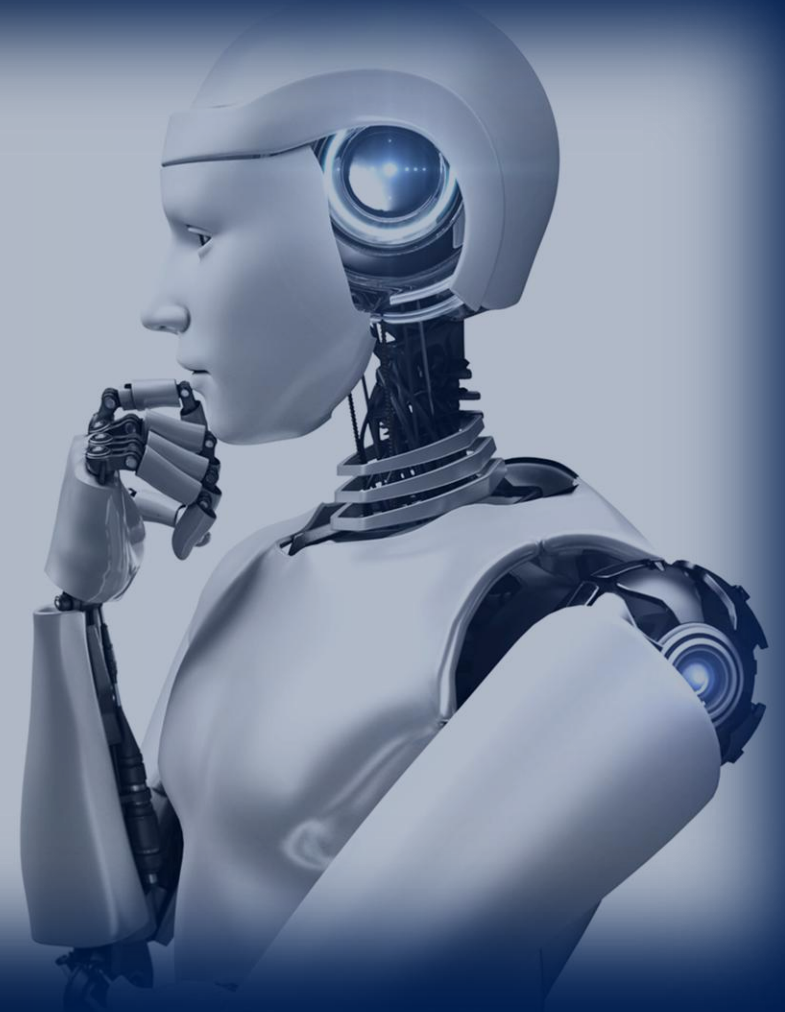


AI First Enterprise Statement of Work

Prepared for: Abbott Diabetes Care
April 7, 2026

Engagement Number: 660013885 | Version #2



Cover Letter

Michael:

Gartner, Inc. is pleased to provide Abbott Diabetes Care (ADC) with this proposal for Gartner Consulting services. We recognize the strategic importance of your AI First initiative, especially as ADC aims to stay in front of the AI expansion curve – being decisive in making the prudent workforce capabilities and compositional changes required to optimize the promise of AI efficiency.

This proposal outlines how Gartner will directly support ADC in its AI journey. Gartner will provide:

- Detailed and independent analysis to enable the optimal incorporation of AI into ADC value streams
- Actionable plans to accelerate the role of AI in driving operational efficiency and capacity
- Strategic insights to build sustainable AI competency within ADC's Cybersecurity and Compliance Department

Gartner Consulting leverages the power of Gartner's actionable and objective insight, combining it with custom analysis and on-the-ground support, to help client organizations such as ADC make faster, smarter decisions and achieve stronger performance on the organization's mission-critical priorities.

If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at brian.lin@gartner.com

Please let us know if you have any questions or would like to setup another call to review any additional scope modifications/requests. We thank you again for this opportunity and look forward to assisting ADC with this key initiative.

Sincerely,



Brian Lin
Managing Partner, Gartner Consulting

| | | |
|---|----------------------------|----|
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Contents



Executive Summary

Executive Summary

Our Understanding of Abbott Diabetes Care's (ADC) Business Need

- ADC's Cybersecurity and Compliance department wants to ensure that it has the appropriate plans in place to transform to meet the rapid changes that AI will bring to its workforce
- ADC's goal is to optimize the efficiency that AI brings to its operations by making the appropriate adjustments to its operations
- Ultimately, ADC would like to apply the successfully developed AI transformation concepts and new operating approach to its R&D functions

Gartner's Approach to Your Initiative

- Evaluate ADC's Cybersecurity and Compliance organization for the impacts that AI will have across the dimensions of workforce roles, capabilities and composition.
- Create an actionable roadmap – with clearly defined recommended initiatives that detail the changes that will be required for ADC Cybersecurity and Compliance to transform to meet the anticipated impacts of AI across the aforementioned dimensions.
- Leverage Gartner's research and analyst expertise to validate assumptions and accelerate outcomes.

Summary of Program Deliverables

- Operationally focused AI assessment
- Recommendations including phased roadmap and sequencing guidance.
- Executive summary synthesizing findings for leadership alignment and decision making

Key Outcomes

- Detailed and independent analysis to **enable informed decisions that reflects the systemic changes that AI brings**
- Actionable plans to **accelerate the role of AI in driving operational efficiency and capacity**
- Strategic insights to **build sustainable AI competency** within ADC's Cybersecurity and Compliance Department

Gartner's Perspective

Why Now? | AI Transformation requires intention to meet expectations

There is a massive disconnect between executive expectations and actual returns of AI Investments

AI Investment Is Increasing

84% of CIOs and technology executives indicate they are increasing funding for Generative AI in 2026 compared with 2025, with the mean percentage change of 37.9%

77% of CEOs believe they are entering a new business era and that AI will have the most significant impact on their industries over the next three years



Value Expectations Are High & Not Being Achieved

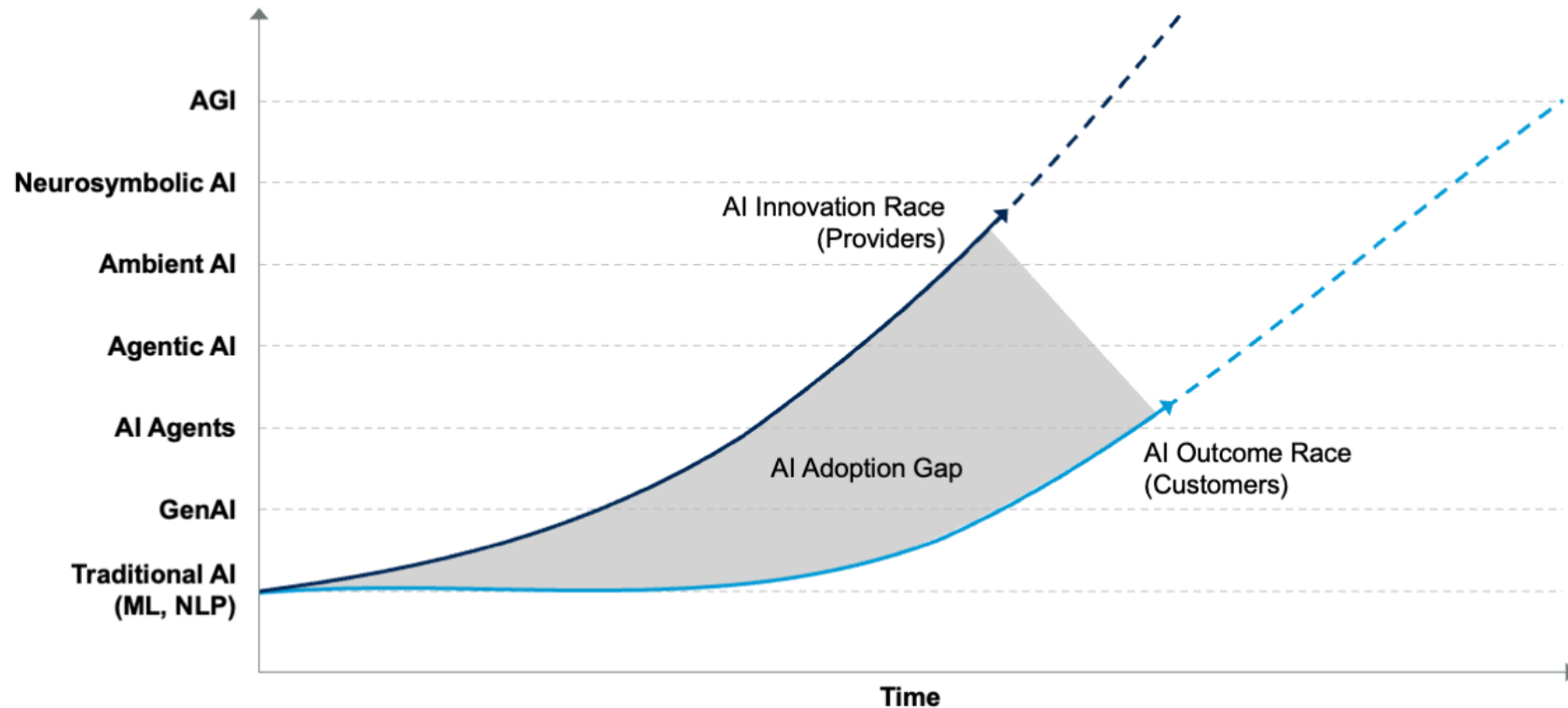
<30% of CEOs believe AI technology investments is exceeding expectations

81% of CIOs believe GenAI skill gaps impede their ability to meet 2025 objectives

63% of employees have not yet used GenAI tools in critical tasks

AI Adoption Gap is widening, as technology advances faster than employees' ability to use it effectively

The AI Adoption Gap



While organizations are investing heavily in AI-enabled tools, most are failing to realize meaningful business value

AI adoption consistently stalls due to four issues:

Risk and Compliance Concerns

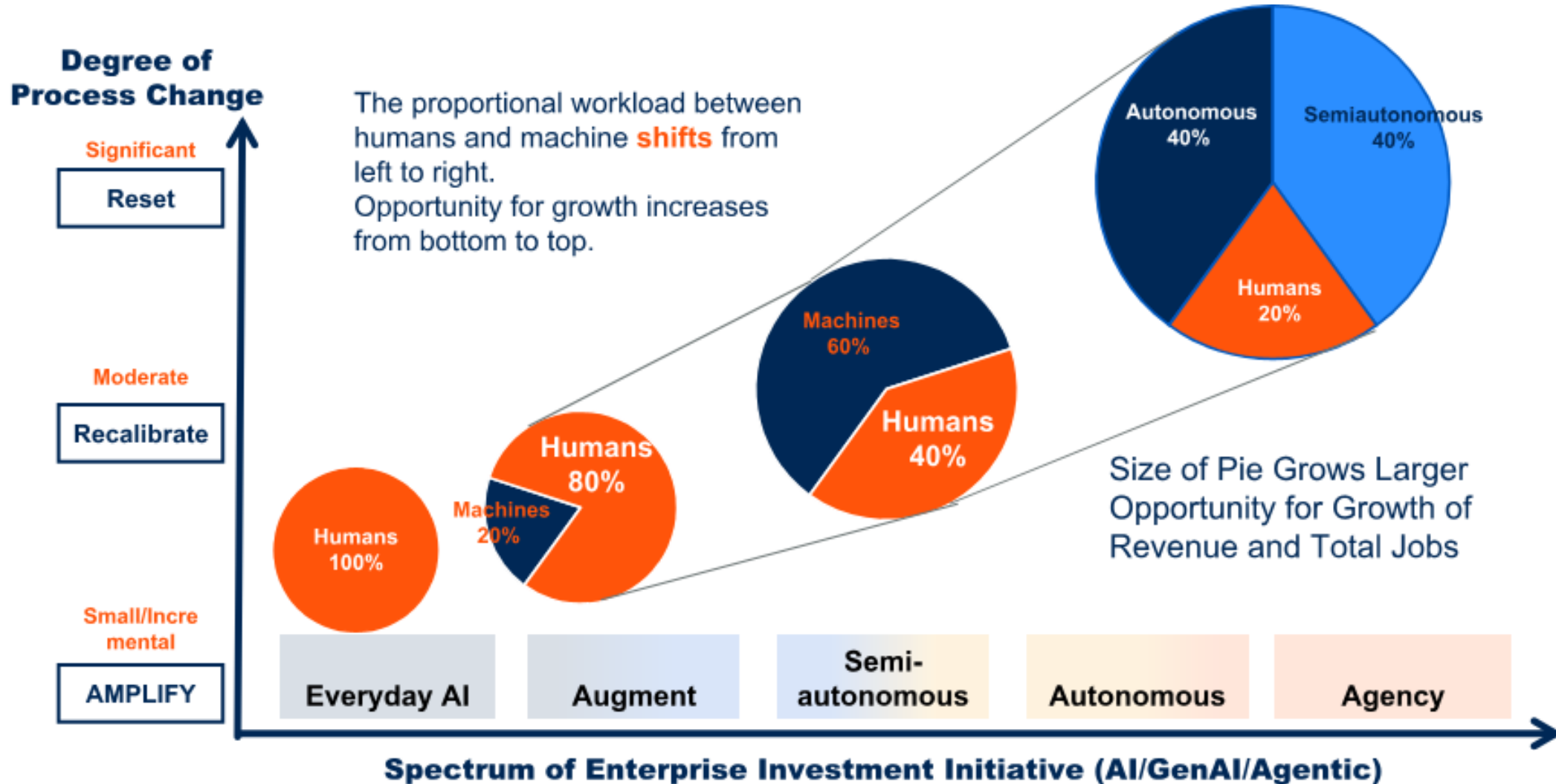
Data Readiness Challenges

Unclear Value Targets

Low AI Literacy and Skill Gaps

AI investments only pay off when employees know how to use them

The proposal workload between humans and machines will continue to shift as AI evolves

