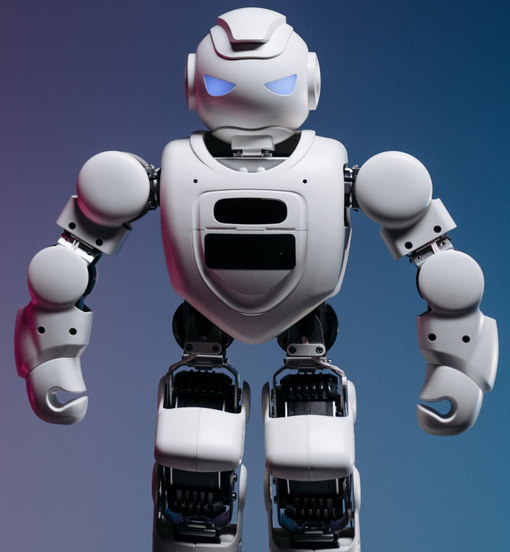
AI has to earn its keep. Faster decisions and reusable architectures are just the start. The bigger payoff reaches beyond the balance sheet to intangible benefits: better healthcare outcomes, stronger climate resilience, and safer communities.

That payoff demands hard choices and human leadership. Re-engineer digital processes. Right-size governance to the risk. Build AI literacy that fits each role. Get ahead of data leakage and automated cybercrime. And challenge strategic inertia before it stalls progress.



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Securing the Dividend: balancing productivity, power and risk in the new value chain

