DeloitteStiftung

Initiative D21

# DIGITAL FUTURE CHALLENGE

DFC #6 – Use Case Giesecke+Devrient (G+D)

# Giesecke+Devrient GmbH

USP of Giesecke+Devrient (G+D): Giesecke+Devrient is a global security technology company headquartered in Munich. Founded in 1852, the company generated sales of €3.1 billion in the 2024 financial year and employs over **14,000 people.** 118 subsidiaries and joint ventures in 41 countries ensure international customer proximity.

For more than 170 years, G+D has been the trusted partner for institutions with the highest standards. Today, we create trust in the digital age – continuing what we have always done: Creating Confidence. We develop tailor-made security technologies with passion and precision in our three business areas: Digital Security, Financial Platforms, and Currency Technology.

Employees: 14,000 employees, around 2,400 of whom work at our headquarters in Munich, with the rest spread across the globe.

Industry: Security technology, identity management, payment transactions

## Thematic focus of the use case

AI agents

# TITLE OF THE USE CASE

A new approach to starting a career – What does it mean for companies and young professionals when junior tasks are taken over by AI agents?

# SHORT DESCRIPTION

How do we shape career entry and enable professional experience in an automated world?

# #HASHTAGS

#FutureOfWork #ResponsibleAgents #JuniorsMeetAgents

# DESCRIPTION OF THE ORGANISATION

**Giesecke+Devrient (G+D)** is an international technology company specialising in security technology. At G+D, we create trust in the digital age through integrated security technologies in three business areas: Digital Security, Financial Platforms and Currency Technology.
**Digital Security:** Reliable protection for confidential systems, networks, data and identities.
**Financial Platforms:** Holistic provider of modern solutions for payments and banking.
**Currency Technology:** Secure solutions for public currencies in physical and digital ecosystems.

**Our purpose**: 'We make the lives of billions of people safer.'

Technology is a central component of our business model – our values **of innovation, trust and responsibility** guide us in the development of secure digital solutions.
To build trust in AI technologies, we must ensure the integrity of the underlying data. And securing data is part of our DNA, as we have been securing and processing confidential data in our physical and digital offerings for decades.

# VISION OF THE ORGANISATION

Our vision is to shape a secure digital future.
As a reliable security tech company, we rely on innovative technologies to build trust in AI solutions – both within our organisation and among our customers and partners. We want to provide secure and trustworthy digital solutions that ensure both the protection of personal data and barrier-free use.

We want to play our part in strengthening digital sovereignty. This is particularly important at a time when digitalisation is permeating more and more areas of life. The ability to navigate the digital world safely and competently is thus becoming crucial for individual and societal success.
As a leading provider of security solutions for connectivity, identity technology, digital infrastructures, and digital payments, G+D is committed to supporting society during a comprehensive phase of digital transformation.

# PROBLEM SETTING

Artificial intelligence (AI) has developed into a key technology field with global significance. For Giesecke+Devrient (G+D), it is therefore essential to take early action in all areas of the company in order to integrate AI responsibly into the organisation and help shape the digital transformation strategically.
As a key technology, AI enables the automation of intelligent processes and has the potential to fundamentally change existing business models. The use of AI agents in particular will have a lasting impact on the world of work, with direct effects on career entry, collaboration, roles, and learning processes.
It is particularly important for our HR department to set the course at an early stage: the introduction of AI agents must be transparent, employee-oriented and strategically supported. As a recent US study ("Canaries in the Coal Mine") shows, career starters in AI-exposed fields of activity are particularly affected – with a 13% decline in employment since the widespread introduction of generative AI.

At G+D, we are also observing that tasks traditionally reserved for career starters – such as research, data preparation, or administrative activities – are increasingly being automated. This leads to a paradoxical situation:

- On the one hand, productivity is increasing through the use of AI agents.
- On the other hand, traditional entry-level opportunities that previously served as learning platforms and door openers for young people are disappearing.

This development poses a key challenge not only for G+D, but also for society as a whole:
How can career entry be meaningfully structured in an automated world so that young talent is not only integrated but actively promoted – despite or precisely because of the use of AI?
This is not just a matter of securing jobs, but of creating new spaces for learning and experience that meet the requirements of a digital future.
At the same time, the structure of global teams is changing: AI agents will act as full members in the future. It is important to define clear roles, responsibilities, and communication channels between human and artificial actors – and to establish a new form of collaboration.

# QUESTION AND TASK

How can young employees at G+D continue to gain valuable professional experience and develop their skills in an AI-supported working environment?

And how can we train career starters to critically assess, support, and help shape the work of AI agents?

Develop an innovative concept that can address the following aspects in an exemplary manner:

**AI agents as mentors rather than competitors**
- How can AI agents support, coach, and encourage young professionals?
- What new roles could emerge (e.g. AI supervisor, human-AI collaboration designer)?
- How can AI be prevented from making it more difficult for certain groups to gain professional experience?

**Pilot tool for simulated professional experience**
- What could a digital tool that provides students with practical, professional experience look like?
- What skills and competencies need to be taught in higher education in the future?
- Possible options: simulated business cases, human-in-the-loop training, feedback from AI and real employees.

**Productivity vs. learning curve**
- How can companies use AI in such a way that routine work is taken over, but learning opportunities are retained?
- What new learning formats or working models could emerge?
- Which tasks should deliberately not be taken over by AI, in order to preserve learning processes?

**Hybrid organisational models**
- How should global teams in which AI agents actively participate be structured?
- What does an organisational model look like that clearly regulates roles, responsibilities and communication channels between humans and AI?
- What new meeting formats or collaboration platforms are needed to enable seamless and efficient collaboration?

# ADDITIONAL BONUS QUESTION

How can students and universities prepare for a working world in which AI agents are increasingly taking on tasks? What skills, mindsets, and competencies should be taught in higher education programmes in the future to prepare students for this?

# ADDITIONAL

For example, existing guidelines, previous efforts and strategies for responsible AI, digital ethics or digital responsibility.

About G+D: https://www.gi-de.com/de/

https://www.gi-de.com/de/spotlight/trends-insights/so-gelingt-der-aufbau-vertrauenswuerdiger-ki-systeme

US study: "Canaries in the Coal Mine": Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence — Stanford Digital Economy Lab

Free online seminar on the results of the study on 29 September (see link)