



People matter, results count.

## Our transformation is well on its way

#### Industrialization and Competitiveness

- Automation
- Mutualization
- Offshore leverage

Design



Implementation



#### **Portfolio**

- Co-Innovation with partners
- Develop IP
- Refresh traditional offerings

Design



**Implementation** 



#### **Clients centricity**

- Account alignment
- Business development effectiveness
- Consulting relationships leverage

Design



**Implementation** 



#### **Career and talent management**

- Dynamic career paths
- Talents development
- Leadership development

Design



**Implementation** 

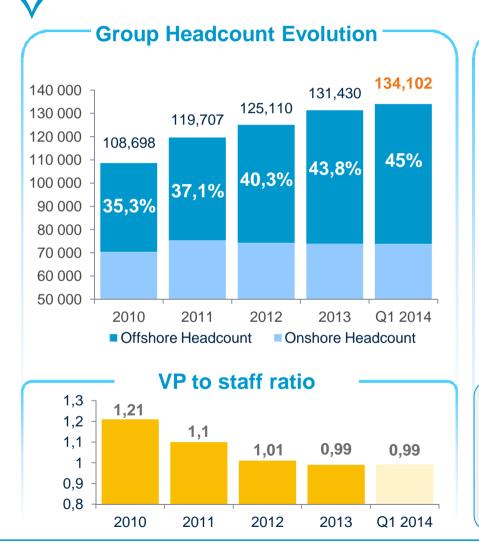


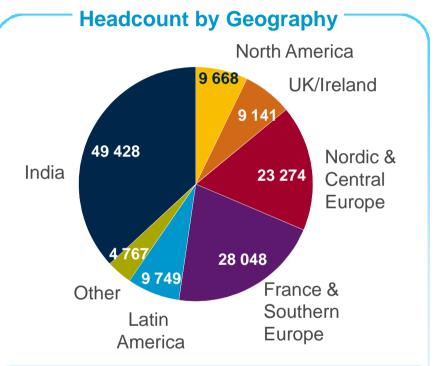




Talents - Hubert Giraud

## Our people





- 8,000 employees average net increase / year
- 45% of headcount is now located offshore
- India has crossed 50,000 people in April



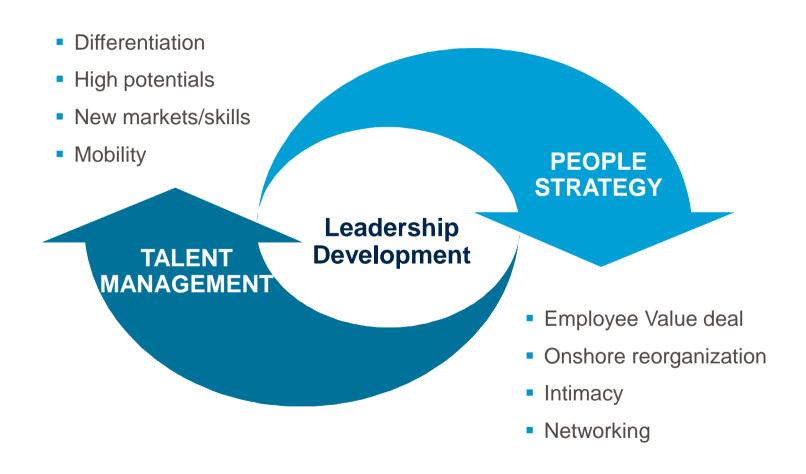
## We manage our people to lower the pyramid costs



Average Remuneration Cost (ARC) stays stable onshore and diminishes overall by 3.5% due to an improved business mix



#### Two priorities on People Management







AMSI initiative – Catherine Perronet

## AMSI is one of the Group programs to change the intimacy game

#### **Benefits**

- Accelerate and diversify our portfolio growth
- Improve our win rate on big deals
- Generate more sole sourcing deals
- Improve our business development costs effectiveness



- - A multi-year commitment of a dedicated team
- Monitored at the CEO level



#### A pragmatic approach

# Compulsory enforcement of best practices: 7 golden rules

Transparency: memorandum of Understanding (MoU)

**Speed & Flexibility** 



## It is a promising transformation journey



- Dedicated accounts teams
- New rules across P&Ls
- Priority access to Group assets
- 'One Group' approach

- Stronger role of ExCom members
- More aggressive portfolio deployment
- Push the rightshore model
- Leverage best practices

Set the rules

Improve the scheme 2017



Big Data and Analytics

2013

Early successes:



**ADM** 

GDF SVEZ

2014



ADIVI Strategie deal





Paul Hermelin - Conclusion