Harnessing the "New Normal"

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New Normal brings added agility to our working model

01 Hybrid working model
- 40% to 50% of our activity done from home
- Flexible working time
- Regular physical presence to sustain social bonds

02 Agile global resourcing
- More effective deployment; the right resources to the right client
- Borderless, larger and more diverse talent pool
- Pool of certified sub-contractors and free-lancers
- One single skills framework and harmonized assignment methods

03 Physical and digital workspace
- Less space, different space
- Flexible, collaborative and connected workspaces
- Digital workplace to enable virtual teaming and hybrid working
- Home equipment for health, safety and productivity
New Normal enhances our brand attractiveness among current and potential talent

- More flexibility in work and personal organization
- Wider opportunities to boost skills and careers
- Increased organizational trust and autonomy
- Greater inclusion and job accessibility
- Reduced environmental footprint
New Normal brings key levers for our efficiency

**Business travels**
Main levers:
- remote delivery,
- greater virtual collaboration,
- increased work from home,
- borderless talent pool

**Real estate footprint**
Main levers:
- increased work from home,
- new space design with more collaborative spaces,
- flex office organization

**Agile global resourcing**
Main levers:
- more effective utilization and less fragmentation of resources,
- borderless talent pool and client opportunities

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**ALREADY IN ACTION**
- Flexible work policy in deployment in all countries
- 4-year Real Estate transformation plan kicked-off
- Business travel capped at 50%
Drivers to build our New Normal

**Be agile**
Make our workplace, ways of working, resourcing processes and tools flexible, to deliver the greatest value

**Act sustainable**
Integrate sustainability in every aspect of operations to reach our carbon neutrality goals

**Be attractive**
Provide best in class employee experience to attract and retain the best talent

**Be resilient**
Ensure business continuity within an unpredictable world
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