Dr. Diane Gutiw
CGI VP AI Research

AI is not new

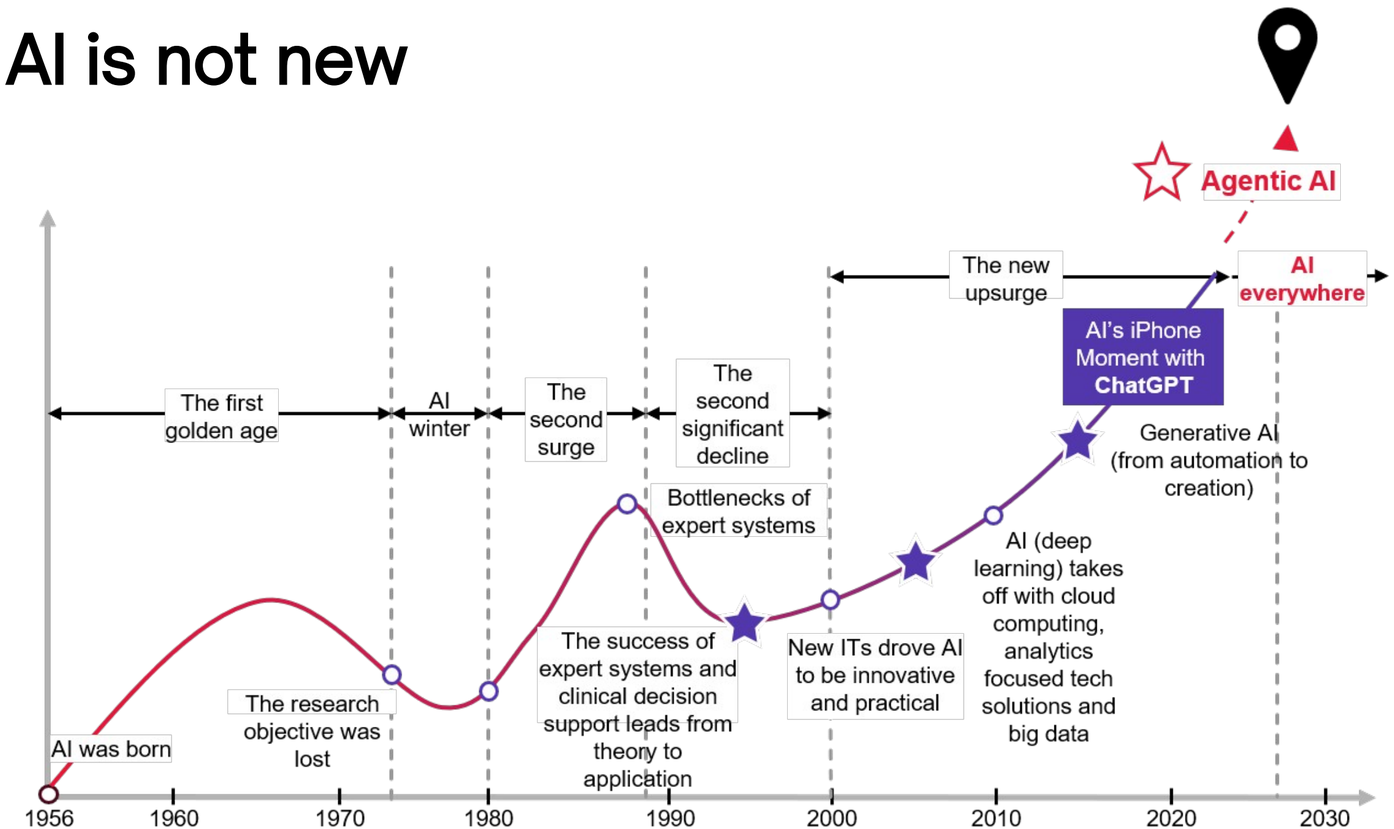


Figure adapted from the "Reflection of the development history of AI," published in the article "Artificial Intelligence in Product Lifecycle Management" by Wang et al. in 2021

Example AI Use Cases

★ 2020s

- Predict adverse drug events
- Autonomous robotics and AI integration into modalities
- Advancements in GenAI and foundation models for analysis of documents and images
- Agentic AI workflows in operations across all sectors

★ 2010s

- Predictive models for preventative maintenance and asset management
- Personalized treatments and vaccines
- Genomic modeling
- Analyze human emotions at event
- Detect anomalies in images

★ 2000

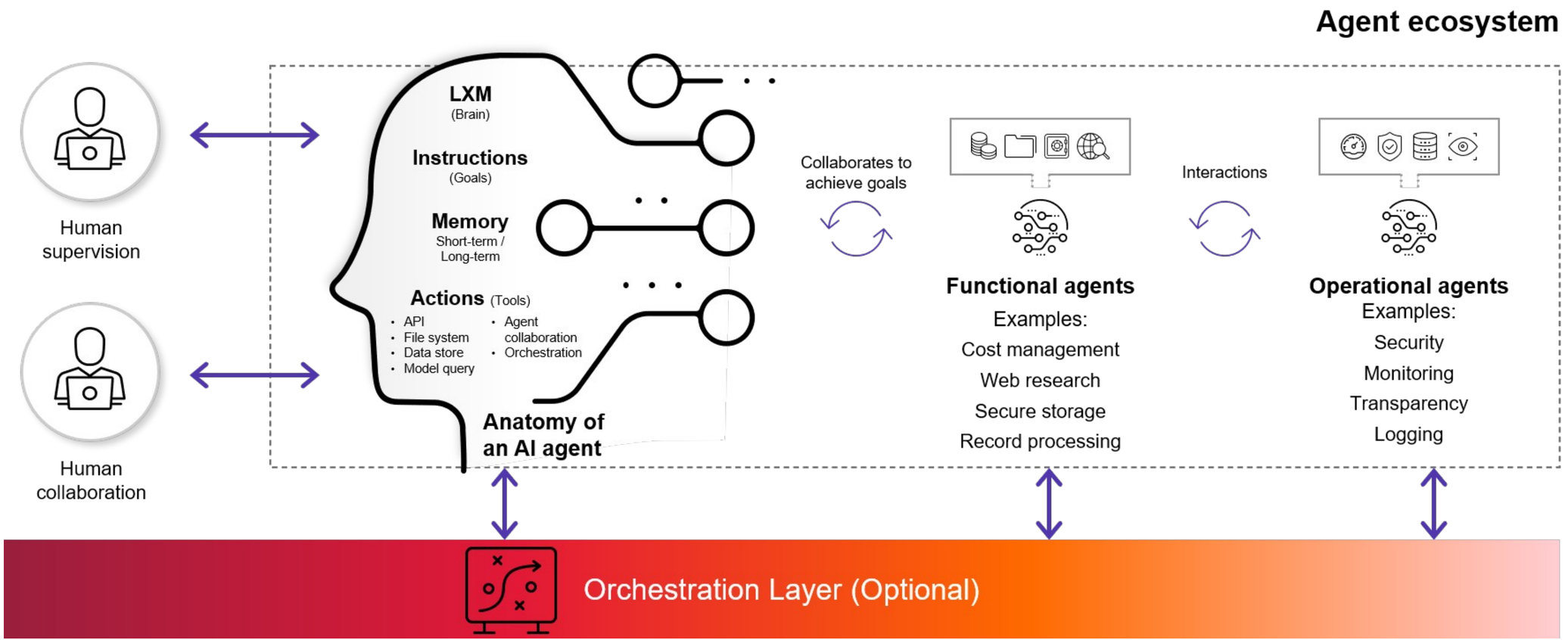
- Operational pattern analysis for improved service delivery
- Discover errors or fraud in financials
- Intelligent automation and robotis