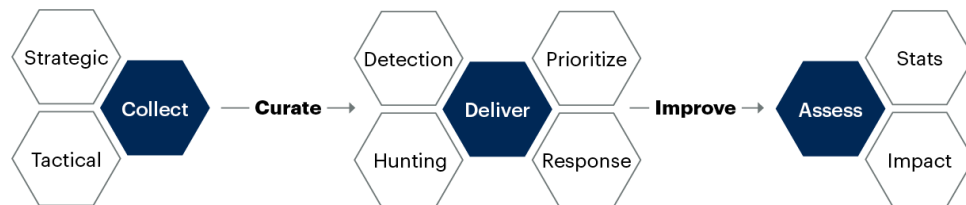


AI is revolutionizing critical Cybersecurity Functions

Key Observations

- Organizations struggle to gather and make sense of large amounts of threat data from many different sources, slowing down detection and response
- Cyber threat intelligence is hard to plug into existing security tools, which reduces its usefulness for making decisions
- Limited automation and a shortage of skilled staff make it difficult to validate and prioritize threat intelligence effectively

Guidance Framework for Using Threat Intelligence



Source: Gartner
805408_C

Gartner's Recommendation:

Close the Cyber Skills Gap with AI-Enabled Intelligence

- Use AI to **capture and formalize the knowledge** of senior threat analysts
- **Apply AI insights to train and upskill** junior analysts
- **Standardize and scale** critical threat intelligence processes across the organization
- Build a more consistent, **intelligence-driven security operations** program
- **Reduce knowledge gaps** and strengthen overall threat intelligence capabilities

Sources:

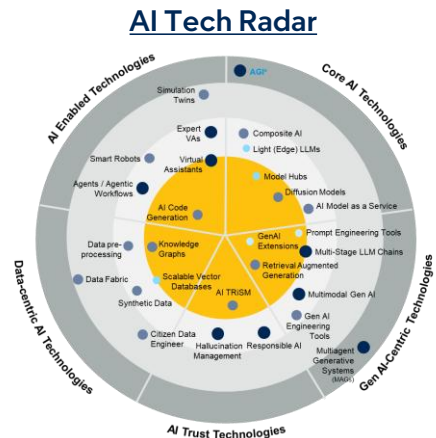
Gartner [AI Revolutionizes Threat Intelligence Collection Architecture](#)

Published 18 March 2026

So, how can you stay on top of the accelerating pace of change to understand how AI will impact jobs?

To answer this question, Gartner uses its Workforce Impact model. The model seeks to understand the future direction of the technology, capabilities, and impacts on use cases, users, and the business. It then takes this input and evaluates against specific job functions (from job descriptions) to understand how each role might be impacted by AI. The output is a “pattern” indicating whether this job is increasing or decreasing in demand, and also whether the work patterns for this job are remaining static or evolving to adapt with the technology. This is shown below.

- 1 The Gartner Tech Radar for AI provides ‘headlights’ into key technology and market evolution to inform workforce impacts in the coming years.
- 2 Review of where you are focused (use cases) and whom this impacts internally (job family/role/function) provides you the starting point.
- 3 We then map a job function to Gartner’s Workforce Impact model to create a picture of the future of that job. This is augmented with commentary on key impacts and decisions.



Use Cases

GenAI Use-Case Scorecard for Manufacturing

| Use Case | Increased Revenue | Increased Efficiency | Managed Risk | Nonvariable Value | Technical Feasibility | Internal Readiness | External Readiness |
|----------------------------------|-------------------|----------------------|--------------|-------------------|-----------------------|--------------------|--------------------|
| AI Data Insights | 3.5 | 3.5 | 3.5 | N/A | 3.5 | 3.5 | 3.5 |
| AI Image Generation | 3 | 3.5 | 3.5 | 2 | 4 | 4 | 3.5 |
| Materials Processing Efficiency | N/A | 4 | 3 | 4 | 2.5 | 3.5 | 3 |
| Avatar Generation | 3.5 | N/A | 3.5 | N/A | 3.5 | 3 | 4 |
| Quoted Shipping Cost Delivery | 2.5 | 2.5 | 3.5 | N/A | 3.5 | 3 | 4 |
| Generational Design Optimization | 3.5 | 3 | 2.5 | 3 | 3 | 2.5 | 4 |
| Virtual Equipment Maintenance | N/A | 4 | 3 | 4 | 2 | 2.5 | 3 |
| Virtual Asset Effectiveness | N/A | 4 | 3 | 3 | 2 | 2.5 | 3 |
| Design-to-Make Knowledge | 3 | 2 | 2.5 | 3.5 | 3 | 2.5 | 3 |
| Product Development | 2.5 | 3 | 2.5 | 3 | 2.5 | 3 | 3 |
| Controlled Machine Maintenance | N/A | 4 | 2 | 3 | 2 | 2.5 | 3 |
| Product Quality | 2.5 | 3 | 2.5 | 3 | 2.5 | 3 | 3 |
| Workforce Training | N/A | 3 | 2.5 | 2 | 2 | 2.5 | 4 |
| Software Development | N/A | 3 | 2.5 | 2 | 3 | 2.5 | 3 |
| Synthetic Data for AI | 3 | 3 | 2 | 4 | 3 | 2 | 2 |
| Visual Quality | N/A | 2 | 2.5 | 2 | 3.5 | 3.5 | 4 |
| Robots for Hazardous Conditions | N/A | 2 | 2.5 | 3 | 2.5 | 2 | 3 |
| On-Demand Operations | N/A | 2 | 2 | 3 | 2 | 2.5 | 3 |
| Supply Chain Optimization | N/A | 3.5 | 1.5 | 3 | 2 | 2 | 2 |
| Workforce Self-Service | N/A | 2 | 3 | 1 | 3 | 2.5 | 2 |
| Customer Self-Service | 2 | 2.5 | 2.5 | 1 | 2.5 | 2.5 | 2 |

Job Families

Data Architect

General Information

Responsible for designing, creating, and managing an organization's data architecture. This role is critical in establishing a solid foundation for data management within an organization, ensuring that data is organized, accessible, secure, and aligned with business objectives. The data architect designs warehouses, the systems and databases, and defines how data will be collected and reported.

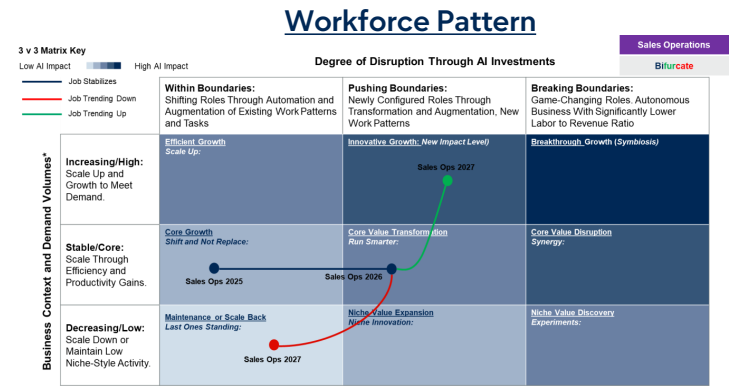
Responsibilities

- Interprets and delivers impactful strategic plans improving data integration, data quality, and

Technical Writer

Responsibilities

- Contribute to building a high-performing department that delivers best in class content and messaging as the "eyes flared"
- Core member of the "eyes flared"
- Interested, timely and quality content...
- Contribute to the development of integrated strategies and plans, initiatives and programs, to ensure content and messaging...
- Contribute to effectively aligning business and corporate communications content and messaging with investor relations, financial, corporate image, reputation...
- Manage the aggregation and appropriate "balance" of key corporate and business content and messaging to ensure...
- Partners with the Manager, Employee Portal, on content publishing, management and new reviews.



Emerging Tech Impact Radar: AI Cybersecurity Ecosystem

Gartner identified four central themes across 18 emerging technologies and trends for the first Impact Radar for the AI cybersecurity ecosystem

1 Securing AI (AI Engineering)

Securing the AI engineering pipeline is a holistic approach guided by AI governance, which has expanded from simple inventorying to actively overseeing critical implementation elements.

Applied AI is modernizing cybersecurity by using synthetic data and intelligent simulations to safely scale attack testing, while generative AI assistants powered by specialized models automate tasks, summarize threats, and recommend fixes—together improving the speed, accuracy, and efficiency of defenses.

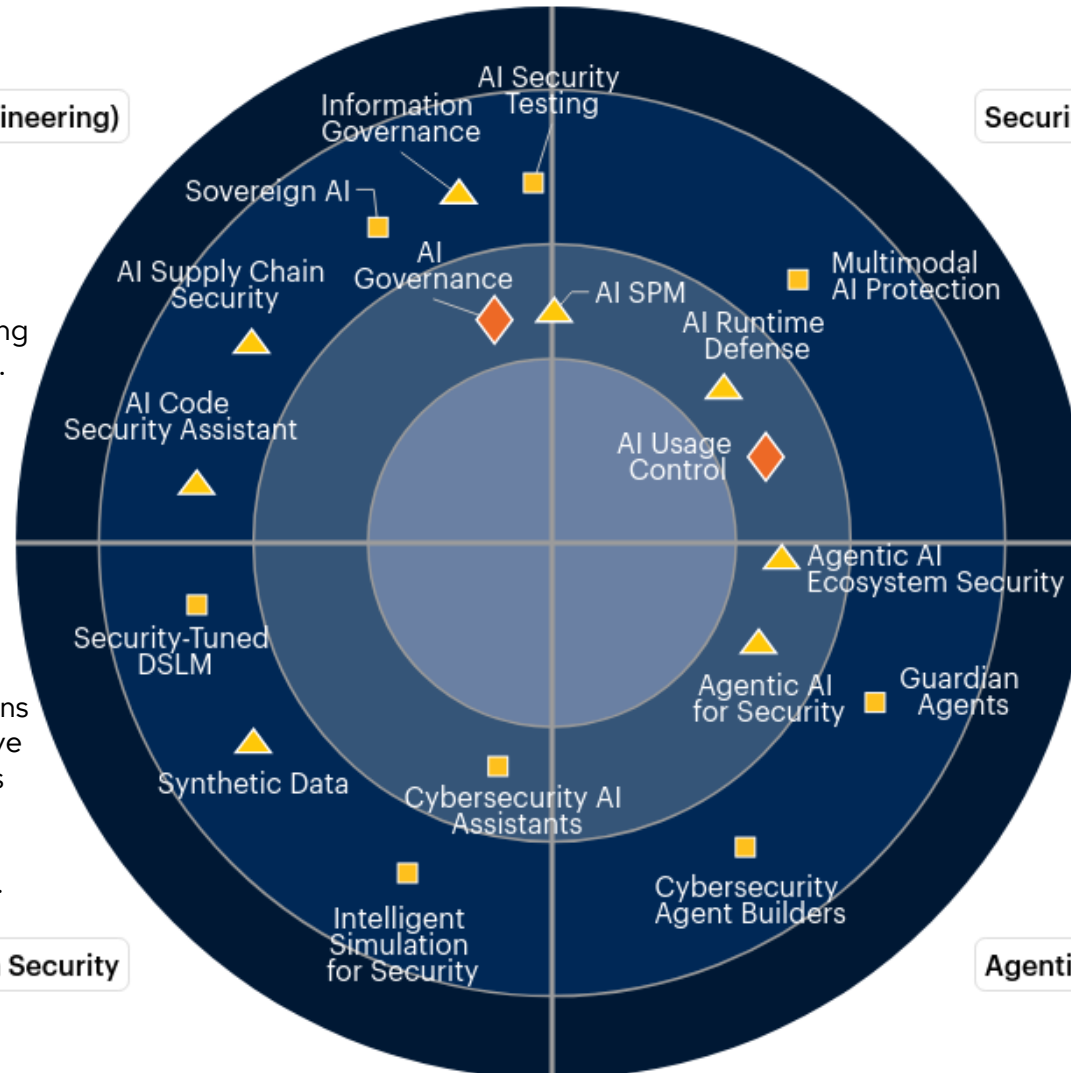
3 Applied AI in Security

2 Securing AI (Runtime)

Securing AI at runtime addresses a broad range of implementations spanning AI controlled by an organization, including built AI and blended AI approaches (e.g., DSLM and hosting AI models), embedded AI within an application (e.g., Microsoft Copilot, prebuilt agents) or consumed as an external service (e.g., ChatGPT, Google Gemini).

