Santander ChatGPT Enterprise and AI-first strategy

IMPLEMENTED 2024 ONWARDS · FINANCIAL SERVICES AND INSURANCE · SPAIN · BAND C · CLAIMED ONLY

VERSION 1.0 · PUBLISHED 16 NOVEMBER 2026 · UPDATED 16 NOVEMBER 2026 · FACTS CHECKED 16 NOVEMBER 2026

Santander rolled out ChatGPT Enterprise to nearly 15,000 staff in two months in 2025 and, in June 2026, extended AI access to all 185,000 employees. It reports over 280 process automation agents in production and targets more than €1 billion of AI business value in 2026 to 2028.

ABOUT THIS SYNOPSIS

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Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

The impact band, proof marker and SEAM view are MarLuc's opinion. The organisation is not a MarLuc client and has not reviewed or endorsed this synopsis. Names and trademarks belong to their owners.

NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Generative AI assistants (ChatGPT Enterprise, Microsoft Copilot), process automation agents and machine learning models.

Implemented: 2024 onwards. Grade: band C, Process change, Claimed only.

Headline result, as reported: More than €200 million of savings from AI in 2024 and €35 million of AI business value in the first quarter of 2026, by Santander's account

1 · The case

The facts, as reported by the 3 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Banco Santander, S.A.. Spanish banking group operating in Europe and the Americas, with about 185,000 employees in June 2026, by its own account. Canvas block: 4. Operations and process. Also 5. People and skills, 6. Data and technology.

Business challenge

The challenge. Santander says it wants to become an "AI-native" bank, where every decision, process and interaction is powered by data and intelligent technology, and to make the bank faster, safer and more efficient.

Who implemented it

OpenAI (Model or cloud provider): ChatGPT Enterprise under a collaboration announced in 2025.
Microsoft (Software vendor): Microsoft Copilot for everyday employee productivity.
In-house (In-house): Built the modular architecture and process automation agents.
Santander also names Anthropic's Claude, Google's Gemini, start-ups and G42 in its multi-provider approach.

Technology (SEAM pillar E)

SEAM types: T1 Chat assistants, T2 Embedded AI in existing software, T7 AI agents, T8 Predictive / ML models. Deployment: Mixture. Vendors and products: OpenAI, Microsoft, Anthropic, Google, ChatGPT Enterprise, Microsoft 365 Copilot, Claude, Gemini.

Where it was built in: Staff assistants across the group; more than 280 process automation agents in credit, fraud, know-your-customer checks and operations; machine learning in onboarding and anti-money laundering.

What changed

Before: processes such as card fraud claims and anti-money laundering investigations were largely manual. After, by Santander's account: card fraud claims in Brazil are around 95% faster with up to 90% automation; Openbank's AI models process about 100,000 anti-money laundering alerts a year and investigations that took hours take minutes; 40% of code in June 2026 was developed by AI. [1] [2] [3]

What it cost

Not reported

What it saved

Over €200 million of savings from AI initiatives in 2024; €35 million of AI business value in the first quarter of 2026, with more than €200 million expected for the year; target of more than €1 billion in 2026 to 2028, through additional revenue and cost reductions. All by Santander's account. In Spain, speech analytics frees over 100,000 hours a year. [1] [2] [3]

Governance and control

Santander says its AI use is governed by ethical, legal and cybersecurity frameworks, with model-risk management and internal AI regulation, and that no customer data is shared externally to train third-party models. Mandatory training with a Responsible AI module starts in 2026. Independent assurance: Not reported.