★ 1990s

- Decision support, expert systems (triage, diagnostics, protocols)

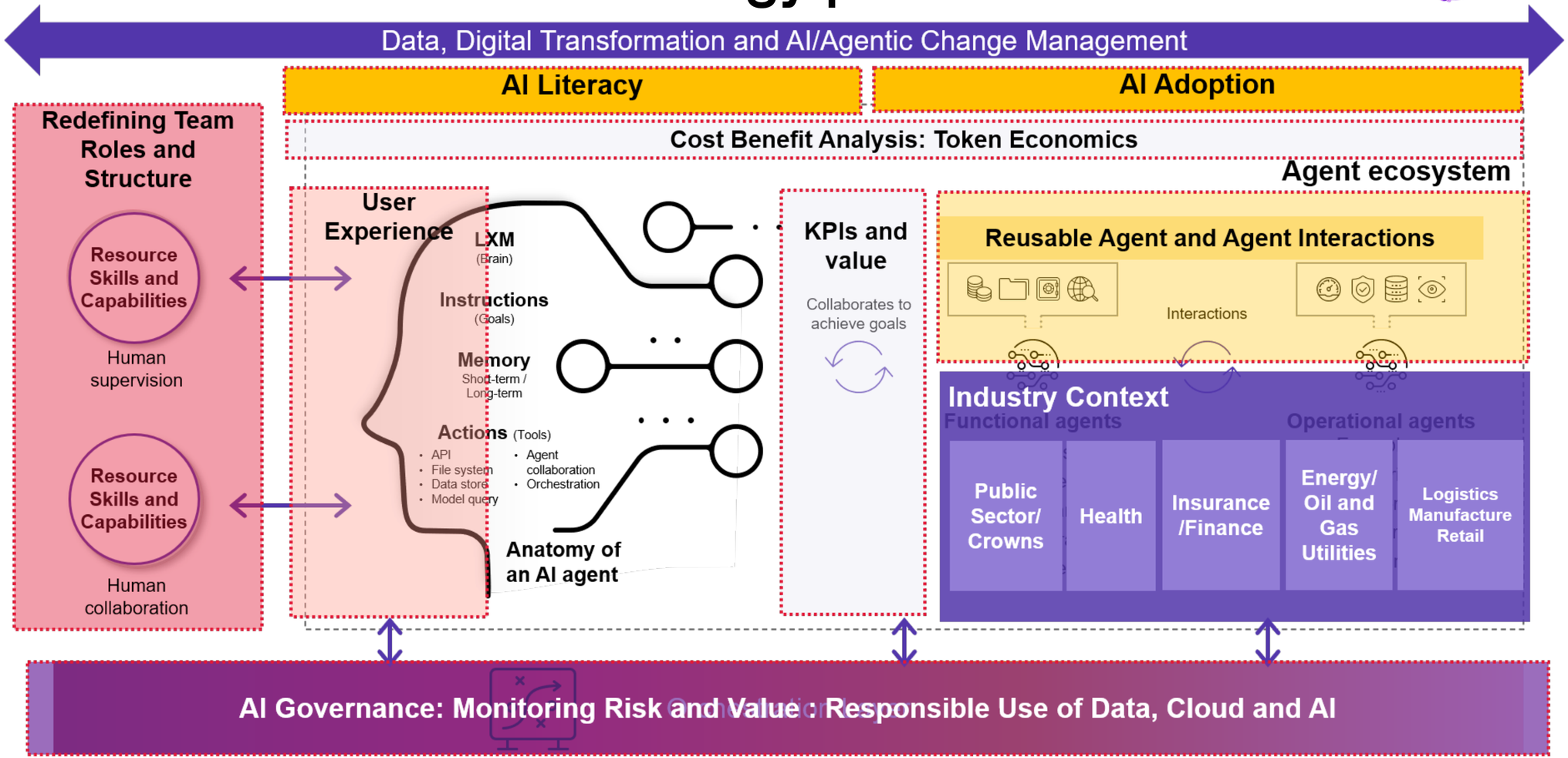
The shift in scalable AI: Human-Agent Partnership