4 Agentic AI

AI assistants are becoming a critical step toward greater cybersecurity automation, with agentic AI widely applied across security domains—especially SOCs—and increasingly governed by guardian and orchestrator agents to ensure the growing ecosystem of security agents remains effective, secure, and trustworthy.



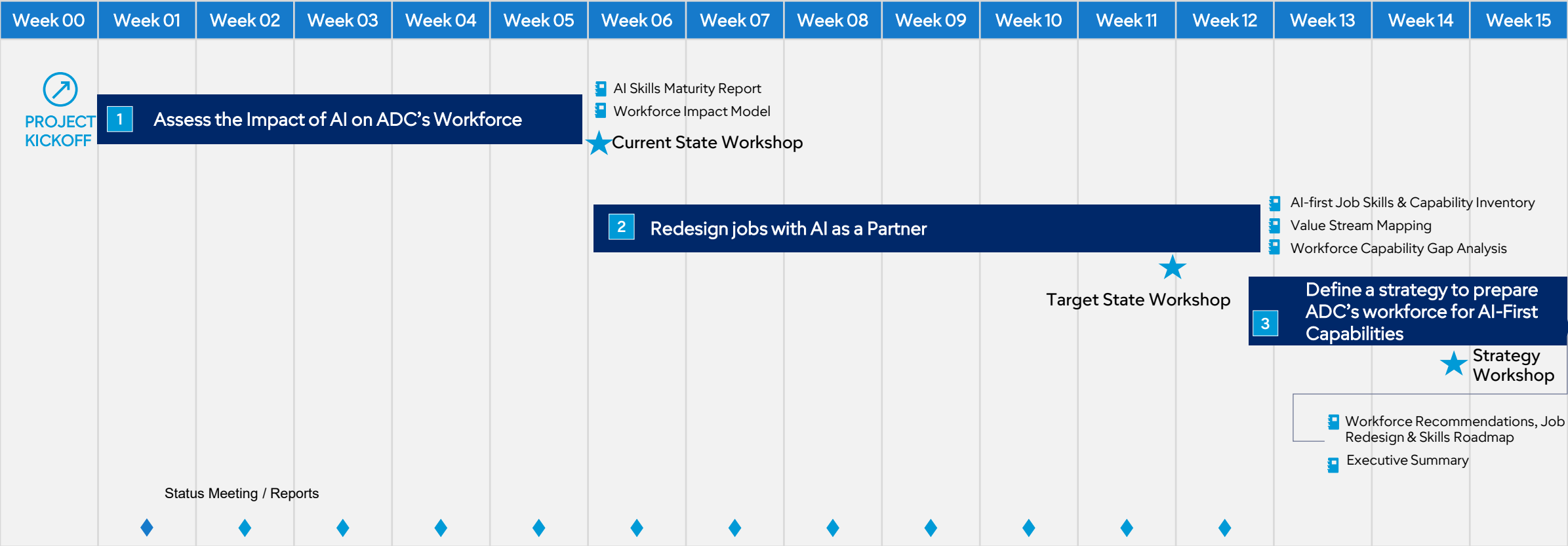
- Range**
- Now (0 to 1 Year)
 - 1 to 3 Years
 - 3 to 6 Years
 - 6 to 8 Years
- Mass**
- Low
 - Medium
 - ▲ High
 - ◆ Very High

Statement of Work

Program Approach: Gartner proposes a 15-week program to develop an AI-First workforce strategy for ADC Cybersecurity & Compliance

| Step 0: Project Initiation & Kickoff | Step 1: Assess the Impact of AI on ADC's Workforce | Step 2: Redesign Jobs with AI as a Partner | Step 3: Define a strategy to prepare ADC's workforce for AI-First Capabilities |
|---|--|---|---|
| Activities | | | |
| <ul style="list-style-type: none"> Confirm understanding of the engagement objectives, scope, schedule, and milestones, roles, responsibilities Establish project management cadence and identify participants Discuss anticipated risks and mitigation plans Develop optimized interview schedule using strategic grouping of stakeholders | <ul style="list-style-type: none"> Develop ADC Cybersecurity & Compliance Tech Radar to identify business-specific trends that may impact people, processes, and technology Review trends against ADC's strategy (e.g., technology, talent) to identify areas of impact and opportunity Evaluate ADC's current AI skills maturity to establish baselines, understand effort, and focus areas Map ADC job functions to Gartner's Workforce Impact Model to create a perspective on the future of ADC C&C job families | <ul style="list-style-type: none"> Conduct value stream mapping for critical security and compliance workflows (Level 1 mapping) Analyze value streams for human and AI task distribution Identify functional requirements in future state workflows (e.g., job families, roles, technology) Develop AI-First Job Skills & Capabilities inventory for workforce Understand current workforce capabilities to conduct gap analysis against target state Identify key decisions and change options for C&C organization | <ul style="list-style-type: none"> Develop a roadmap to redesign roles and upskill/reskill job families for the target organization Identify critical implications and suggested approach for incorporating AI into workflows Create high-level change management recommendations and executive storyline to implement critical organizational changes |
| Deliverables | | | |
| <ul style="list-style-type: none"> Stakeholder interview list Workshop schedule Project Schedule | <ul style="list-style-type: none"> AI Skills Maturity Report Workforce Impact Model Current State Workshop | <ul style="list-style-type: none"> AI-first Job Skills & Capability Inventory Value Chain Mapping Workforce Capability Gap Analysis Target State Workshop | <ul style="list-style-type: none"> Workforce Recommendations, Job Redesign & Skills Roadmap Strategy Workshop Executive Summary |

Illustrative Program Timeline



★ = Workshops / Readouts

📄 = Client Deliverable

▲ = Weekly Status Calls/Reports

Step 0: Project Preparation

Objective

Confirm understanding of the engagement objectives, scope, schedule, and milestones, roles, responsibilities

Activities Performed by Gartner

- Confirm understanding of the engagement objectives, scope, schedule, and milestones, roles, responsibilities
- Establish project management cadence and identify participants
- Discuss anticipated risks and mitigation plans
- Develop optimized interview schedule using strategic grouping of stakeholders

ADC Responsibilities

- Schedule kickoff and ensure attendance by Project Sponsor, Project Manager and other key stakeholders
- Take part in Q&A sessions with Gartner Project Team.

Deliverable(s)

- Stakeholder interview list
- Workshop schedule
- Project Schedule

Time Frame

- ~ 2 weeks

ADC Participants

- Sponsor
- Stakeholders
- Project Manager

Document Request List

Note: Please do not create any new documents if not available.

Enterprise & Functional Strategy Inputs

Purpose: Ground the Tech Radar, AI impact assessment, and workforce implications.

- Cybersecurity & Compliance (C&C) strategy, operating model, and objectives
- Enterprise digital, data, and AI strategy (if available)
- Cybersecurity technology roadmap and investment priorities
- Risk, compliance, and regulatory strategy documentation

Workforce, Organization & Job Architecture

Purpose: Input to the Workforce Impact Model, job family analysis, and job redesign roadmap.

- Current Cybersecurity & Compliance org charts
- Job family definitions and role taxonomies
- Job description overviews for each C&C job family
- Current FTE counts by role or job family (where available)
- Role competency models or skills frameworks (if existing)
- Workforce planning or capacity planning documentation

Technology, Architecture & Tooling

Purpose: Inform the Tech Radar and AI maturity assessment.

- Current cybersecurity and compliance technology stack inventory
- AI-enabled tools currently in use (e.g., Copilot, analytics platforms, automation tools)
- Data platforms, integrations, and architecture diagrams
- Security tooling architecture (SOC, threat intelligence, GRC, AppSec, DevOps security)
- Vendor roadmaps or planned technology changes (if available)

Step 1: Assess the Impact of AI on ADC's Workforce

Objective

Provide a clear, evidence-based view of how AI will impact ADC's cybersecurity and compliance workforce to inform future talent and technology decisions

Activities Performed by Gartner

- Develop ADC Cybersecurity & Compliance Tech Radar to identify business-specific trends that may impact people, processes, and technology
- Review trends against ADC's strategy (e.g., technology, talent) to identify areas of impact and opportunity
- Evaluate ADC's current AI Skills to establish baselines, understand effort, and focus areas
- Map ADC job functions to Gartner's Workforce Impact Model to create a perspective on the future of ADC C&C job families

ADC Responsibilities & Inputs

- Schedule kickoff, interviews (discovery and AI maturity), and workshops and ensure attendance by Project Sponsor, Project Manager and other key stakeholders (the Current State Workshop at the end of this Step can be held either in person at an agreed upon ADC location or remotely – whichever is deemed most advantageous)
- Provide ADC documentation and information requests in a timeline manner
 - Cybersecurity & Compliance technology strategy and architecture
 - Job Family Data (e.g., Job Description Overviews, Resource Levels) for each group: Cybersecurity (including: Threat Intel, Cybersecurity Compliance, Cybersecurity Design, Cybersecurity Engineering, Cybersecurity Operations, Non-Product DevOPS), AppOps, Design Contols, and PMO

Deliverables

- AI Skills Maturity Report
- Workforce Impact Model (for each ADC C&C Job Family)
- Current State Workshop to review AI Maturity Assessment and Workforce Impact Models

