysis of user viewing behavior, and we continue to evolve the engine to keep users engaged.

“Together (with CGI), we aim for market leadership in digital invoicing in the Nordic countries. Consumer behavior is changing rapidly, and we want to offer companies the opportunity to keep up with developments. Receiving and paying invoices must be smooth. Improving the consumer experience is key for us.”

Outi Strengell-Hytönen
Senior Vice President,
Invoicing and Financial
Services, Telia Finland,
Helsinki, Finland

Government

25,000
government experts
across the globe

15 years
average partnership
with our top 10 clients

2,000
client served in 28 countries

200+
satellite missions supported
by CGI software



In the wake of the pandemic, many public sector clients created new health and economic programs. They are focused on meeting the digital needs of citizens and businesses as rapidly as possible. This year, in-person interviews with 408 government executives revealed the following trends.

Central and federal government

> Becoming digital to meet citizen expectations

State, provincial and local government

> Becoming digital to meet citizen expectations

Defense and intelligence


> Protecting through cybersecurity

Space

> IT modernization and cloud

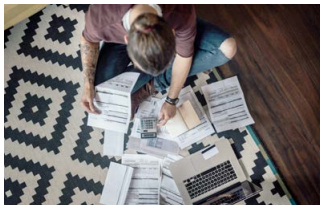
Trend changes after the pandemic declaration

- > Central and federal: Cybersecurity rises in impact ranking (+10%)
- > State, provincial and local: Becoming digital rises in impact ranking (+24%)
- > Defense and intelligence: Becoming digital rises in impact ranking (+16%)
- > Space: Becoming digital declines in impact ranking (-20%)

 Read more insights at [cgi.com/government](https://www.cgi.com/government).

As public sector organizations moved to respond to pandemic impacts, we assisted with solutions in key areas such as economic relief fund management, virtual learning enablement and citizen debt services. We continue to help governments rebound and reinvent ways of working to serve citizens under new constraints, with more agile, flexible and secure systems and processes.

Client stories



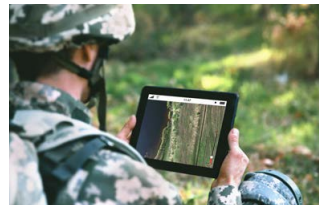
Helping Finnish citizens manage economic hardship

As a transformation partner to the Finnish Ministry of Justice, we assisted the Legal Register Centre in developing a centralized financial and debt counseling system providing a clearer picture of citizens' economic situation to provide high-quality counseling services.



Launching West Virginia's grant application portal in just over a week

Addressing the economic fallout of the pandemic requires fast and efficient management of relief funds. We worked with the State of West Virginia to launch their grant application portal to allow 300+ local governments to apply for federal relief funds.



Enabling real-time inventory tracking for the U.S. Marine Corps

For the U.S. Marine Corps, CGI developed, government owned Total Asset Visibility (TAV) solution uses passive RFID tags to track military vehicles and equipment in real-time with over 99% accuracy, locating missing assets and providing support for financial audits.



Supporting ESA's development of key 5G space technologies

For the European Space Agency, we support development of key 5G space technologies, services and applications including a terrestrial/satellite 5G toolkit Carnot-Sat, helping enable 5G network optimization with the use of satellites.

“Implementing remote education measures to enable 190,000 students in the Nouvelle-Aquitaine Region to continue learning during the COVID-19 lockdown was an unprecedented challenge. Thanks to CGI's expertise, commitment and OpenENT virtual learning SaaS solution, 30,000 virtual classrooms were established from April to June to support continued learning. At the same time, all the platform's digital services were heavily used, proving the benefits and resilience of well-integrated open source tools.”

Emmanuel Prêt

Head of Digital Resources & Uses Unit – Digital High School Service Education Department, Nouvelle-Aquitaine Region, France

Health and life sciences

5,750
experts across the globe

6.6 billion
records stored for
clients' health systems

500+
biotech/pharmaceutical
projects completed for
50 clients



The pandemic reinforced how critical the missions of health and life sciences organizations are to mitigating health crises and the importance of pivoting to a rapid shift in digital health delivery. In 2020, in-person interviews with 89 health and life sciences executives revealed the following insights.