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Value is not a technology problem

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Big tech and academia are fueling the AI hype cycle

CLAIM

20-30%

of code at Microsoft is AI-generated (Microsoft CEO)

REALITY

AI tooling is table stakes (92% of developers use AI tools) but additional investment and approach is needed to drive ROI—to avoid 41% higher code churn (for example)

CLAIM

88%

of agentic AI adopters see positive ROI; 39% of execs claim 10+ agents launched (Google)

REALITY

Many "agents" are not true agentic AI and many orgs are not early adopters. CGI believes human-agent ecosystems do help get more value out of GenAI but it's still early.

CLAIM

95%

of organizations are getting zero return on GenAI (MIT)

REALITY

Flawed methodology; generally true that scaling pilots to production is difficult but AI is more than GenAI. CGI demonstrates ROI in client implementations.

CLAIM

100%

of entire job categories will be replaced by AI (OpenAI)

REALITY

Some headcount reductions (i.e., customer support at Salesforce), but mixed messages. Anthropic CEO says 50% of entry-level white collar jobs could be eliminated; McKinsey hiring more entry-level.

Organizations will not realize value by just deploying tools – starting with a problem defines the intended value.

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The real risks with AI:

RISK 1

Bad Actors

Bad people doing bad things

Hostile exploitation of AI capabilities for automated cybercrime, deepfake fraud, and prompt injection attacks.

- Autonomous exploits
- Executive impersonation

Safeguard: Zero Trust & Model Defenses

RISK 2

Misunderstanding

Fear or overconfidence

Cognitive extremes distorting adoption: paralyzing dread freezing initiatives, or blind faith accepting unchecked outputs.

- Paralyzing alarmism
- Automation complacency

Safeguard: Calibrated AI Literacy

RISK 3

Misuse

Good people making errors

Unintended operational damage by trusted staff through data leaks, undetected hallucinations, and algorithmic bias.

- Confidential data leakage
- Unverified hallucinations

Safeguard: DLP & Human-in-the-Loop

RISK 4

Missed Opportunity

Missing AI for good

Strategic inertia and excessive caution causing loss of market relevance, employee burnout, and lost societal impact.

- Competitive displacement
- Forgone high-impact solutions

Safeguard: Prototyping & Sandboxes

True AI governance requires addressing defensive risks without succumbing to the fatal risk of inaction.

Responsible AI Acceleration

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Lessons learned from AI Leaders

Lesson:

Define the problem, value & scope AI into a measurable business processes

They are incorporating measurement into the workflow before deployment, not bolting a dashboard on afterward.

1

Lesson:

Don’t just automate old processes, reimagine & reengineer the outcome you want

They deconstructed and configured the pieces of workflows and change management.

2

Lesson:

Build-in right-sized governance. Give permission to innovate.

They didn't treat governance as compliance but built in responsible use and security as guardrails.

3

What they got right about applying AI across the organization.

For the majority, AI ambitions still outpace meaningful measurement and foundational readiness

Organizations are rapidly scaling GenAI and agentic AI, yet the gap between adoption and business value continues to widen.

86%

advancing agentic AI adoption

Organizations are moving beyond experimentation and IT-only use cases to proof of concepts or implementation, **with 62% embedding AI into core business and operational processes.**

ROI gaps

limiting scalable value

Only 51% quantify AI outcomes, while results from digital strategies are plateauing and business and IT model agility remain low.

Readiness

the key success factor

Organizational and foundational readiness through digital re-engineering are emerging as key enablers of digital strategy success, outweighing frontier AI ambition alone.

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What does value mean to you?