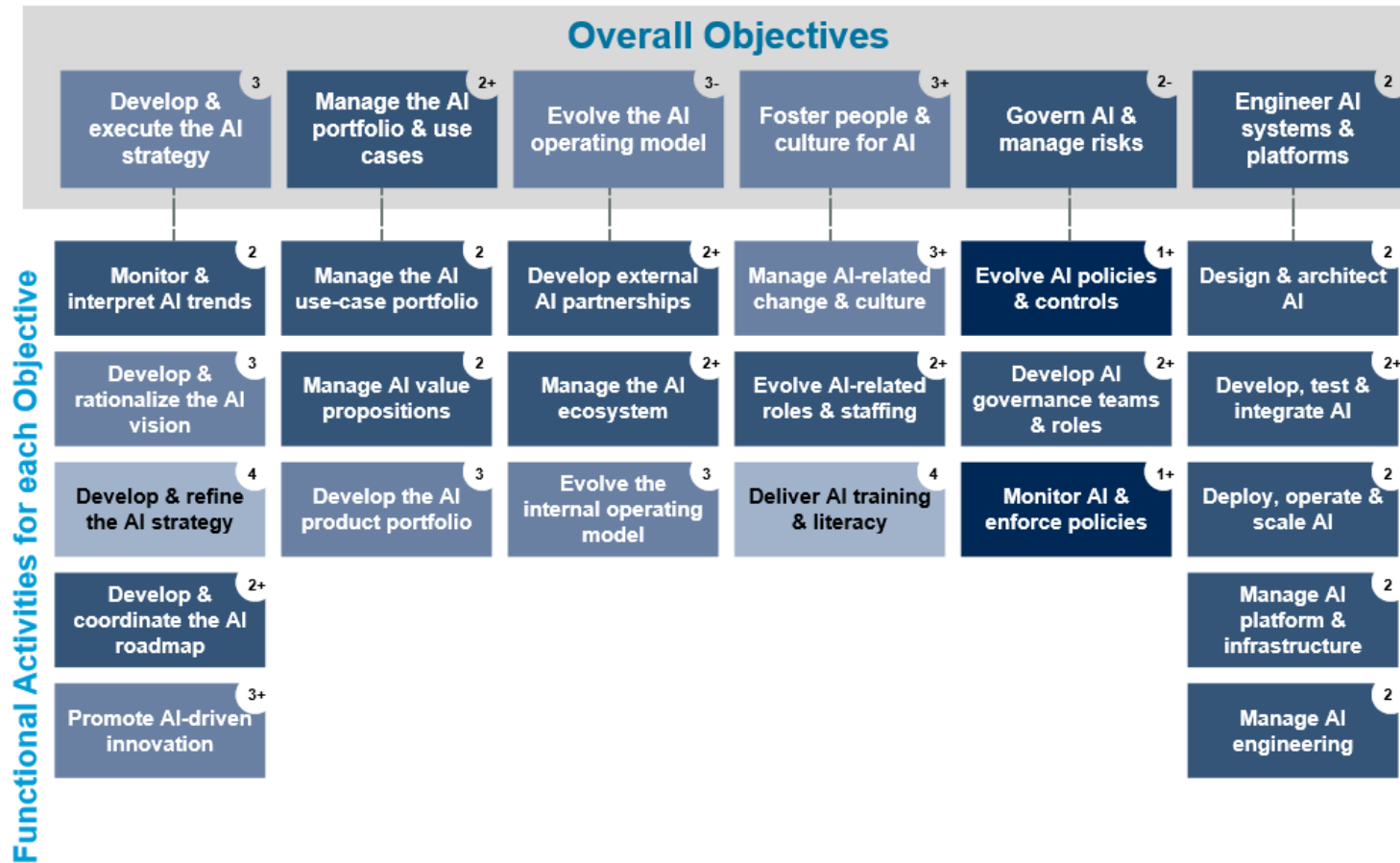
Time Frame

- Weeks 1-5

ADC Participants

- Sponsor
- Stakeholders
- Project Manager

ADC's AI Capabilities will be assessed to determine readiness for organizational change and process transformation

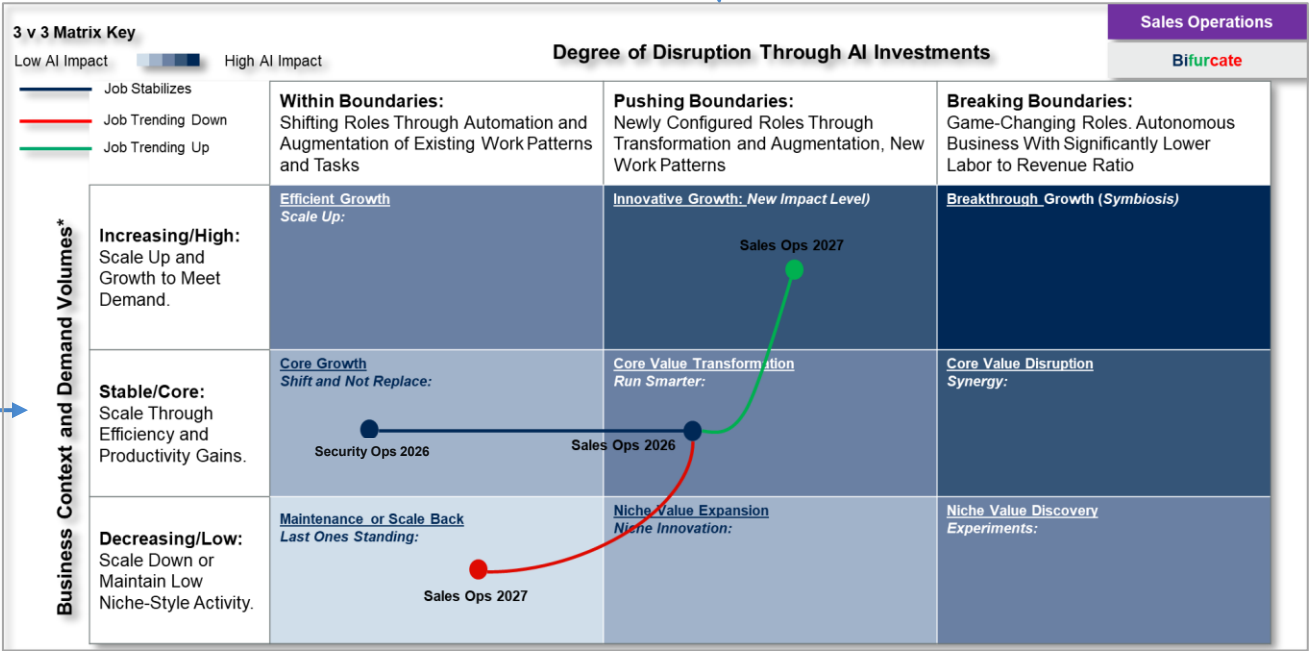


Maturity Levels 1 2 3 4 5 Out of Scope

Example Content for Illustrative Purposes

Gartner will use the AI Workforce Model to assess the impact of AI on ADC's Cybersecurity & Compliance job families

How the anticipated use case impacts # of FTEs required



How AI is impacting job roles – from no change to significant change in role




Job Function Evaluation Patterns

| | | | | | |
|-----------------------|--|--|------------------|---|--|
| Minimal Impact | The job family/function may evolve its role but demand for the role remains consistent/stable. | | Bifurcate | The job family/function experiences a bifurcation, with aspects of the job decreasing in demand while others increase in demand. This fundamentally changes the nature of the job function. | |
| Trending Up | The job family/function will experience change over time and see a net increase in demand. | | Obsolete | The job family/function becomes replaced by AI in the time horizon due to the proliferation of accessibility for core capabilities to users of GenAI. | |
| Trending Down | The job family/function will experience change over time and see a net decrease in demand. | | Net New | A net-new job family/function is required as a result of GenAI that did not previously exist. | |

The Workforce Impact Model will qualify the impact of AI on ADC's workers and business

- Step 0
- Step 1
- Step 2
- Step 3

Sales Operations
Bifurcate

| Year | Change in Technology | User Impact | Business Impact |
|--|--|---|--|
|  <p>2025</p> | <p>Daily workflow augmentation via data generation, auto-population</p> <p>(e.g., AI Seller Assistant Tips & Next Best Actions)</p> | <ul style="list-style-type: none"> • Customized and more intelligent early-stage buyer interactions | <ul style="list-style-type: none"> • Cleaner and more impactful customer & operational data (e.g., CRM inputs) • More accurate business intelligence (e.g., forecasting, pipeline) |
|  <p>2026</p> | <p>Capability enhancements will drive AI Agents into the sales workflow</p> <p>(e.g., Auto-Gen of RFP responses, Hyper-Personalization of prospect responses – many vendors jumping into this space)</p> | <ul style="list-style-type: none"> • Quicker response rates • Hyper personalized customer engagement • Enhanced buyer experience | <ul style="list-style-type: none"> • Accelerated sales cycles (path to close) • Greater Customer Satisfaction • Increased Brand Loyalty |
|  <p>2027</p> | <p>Revenue Intelligence and Sales Engagement will begin to merge into the Seller Assistant space</p> | <ul style="list-style-type: none"> • Increased focus on Go-to-Market and Account Development tasks through the effective orchestration of AI Agents | <ul style="list-style-type: none"> • Potential Headcount Impact • Enhanced Account Penetration • Increased Sales Team Morale & Engagement |

Example Content for Illustrative Purposes

Key Actions will be identified to inform ADC's Job Family Redesign and Workforce Roadmap

| |
|---------------|
| Step 0 |
| Step 1 |
| Step 2 |
| Step 3 |

Year

Key Actions



2025

- Define the specific tasks the AI will augment (or automate) and pursue POCs and Pilots that enable this (frequently named as “AI assistants”).
- Define the build/buy/hybrid approach to implementing the POCs and Pilots (typically build for experiment and then evaluate vendors for scale – this is an active space with many market players).
- Monitor the impact to the role on productivity and ability to offload work to the AI.



2026

- Continue with upskilling so that associates are fully fluent in using the AI assistants and are able to maximize the productivity impact.
- Update job descriptions that focus more on the new work patterns required of the Sales Operations role and get ahead of the expected demand impacts in 2027 by **reducing hiring of entry-level roles** and **increasing hiring for more seasoned sales roles** who can thrive with the changing responsibilities.



2027

- Continue upskilling, focused on new work patterns that require more client face-time.
- Plan for significant reduction in Sales Ops entry-level roles, as the tasks performed by these associates will have largely been taken on by AI.
- Plan for increase in Sales Ops senior roles (or those requiring client face-time), as they will begin to merge with more traditional client-facing Sales roles.

Step 2: Redesign Jobs with AI as a Partner

Objective

Optimize the Cybersecurity & Compliance organization by redesigning targeted workflows for AI-human collaboration to support a future-ready workforce strategy.

Activities Performed by Gartner

- Conduct value stream mapping for critical security and compliance workflows (Level 1 mapping)
- Analyze value streams for human and AI task distribution
- Identify functional requirements in future state workflows (e.g., job families, roles, technology)
- Develop AI-First Job Skills & Capabilities inventory for workforce
- Understand current workforce capabilities to conduct gap analysis against target state
- Identify key decisions and change options for Cybersecurity organization

ADC Responsibilities & Inputs

- Select C&C job families (up to 8) for AI-First skills and inventory analysis
- Identify/confirm value streams (up to 8 across selected Job Families) for detailed discovery and analysis
- Identify key participants to support value stream discovery activities: interviews and documentation
- Provide access to C&C and/or Job Family leadership to assess existing workforce capabilities to support gap analysis (Current → AI-First Target)
- Schedule workshop(s) and ensure attendance by Project Sponsor, Project Manager and other key stakeholders. Ideally, the Target State Workshop at the end of this step will be held in person at an agreed upon ADC location.

Deliverables

- AI-First Job Skills & Capability Inventory
- Value Chain Mapping
- Workforce Capability Gap Analysis
- Target State Workshop