Top trend ranked by impact

- > **Health and Life Sciences: Becoming digital to meet customer and citizen expectations**

Top business priority based on importance

- > **Health: Optimize operations**
- > **Life Sciences: Harness data analytics**

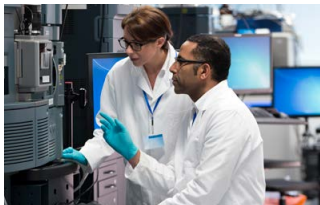
Trend changes after the pandemic declaration

- > **Health: Interoperability rises in impact ranking (+15%)**
- > **Life Sciences: Mergers and acquisition strategies rises in impact ranking (+22%)**

+ Read more insights at cgi.com/health and cgi.com/life-sciences.

We rapidly mobilized resources to support our health and life sciences clients' response to meet new demands for critical services and products. We are helping these organizations advance their digitization in telehealth, electronic records, research and other operations. These efforts will strengthen their position to rebound from the pandemic, and reinvent their operations to improve the quality of care and customer and patient service.

Client stories



Helping the Montreal Heart Institute find a potential treatment for COVID-19

We rapidly developed a secure and digital recruitment and monitoring platform for and in collaboration with the Montreal Heart Institute to allow patients diagnosed with COVID-19 to register securely for a clinical study called COLCORONA.

The study has expanded from Canada to sites in Spain, South Africa, the U.S., and more.



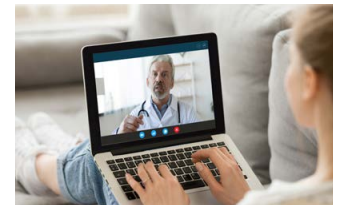
Assisting a French regional health agency in operationalizing pandemic measures

For the Agence Régionale de Santé Bourgogne-Franche-Comté, we helped develop their go-forward strategy for operationalizing key COVID-19 measures to protect population health, such as testing, traceability and isolation.



Enabling a digital leap for Finnish blood product care

The Finnish Blood Service's new information system significantly streamlines operations. Implemented by CGI, the platform enables new digital services to support donation, production, storage and delivery of blood products.



Redesigning the U.S. Medicare provider enrollment system

Focused on providing scale and end-to-end services to the U.S. Centers for Medicare & Medicaid Services, we were awarded a 5-year contract to support ongoing efforts related to the redesign of the current Medicare provider enrollment system.

“CGI’s extraordinarily talented staff helped us unlock insights from years of 9Health screening data to inform our service offerings and preventive health journeys. Their work also showed us that our ROI, or savings generated as a non-profit in service to Coloradans, exceeds \$1.9 billion annually. With CGI’s help, our new practices and technologies are helping tens of thousands of Coloradans to ‘own their health.’”

Gary Drews
Chief Executive Officer,
9Health, Denver,
United States

Insurance

4,500
industry experts worldwide

7 of the
top 10 global insurers
are clients

15 million
risk information product
transactions delivered

\$50 billion
in premiums managed



The insurance industry faces a myriad of pandemic impacts—from new digital customer expectations, to changes in claim types and volumes, to overall economic instability. To address these challenges, insurers are investing in driving more digitization across the enterprise. This year, in-person interviews with 110 insurance clients across the property and casualty, life and health sectors revealed the following insights.

Top trend by impact

> Meeting consumer product and digital servicing expectations

Top business priority by importance

> Delivering a seamless customer digital experience

Top IT priority by importance

> Rationalizing, simplifying, modernizing applications and infrastructure

Trend changes after the pandemic declaration

> Meeting consumer product and digital servicing expectations lessens in impact ranking as a trend (-11%) while cybersecurity rises (+10%).

 Read more insights at [cgi.com/insurance](https://www.cgi.com/insurance).

Throughout the pandemic, we helped insurers respond by launching new digital services, increasing security and reducing costs. As insurers continue to rebound and reinvent, we are helping them to build modern infrastructures that drive efficiencies and a seamless digital customer experience.

Client stories



LähiTapiola extends strategic partnership with us to develop new digital services more agilely

In June, LähiTapiola extended its long-term outsourcing agreement to increase its agility and cost-effectiveness in delivering new digital services. We worked to develop new digital services for LähiTapiola customers, such as mobile telemedicine. Now a new hybrid agile development model will significantly speed up delivery while saving costs.



