# FUTURE OF WORK

**Let's work for a positive impact!**

AmCham

Capgemini invent

ING

# Executive summary

Now is the time to act: the environmental countdown is no longer a distant mirage, and societal and environmental issues must become a priority, especially for our companies.

CSR actions undertaken over the past few years have not produced the desired results, and now, our companies must accelerate their transition to a more responsible model. We believe that the environmental

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While discussions on the "future of work" usually focus on the impact of new technologies on jobs, the members of the AmCham France working group wanted to address the question of "purpose" and raison d'être of our companies, as defined in the PACTE Law of 2019, and their role and added value in our societies.

Discussions between members and with experts in labor, management and the social and solidarity economy helped us understand that this search for meaning calls for a transformation in organizations and their ways of working, in order to initiate change towards a more sustainable, responsible and inclusive world.

**Our recommandations**

The "Future of Work" working group of AmCham France, led by Capgemini Invent and ING, and in collaboration with the ESSEC Business School, has identified 3 main areas for reflection. We propose twelve recommendations on the future of work in a responsible world, with strong and actionable convictions that can be adopted right away to build tomorrow's world.

**1. It is up to the company to give meaning to work**, and if it does not do so, it risks being rejected by tomorrow's talent. To give meaning to work, the company must define its positive social and environmental impact, rethink performance measurement, develop responsible leaders and inspire action on a daily basis.

**2. The implementation of new ways of working must be accelerated** in order to gain positive impact and sustainable performance. The company, with the support of the State and the Educational Institutions, must train its employees for the new jobs of tomorrow, for a sustainable economy and as digital becomes the main sector of employment. It must leverage agility to support the business mission and democratize the gift of skills. The company must also rethink the organization of its premises around its people, the individuals.

**3. Responsible innovation must build tomorrow's world.** Companies must take part in the circular economy and create responsible ecosystems. They must also make the inclusion of diversity an essential lever for tomorrow's innovation and rethink their social pact.

# Foreword

The COVID-19 pandemic has highlighted the fragility of our economic model in the face of certain hazards, and the question of the world afterwards has now become a backdrop in literature and in people's minds.

There is no established definition of this world yet. Certain terms and concepts are on the rise: responsibility, relocation, impact, frugality.... At the heart of this change, our companies would be called upon to reinvent themselves to fully play the more responsible role that society expects of them, where the notion of value would be reviewed and redefined to give priority to long-term impacts. According to Edelman's Trust Barometer, published in May 2020 and carried out after the lockdown, the people of France expect companies to be at the forefront of the recovery process and to take advantage of this opportunity to change their business models: 55% of those polled want companies to define their raison d'être, a true compass for tomorrow's world[1].

In support of these citizen expectations, incentive-based regulations are emerging around the world, encouraging the dynamics of economic transformation through purpose and impact. As part of embracing this approach, many companies have now started aligning their business models around the PACTE law in France or the Benefit Corporation certification in the United States. Will this movement of trailblazers be enough to set off a trend and generate a snowball effect?

Indeed, although the transformation initiated can easily be perceived as positive and desirable, it is far from being simple or straightforward for the company. Organizations that take the road to becoming benefit corporations or mission-led businesses do so by making a radical choice. This choice impacts not only their strategic orientation, but also the day-to-day running of their company, from the way their offices are organized to their market positioning, which includes their salary policies, production methods, travel policies, etc.; these companies are essentially committed to building the future of work.

What are the concrete commitments to be made by each company to design the future of work at its own scale, in terms of means of production, market positioning, team management, choice of tools and working methods, choice of investments, etc.?

We are convinced that the future of work will thus be deeply rooted in its purpose, intrinsically linked to the development of a sustainable and inclusive economy.

It is up to companies to take up the challenge of their own transformation, by committing themselves quickly and sustainably to concrete actions that will make tomorrow possible and better for everyone.

# We are convinced that the future of work will thus be deeply rooted in its purpose, intrinsically linked to the development of a sustainable and inclusive economy.

To this end, we collaborated with a dozen member companies of AmCham France to jointly formulate ambitious and concrete recommendations in order to make business purpose the foundation for the future of work: this is the principal theme of the white paper you are about to read.

Our approach is based on a desire to share and learn. The result of collective effort, built through a series of interviews and discussions with representatives of academic circles, particularly ESSEC, our partner for this white paper, and representatives from the field of research, the government and the social and solidarity economy. This report also features testimonials from both large and small enterprises, illustrating each of our recommendations with best practices that can serve as a source of inspiration for those wishing to embark on this journey tomorrow or for those wishing to take it further.

We hope you enjoy reading it!

**Karien Van Gennip**
CEO ING in France

**Julien Assouline**
Vice President, Financial Services,
Capgemini Invent

**Bijan Eghbal**
President of AmCham France
Partner at DLA Piper

# Introduction

The recent, massive mobilization of citizens, and of workers in particular, on the issue of raison d'être is the motivation behind this white paper, the drafting of which began before the COVID-19 crisis. Its starting point is twofold. On the one hand, a strong expectation voiced by the younger generations, but more largely, by all workers, for more meaning at work. On the other hand, a much needed commitment by our companies to social and environmental issues. This should be a part of the rising momentum that has been observed for several years now, even as the responsibility of our companies is no longer just restricted to their shareholders alone, but has progressively increased to include all stakeholders, and more broadly, the society as a whole.

**Millenials and Gen Z want to work for companies that are committed and that give meaning to work**

The new generation is uncompromising when it comes to social, environmental and ethical issues and does not fall into the trap of "green and social-washing", and this trend is not likely to fizzle out any time soon since millennials will represent up to 75% of the working population in 2025[1]. 68% of millennials thus think that companies are not doing enough on environmental and social issues, and two-thirds of them aspire to work for a company that has a positive impact on the world[2]. As for the French, 86% believe that organizations have a role to play in making society better, according to a Great Place To Work® survey. Let us not forget that the Student Manifesto for an Ecological Awakening, launched in September 2018, was signed by 30,000 students from more than 400 higher education institutions. These new generations of workers are not afraid to express their expectations, but more importantly, they are the voice of a movement that extends to all generations of workers who are all waiting for concrete changes from our companies.

Similarly, consumers too are seeking greater transparency and are strictly avoiding products and services that are harmful or unethical. Armed with their Yuka application, they scan barcodes and shun the least eco-friendly products by excluding them from their shopping carts. In fact, fair trade products jumped by 22% in 2018[3].

1. Brookings, How Millennials Could Upend Wall Street and Corporate America, 2014

2. Deloitte, The Millennial Survey, 2019

3. Max Havelaar, 2019

4. Accenture, CEO study on Sustainability, 2019

# Millenials and Gen Z want to work for companies that are committed and that give meaning to work.

**Our companies struggle to balance economic profitability and positive impact**

According to a study commissioned by the United Nations, 90% of CEOs surveyed in 2016 said that they were determined to see their company take action for the environment, but in 2019, only 21% believe that business plays an active role in helping the environment. Only 48% of them have implemented "sustainable" initiatives in their operations and 55% of them claimed that they were torn between their short-term cost reduction objectives and their desire to invest for the long term[4]. Old habits die hard and the best of intentions in terms of climate change are often sidelined by business reality.

At the societal level, the COVID-19 crisis is a crisis of diversity, vulnerabilities, a crisis of inclusion that has highlighted social inequalities. The societal expectations in this area that were already being voiced have only become stronger. Beyond the obvious and necessary imperative of social justice to strengthen inclusion and put an end to discrimination in companies, many studies show that diversity is an undeniable lever for innovation and plays a central role in the performance of teams, and by extension, in the success of companies themselves. In order to shape the world of tomorrow, our companies therefore cannot overlook the need for better inclusion of diversity while calculating their positive impact on our societies.

However, things are moving on the legislative side. The United States had already introduced the Benefit Corporation status as early as 2008, soon after the financial crisis, in order to promote entrepreneurship for the common good, the environment and the society. It is now offered in 60 countries and more than 3,000 companies have already received the certification. In France, the PACTE Law came into force in May 2019, to allow companies to include a purpose and mission in their articles of association.

But overall, we need to go faster and further to achieve the 17 sustainable development goals set by the United Nations by 2030. We have entered an era where these issues have direct consequences on business. CSR teams are no longer enough; a massive change is needed, and inaction is no longer acceptable. To avoid being sidelined, companies must speed up their transition to a more responsible model. Therefore, in 2014, Patagonia decided to dissolve its CSR department so as to decentralize its mission statement and make it an integral part of each of its businesses. The COVID-19 crisis has highlighted the key role of managers, to the point that 61% of the French want "CEOs to be the leaders of change"[5]. But it is indeed all employees who need to be mobilized.

# The environmental and social revolution will be won through systemic changes, including new ways of working!

How can we go faster and further to encourage positive social and environmental impacts?

It is this question that is at the heart of this white paper. A dozen companies from various sectors and members of AmCham France, in collaboration with ESSEC Business School, met and reflected on best practices and inspiring success stories to move our companies forward and define the future of work deeply rooted in sustainability. This white paper, which consists of 12 concrete recommendations and has examples of numerous company case studies, is structured around 3 key themes:

1. **It is up to the company to give meaning to work** by anchoring the business around a raison d'être that guides and inspires its actions on a daily basis.

2. **Towards accelerating new ways of working** to adapt management methods, organizations and workplaces to the new challenges of our times.

3. **Responsible innovation to build tomorrow's world** by developing the necessary skills and rethinking the business model for sustainable consumption.
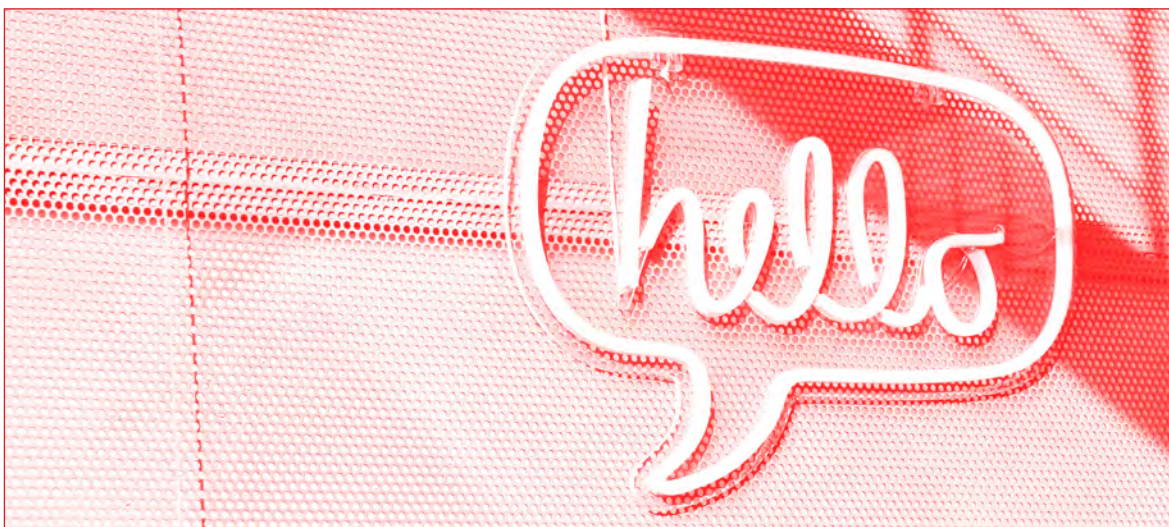


5. Edelman Trust Barometer, May 2020

Fig. Adam Solomon, Unsplash, 2017

# I.

# It is up to the company to give meaning to work

# 1. Defining its positive impact

## Profits and positive impact are no longer mutually exclusive

Companies, focused on profit maximization, must now understand that it is possible and even indispensable to balance their economic profitability and their social and environmental impact. Yes, they can seek growth, but not at the expense of the environment and the society.