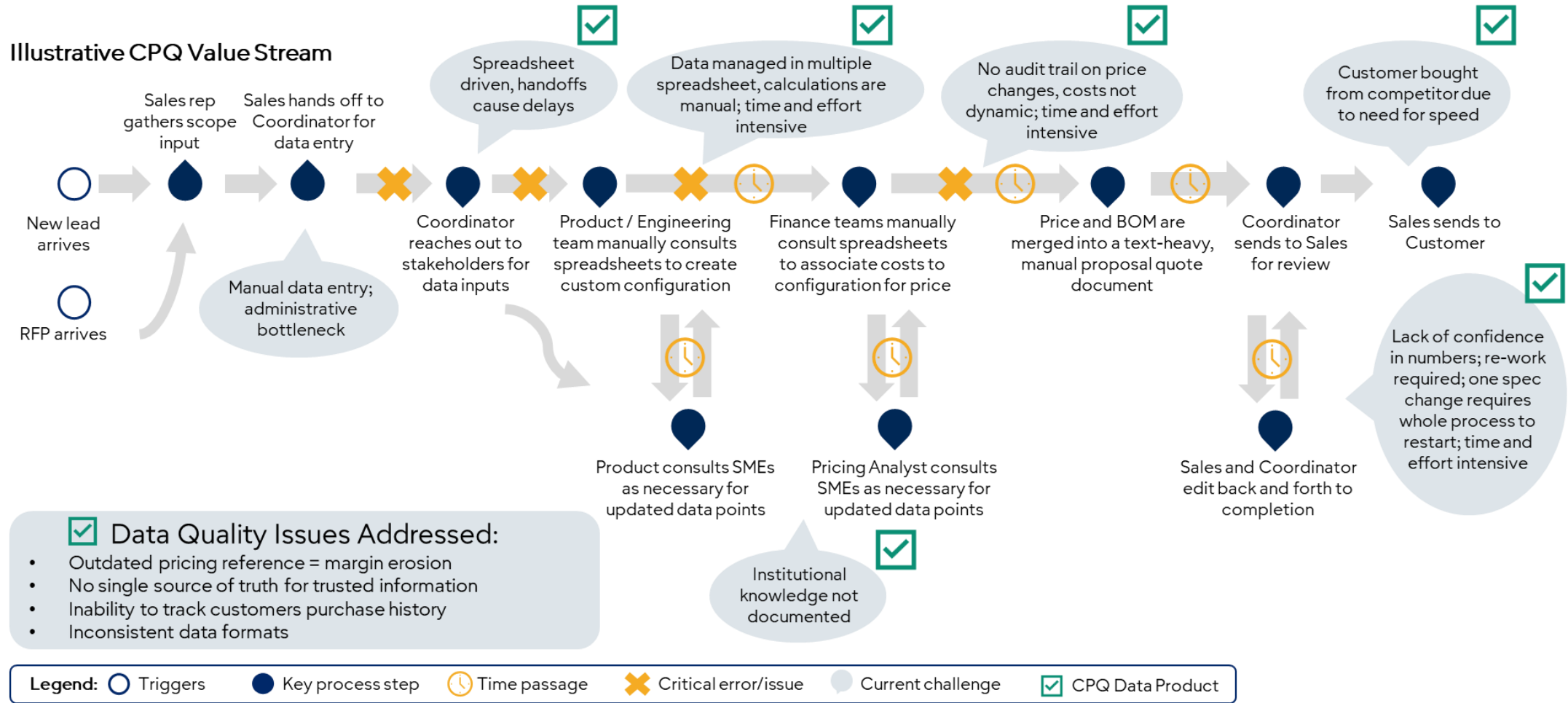
Time Frame

- Weeks 6-12

ADC Participants

- Sponsor & Stakeholders
- C&C Leadership
- Value Stream SMEs
- Project Manager

Value Streams will be developed for key process areas to assess workflow and identify opportunities for AI augmentation



- ✓ Data Quality Issues Addressed:
- Outdated pricing reference = margin erosion
 - No single source of truth for trusted information
 - Inability to track customers purchase history
 - Inconsistent data formats

Example Content for Illustrative Purposes

Gartner will develop an AI-First Skills & Capabilities inventory for Cybersecurity & Compliance Job Families

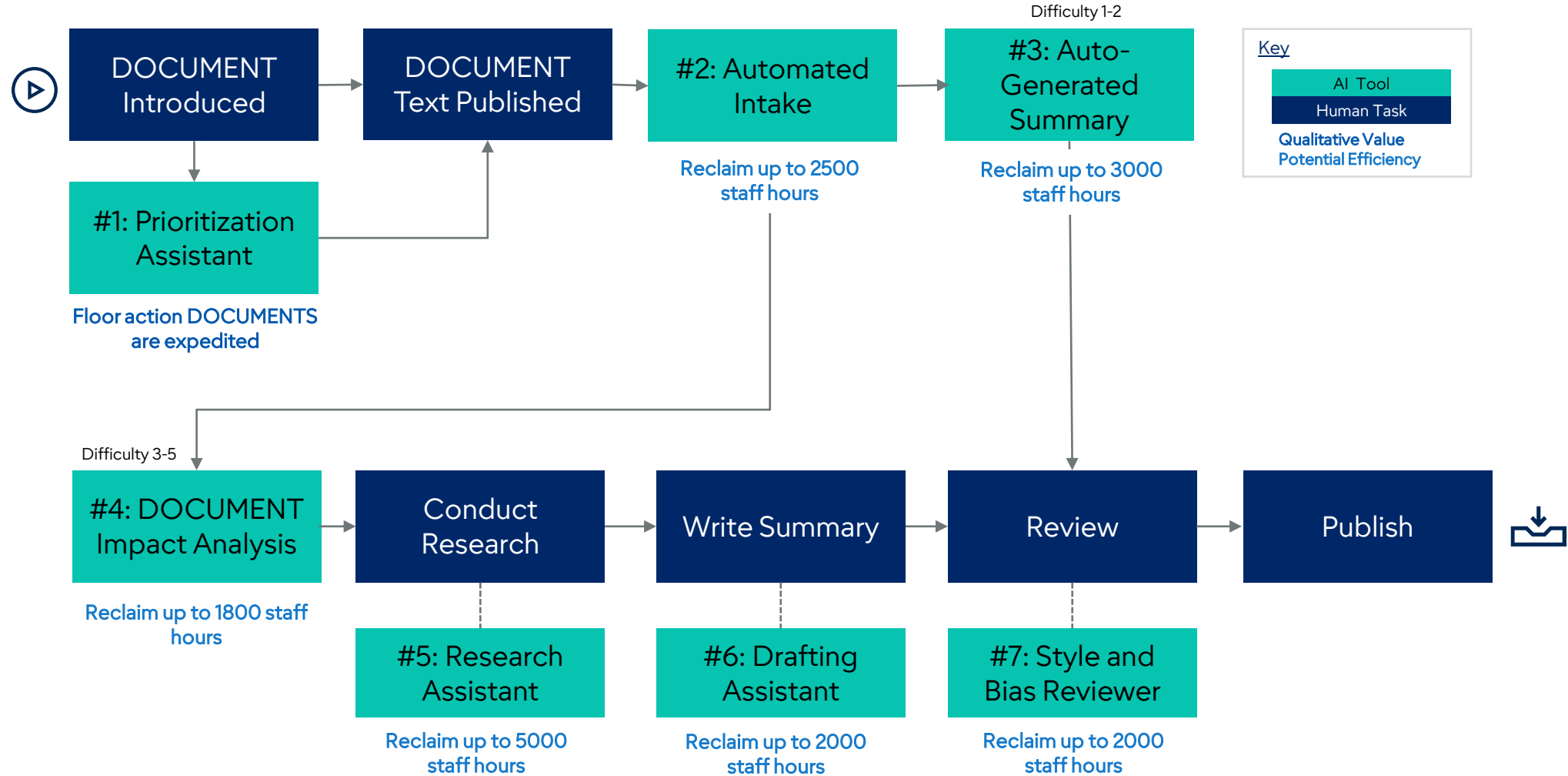
| KNOWLEDGE | | | | | TECHNICAL SKILLS | | | | | ABILITIES | | | | |
|--|------------|----------|-------------|------------|--|------------|----------|-------------|------------|---|------------|----------|-------------|------------|
| | Compliance | Design | Engineering | Operations | | Compliance | Design | Engineering | Operations | | Compliance | Design | Engineering | Operations |
| Knowledge of AI-assisted security platforms for detection, response, and investigation | Learning | Applying | Expert | Expert | AI-assisted Security Platforms | Applying | Applying | Leading | Expert | Ability to prioritize incidents faster using AI-assisted insights. | Learning | Applying | Expert | Expert |
| Knowledge of AI-enabled security use cases (e.g., threat detection, alert triage, phishing detection, UEBA) | Learning | Applying | Leading | Expert | AI-generated Alerts, Scores, Recommendation Interpretation | Learning | Applying | Leading | Expert | Ability to critically assess AI outputs and challenge incorrect or risky conclusions | Learning | Applying | Expert | Expert |
| Knowledge of AI-driven security tooling (SIEM/SOAR with AI, EDR/XDR, CNAPP, DLP enhancement) | Learning | Applying | Expert | Expert | Automation and orchestration (SOAR) | Learning | Applying | Leading | Expert | Ability to explain AI-driven findings to technical and business leaders | Learning | Applying | Leading | Expert |
| Knowledge of the development and implementation of security strategies, policies and procedures. | Learning | Applying | Expert | Expert | Security Control Framework(s) i.e. ISO | Learning | Applying | Leading | Expert | Ability to identify where AI adds value vs. where human judgment is required | Learning | Applying | Leading | Expert |
| Knowledge of firewalls and encryption to identify potential weaknesses and implement measures. | Learning | Applying | Expert | Expert | Control Documentation Rigor | Learning | Applying | Leading | Expert | Ability to work comfortably in a fast-paced environment. | Learning | Applying | Leading | Leading |
| Knowledge of enterprise information security systems and implementation. | Learning | Applying | Leading | Expert | Threat and Vulnerability Management | Learning | Applying | Leading | Expert | Ability to continuously learn and adapt, fostering a growth mindset. | Learning | Applying | Leading | Leading |
| Knowledge of security controls, conceptual models, and frameworks to monitor security posture and enhance security features. | Learning | Applying | Leading | Expert | Security Monitoring | Learning | Applying | Leading | Expert | Ability to clearly communicate concepts and present complex data findings to both technical and business executives. | Learning | Learning | Leading | Leading |
| Knowledge of all types of operating systems such as Linux, Windows, iOS, Android etc. | Learning | Applying | Leading | Expert | Information Security Models (NIST/CSF) | Learning | Learning | Applying | Leading | Ability to educate various personnel regarding information security compliance, policies and standards. | Learning | Applying | Expert | Expert |
| Knowledge of creating contingency plans and best practices to follow in the event of any security breaches. | Learning | Learning | Leading | Expert | Security Risk Management | Learning | Learning | Applying | Leading | Ability to monitor and report status on security matters to develop security risk analysis scenarios and response procedures. | Learning | Applying | Leading | Expert |
| | | | | | Security Architecture Models | Learning | Learning | Applying | Leading | Ability to assess security needs and perform physical security investigations and audits. | Learning | Learning | Leading | Expert |
| | | | | | | | | | | Ability to analyze data to determine emerging threat patterns and vulnerabilities. | Learning | Learning | Leading | Expert |

| | | | | |
|----------------------------|----------|----------|---------|--------|
| Standard across the family | Learning | Applying | Leading | Expert |
|----------------------------|----------|----------|---------|--------|

Example Content for Illustrative Purposes



New Value Streams will be developed that balance targeted AI integration and resource agility



Step 3: Define a strategy to prepare ADC's workforce for AI-First Capabilities

Objective

Establish a comprehensive workforce transformation roadmap and change strategy to guide Cybersecurity & Compliance to an AI-First operational model

Activities Performed by Gartner

- Develop a roadmap to redesign roles and upskill/reskill job families (up to 8) for the target organization based on Workforce Impact Model, Future State Job Skills & Capabilities, and Current State Gap Analysis
- Identify critical implications and suggested approach for incorporating AI into workflows
- Create high-level change management recommendations and executive storyline to implement critical organizational changes

ADC Responsibilities & Inputs

- Schedule workshop(s) and ensure attendance by Project Sponsor, Project Manager and other key stakeholders (the Strategy Workshop at the end of this Step can be held either in person at an agreed upon ADC location or remotely – whichever is deemed most advantageous)

Deliverables

- Workforce Recommendations, Job Redesign & Skills Roadmap
- Strategy Workshop
- Executive Summary / Presentation

Time Frame

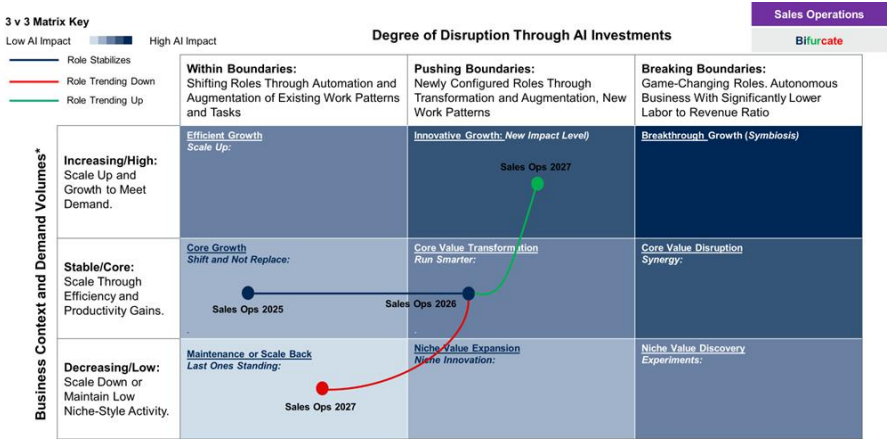
- Weeks 12-15

ADC Participants

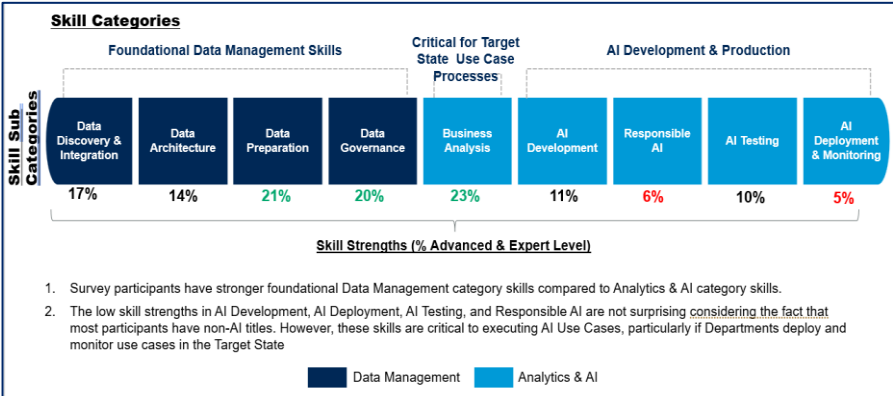
- Sponsor
- Stakeholders
- Project Manager