BNP Paribas Cardif turns to us for IFRS 17 compliance and systems integration services

International Financial Reporting Standard (IFRS) 17 redefines the way insurers calculate and report margin on insurance contracts. We are providing business consulting and systems integration services to ensure BNP Paribas Cardif achieves full IFRS 17 compliance prior to the rule's effective date of January 1, 2022.



PGB Pension Services (PGB) selects CGI for data center, security and digital workplace services

PGB chose CGI as a strategic partner for the management of its data center, the setting up a new security operations center, and the delivery of solutions for transitioning to a new digital workplace. We are leveraging a modern cloud platform to evolve the company's infrastructure and workplace functionality, which meets applicable regulatory requirements.

“In the past, we renewed our agreement with CGI regarding our digital foundation to be built in the Toivo project for non-life insurance system reform. Now we have also renewed the agreement package within the framework of which CGI takes care of how, for example, various digital services can be produced as agilely and cost-effectively as possible.”

Mikko Vastela
Chief Information Officer,
LähiTapiola, Espoo,
Finland

Manufacturing

6,000

industry consultants
across the globe

Top 10

clients partner with us for
an average of 27 years

2,800

supply chain experts help
clients drive agility



Profoundly impacted by the pandemic, the manufacturing industry reacted with fortitude and out-of-the-box thinking. Now as they look to the future, clients' top priorities center on optimizing operations and becoming more agile and resilient to meet customer needs and address new business realities. This year, in-person interviews with 175 manufacturing executives revealed the following trends and priorities.

Top trend by impact

> Become digital to meet customer expectations

Top business priority by importance

> Optimize operations

Top IT priority by importance

> Digitize processes

Trend changes after the pandemic declaration

> Increasing investments in new products and services rises in impact ranking (+21%) while regulatory compliance and sustainability lessens (-7%).

⊕ Read more insights at cgi.com/manufacturing.

In the wake of the pandemic, we helped clients to respond to the urgent needs of communities while keeping their employees safe. As clients look to rebound, we are helping to accelerate their digital strategies to both meet customer demands and achieve operational excellence. In the longer-term, we will work with clients to reinvent their ways of working to advance business agility and build greater resilience into their supply chains.

Client stories



Helping ISKU rebound through an innovative managed services approach

Dramatic industry changes hindered Finnish furniture manufacturer ISKU in continuing a bidding process for IT managed services. To help overcome this challenge, we provided an innovative managed services approach that leverages cloud-ready solutions, remote work and our extensive global delivery network to drive business agility, supply chain modernization and significant cost improvements.



Enabling NCC to accelerate digitization and optimize operations with managed services

To help NCC, a leading Nordic construction, infrastructure and property development company, accelerate its digitization efforts, we will develop and manage 120 different applications across its human resources, finance and business support functions. It will enable NCC to focus on its core business strategy, while reducing costs, enhancing efficiency and improving service levels.



Speeding up GomSpace's software development activities to meet customer demands

GomSpace, one of the world's leading manufacturers and suppliers of nano-satellite solutions, needed to speed up its software development activities. Leveraging our space industry experts and capabilities, we will develop and implement gateways to their autonomous operations platform, enabling it to meet expectations for on-time, on-budget, high-quality solutions.

“The development and deployment of this custom gateway allows our satellite operations platform to autonomously interface the systems and services of our partners and customers. CGI's careful planning gave us the confidence that the delivery would be completed on time, allowing us to meet our customers' demands.”

Niels Buus
CEO, GomSpace,
Aalborg, Denmark

Oil and gas

30+ years
supporting oil and gas
clients across the globe

1,000+
upstream applications
supported for global oil
and gas clients

1.5 billion
fuel card transactions
processed by CGI every year

\$100 billion
in fuel card payments
managed per year



The pandemic's lasting effect on the global oil and gas industry has renewed clients' focus on priorities that enable them to navigate the future with ingenuity, resilience and agility. This includes optimizing operations to achieve higher levels of efficiency and cost reductions, and reinventing their businesses to address growing revenue pressures and new market dynamics.

This year, in-person interviews with 29 oil and gas executives revealed the following trends and priorities.

Top trend by impact

- > Respond to oil price pressures

Top business priority by importance

- > Optimize operations

Top IT priority by importance

- > Operational efficiency and excellence

Priority changes after the pandemic declaration

- > Operational efficiency and excellence rises in importance ranking as an IT priority (+33%) while embracing new IT delivery models, such as cloud and agile, lessens (-53%).