Businesses have a role to play in making society better. Companies are expected to position their productive activities towards achieving more holistic and sustainable prosperity for the planet. They thus define a triple objective: economic, societal and environmental. According to Vincent Balandras, Vice President at Capgemini Invent and sponsor of the 'Invent For Society' program, "the tide of the quest for meaning does not have to be against capitalism: the company must be profitable to ensure its long-term survival, but it must have a positive agenda as well".

Passed in May 2019 in France, the PACTE Law (an Action Plan for Business Growth and Transformation), mainly based on the "Businesses and Public Interest" report of 2017 by Nicole Notat and Jean-Dominique Sénard, is a step towards ensuring that social and environmental issues are given greater importance in businesses. Prior to this, the law did not recognize the notion of social purpose for companies. The civil code has therefore been modernized to encourage companies to question their raison d'être.

The PACTE Law[1] has three stages: the recognition of social purpose for companies, the raison d'être and the mission-led business or benefit corporation. It applies to both very small companies and to large corporations.

**The Raison d'Être:** any company can define a raison d'être and decide whether or not to include it in its articles of association. According to Article 1835 of the Civil Code, "the raison d'être consists of the principles that the company has adopted, for the fulfillment of which it intends to allocate resources as part of carrying out its activities".

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**The Benefit Corporation or Mission-Led Business:** it defines a corporate purpose that is extended to social and/or environmental issues and enshrines it in its articles of association to make it legally binding for its various stakeholders. The Benefit Corporation must meet the following 4 conditions:
- Have a statutory raison d'être
- Define social or environmental objectives in the articles of association (sufficiently precise to be convincing and sufficiently broad not to require too many frequent changes in the articles of association)

1. Coursera, "Raison d'être" and "Entreprise à mission", ESSEC MOOC, 2020

- Include the procedures for monitoring and carrying out the mission in the articles of association, along with a mission committee that includes at least one employee and produces an annual report
- Be declared as such at the commercial court registry

Defining a raison d'être provides a responsible and long-term vision, a true "North Star" that will serve as a compass for employee and management decisions. If necessary, it can evolve over time, depending on the progress made by the company. 75% of the French believe that defining a company's raison d'être or corporate purpose is crucial, according to a 'Great Place to Work' survey[2]!

A raison d'être is defined in a collaborative and connected way throughout the company. Interviews with different employees at different levels and across all ages, but also with customers and suppliers, bring out authentic stories and nuggets of wisdom on which to base the raison d'être. A startup like Toguna offers a large-scale consultation tool to facilitate the sharing of information and testimonials that can be useful for writing a raison d'être. Then, collective intelligence workshops must be organized so that the company's employees, managers, board of directors and stakeholders can exchange, diverge, explore and finally converge on a concrete vision. This vision must be compelling and should resonate with the company's DNA, its business lines and its customers. The 17 sustainable development objectives set by the United Nations provide a framework for action and allow the company to choose its battles from among the various challenges to be overcome.

The raison d'être is not a slogan or a simple communication exercise, as thought by 69% of employees surveyed in November 2019 by Ifop and ESSEC Business School[3]. It is a commitment as a corporate citizen; but for it to become a transformative force for the company, it must be translated into operational objectives (see the next recommendation).

## MARKET SIGNALS

### The PACTE Law, a flying start
Dozens of companies have already taken the plunge in terms of writing their raison d'être, such as Carrefour ("ensuring the food transition"), SNCF ("giving everyone the freedom to move around easily while protecting the planet"), Open Classroom ("making education accessible to all"), MAIF ("providing sincere attention"), CAMIF ("making consumption responsible"), etc. And it is only the beginning! The Minister of Economy, Finance and Recovery, Bruno Le Maire, has also asked companies in which the State has a stake to define their raison d'être before 2021. This is, for example, the case of the "Française Des Jeux" (an operator of lottery games in France), which has aligned itself to the concept of "responsible gaming".

### A business community with a mission
There is now a community of benefit corporations in France, chaired by Emery Jacquillat, CEO of CAMIF, a French e-commerce company that specializes in local and sustainable home improvement solutions. He acknowledges that "members have done things differently and that there is a long way to go, so there is a lot of value in exchanging and sharing best practices." According to him, the leader continues to be the cornerstone of change."

### Benefit Corporations, a success in the US
Benefit Corporations have a legal status recognized by 35 U.S. states, in order to protect and guarantee their economic, social and environmental mission. In 2018, there were an estimated 5,400 Benefit Corporations registered in the United States[4]. These companies are required to publish annual reports on their social and environmental performance vis-à-vis their objectives set out in the form of a charter. Several Benefit Corporations also took the floor during the COVID-19 crisis, such as Ben & Jerry's[5], which published six practical and action-oriented / socially responsible recommendations to improve the management of the crisis, and more broadly, the political system in the United States. Finally, regarding the issues of police violence currently at the center-stage of debates, the B-Corp community has also set up psychological assistance for the affected populations, through social networks.

2. Great Place To Work®, Great Insights survey, 2020

3. Les Échos, Raison d'être des entreprises, les salariés ouverts mais exigeants, 2019

4. Nancy B. Kurland, « Accountability and the public benefit corporation », Business Horizons, 2017

5. Ben & Jerry's, 2020

Interview with Cisco France
- **Laëtitia Raphalen**, Director of Communications
- **Hélène Sancerres**, Director of Change Management and CSR

In the midst of the COVID-19 crisis, Chuck Robbins, Chairman and CEO of Cisco, announced the company's new raison d'être: "to power an inclusive future for all" and has urged all major economic players to also define their positive impact on the world in order to bring about change.

Indeed, the health crisis has shown the importance of technology to stay connected to people, education, news and health. It has also highlighted inequalities and a digital divide across the world: only 35% of the population in developing countries is connected, compared to 80% of the population in developed countries, and women are 50% less likely to use the internet than men[6]. In a study titled "The Role of Technology in Powering an Inclusive Future", Cisco states that bringing the Internet to those who are offline would lift 500 million people out of poverty and bring 6.7 trillion dollars to the global economy. Power an inclusive future for all!

This raison d'être did not come about by chance, it is the result of several rounds of internal discussions, and above all, of a strong commitment to inclusion throughout the world from the very beginning. For example, the Cisco Networking Academy has been able to train 10.9 million people in digital skills in more than 180 countries since 1997. In France, Cisco is committed to supporting the Techfugees association by assisting several refugee women by training them on new technologies and promoting their employability in the host country.

Cisco is a dynamic and pragmatic company: it walks the talk, there is no doubt that the raison d'être will be followed by action! All employees have welcomed this announcement and are committed to the process. In addition, the CEO has directly involved several operational members of his Executive Leadership Committee in order to implement concrete action plans. The priority topics will be inequalities in health and education, two areas where technology can increase its positive impact.

6. Cisco, The Role of Technology in Powering an Inclusive Future, 2020

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ZOOM
# The 17 sustainable development goals set by the United States

The United Nations has identified 17 sustainable development goals that provide a roadmap for achieving a better and more sustainable future for all. They address the global challenges that we are currently facing, including those related to poverty, inequality, climate change, environmental degradation, prosperity, peace and justice. The goals are all interlinked, and in order to ensure that no one is left behind, it is important to achieve each of them, and each of their targets, by 2030. Businesses and workers, depending on their sector of activity, must find their legitimacy and raison d'être in achieving these goals. We have about 10 years to act!

Goal 1:     **End poverty in all its forms everywhere**
Goal 2:     **Eradicate hunger, ensure food security, improve nutrition and promote sustainable agriculture**
Goal 3:     **Enable all people to live in good health and promote the well-being of all people at all ages**
Goal 4:     **Ensure equal access to quality education for all and promote lifelong learning opportunities**
Goal 5:     **Achieve gender equality and empower all women and girls**
Goal 6:     **Ensure access for all to sustainably managed water and sanitation services for all**
Goal 7:     **Ensure access to reliable, sustainable and modern energy services for all at an affordable cost**
Goal 8:     **Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**
Goal 9:     **Build resilient infrastructure, promote sustainable industrialization that benefits everyone, and foster innovation**
Goal 10:    **Reduce inequalities within and between countries**
Goal 11:    **Make cities and human settlements inclusive, safe, resilient and sustainable**
Goal 12:    **Establish sustainable consumption and production patterns**
Goal 13:    **Take urgent action to address climate change and its impacts**
Goal 14:    **Conserve and sustainably use oceans, seas and marine resources for sustainable development**
Goal 15:    **Protect and restore terrestrial ecosystems, with a view to using them sustainably, manage forests sustainably, combat desertification, reverse land degradation and halt and reverse loss of biodiversity**
Goal 16:    **Promote peaceful and inclusive societies for sustainable development, ensure access to justice for all and develop effective, accountable and inclusive institutions at all levels**
Goal 17:    **Strengthen the means to implement the global partnership for sustainable development and revitalize it**

# 2. Rethinking performance measurement

## New performance indicators to meet the challenges ahead

Financial performance is the most predominant indicator in our capitalist economy, whether at the global level with the rise of the Gross Domestic Product or at the company level with the tyranny of P&L. Yet, if we want companies to have a positive impact on the environment and society, we must strongly embrace its backbone, the employees, and therefore, rethink their operational objectives and the way their performance is assessed.

The real challenge of the raison d'être starts as soon as it is implemented in the organization. In order for employees to grasp it and manifest it in their daily choices, it must be translated into concrete commitments and objectives, set out in the company's operational plans and individual performance indicators. Individual or group bonuses may be paid when the objectives are achieved.

For Thierry Sibieude, Professor at ESSEC Business School and chair holder for the Innovation & Social Entrepreneurship Chair, "the objectives and contributions of each person should match the ambition set out in the corporate mission: we will not change the world with one day of skill sponsorship per employee per year! Employees must be given the means to act".