Decision Quality & Speed

- Faster, more consistent decisions
- Improved confidence and trust
- Reduced decision latency

Financial & Mission Impact

- Revenue growth or mission effectiveness
- Cost, loss, or risk reduction
- Improved outcome predictability

Platform & Architecture Efficiency

- Simplified data and AI platforms
- Reuse across domains and use cases
- Reduced technical debt

Delivery & Dry Run Efficiency

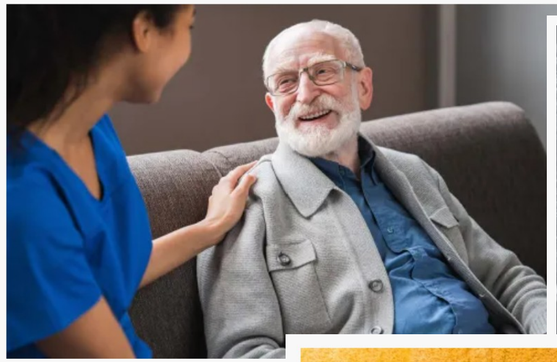
- Faster and more predictable delivery
- Stable and compliant operations
- Lower cost of governance and run

Intangible Value

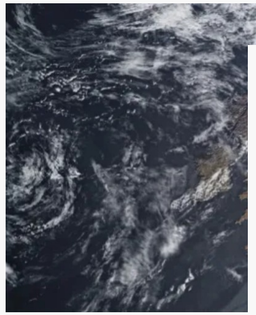
- Improved Health Outcomes
- Increased public safety
- Reduction in poverty
- Improved Life Balance
- Academic and education advancements
- Environmental impacts

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AI Value Unlimited Opportunities

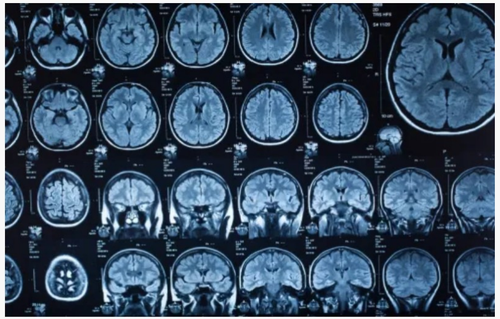


Improving the quality of ag





oruksverket's most ambitious AI



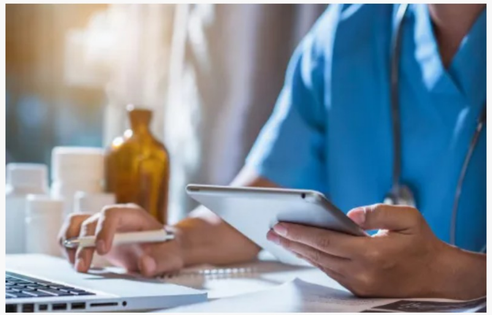
CGI AI Head Analysis uses AI to review CT scans and detect brain hemorrhages



Reimagining hospitals: How to create people-centered facilities through digitalization



Boneprox: Providing preventative health analysis based on artificial intelligence

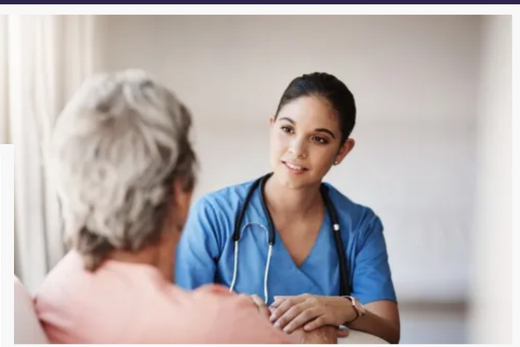


CGI and the University of Eastern Finland develop AI algorithms to recognize sleep apnea

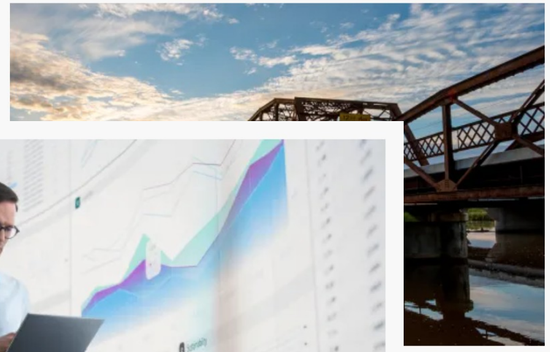


Article

Modernizing production systems to future of pharmaceuticals



GI develops new AI Assistant for OMNI360 to enable



ean Water Act



Rethinking incident management: From manual triage to AI-driven prioritization

THANK YOU

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“AI does not understand accountability, trust, culture, unwritten rules, ethical trade-offs or fairness, all of which shape reputational risk and ultimately drive revenue growth and profit margins.”

~Wealth Professionals Oct 2026