 Read more insights at [cgi.com/oil-gas](https://www.cgi.com/oil-gas).

The impact of the pandemic heightened revenue pressures across upstream, midstream, downstream and retail businesses. CGI is helping clients rethink their underlying business models, optimize their cost structures, establish new ways of working, and achieve greater collaboration to become more resilient.

Client stories



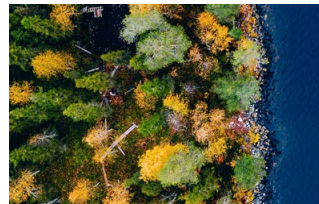
Enabling data-driven innovation through collaboration

Extracting value from huge volumes of data continues to challenge oil and gas firms seeking to foster innovation and improve performance. CGI is part of The Open Group OSDU™ Forum's efforts to build an open, standards-based data platform for the industry. We are involved in developing the platform that will provide secure access to all subsurface and wells data to drive insight-led decisions.



Helping Total optimize business operations through managed services

Energy major Total wanted to rethink application management for its exploration and production branch. We helped consolidate the management of 300+ applications into a single system to improve processes, optimize operations and reduce costs. As part of the VESPA project, we continue to provide production support, maintenance and supervision services.



Achieving lower-emission energy production with AI

Vantaa Energy, CGI and Sumitomo SHI FW are developing a new solution in Finland to reduce the environmental impact of energy production. In the first phase of the project, a biopower plant's CO₂ emissions were reduced by 3,000+ tons per year by using data, analytics and artificial intelligence. Vantaa and the solution providers consider the project a significant step toward sustainable development, and will continue their cooperative efforts.

“Improving energy efficiency, reducing fossil fuel consumption, decreasing CO₂ emissions and achieving savings on operating costs were goals we set out to pursue together [with CGI and Sumitomo SHI FW]. What’s special about this project is it was not about new filters, boilers or other mechanical equipment. Rather, the main focus was on data and tools for analytics and artificial intelligence.”

Jukka Toivonen
CEO, Vantaa Energy,
Vantaa, Finland

Retail, consumer and services

7,000

industry experts
across the globe

Top 10

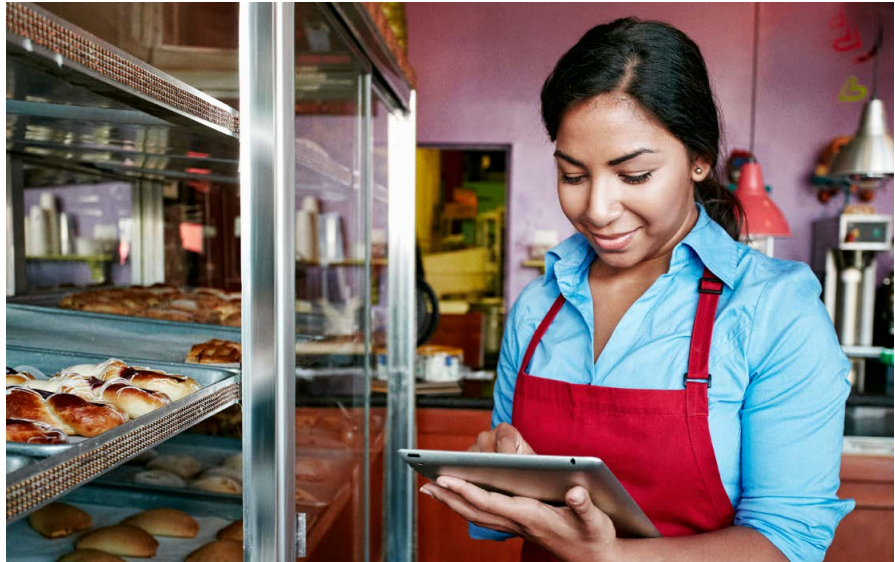
clients partner with us for
an average of 15 years

5 of the

world's top luxury goods
brands are clients

Retail
Innovation
Center

in Lille co-creating client
proof of concepts



While the immediate impacts of the pandemic affected retail segments differently—from skyrocketing grocery orders to slumping brick-and-mortar sales—clients shared one common objective: to improve the customer experience while optimizing operations. In 2020, in-person interviews with 159 retail, consumer and services executives revealed the following insights.