For OpenClassrooms[1], whose mission is "to make education accessible to all", this translates into a strong customer promise of "guaranteed employment": if the student does not find a job within 6 months, the training cost is reimbursed. And of course, this performance indicator is monitored very closely by the entire company and this encourages each employee to create quality training programs and to follow the progress of students to maximize the chances of success.

1. Coursera, "Raison d'être" and "Entreprise à mission", ESSEC MOOC, 2020

"The objectives and contributions of each person should match the ambition set out in the corporate mission: we will not change the world with one day of skill sponsorship per employee per year! Employees must be given the means to act".

The OKR management method popularized by Google, where OKR stands for "Objectives & Key Results", can be used to make your objectives more dynamic and concrete. It lets you involve all the employees of the company, to mobilize them around a single shared objective defined by the management (the O) and to

define clear and measurable results to be achieved (the KR). Everyone heads in the same direction and helps each other; all tasks are productive because they are aligned to the collective mission. The OKRs make it possible to apply the strategy, directly from the company's raison d'être and missions, throughout the company. Through an approach that is both top-down and bottom-up, OKRs are a powerful tool for communication, commitment and a vector of meaning. The objective (O) must be strategic and qualitative, for example **"Design our circular economy products and services and reuse materials for their environmental and societal value"**. Between one and three key results (KR) can be used to measure the progress towards achieving the objective, **"100% of our products and services are made up of 70% recycled content"**.

According to Geneviève Ferone-Creuzet, a pioneer in social and environmental ratings with the creation of Arese, a rating agency which later became Vigeo and now Prophil, "Creating new KPIs is not so simple, because the whole world is structured around economic growth; there is however an urgent need to create another system for assessing wealth, which will better recognize positive impact because assessment paves the way for measurement and responsibility, and consequently, for enforceability and control. As Albert Einstein said, "what counts cannot always be counted, and what can be counted does not necessarily count".

In order to report on social and environmental efforts, since September 1, 2017, France has made it mandatory for major companies to include an extra-financial performance statement in their annual management reports. The integrated report combines financial and extra-financial data and takes into account six types of capital, making it possible to assess the value of a company: financial and manufacturing capital, natural and social capital, and human and intellectual capital. New accounting methods are also emerging, such as the CARE model, which applies the traditional financial capital accounting standards to natural and human capital in order to account for and integrate the annual deterioration of the latter into the financial accounts of companies. By extending the existing model to other types of capital, the CARE model seeks to ensure that the assets of the various ecosystems remain protected, while also responding to strong citizen demand, like for example, the Citizens' Convention for Climate which, in France, recommends adding a carbon balance sheet to the accounting balance sheet of all organizations that produce accounting documents.

## MARKET SIGNALS

### Citizen Capital, the impact fund
This impact investment fund invests amounts between €1M and €5M in equity, in high-growth French companies with a turnover of more than €1M and committed to one or more of the following topics: inclusion, social mobility, responsible production and consumption, social and managerial innovation. Citizen Capital has developed the impact business plan method[2], which defines 1 to 5 impact objectives for each company, along with key indicators for all employees. Then, 50% of the team's profit-sharing component (i.e., the carried interest) is linked to social performance, and if the impact objectives are not achieved, the balance is paid to a social cause.

### Extra-financial rating, the new deal
The extra-financial rating is an evaluation of a company that is not only based on its financial performance, but also on its behavior towards the environment, respect for social values, social commitment and corporate governance. Each area of analysis is assessed according to different criteria (transparency, innovation, communication, etc.) and is weighted to obtain a final score. Socially responsible investment (SRI) funds include extra-financial criteria in addition to financial performance criteria in their investment decisions.

2. Citizen Capital, 2020

Interview with Rocher Group
- **Claude Fromageot**, Director for Responsible Development
- **Anaïs Picard**, Sustainable Development Manager

The Rocher Group, which notably owns the Yves Rocher, Petit Bateau and Arbonne brands, has become the first international group to adopt the status of a Entreprise à Mission/Benefit Corporation in France. Its raison d'être is to "reconnect men and women to nature", which directly resonates with the convictions and approach initiated by its founder, Yves Rocher, in 1959. This raison d'être is embodied in experiences, services and products that deliver well-being, thanks to the benefits of nature. The group claims to have a family business model with the ambition to develop a sustainable ecosystem that combines wealth creation, frugal innovation and humanistic ecology.

The raison d'être was defined through a collaborative and iterative process involving a large number of stakeholders, both internal and external. A second phase of work has begun to review the policies and associated action plans in order to respond to the major challenges facing the world and the company's mission. A mission committee has also been appointed, bringing together internal and external stakeholders to monitor the progress in terms of achieving the objectives of the Group's transformation plan.

In addition to the raison d'être, which serves as a compass for the 10 brands and 18,000 employees, the Group has assigned a weighting of 20% to positive-impact operational objectives as part of the annual objectives of its employees, thus getting them further involved in achieving the Group's ambition and giving them the power to sustainably transform their business, their site or their day-to-day working lives. These objectives may consist of reducing the carbon footprint, transforming products or packaging, coming up with innovations with a positive impact, etc.

# The Group has assigned a weighting of 20% to positive-impact operational objectives as part of the annual objectives of its employees, thus getting them further involved in achieving the Group's ambition

**"Brands not only address a client but also a citizen that wants to buy in conscience. They discuss with communities that are engaged. [The definition of a raison d'être] creates a new energy that moves people internally at every level of the company. "**

—

Bris Rocher, during his speech at La Gacilly, Monday, December 9, 2019

# 3. Developing responsible leaders

## So that leaders embody the raison d'être

In order to build a fairer and more sustainable world, companies and employees will have to change profoundly. More than ever before, the role of the leader has become indispensable to support/drive the transformation of our companies while maintaining the commitment of our employees. Leadership development requires a change in behavior, ending the era of the pyramid structure or hierarchical authoritarianism, in favor of more agile, authentic organizations that foster a community of mutual trust.

Aligning your corporate culture with your raison d'être becomes a strategic challenge, over which lurks the eternal shadow of social washing. The practices of the winners of the 'Best Companies to Work For' Award, conferred annually by Great Place To Work®, are particularly inspiring in this regard. These organizations have built inclusive values, taking into account all their stakeholders, and engaging their employees, particularly through the clarity of their managerial communication, not only on their values, but also on all matters concerning the day-to-day running/activities of the company. The clarity of managerial communication is therefore, in fact, the foundation on which the credibility of the company's mission is based. Without this clarity, any initiative, whether it is to give meaning or to bring to life certain values, a raison d'être or even a mission, would not be as impactful.

This clarity and the resulting authenticity must be found across the entire leadership spectrum, from the leadership team to the middle managers. This is all the more strategic given that the workforce of tomorrow - the millennials - have lost faith in their leaders. While yesterday's managers wielded hierarchical power legitimized by their technical competence, tomorrow's leaders will rely on their soft skills that will enable them to drive a vision, be inclusive and empower their teams[1].

1. Great Place to Work®, Dossier Great Insights, 2020

## The clarity of managerial communication is therefore, in fact, the foundation on which the credibility of the company's mission is based.

The growing importance of the HR function is part of a profound transformation in the concept of leadership. The "HR Panel" study conducted by Great Place To Work®[1] shows that vision and emotional intelligence are two leadership qualities cited as the most important for the coming years. In third place is exemplarity, followed by the ability to give meaning, and finally empowerment. These qualities illustrate the growing importance of soft skills, which are now in demand by companies, particularly for management and executive positions.

Great Place To Work® recognizes several types of leaders, the most accomplished of which is the "For

All Leader". The 'For All Leader' treats all employees equally, with confidence, and is committed to helping them reach their potential. His/her team is particularly innovative and positive. The 'For All Leader' collaborates with the other teams in the organization. He or She is a role model for the management even beyond the organization and does not hesitate to share his/her experiences. To maintain this level, it is important to regularly reassess the needs of the teams and take the time to develop personally to remain open and flexible. He/she works as a team and involves his/her employees in decision-making. He/she is grateful, values their successes and supports them in their professional development. Finally, he/she inspires them by being competent, honest and reliable.

As the level of leadership increases (and consequently, so do the number of "good leaders" or "leaders for all"), more and more employees report a positive experience, which has a direct impact on innovation, productivity, retention and organizational agility. This equation is also confirmed from a scientific and medical point of view, as confirmed by Dr. Philippe Rodet, who speaks of the "butterfly effect of caring" on performance.

## MARKET SIGNALS

### Altair Global, experience management for employees

Altair Global realized that there was a direct correlation between employee engagement and customer satisfaction. The company therefore decided to make special efforts on its employee experience through experience management: a complete program from the moment the employee joins the company till his/her exit. A bi-annual Gallup survey assesses the level of employee engagement, and debriefings are held in a transparent team environment. Every employee takes the Clifton Strengths test to find out more about their strengths and how to develop them in their work. Every voice is heard, and everyone knows how best to contribute to the company's mission.

Fig. Christina, Unsplash, 2019

Interview with ING
- **Émeline Bourgoin**, Head of Human Resources at ING in France
- **Lesley Wilkinson**, Global Head of Talent and Learning at ING

You are not born a leader, you become one. Of course, to become one, you need to be endowed with certain human qualities - the famous soft skills. But this is above all a learning process in which the company has a role to play. Firstly, by driving a desire for cultural transformation, and by making quality of life at work a strategic objective and not a set of anecdotal and unconnected measures. Second, by giving leaders or future leaders the means to develop, through training and coaching.

With this in mind, ING Group coached more than 5,000 managers from all its subsidiaries through the "Think Forward Leadership Experience" program. The first part of this program lasts for 4 days and is based on self-awareness, values and the ambition that each leader determines his or her "individual purpose". During this introspection, the focus is on the leadership objectives they commit to, in order to strengthen collaboration within their teams. The second phase is based on the identification of actions, triggers and leadership habits that will help to ensure healthy and sustainable performance.

According to Lesley Wilkinson, Global Head of Talent & Learning at ING, "It became very clear to us that the development of leadership skills would be one of the drivers to enable us to deliver our strategy. This program has enabled an individual transformation of our leaders and is leading to a collective change in the way we work."

# "This program has enabled an individual transformation of our leaders and is leading to a collective change in the way we work."

Fig. Matteo
Vistoco, Unsplash,
2017

# 4. Inspiring action on a daily basis

## Use the nudge approach to change behavior

According to scientists, all the signs are red. Yet, despite warnings and calls for action on global warming, many are still not doing anything about it. Faced with a distant, intangible and invisible threat, our brains do not trigger their alert mechanism... while the sudden, concrete and intense nature of the COVID-19 crisis has brought about a new awakening. The fable of the frog that boils to death without even noticing it because the temperature of the water rises gradually is quite telling. The nudge theory and gamification can inspire us to act, making our actions tangible.