Gartner will develop AI-First Workforce Development Roadmaps for ADC's Cybersecurity & Compliance Job Families

Workforce Impact Model Results



Current State Skills & Capabilities Assessment



AI-First Skills & Capabilities Requirements

| Skill Areas | Roles & Target State Skill Level | | | | | | | |
|---|----------------------------------|----------------|------------------------------------|----------------|-------------|------------------|---------------------------|------------------|
| | AI Leadership | AI Talent Lead | AI Risk and Governance Specialists | Model Reviewer | AI Ethicist | AI Practitioners | AI-Adjacent Practitioners | Business Citizen |
| AI value <small>Understanding of key foundational concepts and capabilities</small> | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| AI foundations <small>Understanding of key foundational concepts and capabilities</small> | 3 | 3 | 3 | 4 | 2 | 4 | 3 | 3 |
| AI development <small>Development of AI as well as pre-processing of data to make fit for use</small> | 2 | 1 | 1 | 3 | 1 | 4 | 2 | 2 |
| AI management <small>Implementing and ongoing supervision of AI to ensure their proper function/performance</small> | 3 | 1 | 2 | 3 | 1 | 4 | 2 | 2 |
| AI governance <small>Understand how Client defines AI governance and skills to execute the processes</small> | 4 | 2 | 4 | 3 | 4 | 3 | 2 | 2 |

Note: Responsible AI is embedded in each skill area. See Appendix for cross-walk of critical skills to Skills Review Categories

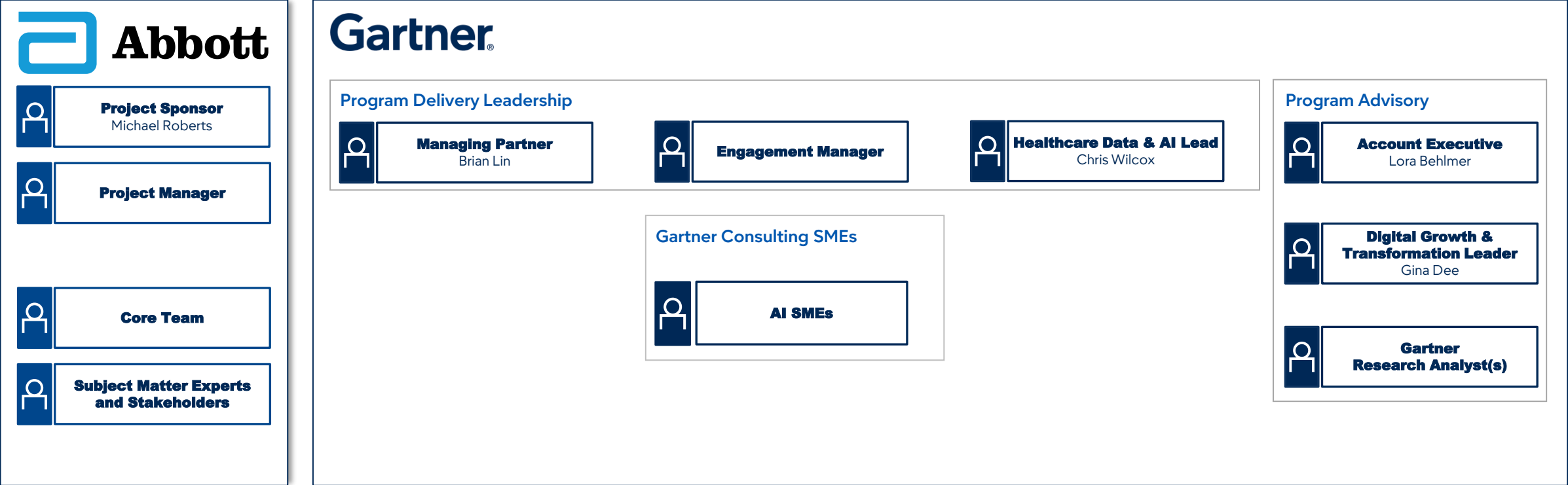
Job Family Workforce Development Planning

| Learning Objectives | Learning objectives to achieve increasing levels of AI skill proficiencies to address identified gaps | | | |
|------------------------------------|---|---|---|--|
| | 1. Aware | 2. Learner | 3. Practitioner | 4. Expert |
| Learning Objectives | <ul style="list-style-type: none"> Understand how to evaluate risk of AI use cases according to Client risk frameworks and OMB guidance Understand the AI governance process and supporting tools Be aware of the legal and regulatory landscape related to AI ethics, including AI-specific regulations, OMB guidance, and data protection laws | <ul style="list-style-type: none"> Understand AI capabilities and their potential implications to effectively identify and assess risk Identify and define key ethical principles in AI Identify rights and safety impacting use cases Be able to identify generative AI capabilities to appropriate flag as high risk Understand components of an AI impact assessment Effectively communicate with technical and non-technical stakeholders across the governance process | <ul style="list-style-type: none"> Recognize potential ethical dilemmas in AI use cases and understand how to navigate them Conduct AI impact assessments with support from others Develop strategies to mitigate identified AI risks, including preventive measures and contingency plans Monitor AI risks on an ongoing basis and review and update the risk analysis and mitigation strategies as needed Continuous learning in keeping pace with AI capabilities and technologies Continuous learning in relevant legal and ethical guidelines related to AI use Continuous learning in communication and stakeholder management | <ul style="list-style-type: none"> Train others on the Client AI governance process |
| Social and Applied Learning | <ul style="list-style-type: none"> Practice Using Risk Management Framework Community Meetings Use Case Sharing Session | <ul style="list-style-type: none"> Exercise: Match AI Capabilities to Use Cases AI Demos: Meet with AI Practitioners To Understand AI Capabilities/Impacts News Sharing / Success Stories | <ul style="list-style-type: none"> Practice: Explain AI Governance to Business | <ul style="list-style-type: none"> Mentor/ Train others |

Team Composition and Project Assumptions

Project Team Overview

Gartner has defined a scalable resource model to provide strategic support, delivery excellence, and deep subject matter expertise to move AI from pilot capabilities to enterprise-wide value realization



Project Team Overview

Gartner Roles and Responsibilities

| Functional Role | Responsibilities |
|---|---|
| Managing Partner Brian Lin | <ul style="list-style-type: none"> Oversee alignment of Gartner activities to support ADC's goals. Build and maintain a long-standing relationship with ADC. Provide high-level oversight and become more heavily involved should any issue resolution be necessary. |
| Engagement Manager | <ul style="list-style-type: none"> Day-to-day management of engagement initiatives to achieve on-time completion of deliverables that meet quality standards. Act as the primary point of contact for the Gartner team. Work closely with ADC to confirm that Gartner is meeting its needs. |
| Project Consultant(s) | <ul style="list-style-type: none"> Provide day-to-day consulting support for project steps including data collection/analysis; deliverable creation and review; and presentations to ADC. |
| QA Specialist Gina Dee | <ul style="list-style-type: none"> Provide quality assurance review of Gartner project plan and Gartner deliverables throughout the engagement. Promote value through use of the Gartner methodologies and proprietary tools. |
| Subject Matter Expert(s) Chris Wilcox | <ul style="list-style-type: none"> Provide industry, solution and service expertise to enhance the Gartner team's recommendations and service delivery. Share insights, leading practices and lessons learned during the engagement as needed. Participate in deliverable review and client presentations as needed. |
| Gartner Analyst(s) | <ul style="list-style-type: none"> Support the core project team by providing a context-sensitive perspective based on Gartner industry-leading insight. Participate in analysis and comparisons, and review deliverables as needed. |
| Gartner Account Partners Lora Behlmer | <ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to ADC and that recommendations are actionable through ongoing Gartner services. Provide additional context aligning this engagement to ADC's mission-critical priorities. |

Project Assumptions

The deliverables, schedule and pricing in this Proposal are based on the following assumptions:

- ADC will designate a project manager to act as the primary point of contact for this engagement. ADC's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- The work effort described in this Proposal assumes ADC's personnel are available to assist in the manner defined in this Proposal. If ADC's personnel are not available, a change of scope may be necessary.
- ADC will review and approve all documents required to facilitate project execution (collectively "Project Documents") within 10 business days. If no formal approval or rejection is received within this time frame, the Project Documents are considered to be accepted by ADC to facilitate drafting of each Deliverable.
- ADC will schedule ADC 's resources for engagement activities and provide meeting facilities as necessary. ADC's personnel will be available per the final project schedule.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.
- Gartner will conduct a stakeholder workshop at the end of each of the 3 work steps outlined in this SOW to ensure accuracy of documentation, alignment on findings, facilitated discussion of additional ADC stakeholder contributions, and agreement on any changes to deliverables that need to be made for ADC acceptance. *Gartner suggests in-person workshops for critical decisions*
- Gartner will work with ADC at the beginning of the engagement to determine a mutually agreed upon set of interviews (a combination of individual and group) to be conducted.

Project Management and Control

- Gartner's project management process accomplishes the following crucial activities during a project:



- Our project management process guides reporting, risk mitigation and engagement control throughout:
- Gartner will conduct weekly status meetings covering the task and project status for all activities and deliverables, any blockers or critical needs, and any unusual or remarkable findings.
- Gartner will include all key stakeholders in status updates, including the project sponsor, project manager, and any others they may request.
- Gartner will be in constant communication with stakeholders to facilitate full awareness of activities, the associated timeline and actions required to enable efficient control of project change.
- Missing data or delayed interviews can raise risks for timely completion of this engagement. Gartner has outlined the data and personnel needs for timely completion in our Assumptions.

Investment Summary

Investment Summary

Fees, Expenses & Billing

Gartner will conduct the steps outlined in this Proposal for a firm fixed-price of \$495,000 (plus applicable taxes). Travel and other reimbursable expenses will be billed at cost on the same schedule as fees. Gartner estimates travel expenses to be <15% of fees. This will be billed as defined below.

Billing

Gartner will conduct the steps as outlined in this Proposal for the firm fixed-price defined.

Gartner will bill for the professional fees at the conclusion of each milestone upon ADC’s acceptance of the deliverable(s) for that milestone. Note, Client shall provide Gartner with notice of acceptance or non-acceptance within 10 days; provided however, if no response from Client is received by Gartner within such period, then acceptance of the deliverable is assumed.

| Project Milestone | Fees (USD) | Approximate Delivery Date |
|--|------------|---|
| Step 1: Assess the Impact of AI on ADC’s Workforce | \$165,000 | By the end of week 5 from the Kickoff date of the engagement |
| Step 2: Redesign Jobs with AI as a Partner | \$165,000 | By the end of week 12 from the Kickoff date of the engagement |
| Step 3: Define a strategy to prepare ADC’s workforce for AI-First Capabilities | \$165,000 | By the end of week 15 from the Kickoff date of the engagement |

Investment Summary

Invoicing

Gartner will invoice Client for Services based upon agreed schedule which are stated exclusive of all taxes. Payment is due 90 days from invoice date. Where required Gartner shall charge and Client shall pay all applicable sales, use, value-added, or other tax(es) or charge(s) imposed or assessed by any governmental entity upon the sale, use or receipt of Services, with the exception of any tax(es) imposed on the net income of Gartner. While we do not provide itemized billing for services, we agree and will comply with any reasonable requests for records substantiating our invoices.