Top trend by impact

> Become digital to meet customer expectations

Top business and IT priorities by importance

> Improve the customer experience

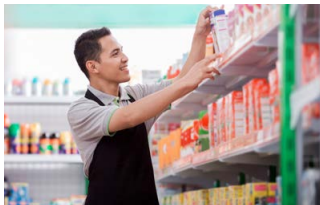
Trend changes after the pandemic declaration

> Becoming digital organizations lessens in impact ranking (-17%) while optimizing operations rises (+8).

⊕ Read more insights at cgi.com/retail.

As the pandemic began, we helped retailers address these priorities and quickly respond to customers' digital demands. We also worked together to address the "new normal," adjusting to changing customer behaviors and health and security measures to rebound in the midst of business and economic changes. As we look ahead, we'll partner with clients to reinvent the supply chain and customer journey to become more resilient.

Client stories



Helping Carrefour to complete 1.5 million online orders for pickup in March through their "Drive" service

Faced with an unprecedented challenge, Carrefour, a leading global retailer, had to respond quickly by securing their supply chains, ensuring service continuity and reassuring consumers. For over 10 years, we have supported Carrefour in its e-commerce operations through CGI Retail Suite.

A team of 20 CGI experts implemented an action plan allowing Carrefour to keep up momentum with this upsurge and meet the significant demand of its customers. The partnership continues as Carrefour continues to innovate to respond to its customers' digital needs.



Working with Hospitality Digital to help restaurants reinvent the dining experience to prioritize safety

To support reopening of the hospitality industry in Germany, we partnered with Hospitality Digital, a business unit of global wholesale and retail food specialist Metro AG, to develop a solution that enables restaurants to provide health officials with greater access to the information needed to slow

the spread of COVID-19. Hospitality Digital has rolled out the tool within Germany, Italy and Romania, and the solution is actively used by close to 1,400 restaurants and increasing steadily.

“Our aim is to support the catering industry even in challenging times by providing new digital solutions. CGI is an important partner for us in the development of such applications, and we have worked together successfully for several years. In this project, too, we were again able to move very quickly from solution design to solution implementation in close cooperation.”

Dr. Volker Gläser
Chief Executive Officer,
Hospitality Digital,
Düsseldorf, Germany

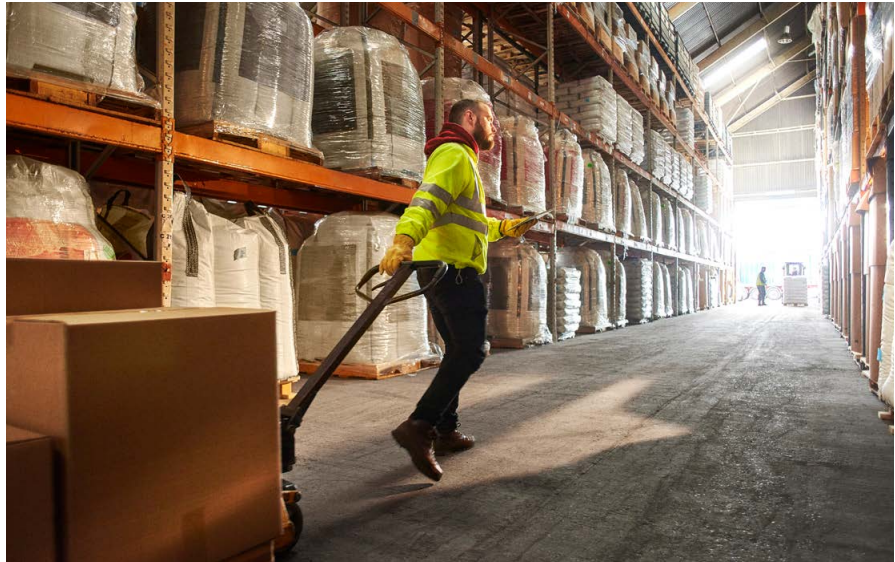
Transportation and logistics

3,250

industry experts
across the globe

200+

clients around the world



Following unprecedented disruption caused by the pandemic, transportation and logistics clients are preparing for a gradual return to full economic activity with a focus on advancing digitization, anticipating demand and matching supply. This year, in-person interviews with 61 transportation and logistics executives revealed the following insights.