The Nudge theory is a gentle approach for changing behaviors and for inspiring good decisions, without making people feel guilty or coerced. The American economist, Richard Thaler, was awarded the Nobel Prize in Economics in 2017 for his work on this subject. The most famous example is that of the fly etched on the surface of the urinals at Amsterdam airport, which encourages men to aim more accurately, thus increasing the cleanliness of toilets and reducing cleaning costs by 80%[1].

To deceive the natural passivity of our brain and to encourage behavioral change, employees could implement small features to gamify the transition towards achieving a more positive social or environmental impact. In short, awaken employee engagement!

This is precisely the idea of the Mobeetip startup, identified by HR Lab[2], which enables employees to finance projects that are important to them thanks to the savings they make on overheads. Through data analysis, their energy-efficient and low-carbon best practices are rewarded and help finance various projects such as quality of life at work, support for charitable organizations, etc.

Simple, concrete and impactful, it is through the empowerment of employees and the recognition of best practices that the transition will take place!

1. Les Échos,
le nudge, ou
comment corriger
les biais humains,
2019

2. The HR Lab,
2020

**Employees could implement small features to gamify the transition towards achieving a more positive social or environmental impact.**

# MARKET SIGNALS

### Greenly, to measure its carbon footprint

This start-up has developed a mobile application that encourages consumers to reduce their carbon footprint by analyzing their spending. After getting user consent, the app connects to Linxo, a banking aggregator approved by the 'Banque de France' and supported by the 'Crédit Agricole' Group (3); next, Greenly analyzes your spending and calculates the kilograms of $CO_2$ emitted or avoided. An invaluable tool to raise awareness and change behaviors, and a financial incentive in the form of cashback for users who favor green brands; all in all, a good example of the nudge approach!

### MicroDon, the rounding that does good

MicroDon offers innovative digital solutions to help employees fulfill their social commitments, such as rounding off their salary or rounding off the bill value at the cash desk. A mini effort, which does not really pinch the employees but can have a significant impact as such. MicroDon is a startup of the solidarity economy which is ESUS approved and certified as a B-Corp.



3. Les Échos, 2020

Fig. Jakob Owens, Unsplash, 2017

# Talan
## The future is a playfield

According to the information found
· in the press
· on Talan's website

Talan, a specialist in digital transformation consulting, has been offering its employees a unique experience since 2018: trading and converting TalanCoins, an in-house corporate cryptocurrency, to reward positive actions among employees[4].

As a digital services company, Talan employees spend most of their time at client locations. This common internal currency, TalanCoin, therefore creates a common base between all company stakeholders, regardless of their location, reporting line, BU, or manager, thus establishing a level playing field, far removed from traditional vertical hierarchies.

The coins are meant to be exchanged between employees for different reasons: to thank someone for their professional help, for conducting a meeting properly, for knowledge transfer, etc.; in short, a fun and collaborative way to reward those who get involved/participate in the company.

Furthermore, the introduction of a gamification component encourages even greater use:

- It is a time-bound currency, in other words, the wallet balance decreases automatically when the user does not utilize it, at the rate of 1% TalanCoins per week... thereby prompting employees to trade coins between themselves

- A ranking of the most active employees is accessible to everyone in real time and they can lead communities of positive action if they so desire.

- Employees can purchase training courses on Talan Campus and thus be rewarded for their good deeds.

An example of the nudge approach, which energizes employees and encourages them to participate in collective action for the benefit of all.

# In short, a fun and collaborative way to reward those who get involved/participate in the company.

4. Talancoin.com, 2020

# Positive impact,
# a key employer for the employer brand

In 2020, 86% of the French believe that organizations have a role to play in making society better. For 75% of them, defining a raison d'être or mission is important[5]. Millennials and Generation Z are changing the game and applying the civic awareness they have acquired as consumers to their professional lives. They are aware of societal and environmental challenges and are more inclined to choose an organization that works in this direction. For example, the Student Manifesto for an Ecological Awakening, launched in September 2018, was signed by 30,000 students from more than 400 higher education institutions, and this phenomenon is not going to fizzle out any time soon because millennials will represent up to 75% of the working population in 2025[6].

In a survey (3) conducted in 2020 by Great Place To Work® France, Entreprise Du Futur and the Emlyon business school, students stated that as future leaders:

- they will be looking for meaning in their professional lives, much more than before – stated by 87% of them
- they will steer their company to help make society a better place – claimed by 94% of them
- their company will define a purpose or mission – stated by 91% of them

And according to an exclusive survey carried out by ESSEC Business School[7], in collaboration with our working group at AmCham, between May and June 2020, the students surveyed stated the following as the most important criteria for choosing their future job:

1. A good work-life balance
2. Interesting role and responsibilities
3. Working for a socially and environmentally responsible company

Criteria such as job security or well-defined career path are least important to them.

Amidst the war for talent and the new demands of candidates, rethinking your employer brand and integrating a social and environmental commitment are key. In fact, 67% of employees would hesitate to

join an organization or would categorically refuse an offer in the absence of a social mission[8]. Furthermore, research shows that an organization's reputation has a positive influence on the number of applications (up to 50% more applications than an organization with a bad reputation). Reputation also has an impact on the quality of candidates who apply.

Beyond the recruitment phase, the employer brand also helps with employee loyalty. Here again, the organization's societal and environmental commitment is key, since millennials are seven times more likely to stay with their organizations for long when they feel that they are making a personal contribution to their companies and to their society[5]. Having loyal and motivated employees, among other things, translates into higher performance, lower absenteeism, lower staff turnover and lower costs related to finding and training new recruits. For example, according to a Gallup study, employee turnover among millennials triggered by a lack of corporate commitment, costs the US economy $30.5 billion a year[9].

Finally, the employer brand is also about succeeding in mobilizing current employees or those who have left the organization and turning them into true ambassadors. This is all the more true with the millennials. If indeed they are satisfied with their organization, they are the best ambassadors to their peers. In fact,75% of millennials turn to their friends and family to make their professional decisions[8].

An organization's social and environmental commitment is therefore indispensable for a sustainable employer brand. It is up to the organization to make its positive impact visible and credible to candidates and employees in order to better attract them, build their loyalty and mobilize them in the pursuit of a common goal.

5. Great Place to Work, Great Insights survey, 2020

6. Brookings, How Millennials Could Upend Wall Street and Corporate America, 2014

7. Survey conducted by Maciej Workiewicz, Associate Professor, ESSEC Business School and Arthur Gautier, Assistant Professor, ESSEC Business School

8. Turban, Firm reputation and applicant pool characteristics, 2003

9. Gallup, How Millennials Want to Work and Live, 2016

# II.

# Towards accelerating new ways of working

# 5. Training in sustainable economic activities

## The rise of "green collar" workers committed to a more sustainable economy

The challenge of "green and social" skills is twofold. On the one hand, it is a question of making all employees aware of these issues, because the fulfillment of a sustainability-driven raison d'être can only be effective if operational means are put in place. On the other hand, this trend of going green and giving meaning to work may well lead to the disappearance of certain professions and the emergence of new ones, with new skills in tow. In any case, to make this transition a success, it is imperative that the trio, the State, the Schools and the Companies, work together to prepare the workforce of tomorrow!

To create the world of tomorrow, the emergence of new professions and "green" technical skills are necessary, but they will not be enough, because all employees must first be made aware of this in order to change the paradigm globally.

**For the emergence of green jobs**

According to the International Labor Organization (ILO), the transition towards a sustainable and inclusive economy could act as a lever for growth and allow for a net creation of 18 million "green" jobs worldwide by 2030[1]. "Green employment" refers to all decent work that contributes to the preservation or restoration of the environment, regardless of the sector concerned[2]. As indicated by Ademe, while the number of full-time equivalent (FTE) jobs linked to the energy transition has increased by 39% between 2006 and 2015, the transformation of the labor market cannot only be restricted to the most polluting sectors (agriculture, energy, manufacturing, transport, construction) and must extend to all sectors of the economy:

**Emerging professions:** consultants specializing in reducing carbon emissions, solar panel technicians, recycling managers, biodiversity engineers, bicycle or

household appliance repairers, etc.

**Professions that are doomed to disappear:** coal / oil miners, gas station attendants, some technicians in bottling and packaging plants, etc.

**Professions that have undergone a transformation:** workers in all sectors impacted by resource and energy conservation (cleaner production processes, distribution without packaging, eco-tourism, etc.), financial investments towards achieving a positive environmental and social impact, etc.[3]

The "green collar" era will therefore see the end of certain professions, the emergence of new ones, but above all, the development of new skills in existing professions, across all levels of the value chain: designers are experts in product lifecycle management, after-sales teams are developing recycling activities, IT teams are integrating frugality in their choices related to investments and tool deployment, financial teams are measuring the impact of the company's activities, etc.

This context leads to a change in the profiles sought in the labor market, which makes the development

1. OIT, Working towards sustainable development, 2012

2. United Nations Environment Program, 2008

3. OIT, Greening with jobs, 2018

4. PARISOT Report, "Plan de programmation des emplois et des compétences - Mission de préparation", 2019

of skills critical, because without skilled workers to carry out these new functions, the transition to a more sustainable economy is not technically feasible.

It is therefore both possible and necessary to anticipate needs in terms of the future skills required in order to adapt our education and training systems at all levels. In France, this is highlighted in the report written by Laurence Parisot and submitted to the government as part of the Employment and Skills Program Plan, published on February 19, 2019[4]. Thus, following will be the priority actions in terms of skill development:

**Sensitize, guide, train, support:** providing more support to workers and job seekers for transitioning towards "green" professions (strategic workforce planning in companies, guidance counselling, communication and information, etc.), developing training courses related to the sustainable economy, from elementary school to in-house training in companies.

**Develop skills ecosystems,** in order to break down inter- and intra-company skill-based silos (for example, during the construction of a building, it is the coordination of all trades that ensures a maximum level of energy performance).

**Develop the eco-design approach,** in other words, shift to a production model that seeks to extend the life cycle of products, which alone could create 18 million net jobs, particularly in recycling and maintenance/repair services.

**Promote the convergence of the energy transition and the digital transition** because they are intertwined, one impacting the other and vice versa, in terms of technologies, uses, work organization, and solutions to the major challenges of our time. This implies the emergence of "green tech" skills, mainly in engineering and data science.

**Foster the development of "soft skills"** in a business world marked by rampant digitization and structural instability; skills that are intrinsically human will be crucial to participate in a sustainable economy: empathy, creativity, adaptability, ethics, etc.

**Raising awareness about tomorrow's issues**

For a deep and lasting change, it will also be necessary to make everyone aware of today's environmental and social challenges, from schools to businesses, including associations and other civic bodies, to enable

them to better understand these issues and give them the keys/tools to innovate. This is why the association 'La Fresque du Climat' offers educational material and a workshop format designed to help the public understand the various aspects of climate change, in a fun way.