S2 · Accountable owner · Claimed
Santander's chief data and AI officer leads and reports on the strategy, by Santander's account. [1] [2]

A1 · Safe use · Claimed
Mandatory AI training for all employees from 2026 with a Responsible AI module; no customer data shared externally to train models, by Santander's account. [1] [3]

A2 · Human in the loop · Claimed
Training covers how to check outputs, by Santander's account; human review points in automated processes are not reported. [2]

A3 · Monitoring and assurance · Claimed
Model-risk management and internal AI regulation, and value measured against a group target, by Santander's account. [1] [2]

A4 · Vendor AI · Claimed
A modular, vendor-agnostic architecture and a secure multi-provider approach, by Santander's account. [1] [2]

A5 · Agent controls · Not reported
More than 280 process automation agents are in production; their controls are not reported. [2]

A6 · Standards and regulation · Claimed
Santander says it works closely with regulators and follows global best practices; no regulator action is reported. [1]

What worked, what did not, what is unproven

WORKED

– Fast rollout: nearly 15,000 ChatGPT Enterprise users in about two months, by Santander's account.

– Process automation with reported results in fraud claims and anti-money laundering, by Santander's account.

DID NOT

– Not reported

UNPROVEN

– How the €200 million and €35 million figures were measured, and how much is cost reduction versus revenue.

– Error rates and customer outcomes outside the Brazil fraud claims example.

– Effects on staff numbers, which the sources do not report.

Timeline

2024 AI initiatives generate over €200 million in savings, by Santander's account [1]

Aug 2025 ChatGPT Enterprise rolled out to nearly 15,000 employees in two months, under a collaboration with OpenAI [1]

May 2026 Over 17,000 people working with agentic AI in software development [2]

Jun 2026 AI access extended to all 185,000 employees; target of more than €1 billion of AI value in 2026 to 2028 [2]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: C, Process change. Proof: Claimed only. Level of change: Process change.

Process change (Level 2, band C). Named processes have been redesigned with AI and reported in figures; the bank-wide "AI-native" change is an aim.

Specific processes such as card fraud claims in Brazil and anti-money laundering alerts at Openbank have been redesigned with AI, with figures reported. Santander's stated aim is to become an "AI-native" bank; that wider change is a goal and is not yet shown in the sources.

The SEAM view and lessons learnt

Santander combines broad access for staff with a smaller set of measured process changes, and reports value against a group target. That gives leadership a number to manage. The figures are the bank's own and the method is not published, so the next useful disclosure would be how business value is counted and checked.

1. Pair wide access to AI tools with a few measured process changes.
2. Publish how AI value is calculated alongside the totals.
3. Make training compulsory before giving every employee access.

Evidence

Score 1 of 4. Self-reported: two statements by Santander's chief data and AI officer, relayed by trade press.

Evaluation method. Self-reported company figures: savings and business value against an internal target; no published method.

Sources disagree. In August 2025 Santander expected 30,000 ChatGPT Enterprise users by year-end; in June 2026 it said nearly 40,000 employees were actively using AI tools across the group before access was extended to all.

Status. Ongoing: AI access extended to all 185,000 employees in June 2026; Santander expects more than €200 million of AI business value in 2026.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/santander-chatgpt-enterprise-and-ai-first-strategy

[1] Banco Santander: Santander's data & AI-first strategy accelerates through OpenAI collaboration (12 August 2025)

[2] Banco Santander: Santander turns its AI-first strategy into measurable impact and extends AI access to all 185,000 employees (22 June 2026)
https://www.santander.com/en/stories/santander-turns-its-ai-first-strategy-into-measurable-impact-and-extends-ai-access-to-all-185000-employees

[3] FStech: Santander boosts 'AI-first' strategy with OpenAI partnership (13 August 2025)
https://www.fstech.co.uk/fst/Santander_Boosts_AI_First_Strategy_With_OpenAI_Partnership.php

Banco Santander, S.A. website: https://www.santander.com

Version 1.0 · Published 16 November 2026 · Updated 16 November 2026 · Facts checked against sources 16 November 2026 · Downloaded 26 November 2026. This PDF may be out of date: the latest version, and a way to report an error or a better source, is at https://marluc.co.uk/case-studies/santander-chatgpt-enterprise-and-ai-first-strategy

VERSION HISTORY

v1.0 16 November 2026 First published