Top trend by impact

- > Become digital to meet customer/citizen expectations

Top business priority by importance

- > Optimize operations

Top IT priority by importance

- > Digitize and automate business processes

Trend changes after the pandemic declaration

- > Protecting through cybersecurity lessens in impact ranking (-24%) while becoming digital organizations rises (+22%).

 Read more insights at [cgi.com/transportation-logistics](https://www.cgi.com/transportation-logistics).

As the pandemic unfolded, we helped transportation and logistics organizations respond rapidly to urgent global humanitarian efforts. Looking ahead, we will continue collaborating with clients to rebound and reinvent ways of working to build resilient, sustainable supply chains, while helping to shape the future of mobility.

Client stories



Enabling Helsinki Region Transport to enhance the customer experience using advanced analytics

Improving the travel experience is a top priority for Helsinki's public transportation authority (HSL). Using our data management and advanced analytics capabilities, we are helping HSL gain a deeper knowledge of customer behavior and preferences to drive new services and better serve customers.



Working with OBOS to advance autonomous transportation

As part of its commitment to building smart cities, OBOS, the largest housing developer in Norway, wanted to provide a modern and environmentally conscious public transportation solution in Oslo. Offering our deep expertise and smart mobility solutions, we led a successful pilot that launched Norway's first fleet of fully autonomous, electric minibuses.



Helping Matkahuolto reinvent through smart managed services

To tackle rising economic pressures caused by the pandemic, Finnish transport and freight company Matkahuolto wanted to accelerate its digitization efforts and optimize operations. We are helping Matkahuolto modernize systems to achieve higher operational efficiency and significant cost savings, while building resiliency to thrive in a post-pandemic world.

“Meeting market share goals and customer expectations requires accelerating the digital transformation of our business. At the same time, we want to optimize the return on our IT investments. As our future success relies more and more on technology, we require an outsourcing partner that meets our exceptionally stringent requirements. CGI has shown us its ability and credibility in such a strategic partnership.”

Mika Rajanen
CIO & CDO, Matkahuolto,
Helsinki, Finland

Utilities

6,000

experts across the globe

9 of the top

10 largest utilities
worldwide are clients

30 years

average relationship with
the world's largest utilities



Rapidly changing demands and the continued move to an affordable, low-carbon society are driving utilities to rethink operations while ensuring operational stability and security for energy reliability. In 2020, in-person interviews with 97 utilities executives across the electric, gas and water sectors revealed the following insights.

Top trend ranked by impact

> Regulatory compliance and new market readiness

Top business priority based on importance

> Improving the customer experience

Top IT priority based on importance

> IT modernization to improve agility and lower cost

Trend changes after the pandemic declaration

> Changing business and operating models to address distributed energy resources lessens in impact ranking (-41%) while cybersecurity rises (+19%)

⊕ Read more insights at [cgi.com/utilities](https://www.cgi.com/utilities).

As utilities move beyond responding to pandemic challenges to rebounding and reinventing operations based on new realities, we help them increase the speed of change using data-driven insights, services and solutions.

Client stories



Delivering a real-time digital network model for SP Energy Networks

SP Energy Networks partnered with us to assist in the delivery of its Smart Data Integration Fabric project—a key enabler for its transition to distribution system operator and to support its communities and customers on the journey to net zero. The strategic platform incorporates our innovative Integrated Network Model.



Helping Kuopion Energia improve customer service with secure cloud technology

Kuopion Energia will use our Kolibri customer relationship management (CRM) solution as a service from a secure Finland-based CGI private cloud. A new joint customer service center of Savon Voima and Kuopion Energia also will use the shared CRM system to improve service and invoicing quality.



Overhauling Latvenergo's asset management system

For Latvian state-owned energy company Latvenergo, we are overhauling their technological asset maintenance and management system. The new system is intended to improve Latvenergo's operational efficiency and reduce costs.

“Market Operator Services Ltd (MOSL) has developed an ambitious business plan that reflects the maturity of the market and ensures a relentless focus on getting the basics right and providing value for money for retailers and wholesalers. With much of the business plan being enabled or supported by technology change, it is crucial that we have a clear technology vision. By working closely with CGI we hope to drive both efficiency and innovation, creating a better functioning market that reduces overall market issues and risk, and makes MOSL easier to do business with and builds capability for the future.”