## MARKET SIGNALS

### Total, an ecosystem of skills and positive impact
The development of skills may also depend on the specific commitment of large groups. Total has invested in the remodeling of its 'La Mède' refinery, which includes, among other things, converting its facilities to biofuels, training employees and creating an on-site training center, financing loans to local SMEs. There are also plans to create a production school for young people who have dropped out of school, and a call for projects for start-ups in energy efficiency and applied industrial ecology.

### ESSEC Business School, a catalogue of "greener" courses
ESSEC, for its part, has taken the initiative to make its training catalogue "greener" by adding more content that deals with ecological issues. In the same way that companies saw the emergence of reverse digital coaching where senior executives were coached by their younger employees, could we move in the same direction towards the dawn of "green reverse mentoring" to raise awareness about ecological issues, wherein older executives will be mentored by younger employees?

### A petition to create Transition schools
Engineering schools were created in the 18th century to support the creation of roads, business schools were created in the 19th century to support industrialization, while digital schools were created in the 21st century to develop skills in this field... It is time to create transition schools that are inclusive and open to all! Existing courses do not support the transition of enough people each year, we need to change the scale and offer learning paths to as many people as possible.

4. PARISOT Report, "Plan de programmation des emplois et des compétences - Mission de préparation", 2019

Future of Work, let's work for a positive impact

Interview with Idean France, part of Capgemini Invent
- **Hilda Gameiro**, Client Director
- **Corinne Leulier**, Director of the Design Department

Idean is an international agency of the Capgemini Group that combines creation, design and technology for an optimal user experience. Our work increasingly requires us to take up challenges of eco-design, and after years of having been "user-centric", we now also need to be "planet-centric" in order to limit the negative impacts of the products and services we design. To this end, we are developing "Planet Centric Design" and "Green IT" to design digital solutions by optimizing their impact on the planet and their energy consumption.

With the aim of strengthening the skills of our employees in these areas, we have set up the "Idean Academy", which enables us to train them, but also our customers, in eco-design (design and digital), circular design and systemic design. As part of this initiative, several of our designers have been trained in Climate Fresco, in order to raise the awareness of all our teams during internal sessions. We are also working on an internal "design ethics" charter to enable our "ideanists" to find their way around our values.

Finally, we are currently working on setting up a partnership with the think tank "Institut du Numérique Responsable" (INR), which campaigns for a more regenerative, inclusive and ethical digital world. For example, we are going to run MOOCs on eco-design and digital accessibility. Our objective is to certify several entities of the Capgemini group. The signing of the charter is expected by the end of the year, but the certification requires more time and work.

## Our work increasingly requires us to take up challenges of eco-design, and after years of having been "user-centric", we now also need to be "planet-centric" in order to limit the negative impacts of the products and services we design.

Fig. Rodrigo
Kugnharski,
Unsplash, 2018
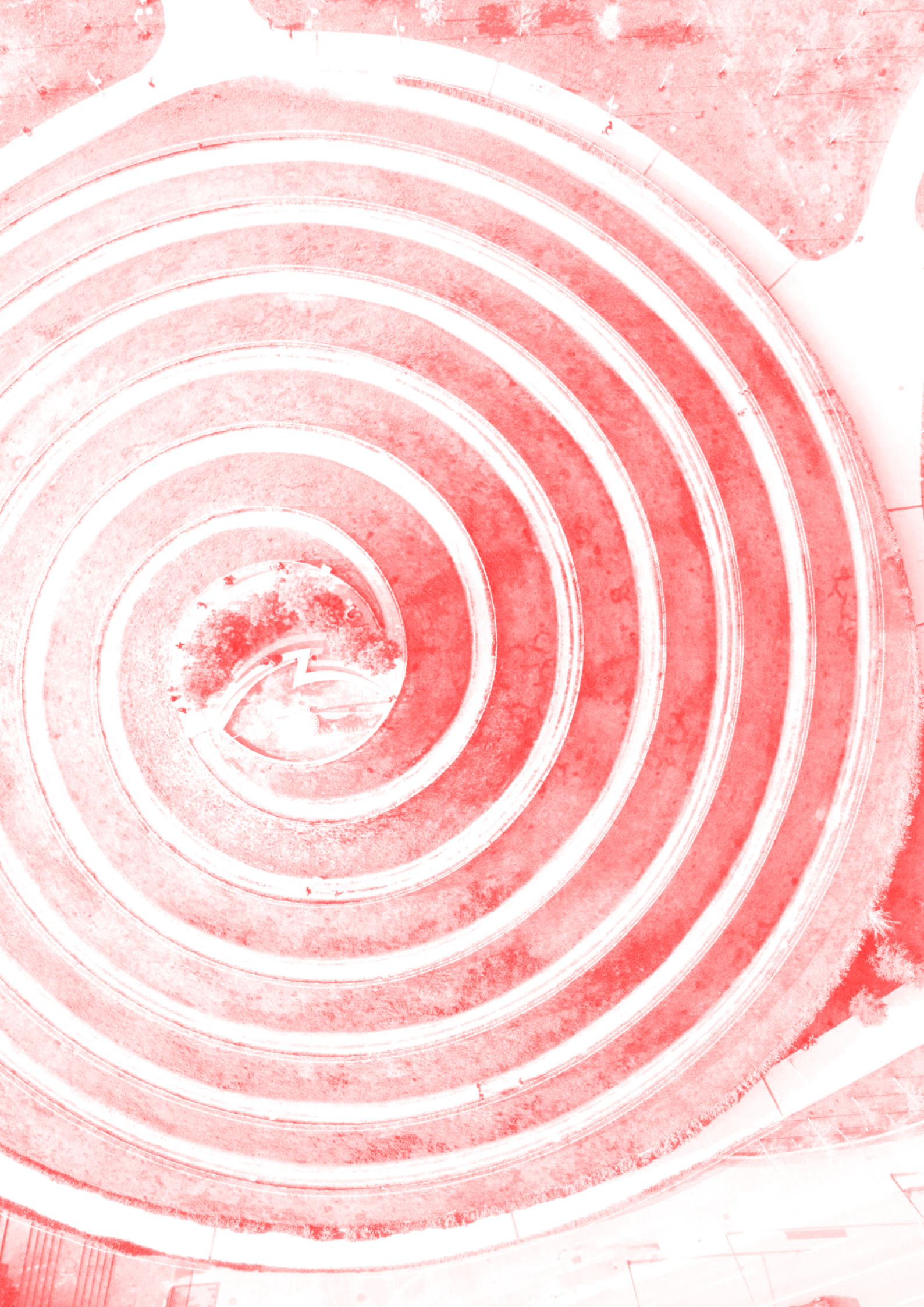
# 6. Putting agility to work for your business mission

## The agile model to support performance and the business mission

Beyond a purely IT issue, agility today is a key factor in the transformation of organizations and management. It is both a strategic issue that helps improve performance and also one of cohesion and meaning which enables teams to be the torchbearers of their company's raison d'être.

Every year since 1994, the Standish Group has published the CHAOS study which measures the success and failure rate of IT projects. In 2014, the group concluded that 63% of projects are abandoned or end up exceeding budget or deadlines. Agile methods, created in the 1990s, precisely respond to this challenge. Agility leads to the empowerment of teams and thus to change the organization from a top-down pyramidal structure to a more flat structure based on the principles of team empowerment, collaboration and trust. Thus, the wider adoption of these practices goes hand in hand with the development of an agile "culture" within companies.

**Agility: a state of mind that helps balance daily work and the company's raison d'être**

Agile methods were originally designed to put customer value at the heart of the technology development process. They consist of dividing projects into small steps or "sprints" that are defined by the team itself, after estimating the complexity of each task. As a result, each project is no longer focused on the expected deliverable, but on the value that it creates for the end customer, which becomes the yardstick for making decisions.

While Agile practices are applied differently in different companies depending on their organizational contexts

and levels of complexity, their core principles remain constant: team empowerment, autonomy, collaboration and trust.

In that sense, Agile practices allow employees to take ownership of the company's raison d'être and to play an active role in prioritizing and implementing projects that deliver the most value to customers. Deloitte has presented the same idea in a white paper on the agile enterprise, explaining that by "mobilizing through meaning, [the agile enterprise] creates internal and external alignment around a transparent and shared inspiring vision. This sharing of information significantly increases employee engagement and performance".[1]

With agile practices, each project must be explicitly linked to the company's strategy or risk being deprioritized, thus making teams autonomous and active in defining their own roadmap according to the company's strategic priorities. More and more companies are thus placing agility at the heart of their strategic plan., For example, as early as 2015, Orange had included the ambition of "developing collective agility" in its "Essentiels2020" plan, a very effective way to build a digital and human employer model.

1. Cairn, Agile, a new transformation for the company, Séverin Legras, 2014

## A new managerial model

Agile has direct consequences on the organization because it requires switching to project mode. Indeed, "the agile company will no longer allocate budgets to "build" project teams; rather, it will form teams over time and provide work to these teams as and when required".

Regardless of its scope within the company, an Agile transformation leads to new ways of working and impacts the company's culture. For managers, agile practices require a paradigm shift. Their role is no longer to distribute tasks because teams are autonomous and organized, but to ensure that they have the required resources to deliver maximum value to the customer. For managers, this is therefore an opportunity to rethink their roles and continue being meaningful especially when according to a BCG study conducted in 5 countries in 2019, 85% of them find their job more complicated than before and 38% think that their function will have disappeared within 5 to 10 years[2].

With the development of agile, managers can once again find a key and instrumental role within the organization, provided they can embody the change. As agile coach Jon Stahl explains, managers should "embody the change they want to see and lead by example by demonstrating agile values, managing by example, truly understanding the culture and being as transparent as the teams they lead"[3]. This requires a mindset / an approach / a management style that is in line with agile values: empathy, listening, collaboration, and trust.

# Agile transformation, regardless of its perimeter within the company, gives rise to new ways of working and impacts the company's culture.

## In five years, all agile?

According to a study by the consulting firm Goetzpartners and the NEOMA Business School titled "The Agile Performer Index", agile companies are nearly 3 times more efficient than others[4]. Accenture also explains that "by reducing the levels of hierarchy and by extending managerial responsibilities, [agile] companies are accelerating their transformation towards competitive agility."[5]

Much more than simple tools or working methods, agile is a means to give meaning to work and to make employees equal stakeholders of the strategy. Too good to be true? However, for it to catch on, there needs a good reason to transform. Because the transformation of the organization is profound and requires an unwavering commitment from the management and managers, and therefore, a good understanding of why the company has embarked on this path to agility.