Purchase Order

- At the time of execution of this Proposal a Purchase Order (PO) document must be sent to your Gartner Primary Contact no later than 30 days from signature with the following reference: 660011385, \$495,000. Any pre-printed or additional contract terms included on the PO shall be inapplicable and of no force or effect. If a separate PO is required for travel and/or project related expense, Client will issue that PO within the same 30-day period. If a required PO is not received based on the 30-day term, Gartner will invoice without the PO.

By ticking this box, Client confirms that no PO is required, and the Billing Address and Invoice Recipient information is accurate.

Billing Contact

Michael Roberts
Cybersecurity and Compliance
michael.roberts2@abbott.com

Invoicing Method

TBD

Invoice Recipient

Michael Roberts
Cybersecurity and Compliance
michael.roberts2@abbott.com

Additional Terms & Conditions and Pricing Assumptions

Additional Terms & Conditions

- This Proposal contains confidential, protected, restricted, trade secret and/or proprietary information. In the event this Proposal is required by law or requested via legal statute to be shared outside ADC, the following information is to be redacted or removed as confidential and proprietary: names and/or logos of Gartner clients, contact information of Gartner references, pricing breakdown and/or rates, sample deliverables, excerpts of Gartner Business and Technology Insight or Gartner Intellectual Property.
- Client hereby consents to allow Gartner to reference the name of client's organization in connection with the current Gartner solution/scope of work only in future Gartner Consulting proposals.

Pricing Assumptions

- **Firm Fixed-Price** — Gartner estimated the level of effort (hours) and expertise (labor categories) required using a blended rate approach. This allowed us to accurately reflect that the specific resources are unknown but will be filled by one of the labor categories included in the blended rate. Where required, Gartner has confirmed that this approach yielded blended rates at or below contractually stipulated rates.

The total cost set forth in the order shall be a fixed-price for all the required services and work products. The Gartner team is fully committed to delivering the proposed scope of work described using the fixed-priced deliverables-based model. The estimated hours provided are for estimation purposes only to derive our proposed fixed-price. As with all fixed-priced deliverables-based engagements, the actual number of hours to perform the work will vary and the estimated hours proposed may not reflect the actual required hours. Moreover, Gartner anticipates leveraging other labor categories as needed to deliver exceptional service in the most efficient manner. Gartner may need to move hours/level of effort across personnel and labor categories to enable efficient and high value service delivery — provided the total firm fixed-price is not exceeded. Given this is a fixed-price order, and not time-and-materials, Gartner will not be providing any further information regarding actual hours expended and/or labor rates of actual resources utilized to complete the work.

Assumptions

Data Collection and Key Personnel

Data Collection

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- ADC will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- All data collection and interviews/surveys/workshops will take place via remote conferencing (e.g., telephone or video conference) or in person at ADC's HQ as described in this Proposal and/or as agreed to at the project kickoff. Any surveys conducted as part of the work effort described in this Proposal will follow Gartner's confidentiality guidelines.

Key Personnel

- Resumes/biographies of key personnel or any named associates provided in this Proposal are included solely for illustrative purposes and do not indicate the commitment of a specific named associate. Upon signing of a contract, we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Proposal.
- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform ADC as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of project pricing. Their guidance and support represent a significant value-add to the engagement.
- Where it is indicated in this Proposal, that a proposed team member is a sub-contractor to Gartner, ADC agrees to the inclusion of that individual as a member of the project team so long as the sub-contractor is suitably qualified to provide the services. If such inclusion is not reasonably acceptable to ADC, Gartner will be informed at the earliest opportunity and requested to find an alternative team member.

Assumptions

Place of Performance and Deliverables

Place of Performance

- Except as agreed between Gartner and ADC, all Gartner services will be performed at Gartner locations.
- Office space, telephones, printing/copying services and access to the open internet will be made available on a reasonable basis to Gartner at ADC's locations for onsite time.

Deliverables

- Any requests for additional information or resource (beyond the details described in the steps above) that are made by ADC will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).
- All Deliverables, provided by Gartner to Client shall be deemed to be accepted within 10 days of receipt by Client unless Gartner receives written notice of non-acceptance within 10 days after their delivery.
- Deliverables will not be made available to anyone outside of Client organization.

Gartner Independence and Objectivity

- Gartner Business and Technology Insight and Gartner Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review or approval of outside investors, shareholders or directors.
- For further information on the independence and integrity of Gartner Business and Technology Insight, see "Guiding Principles on Independence and Objectivity" on our website, gartner.com or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

Changes to Scope

The scope of this engagement is defined by this Proposal. All ADC's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise ADC of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Proposal. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Proposal.
- Any prolongation beyond the project duration set forth in this Proposal.
- Providing or developing any deliverables not specifically set forth in this Proposal.
- Any change in the respective responsibilities of Gartner and ADC, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by ADC.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverable caused by modification of acceptance criteria in this Proposal.
- Any changes to Business and Technology Insight Analysts' time or resources.

Authorization

This Proposal is submitted under the terms and conditions of the Master Services Agreement effective December 15, 2023 between Abbott Laboratories and Gartner, Inc., as amended - effective date of November 27, 2024. This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii) where applicable, are in accordance with the Change to Scope provision.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii) where applicable, are in accordance with the Change to Scope provision.

The Proposal is valid for 60 days from 7 April 2026.

Gartner requires a signature on the Statement of Work (SOW) to place Client's order. To the extent Client's practices are to request Services automatically via Purchase Orders, the Purchase Order will be considered as a valid and binding confirmation without a written signature on the SOW. Any pre-printed or additional contract terms included on the Purchase Order shall be inapplicable and of no force or effect.

SUBMITTED ON BEHALF OF GARTNER INC.



SIGNATURE

Brian Lin, Managing Partner

PRINT NAME AND TITLE

7 April 2026

DATE

AGREED ON BEHALF OF Abbott Laboratories

SIGNATURE

PRINT NAME AND TITLE

DATE

ADDRESS

Gartner Value Proposition

Gartner is your strategic advisor to successfully drive objective and tailored transformation engagements

About Gartner

- Founded in 1979, Gartner delivers **actionable, objective (vendor-agnostic) insight** to executives and their teams in every major function, industry, and market sector around the world
- Gartner demonstrates sustained financial stability through consistent revenue growth, strong cash position, positive earnings, and a **long-standing public market presence since 1993**
- **20,000** associates in approximately 85 global offices; the majority full-time ensuring continuity of service, scalability, and delivery resiliency throughout engagements
- Deep global business and technology insight into every major business function in the enterprise with **2,500+ experts** delivering strategic advice in more than **465,000 client interactions** each year
- **950+ consultants** performing 2,650+ technology-driven strategic consulting and contract optimization engagements annually with CIOs and other senior executives through our Consulting business
- **11,500 new research reports** published annually, enabling faster, smarter decisions and stronger performance on an organization's mission-critical priorities

Clients We Serve

- **15,000** client enterprises in **~90** countries and territories
- **Executives and their teams** across all enterprise functions in every industry around the world
- Deep global business and technology insight into **every major business function**, including the Healthcare MSP market without conflicts of interest



Customer
Service



Finance



Human
Resources



Information
Technology



Legal, Risk &
Compliance



Marketing



Product
Management



Research &
Development



Sales



Supply Chain

Gartner delivers independent, objective, and accurate business and technology insights

For more than 45 years, Gartner has been the leading source of independent insight and advice regarding information technology. We are solely focused on the objectives of this engagement and the current and long-term goals of ADC.



Recommendations without Influence

Our recommendations are produced without the influence or approval of outside investors, shareholders, organizations or directors. We possess no relationships or biases toward any vendor, service provider or third-party organization and no downstream technology implementation or services work is performed.

This means there are no conflicts or commercial factors that would unduly influence our work. The recommendations we make are based solely on what we believe will satisfy your mission-critical priorities and achieve the greatest success for your organization.



Independent Advice from Strategy to Execution

Our consulting solutions provide specific, practical and impartial advice at all points of the journey from strategy to execution.

Recommendations detailed within the project deliverables clearly articulate how we arrived at our conclusions. Each recommendation both answers the specific questions asked of us and enables maximum benefit to the client.



Avoidance of Conflicts of Interest

We leverage a consistent and proven risk management process on a global basis to avoid conflicts of interest on engagements.

Our strict, companywide Conflict of Interest policy ensures associates are aware of their responsibilities with regard to their professional conduct. Gartner is the only organization of its kind equipped with an Ombuds Office designed to protect independence, objectivity and accuracy.

Gartner Consulting's AI approach differs from conventional technology consultancies and system integrators

As organizations race to harness the transformative power of AI, the path to success is often hindered by fragmented strategies, technical bias, and short-term thinking. Gartner Consulting offers a research-backed, outcome-driven alternative, one that is distinct from traditional technology consultancies and system integrators.

**Ranked Among Forbes
Best Management Consulting Firms**

2018, 2019, 2020, 2021,
2022, 2023, 2024, 2025

Trusted by the world's most forward-thinking organizations.

AI expertise that predates the hype.

Our AI insights have been guiding clients and vendors since 2018. It means our work is grounded in the world's largest market and vendor dataset, giving our clients a head start that other organizations are chasing.

Independent advice by design.

Our advice is 100% vendor-neutral and tool-agnostic. It's this independence that allows us to focus exclusively on what's right for you, and not someone else's bottom line. It's one of the reasons organizations trust us to guide their most critical AI decisions.

One Gartner: Research-powered consulting

We pair on-the-ground delivery with direct access to Gartner analysts, benchmarks, and maturity models so guidance is objective, current, and defensible, not just opinion.

Decisions you can defend; ROI you can prove

We quantify value with CFO-ready business-case methods and industry benchmarks, instrument benefits from day one, and tie every release to metrics leadership can fund and audit

Responsible Scale, built-in

We embed governance, risk, and change into the operating model—using Responsible AI frameworks, data foundations, and workforce enablement that reduce long-term third-party dependence

Move Faster. Assume Less Risk. Maximize Returns.

Case Studies

Transforming Cyber & IT Workforce Strategy: Closing Gaps to Accelerate Mission Delivery at a DoD Organization ^(1/2)



Client Context

- A DoD organization is driving strategic initiatives such as the Air Wing of the Future—requiring a highly skilled, agile IT and cyber workforce to enable integrated and interoperable warfighting capabilities.
- Recognizing that workforce capability is a mission-critical enabler, the DoD organization sought to develop a forward-looking IT & cyber workforce strategy grounded in a comprehensive assessment of current knowledge, skills, abilities, and experience (KSAEs).



Approach/Differentiation

- Gartner partnered with the DoD organization to design a capability framework directly mapped to the organization's strategic imperatives, ensuring the IT & cyber workforce is positioned as a force multiplier for mission delivery.
- Through a rigorous review organizational structures, stakeholder ecosystems, and inventory of workforce KSAEs, Gartner identified critical role/skill shortfalls and opportunities for centralization and insourcing for greater agility and collaboration.
- The engagement culminated in a defensible, actionable analysis and roadmap—anchored in real-world mission scenarios—to guide the DoD organization's workforce evolution and ensure alignment with future operational demands.



Benefits Achieved

- Synthesized insights from 40+ strategic documents and 30+ stakeholder engagements, providing an objective baseline for workforce planning.
- Developed an organizational model translating strategic focus areas into 57 essential workforce capabilities—clearly delineating strengths and areas for development across roles and levels within the DoD organization.
- Identified role and skill gaps relative to industry standards, providing a clear path to elevate workforce competitiveness and mission readiness.
- Equipped leadership with three mission-relevant future scenarios, each mapped to workforce KSAEs, enabling targeted focus on critical capability gaps.
- Established recommendations to address organizational constraints, enabling the DoD organization to streamline operations and improve mission-customer alignment and cross-functional collaboration.
- Delivered a strategic roadmap with five long-term initiatives and four immediate quick wins, empowering the DoD organization to refine prioritization of existing recruitment, training/skill development, and succession planning initiatives, and to accelerate workforce transformation and sustain operational excellence.