John Davies

Chief Information Officer,
Market Operator Services
Ltd, Southampton, United
Kingdom



About us

At CGI, we are insights-driven and outcomes-based to help accelerate returns on clients' IT and business investments.

Across 21 industry sectors in 400+ locations worldwide, our 76,000 consultants and professionals provide comprehensive and scalable services to help clients achieve meaningful and sustainable outcomes.

Wherever we operate around the world, we align through common policies, principles, processes and frameworks to provide global consistency at scale.

CGI at-a-glance

Founded
1976

Consultants and professionals
76,000

Locations worldwide
400

End-to-end services
clients globally
5,500

Clients through our
170+ IP-based solutions
50,000

Client satisfaction score
9.2/10

Stock symbols
NYSE: GIB
TSX: GIB.A



As a company with a unique ownership culture, we call our employees members because they participate as owners of their company, focused on continuous improvement. You have recognized our members' commitment, providing an overall client satisfaction score of 9.2 out of 10.

Our commitment is to drive engagements more accountably and responsively than any other company of our kind.

Organized by local proximity and strengthened through global capabilities, we help envision possibilities and seize opportunities, channeling innovation for practical use.

Clients have recognized our members' commitment, providing an overall client satisfaction score of 9.2 out of 10.

Client proximity

We build lasting, trusted relationships by following our clients, embedding operations within their metro markets, and working together to serve as a caring neighbor deeply rooted in local communities. Our local experts draw on a diverse global network to bring the right talent, innovation and scale to every engagement. Using a collaborative style and consultative approach, we work side-by-side with clients to envision and plan for new possibilities.

Industry expertise

In addition to mastering technology, our experts have a deep understanding of the industries we serve. They apply their knowledge of domains, mission-critical systems and processes to help clients navigate complex challenges with practical advice and solutions. We have blueprints that map industry operating architectures to our offering roadmap to ensure we customize and adapt proven solutions for clients' unique needs. Additionally, as lines between industries continue to blur, we bring lessons learned and emerging innovation from across industries.

Range of services

Our secure and flexible end-to-end services include strategic IT and business consulting, systems integration, IT managed services and intellectual property solutions. Our business consulting focuses on ways to improve business agility and manage change, for example, while our intellectual property helps accelerate innovation. We use our systems integration capabilities to advance clients' IT modernization efforts, and our managed IT and business process services help clients mitigate cost pressures while driving more value from their technology supply chains.

Built to lead and last

With more than four decades of sustained growth, our financial strength is a testament to the trust of our clients, the commitment of our consultants and professionals, and the sound principles by which we operate. Our operational excellence is driven through the CGI Management Foundation, which aligns operations through common principles, processes and frameworks to provide quality at scale. This provides clients with the confidence needed to partner with CGI as their full-service provider, serving their needs today and into the future.

Our locations

Working in proximity with clients through a strong global footprint



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

UNITED STATES

Alabama

Birmingham
Huntsville
Mobile
Troy

Alaska

Juneau

Arizona

Phoenix
Tempe
Tucson

Arkansas

Hot Springs

California

Los Angeles
Oakland
Sacramento
San Diego
San Francisco
San Ramon

Colorado

Denver

Connecticut

Gales Ferry
Hartford

Florida

Jacksonville
Miami
Tampa

Georgia

Albany
Atlanta

Hawaii

Honolulu

Illinois

Chicago
Fairview Heights

Kentucky

Frankfort
Louisville

Louisiana

Lafayette
New Orleans

Maine

Waterville

Maryland

Annapolis Junction
Baltimore

Massachusetts

Boston

Michigan

Detroit
Lansing

Minnesota

Minneapolis

Nevada

Las Vegas

New Jersey

Newark
New Brunswick
Trenton

New York

Albany
Buffalo
New York City

North Carolina

Charlotte
Durham

Ohio

Cincinnati
Cleveland
Columbus

Oklahoma

Lawton
Oklahoma City

Oregon

Portland

Pennsylvania

Harrisburg
Philadelphia
Pittsburgh

Puerto Rico

Guaynabo

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
Reston
Richmond
Sterling

Washington

Seattle

Washington, DC

Wisconsin

Wausau

EUROPE

BELGIUM

Brussels

CZECH REPUBLIC

Brno
Ostrava
Prague

DENMARK

Aalborg
Aarhus
Ballerup
Kolding

ENGLAND

Birmingham
Bristol
Chelmsford
Chippenham
Gloucester
Leatherhead
Leicester
Liverpool
London
Luton
Manchester
Milton Keynes
Newcastle
Nottingham
Reading