**5 success factors for an organization's agile transformation**

1. **A strategic project** that explains why the agile transformation is necessary

2. **The support and involvement** of top management

3. **The creation of an internal team of agile coaches** to facilitate the deployment and assimilation of agile practices and its "ceremonies"

4. **A change management program** to ensure that everyone embraces and embodies the values that stem from going agile

5. **Supporting managers** to help them find their place and redefining their roles and responsibilities in this new organization

2. BCG survey conducted in five countries (China, France, Germany, the United States and the United Kingdom) among 3,500 employees and 1,500 managers of companies with more than 200 employees

3. Jon Stahl, Agile From the Top Down: Executives and Leadership Practicing Agile:, 2011

4. Goetz Partner and Neoma, Organizational Agility as a competitive factor, 2017

5. Accenture, Rewiring Your Organization for Agility, 2018

Interview with ING in France
- **Émeline Bourgoin**, Human Resources Director, ING in France
- **Philippe Scimeca**, Chief Transformation Officer, ING in France

**ING and the implementation of the ING Way of Working**

Agility and banking don't necessarily seem to go hand in hand. However, ING, the Dutch online bank established in France 20 years ago, switched almost its entire organization and its 700 employees to the agile way of working in 2019.

"At ING, the deployment of agile practices was in line with the Think Forward strategy and the definition of our purpose: "to give our customers the means to stay one step ahead in their personal and professional life". To make this purpose a reality, it was essential to empower the teams and enable them to be more autonomous and make more decisions on their own", explains Emeline Bourgoin, ING's Human Resources Director in France.

There were multiple objectives for the agile transformation of the company: to encourage collaboration, to focus efforts in order to gain efficiency and to successfully complete projects, to deliver maximum value to customers and to empower teams. From 2012, the initial projects were implemented in "agile mode" with deployment within business and IT functions from 2015. "We quickly saw that these practices made us more efficient, while freeing up a lot of time and energy within the teams. We very quickly switched to agile throughout the organization to avoid having a two-speed bank", adds Philippe Scimeca, Director of Transformation.

Today, at ING, the organization is no longer divided into independent departments (marketing, IT, etc.), but into autonomous and multi-disciplinary "tribes", such as the "Daily Banking" tribe, which deals with all products related to everyday banking. Corporate functions, such as marketing or communications, are organized into Centers of Expertise whose members are sometimes grouped together with the tribes for whom they work. All of this is supported by shared and recurring ceremonies to ensure that the tribes work on the right projects with the right levels of human and financial investment.

The ING Way of Working consists of 4 pillars: a strategic pillar known as "strategy to action", a new organization in line with this new mindset, new working methods and shared tools. All of this is backed by HR support to encourage everyone to find their professional and personal place in this new organization. "Our first pillar is called "strategy to action" and it is by far the most important one. We are familiar with agile methods and its post-its, working methods and tools, but what makes our transformation at ING a success is that everyone feels that they have an active role to play in our strategic priorities because each project is clearly linked to them," adds Philippe Scimeca.

A year later, what are the returns? "95% of employees would not go back to the old model if they had the choice. And we are noticing that agile is becoming a significant attraction factor that allows us to retain our talent and attract new candidates," concludes Emeline Bourgoin.

## 95% of employees would not go back to the old model if they had the choice.

# ZOOM
# The employee of the future

We are in 2025, most French companies have defined their raison d'être and a quarter of them have become benefit corporations according to the PACTE Law! The business world has really evolved under the impetus of the COVID-19 crisis, the 2020 citizens' climate convention and the general awareness of the urgent climate and social issues. There are 5 years left to achieve the 17 sustainable development goals set by the United Nations and all the players are in battle order.

Let's take the example of Julien, who works for a major CAC 40 banking group and whose profession has changed a lot in recent years under the impetus of the PACTE Act. He has been working for 6 months on a joint venture project between his banking company, a mission-led company in the food sector and 2 startups in the social and solidarity economy. The aim of this joint venture is to encourage agriculture that is more environmentally friendly, not only by financing projects for the transition to organic farming, but also by supporting farmers and researchers in finding less polluting or less energy-consuming processes. The entire joint venture team works in agile mode, often working directly from the fields or teleworking from the four corners of France. They have all been trained in the new methods of eco-design and green finance, to think differently about projects.

In this particular adventure, Julien has objectives that he has never had before: of course, he has to ensure that the project is profitable and that it generates returns for his bank, but he also needs to come up with a new model that is more respectful of the planet and its people, a new model that generates measurable positive impacts. He is very satisfied with the collaboration between the 2 major groups and the 2 startups, which allows freedom of thought and an unprecedented mix of skills. It took a few months for everyone to find their feet, but now that the collaborative tools and agile practices are in place, various points of view are flowing in and new solutions are being designed/developed and tested for a better world.

So, are you ready for this future of work? What could you be afraid of as a worker or as a company in this greener and more social world? Who do you think will benefit from this future of work? How will workers adapt to this new paradigm from here on?

# 7. Democratizing the gift of skills

## New working arrangements to enable your employees to fulfill their civic commitments

If the COVID-19 crisis has demonstrated one thing, it is that a large part of society wants to help. For weeks on end, the show of solidarity has multiplied: donations to hospitals, solidarity funds, making cloth masks, delivering meals to healthcare workers or the elderly, etc. According to an IFOP survey, 72% of the French made phone calls to isolated people and 32% shopped for the elderly. This desire to act and be useful to society will undoubtedly increase in the coming years and 44% of the French believe that this crisis will strengthen national cohesion and social ties. The problem is that today, for a large part of the working population, this gift of time is often incompatible with the daily life of a 35-hour employee... but perhaps not for long.

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1. Pro Bono Lab, Panorama du Pro Bono, 2019

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2. Admical, Le mécénat d'entreprise infographie, 2019

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3. Survey conducted by Maciej Workiewicz, Associate Professor, ESSEC Business School and Arthur Gautier, Assistant Professor, ESSEC Business School

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Skills sponsorship means making employees available, free of charge and during their working hours, to carry out public interest activities/ initiatives that may or may not use their skills.

If companies want to respond to the aspirations of their employees, and there will be many more of them after the crisis who will be searching for "meaning" in their work, they will have to adapt and generalize new working arrangements that will leave more room for being socially useful. Skills sponsorship, pro bono or job sharing are all new forms of commitment, sometimes considered as part of the employee's working hours (skills sponsorship, job sharing) and sometimes not (skill volunteering), either by using their skills (pro bono) or not (giving the gift of time)[1].

Today, only 13% of corporate patronage is skills sponsorship, compared to 84% financial sponsorship[2]. However, the real impact multiplier is the combination of financial donations and skills donations because 85% of social purpose organizations claim that they have one or several needs in terms of skills.

These forms of commitment and the gift of skills are a win-win-win model for companies, employees and social purpose organizations.

**For the company,** the benefit is twofold. On the one hand, it avoids a "brain drain" and reduces staff turnover by managing to retain talent in "search for meaning". On the other hand, the company can benefit from the employee's personal and professional enrichment, who will have developed new skills and know-how useful for his or her career, given that 85% of people who are or were involved in pro bono work claim that they use soft skills, particularly the skill of listening, the ability to work in a team, the ability to find solutions, involvement, commitment, and adaptability.

**For the employee,** it is an opportunity to contribute more directly to a cause that is close to his or her heart...while continuing to reap the benefits of being a private sector employee, including the salary, which by no means is insignificant. Armed with this assurance, the employee can therefore not only pursue a "classic" career, but can also put his or her skills to good use for a public-interest project. 90% of the students surveyed in May and June 2020 by ESSEC Business School[3], in collaboration with our working group at AmCham, said that they were prepared to spend one day a week working for an association if their employment contract allows them to do this.

**Finally, for social purpose organizations,** these contracts are a means of accessing talent that they generally cannot afford and benefiting from essential skills that they may not have access to otherwise on a daily basis. It is therefore a real increase in skills that could potentially benefit the voluntary sector, which has been in a professionalization phase for several years now.

The results are convincing: 95.5% of social purpose organizations that have benefited from pro bono work recommend it and believe that its development in France would be beneficial for all social purpose organizations, according to a survey conducted by Pro Bono Lab and the IFOP.

Pro Bono Lab even organized its "marathon" in partnership with Accenture[4], bringing together consultants and job seekers from diverse backgrounds to deliver a concrete, high-quality deliverable that meets the strategic needs of the selected associations. The result, 92% of the associations believe that the deliverables are useful and 82% of jobseekers will mention this experience on their CVs while 78% believe that they have developed certain professional skills, which will increase their employability.

Going further, the company Vendredi offers to create shared jobs between large groups and associations. An executive can thus dedicate one day per week or per month to an association or a social startup. In this way, he or she will put his or her energy and skills to work for a social purpose project, without giving up his or her permanent job. That's already 20,000 hours of paid work dedicated to projects that are making a difference!

# Going further, the company Vendredi offers to create shared jobs between large groups and associations.

Until recently, the employees of Johnson & Johnson France had one day a year where they could donate their time to associations. With the wave of solidarity triggered by the COVID-19 crisis, and as part of a new partnership with Vendredi, the pharmaceutical company decided to increase its skills sponsorship policy, offering 3 days per year per employee to associations.

These new working arrangements are therefore an opportunity for companies and represent a new feather in their cap in terms of social commitment. If this were to become widespread, the worker of tomorrow could become a worker "straddling" two worlds that have long been separated: the business world on the one hand, and the social world on the other.

## MARKET SIGNALS

### Fahrenheit212, the response of innovators
During the COVID-19 crisis, Capgemini Group's innovation firm Fahrenheit212 set up a platform for small business owners, where they could access innovative ideas free of charge, for adapting their business to the crisis and benefitting from the teams' personalized advice during online consultations.

### Capgemini Invent, skills sponsorship
At Capgemini Invent, since 2014, the gift of skills has been an integral part of the career paths of Consultants to Vice Presidents, with the aim of creating more responsible and inclusive management. Capgemini Invent has partnered with Ashoka, MakeSense and Make.org to support entrepreneurs who are changing the world. More than 2,000 man-days of free consulting was provided to social entrepreneurs in 2020 to help them structure and develop their positive impact.

### Slack, supporting AP-HP during the crisis
In response to the health crisis, Slack has made the full version of its collaborative communication platform available free of charge to AP-HP, the largest teaching hospital trust in Europe, to facilitate its operations. This platform enabled AP-HP to use the varied skills of volunteers (students, employees, retirees) to meet the non-medical needs of patients and their families. As a result, a community of nearly 20,000 volunteers was formed. Jean-Marc Gottero, the Managing Director of Slack France, has announced that he wants to extend his collaboration to hospitals in other regions of France, in response to staff shortages. Launched in partnership with leading schools, this project also contributes to raising awareness and fostering social ties among students, who make up the majority of volunteers, which will create a real sense of commitment among the workers of tomorrow.

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4. Accenture, Partnership with Pro Bono Lab, 2020

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Pro bono refers to the voluntary participation of people who offer their professional skills for free or almost free of charge to help a natural or legal person who does not have the means to access them and/or who is pursuing a social goal.