Transforming Cyber & IT Workforce Strategy: Closing Gaps to Accelerate Mission Delivery at a DoD Organization (2/2)

Identified DoD Organization's Current State and Strengths, Weaknesses, and Gaps

Recommended Re-Alignment of Organizational Capabilities based on the Mission Needs of Labs, Ranges, TPOs, and IPTs

Evaluated the KSAEs of the Cyber & IT Workforce to Provide a Picture of Availability and Proficiency to Perform Against Future and High-Impact Scenarios

IT/Cyber Capabilities Summaries (By L1 Capability) (1 of 5)

| Capability | Description | Capability Summary |
|--------------------------|--|--|
| Strategy & IT Governance | Processes that ensure the effective and efficient use of IT by aligning IT initiatives, resources, and operations with the organization's overarching mission and strategic goals. | <p>Overall results: 26% proficiency and 2.3 average for all grades</p> <p>Due to there only being one L2 capability in this category, the most notable low proficiency KSA was Portfolio Planning and Governance with 11% and 2.2 average.</p> <p>Note: Support Mission Strategy, Manage Organizational Strategy, and Manage Technology Strategy were not assessed as a part of the Talent Inventory.</p> <p>Overall results: 39% proficiency and 2.3 average for all grades</p> <p>Strengths: Capabilities contributing to higher proficiency in the category include Solution Architecture (43% Proficiency / 2.9 Avg)</p> |

A series of principles, guidelines, or rules used by an enterprise to direct the

Current State Summary: Gartner collected the following operating model observations* after 30+ discussions

Resource & Service Coordination

1 Current IT and cyber resourcing (allocation of talent, funds, and use of shared services) and management of IT and cyber work demand and requirements across programs, labs, ranges, and other functional units ("programs") are **hindering** delivery speed and optimized resource utilization.

Knowledge Management

2 Knowledge management practices (documenting, sharing, and incorporating) are not standardized across programs and additional knowledge loss is ongoing. High personnel turnover, knowledge curation practices, and accountability for contractor knowledge transfer are contributing factors in achieving optimal knowledge management practices.

Talent Life Cycle

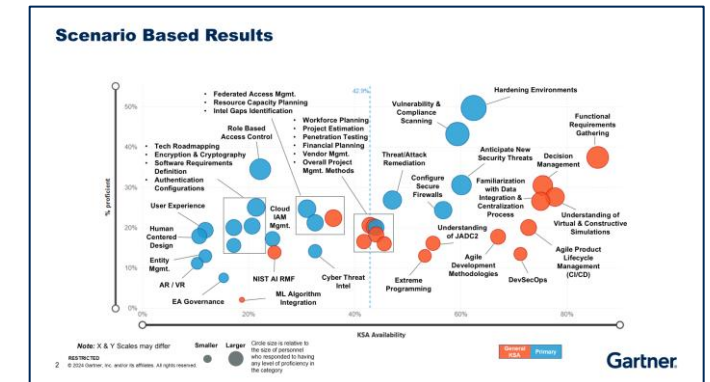
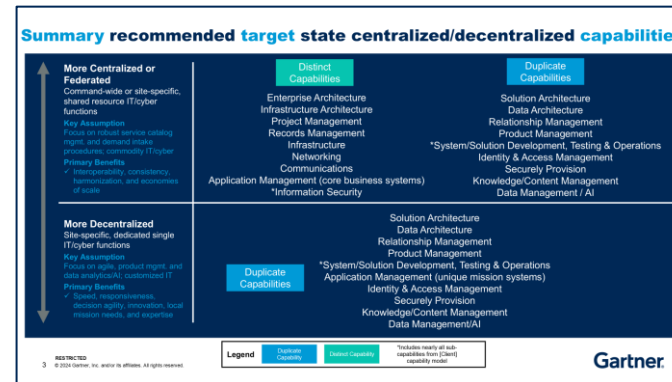
3 Existing recruitment and retention practices are impacting technology talent needs, and there are additional contributing factors affecting career progression and [Client's] ability to **upskill** the KSAs necessary to implement emerging technologies.

Leadership & Culture

4 Decision rights are fragmented across [Client], and a **risk-averse** culture persists through the technology workforce, impacting opportunities for cross-functional collaboration and leadership, mission-critical technology modernization, and the adoption of more agile ways of working.

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Gartner



Transforming Cybersecurity Governance and Capabilities for a Federal Financial Regulator



Client Context

- A U.S. federal financial agency, responsible for safeguarding over \$1 trillion in assets and supporting a broad network of financial organizations, faced heightened risk following several cybersecurity incidents that exposed gaps in incident response and operational resilience.
- Amid efforts to strengthen executive oversight—including hiring a new Cybersecurity Advisor—leadership identified ambiguity in roles and responsibilities among the CIO, CISO, and Advisor, leading to organizational tension and inefficiency.
- To ensure robust risk mitigation and regulatory compliance, the agency engaged Gartner to conduct an independent, comprehensive assessment of its cybersecurity structure, staffing, and tools, and to deliver actionable recommendations for the Board.



Approach/Differentiation

- Gartner executed a holistic, multi-dimensional assessment of the agency's cybersecurity program, combining enterprise-wide organizational and staffing analysis, benchmarking against industry peers, and a review of cybersecurity tool architecture.
- Through targeted interviews and documentation review, Gartner identified critical gaps in leadership clarity, resource allocation, and operational structure. Multiple follow-on workshops ensured alignment with client priorities and clarified program nuances.
- Throughout the engagement, Gartner proactively managed expectations, focusing on strategic organizational and staffing improvements while leveraging existing tools and skills assessments to avoid duplication of effort.



Outcomes Achieved

- Defined distinct roles and responsibilities for the CIO, CISO, and Cybersecurity Advisor, reducing executive tension and improving decision-making.
- Identified and addressed staffing gaps in Vulnerability Management and Infrastructure Security, reducing risk exposure and strengthening operational resilience.
- Recommended realignment of IT network operations and Information System Security Officers (ISSOs) to streamline responsibilities, improve collaboration, and enhance process efficiency.
- Called for a targeted review of the agency's largest managed services contract to ensure service levels and pricing align with cybersecurity requirements.
- Advised a comprehensive skills and training assessment to inform future workforce development and readiness for emerging threats.

Appendix: Sample Team Biographies

Christopher Wilcox, Expert Partner

Healthcare and Life Sciences Consulting Practice



Christopher Wilcox is an Expert Partner with Gartner Consulting, bringing over 20 years of experience across the Healthcare, MedTech, Retail, and Manufacturing industries. Chris's passion lies in collaborating with healthcare organizations to define and implement data and AI programs that enhance care delivery, operational efficiency, and technology.

Based in Boston, Chris joined Gartner in 2025 following a leadership role in Accenture's Healthcare Data & AI practice and several executive leadership positions at General Electric and Philips Healthcare. He specializes in helping organizations navigate digital transformation by bridging the gap between complex data architecture and actionable business value.

Recent project experience includes:

- Healthcare Provider (Enterprise AI Strategy): Led the development of an enterprise AI strategy and agentic AI readiness framework; collaborated with business and technology teams to identify solutions for governance and change management to help the organization prepare for autonomous agents.
- Healthcare Provider (Data & AI Governance): Partnered with clinical and IT leadership to identify technology, products, and use cases to enable organizational transformation; developed target architecture and transition plans to migrate on-premises infrastructure and EHR data to the cloud to access embedded AI and analytics capabilities.
- Healthcare Provider (Population Health): Directed a program to define an analytics strategy and implementation roadmap using modern data architecture to improve health system performance; delivered a series of visualization and analytics solutions to improve acute care operations and patient engagement.
- Healthcare Payer (Cloud & Data Architecture): Led the design and delivery of a cloud-native data platform to simplify data integration and enable new business and member propositions; implemented DevOps and Data Operations capabilities to drive automation and visibility across technology organizations.
- MedTech Client (M&A Due Diligence): Planned and executed technical due diligence programs to support the merger of two large medical device and healthcare IT organizations; developed target architecture and platform strategies for ambulatory monitoring and diagnostics capabilities.
- Life Sciences Client (Cloud & Data Architecture): Created and implemented a cloud-based platform to connect data, technology, and services across the life sciences value chain for patient, clinical, pharmacovigilance, and research use cases.

Chris holds a Bachelor of Science degree from Clarkson University. He is a certified Six Sigma Black Belt, Google Cloud Professional Architect, and Google Cloud Engineer.

Brian Lin, Managing Partner

Gartner Healthcare and Life Sciences Consulting Practice



Brian Lin has spent over 29 years providing management consulting services in Information Technology for the healthcare industry. Mr. Lin's wide-ranging national experience in IT strategic advisory services spans the gamut of Healthcare organizations — academic medical centers, integrated delivery networks, children's hospitals, and community based health systems. He joined Gartner in 2016 and is a leader within the North American Healthcare and Life Sciences practice.

Mr. Lin's broad engagement experience includes:

- Digital Health strategic planning and roadmap development.
- IT organizational assessments and digital transformation planning.
- Application strategy and selection for: diagnostic imaging systems (including PACS, enterprise imaging, and VNA), enterprise resource planning (ERP), Clinical Information Systems (CIS/EHR), Business Intelligence (BI) systems, and data warehousing solutions.
- Outsourcing/Cloud hosting assessments for financial/clinical information systems.
- Clinical and business analytics assessment, strategy development, and CoE design.
- Development of Enterprise-wide Information Technology strategic plans and clinical IT strategies.
- Business process management, vendor management, and project management assessments, strategy, and CoE design.
- Robotic process automation (RPA) process assessment and improvement program management
- Technology visioning and IT activation planning and program management for new facilities.
- IT organizational outsourcing and insourcing financial modeling, Request for Proposal (RFP) development, and vendor selections.
- Interim IT management services (Chief Technology Officer, Chief Information Security Officer, IT Activation Program Director).
- HIPAA Security gap analysis and readiness projects, and implementation oversight/compliance assessment assistance.
- Service Desk vendor selection, operations review, implementation planning, and operations improvement.

Prior to joining Gartner, Mr. Lin worked in Kurt Salmon's healthcare IT practice leading the delivery of a broad base of strategic technology engagements. He holds a BA in Economics and an MA in Business Economics from the University of Cincinnati.

Gina Dee, Managing Vice President

Digital Growth & AI



Gina Dee is an AI and digital transformation leader with over 20+ yrs consulting experience who helps global enterprises and major technology vendors accelerate growth through AI strategy, use-case prioritization, GTM and channel design, and business-case development. She works across industries - has built AI scoring frameworks for academic medical centers to guiding a global tech vendor through an AI-driven “art of the possible” innovation program and quantification of market opportunities. She partners across the ecosystem to shape market-ready AI offerings, operationalize internal adoption, and design scalable operating models that deliver measurable impact and rapid, high-value wins.

Ms. Dee is based in Arlington, VA. Prior joining Gartner in 2001, she held multiple roles in Digital strategy consulting and global transportation and logistics where she led delivery teams to support client’s most critical initiatives - Digital, AI, IoT, etc., and create significant business impact.

Ms. Dee has an MBA with honors, concentration in Marketing, from Boston University Questrom School of Business and a Bachelor of Arts in International Affairs from Emory University. She co-chairs the Global Women in Gartner Consulting initiative and drives Senior Leadership Development programs

Selected project experience includes:

- For one of the largest Academic Medical Centers, developed a tailored scoring rubric and prioritization process for 150+ AI / Gen use cases that supports their AI committee’s investment decision making based on business value and feasibility
- For one of the largest Health electronics organization, facilitated an ‘art of the possible’ workshop that spurred and prioritized innovative new use cases using AI, Automation and Data to drive unique product and internal efficiency opportunities
- For NA based Healthcare Insurance organization, performed a Generative AI use case prioritization and operating model analysis which gave senior executives a blueprint for where / what to focus on and more importantly how to manage risk
- For a Global biomedical engineering and medical devices manufacturer, developed market-based insights to further inform its growth plan and future state operating model with KPIs to meet the market opportunity and goals of the organization resulting in 13 actionable initiatives with key activities to achieve quick wins
- For NA based Information Management provider, executed a long-term strategy to transition from legacy to new cloud-based technology while stabilizing its processes, client base and setting foundation for significant business growth in new products / services

Thank You

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The Gartner logo is located in the bottom right corner of the slide. It consists of the word "Gartner" in a bold, white, sans-serif font, followed by a registered trademark symbol (®). The logo is overlaid on a background of a blue-tinted laboratory scene featuring a microscope and various glassware. A white DNA double helix graphic is also visible, extending from the top right towards the bottom right, partially overlapping the Gartner logo.