ESTONIA

Tallinn
Tartu

FINLAND

Espoo
Helsinki
Hämeenlinna
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
Lorient
Lyon
Montpellier
Nantes
Nice
Niort
Orléans
Paris
Paris La Défense
Pau
Rennes
Strasbourg
Toulouse
Tours

GERMANY

Berlin
Bochum
Braunschweig
Bremen
Darmstadt
Dortmund
Düsseldorf
Erfurt
Halle
Hamburg
Hannover
Heilbronn
Karlsruhe
Köln
Leinfelden-
Echterdingen
Leipzig
Mannheim
Munich
Potsdam
Stuttgart
Sulzbach
Wolfsburg

HUNGARY

Budapest

ITALY

Frascati
Milan

LATVIA

Riga

LITHUANIA

Kaunas
Vilnius

LUXEMBOURG

Bertrange

NETHERLANDS

Amstelveen
Amsterdam
Arnhem
Eindhoven
Groningen
Maastricht
Rotterdam

NORWAY

Bergen
Haugesund
Oslo
Sandefjord
Sarpsborg
Stavanger
Trondheim
Tønsberg

POLAND

Krakow
Poznań
Warsaw
Wroclaw

PORTUGAL

Lisbon
Odivelas
Porto
Sacavém
Sintra

ROMANIA

Bucharest

SCOTLAND

Aberdeen
Edinburgh
Glasgow
Newtown St Boswells

SLOVAKIA

Bratislava

SPAIN

Madrid
Málaga

SWEDEN

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

WALES

Bridgend
St Asaph

AFRICA

MOROCCO

Casablanca
Fez
Rabat

ASIA

CHINA

Hong Kong

INDIA

Bangalore
Chennai
Hyderabad
Mumbai
Pune

MALAYSIA

Kuala Lumpur

PHILIPPINES

Manila

AUSTRALIA

Brisbane
Hobart
Melbourne
Sydney

Our Constitution and Management Foundation



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. Learn more and read "A word from our Founder" at cgi.com/culture.

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 encompasses the key elements that define and guide the management of our company. It includes the CGI Constitution, along with our goals, objectives and business and governance models.

It also provides access to enterprise policies, frameworks and processes, and outlines a common set of best practices and measures. CGI's Code of Ethics is also part of our Management Foundation and applies to all members, officers and directors of the company. It governs all conduct and behavior to ensure we consistently operate at the highest standards.

These elements guide our relationships and provide the best equilibrium between our three stakeholders—clients, members and shareholders—and foster alignment throughout our organization to ensure excellence in service everywhere CGI operates.

ISO 9001 CERTIFIED OPERATIONS	CGI Constitution				Enterprise Policies and Processes						
	Dream	Vision	Mission	Values	Code of Ethics	Organization, Governance and Evolution	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	
	Consulting, System Integration and Development		Application Management		Technology Operations Management		IP-based Business Process Management		Assignment Performance Management and Career Planning Recruitment Orientation and Integration Team Meetings		Disclosure Guidelines Investor Communications
Client Satisfaction Assessment Program							Member Satisfaction Assessment Program		Shareholder Satisfaction Assessment Program		

Looking ahead

As we enter our 45th year in business, we thank you, our clients, for your loyalty and trust.

Looking ahead as a company, we will move forward with the same pragmatism that has served us well during our many decades of collaborating with clients. Through a strong culture and commitment to operational excellence, we will deliver the insights and services you can act on to achieve meaningful and sustainable outcomes.

We look forward to supporting you and your successful journey in the years ahead.



About us

At CGI, we are insights-driven and outcomes-based to help clients accelerate returns on investments.

We provide comprehensive, scalable, and sustainable IT and business consulting services that are informed globally and delivered locally.

21

industry sectors

400+

locations worldwide

76K

consultants and professionals