Entretien réalisé avec Great Place to Work®
- **Tiphaine Galliez**, Innovation & Knowledge Manager

Since 2018, Great Place to Work® has been deploying a new, ambitious and inclusive corporate mission: "Building a better society by helping organizations become great places to work for all". One of the flagship actions of the company's positive commitment is skills sponsorship, i.e. each employee can use one day per year out of his or her working time for the benefit of a public interest project, free of charge - which is a fine commitment since the company has a staff of around thirty people.

Great Place to Work® has set up a project around the "Entreprendre Pour Apprendre" association in Île de France, which aims to develop the entrepreneurial spirit among young people. This partnership gives employees the opportunity to work with the association in sub-groups, combining their respective skills. For example, the employees of Great Place to Work® helped them design an impact study for teachers (wherein 3 employees were involved), besides helping them define the association's prospecting and communication strategy ( 2 employees twice), mentoring students with mini-companies on issues of communication and raising awareness about the quality of life in the workplace (3 employees), etc. Already, more than 20 employees have volunteered for this project and 83% have a very positive opinion of Great Place to Work®'s contribution as a corporate citizen.

The association's feedback has been extremely positive, as the contribution of these employees has helped them professionalize their approach and achieve their goals. To ensure that the impact of their actions is measurable, the teams have decided to support "Entreprendre Pour Apprendre" over a period of at least 2 years.

In conclusion, skills sponsorship is a win-win format for everyone. To successfully implement it, it is necessary to establish a relationship of trust with a motivated public interest organization capable of receiving employees, next, to identify a real need expressed by the organization and formalize a support mission with clearly defined scope and procedures, followed by recruiting volunteer employees and supporting them in their mission, and finally, ensuring that there are a wide range of volunteering opportunities so that each employee can get involved and contribute according to his or her preferences and availability.

**The association's feedback has been extremely positive, as the contribution of these employees has helped them professionalize their approach and achieve their goals.**

**"We launched the patronage of skills in 2014 at Capgemini Invent. The beginnings were timid but today, everyone understands this need for meaning. Our pro bono actions are a real company project, not just CSR."**

—

Vincent Balandras, Vice President at Capgemini Invent et Sponsor of Invent for Society

# 8. Rethinking the workplace around the individual

## From a single office to an ecosystem of agile, people-centric workplaces

Due to the impact of the COVID-19 crisis, telework is gaining momentum and becoming a legitimate form of working in its own right. The work environment must offer the right health and safety conditions while promoting collaborative work and collective intelligence, in order to ensure that employees remain committed to the company's raison d'être. Offices and open spaces must be redesigned to adapt to the expectations of employee experiences and a strong demand for a better work-life balance. The post COVID-19 paradigm shift reinforces the need for companies to be more meaningful by consuming resources, space and time even more responsibly.

**Expanding the workplace ecosystem**

COVID-19 has been an accelerator for telework, which has established itself as a credible and sustainable form of working.

Some companies are planning to switch or have already switched to a "fully remote" model in order to free themselves from physical premises. There are still others that wish to integrate coworking spaces in order to outsource their real estate management and reduce the costs associated with unoccupied spaces. The company will not be able to provide a one-size-fits-all solution but will have to leave the choice and control to the users to find the best place to do their work.

WKspace's worldwide research shows that people reach a point of diminishing returns when they only work from home[1].

As companies learn more about the reality of extreme teleworking strategies, they are beginning to realize what they already knew: the workplace is essential to stimulate growth, create a corporate culture and accelerate innovation, the driving force behind the global economy.

To attract and retain talent, organizations need a diversified work strategy to meet the diverse needs of people and the way they want to work. A Steelcase study shows that employees who had more control over where and how they work were more satisfied with their work environment and thus more engaged[2].

**Towards a multi-site workplace**

The COVID-19 pandemic has pushed companies into a global teleworking experience that most of them were not yet ready to adopt. Working from home was the default solution, but according to an IWG (3) study, after only a few weeks, teleworking from home reached its limits due to lack of concentration and productivity, connection or cyber security issues, and isolation.

The results of this study show that 73% of companies have adopted a flexible working policy. For them, the hybridization of the workplace is the future. Having employees spread across different locations, close to their place of residence or near customer sites is an alternative to the traditional single workstation model at the company's headquarters. The same study shows that limiting travel by working close to home reinforces the environmental commitment of employees to

1. Understanding How Workers and Workplace May Change Post-COVID-19, wkpace.co.uk

2. Steelcase, Comparison of employee commitment in workspaces around the world, 2016

reduce CO2 emissions. This hybrid working model is already adopted by the 2.5 million customers of IWG (International Workplace Group), which offers a network of 3,400 sites in 120 countries through its brands Regus, Spaces, HQ, Stop&Work, Signature, etc.[3]

### Focusing on the individual within a collective

Although technology allows us to do most of our work remotely, generating ideas and solving complex problems reinforces the need for collaboration. Employees acknowledge this fact by stating that the main reason they want return to office is to be able to meet other employees again in order to socialize and collaborate.

Prior to the pandemic, work was becoming increasingly team-oriented and many people were struggling with open environments that focused on group work at the expense of the need for concentration/individual focus. The workplace will have to find a balance between the growing need for teamwork ("us") and the needs of the individual ("me").

### More fluid workplaces within an ecosystem

Companies, especially those with a raison d'être, must adapt physical or digital workspaces to the collaboration processes of teams and the affinities of each individual. The challenge will be to make spaces more flexible and allow groups to adapt them based on how they wish to collaborate. Companies have become more aware than ever before of the impact of physical space on work. It is the process that should determine the space and not the other way around.

### More efficient collaborative spaces

In order to meet this need for adaptable workspaces and encourage collaboration while guaranteeing employee safety, it will be necessary to make them more efficient. For example, thanks to contactless solutions (voice or gesture commands), more ecological materials while also supporting more frequent cleaning operations, sensors to measure various dimensions related to employee well-being and helping them adapt their workspaces.

Companies will have to equip themselves with tools that allow this fluidity between collaborative work and individual work, within an ecosystem of workplaces.

### Taking into account the overall work experience

Current research shows that the recent economic downturn caused by the COVID-19 outbreak has led to significant yet temporary improvements in terms of the environmental impact, such as air pollution[4]. Nevertheless, this provides new inspiration for more conscious attitudes in terms of personal responsibility towards each other and towards the planet. Through responsible choices (selection of eco-friendly resources and materials, waste minimization, product life cycle considerations), workspace design and employee experience should directly contribute to a more circular economy.

Among the members interviewed, most confirm that they need to align the organization of their workspaces around the employee and his or her experience to maximize value creation. They are well aware that adapting to multiple forms of working will be an important differentiating factor in continuing to attract talent.

Physical spaces continue to be places of interaction and inclusion, which is difficult to replicate through technology.

## MARKET SIGNALS

### MoHo, the first innovation collider in Europe
MoHo is the first innovation collider in Europe, that is, a unique place that brings together entrepreneurs, researchers, artists, companies, associations and citizens. The 7,500 square meters of space is designed to facilitate collaboration and engagement, in order to solve the two key challenges of our planet: inclusion in the face of the digital disruption and climate change.

### PSA, the new era of agility
Teleworking is the default mode of working, but in addition to the physical presence of employees in redesigned collaborative spaces, to reinforce value-added interactions and to harness collective energy. This will result in an on-site presence of one to one and a half days per week, on average. [4]

3. Changing the World of Work, 2020, www.iwgplc.com

4. https://www.groupe-psa.com/fr/actualites/corporate/new-era-for-agility/

# Steelcase

Interview with Steelcase
- **Laurence Negroni**, Vice President Sales
- **Katia Rizk**, Business Development Director

Steelcase is a leading player in the office furniture and workspace design industry. For several years now, Steelcase has been committed to eco-design and workspace flexibility to support the future of work.

They have been pioneers in eco-design. For example, they launched the world's first eco-designed chair in 1996, called THINK. This chair met the "Cradle to Cradle" eco-design criteria and already had "environmental awareness and intelligence".

Since then, Steelcase has continuously improved its eco-design techniques, creating products that comply with environmental criteria such as the NF Environment standard and helping customers achieve their environmental objectives: indoor air quality, LEED and WELL certifications. Particular attention is paid to the materials used, but also to the entire product life cycle, which includes transport and end-of-life management. They are the first in France to launch Eco-Services, a circular economy program that manages the end-of-life of the products that they implement together with their customers. At their many manufacturing sites, Steelcase has implemented new techniques to limit the impact on climate change, preserve their natural resources, reduce waste and implement virtuous systems.

The flexibility and modularity of their workspaces is also a key element of their strategy that they apply to their customers and themselves.

Steelcase needed a space that could be leveraged to create an experience that would reinforce the adoption of the raison d'être and make it an integral part of the company culture, a space that would accelerate the flow of information and learning cycles, in order to take risks and make better decisions faster.

Through LINC (the Learning and Innovation Center) in Munich, Steelcase wanted to promote new ways of working and bring people together from different countries in a completely new environment. The workspace can support this integration process by bringing new energy for all functions working together under one roof. Meant to serve as a catalyst for change, LINC's design is based on the principle that:

- Rapid learning, creative work and agile teams are the building blocks of innovation.
- The physical workplace can promote and nurture these types of activities.

"Because we are convinced that the physical workspace encourages certain behaviors, through LINC, we hope that the raison d'être will percolate down to our teams," says Laurence Negroni, Vice President Sales at Steelcase.

Steelcase has taken an iterative approach involving employees in co-constructing the workspace design. As the teams grew, employees literally reconfigured and actively transformed their workspace to meet their needs, which varied according to their milestones as a team.

Being part of the prototyping process creates a sense of ownership that has been extremely helpful in the way teams work together. "Our previous workspace and furniture were fixed. Now, we can move around the furniture, change our seating and reconfigure the space according to our needs. Earlier, we just used to do our job. Now we think about how we work, what we choose and what its consequences are," says Alan DeVries, multi-team project leader at Steelcase.

# "MoHo brings together students, large companies and researches from around the world, to think about the big modern challenges and find solutions with positive impact."

—

Olivier Cotinat, co-founder of Schoolab and founder of MoHo in Caen

# III.

# Responsible innovation to build tomorrow's world

# 9. Enter the circular economy

## Explore new business models for sustainable consumption

The current consumerist myth is reaching its limits, whether it is the linear development model "Extract, Make, Throw" that leads to a scarcity of resources, an increase in greenhouse gas emissions or the plastic pollution of the oceans, or the consumer society model that values possession.... This myth is running out of steam and there is an urgent need to invent more sustainable growth and more responsible consumption.

Innovation is more critical than ever before, to propose alternative production and consumption models that are appealing to customers and profitable for companies.

The circular economy offers a credible and interesting alternative for companies to address environmental and social issues. In fact, the circular economy suggests turning our waste into new resources: "Extract - Make - Use - Re-use". A paradigm shift that allows us to deeply rethink our ways of designing, producing, consuming and reusing. It is also about redefining our supply and production chains at a more local scale. The 7 major pillars of the circular economy are: sustainable supply, eco-design, industrial and territorial ecology, functional economy, responsible consumption, extension of product lifespan and recycling.

We are thus seeing the emergence of innovative and ingenious ideas, such as the Cocomiette beer[1], which replaces 30% of the cereals needed to make its craft beer with unsold breadcrumbs, thus fighting against food wastage. Or for that matter, FabBRICK[2], which transforms used clothing into ecological bricks that are perfectly insulating, moisture and fire resistant and non-polluting. And finally, the Recommerce group, European leader in reconditioned mobile phones,

which innovates from collection to resale and has reconditioned 3 million mobile phones since 2009[3]. "But there are still no systematic collection solutions for consumers...Nearly 100 million unused phones are just lying about in drawers" deplores Youenn Cosotti, Innovation Director of Backmarket's competitors.

Circular economy is a concept that is still sometimes poorly understood or poorly applied. In addition to promoting environmental well-being, it can have a real economic impact for companies, particularly in terms of cost reduction. A report by the Ellen MacArthur Foundation indicates that raw materials make up 40 to 60% of the prime costs of manufacturing companies. This cost is all the more important since most of these resources are imported and limited, especially fossil fuels. These costs can be reduced by recycling waste and by applying the principles of the circular economy. The Ellen MacArthur Foundation report estimates that in Europe, $600 billion could be saved on primary resources by 2030. In total, the circular economy could generate a 7-point increase in Europe's GDP by 2030. However, the startup "La Boucle Verte" highlights the inadequacy of the recycling sector, "a sector that is evolving at a very slow pace, which will not meet the challenges of the ecological crisis [...]; the best waste is that which we do not produce, and in an ideal world,

1. Challenges, Cocomiette, beer made from unsold bread, 2019

2. Brut Nature, 2019

3. Recommerce Group, 2020

the only waste we should produce is that which is of natural origin, which can return to earth anywhere and go on to enrich it."[4]

# Finally, the dogma of possession can be reinvented in favor of new modes of consumption that value use.

Finally, the dogma of possession can be reinvented in favor of new modes of consumption that value use: in this age of networks and sharing, consumption no longer rhymes with possession. Rental- or subscription-based models are flourishing but are still limited. However, according to a study by the "Observatoire des Sociétés et de la Consommation", 83% of the French believe that "the important thing is to be able to use a product more than just owning it". Therefore, the idea of being able to use something is gradually taking over from the idea of ownership, and companies are being encouraged to innovate in this area, like Décathlon, which in the midst of the COVID-19 crisis when the French are avoiding public transport, has come up with the idea of long-term bicycle rentals, with instant repair or replacement. A new business model is in the process of developing, which could well make the buying of bicycles old-fashioned and less practical.

## MARKET SIGNALS

### The new law for the circular economy

The law on Circular Economy fights against planned obsolescence through the introduction of a reparability index[5]. This index will first cover certain electrical and electronic products before being extended more widely. It will include the provision of information from the manufacturer information on whether or not the product can be disassembled/repaired the availability of spare parts, their price as well as product-specific criteria. The index is / will be designed to promote products that are durable because they are easier to repair, and thus encourage manufacturers to prioritize durability in their design. A working group made up of manufacturers, distributors and consumer associations is responsible for building it.

### Citizens' Climate Convention, 150 proposals for concrete action

This group of French citizens, mandated by the President of the Republic in 2019 to define a series of proposals to achieve a decrease of at least 40% in greenhouse gas emissions by 2030 (compared to 1990), has stressed the importance of strictly complying with the law prohibiting planned obsolescence. Three main priorities emerge from this: making it compulsory to 1. offer the possibility to repair manufactured products sold in France, 2. make original spare parts available for a defined period of time, 3. set up repair networks and workshops close to residential areas and make after-sales services accessible.

### Too Good To Go, a fight against food wastage

One third of the world's food production is wasted every year. Food waste is responsible for 8% of the world's greenhouse gas emissions. Roughly speaking, if wastage were a country, it would be third on the podium of the world's biggest polluters, behind China and the United States.. "Too Good To Go" is a movement against food waste. Using a mobile application, shopkeepers can sell their unsold items of the day at a reduced price and make people happy.

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4. La Boucle Verte, La désillusion d'une start-up de l'économie circulaire, 2020

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5. ADEME, La loi anti-gaspillage dans le quotidien des français : concrètement ça donne quoi ?, 2020

BOCAGE

According to the information found
- in the press
- on Bocage's website

The second-hand market is growing rapidly; in the clothing segment alone, the size of the second-hand market is estimated at EUR 22 billion[6]. Consumption habits have changed with the emergence of digital platforms that make it easier for sellers and buyers of second-hand goods to connect with each other. The circular economy provides many solutions to environmental and societal issues, but it also requires a complete overhaul of existing processes.

It is in this context that the family brand Bocage, created in 1966 in the Vendée, the historic hub of French footwear, has come up with a new concept of sustainable fashion by launching "Commes neuves", where the brand's second-hand shoes are sold in specially designed in-store corners[7]. This new initiative comes after "l'Atelier Bocage", a shoe rental service at 34€ a month that allows customers to get a pair of new shoes every two months. The shoes returned are then disinfected, repaired and reconditioned in the Montjean-sur-Loire factory.

This circular model extends the lifespan of products and helps reduce the environmental impact by preventing over-consumption and wastage, and what's more, the price of second-hand models is reduced by 50% for customers. For the moment, Bocage has opened two corners, located in Nantes and Paris; chances are that the experiment will be a success.

The second-hand market is growing rapidly; in the clothing segment alone, the size of the second-hand market is estimated at EUR 22 billion.

6. ThredUp study, 2020

7. Bocage, 2020

"I believe in industrial symbiosis, which consists of bringing companies together in innovative collaborations where the waste of one becomes the resource of the other. But the insurance mechanisms are not in place and are blocking the development of this practice."

—

Geneviève Ferone Creuzet, Co-founder and Partner at Prophil

# 10. Creating responsible ecosystems

## Multiply the impact of your actions through collaboration

Beyond the walls of the company, the word "collaboration" seems to have little meaning, as competition prevails! The fierce laws of the market and the relentless pursuit of profit have always pushed companies to fight each other and preserve their margins, sometimes at the expense of fair remuneration for their partners. But in the face of the climate emergency and the 17 sustainable development objectives defined by the United Nations, this paradigm will have to be challenged. Tomorrow, companies will have to work together more collaboratively and create more responsible and virtuous ecosystems, a concept that HR Lab calls "coopetition".

These responsible ecosystems can be developed at two levels: business-to-business or at the value chain and partner level.

**Strategic alliances to significantly multiply the impact of responsible actions**

The social and environmental problems we face are rarely the responsibility of a single company. To address them, companies will therefore have to build strategic alliances with other companies belonging to the same segment, NGOs, local authorities or even research players. In short, desperate times call for desperate measures..

This type of collaboration, which is not fundamentally new, is likely to gain further momentum in the near future, especially if we were to go by the many successful initiatives of this type during the COVID-19 crisis, such as the unprecedented consortium between PSA, Valéo, Schneider and Air Liquide to manufacture more than 10,000 respirators in just 50 days to meet the demands of the French government. This exceptional partnership, coordinated by Air Liquide, which already supplies many respirators to hospitals, mobilized about 30 purchasing and manufacturing experts from these four companies to define an action plan to

secure the components needed for manufacturing and reorganizing the production workshops.

However, it is not easy to make these kinds of partnerships work. Here are a few tips to make them work:

**1. Define a clear, attainable and inspiring goal.**
Within the framework of these strategic alliances, a "cultural clash" is inevitable, especially during the first few months. It can be even more significant if public or social actors are involved. It is therefore necessary to define a common and realistic objective to bring everyone together and motivate them on a daily basis. For example, a generic mission statement like "Save the planet" may not work, whereas something more specific like "Reduce the use of plastic in the beverage industry" might do the trick.

**2. Integrate members of the management team.**
Each of the players in the partnership should include members of their respective management teams. This can increase the legitimacy of the process with employees and other stakeholders and speed up decision-making.

**3. Mobilize employees with a strong capacity to adapt.**
Far from being kept on the sidelines, these alliances should mobilize the best teams. In the future, it will not be uncommon for companies to recruit what Joseph Nye of the Kennedy School of Government calls "tri-sector athletes": individuals who, thanks to their backgrounds, can easily collaborate with people from the private, public and social sectors.

**More responsible value chains and supply chains**

Within the "internal" sphere of the company, the creation of virtuous ecosystems can take place along the entire value chain. For non-integrated companies, it will now be necessary to require partner companies to offer decent wages and working conditions, even and especially in countries that may still be lax on labor law. Apple, which largely manufactures in Asia, has created a code of conduct for its local subcontractors, imposing conditions that go well beyond the framework set by law and giving rise to annual evaluations. The Silicon Valley firm even says that it works hand in hand with its suppliers to implement solutions where loopholes exist. Because ultimately the bottom line is this: a responsible company can only be truly responsible if its partners are responsible as well.

### MARKET SIGNALS

**Who's the Boss, products sold at the right price...**
This brand puts an end to the diktat of mass distribution over the food industry and gives back the power to consumers to create "good, simple and fair" products, by voting for the specifications and for the right remuneration for all those who will have made it possible for the said products to reach the consumers' plates (farmers, producers, delivery workers, etc.).

**Nespresso, better protected suppliers**
The multinational company has long been a pioneer in improving the working conditions of its coffee producers. In 2014, the company even collaborated with Fairtrade International and the Colombian Ministry of Labor to create a retirement savings plan for coffee farmers in the Caldas department of Colombia. The government provided 20% of the funding for the pilot project. Nespresso, for its part, has invested more than $2 million in the program.

**StopCOVID, an unprecedented alliance of major groups**
The Stop COVID application, which is designed to warn its users when they have been in contact with those carrying the virus, is an example of collaboration between large groups. The project is led by INRIA, the National Institute for Digital Science and Technology in France, but three major groups (Orange, Capgemini and 3DS) have also signed up as part of a French team in the fight against COVID. They have joined forces with a start-up called Lunabee to create the StopCOVID application under the leadership of INRIA.

For non-integrated companies, it will now be necessary to require partner companies to offer decent wages and working conditions, even and especially in countries that may still be lax on labor law.

According to the information found
- in the press
- on Loop's website

Loop is a circular e-commerce site designed to eliminate the idea of waste by transforming disposable packaging into sustainable packaging[1]. Single use disposable packaging is replaced by sustainable, designer containers. A considerable challenge today: 4.9 million tons of this same household packaging reaches the French market every year. And, from this future waste, there is a large quantity of plastic containers whose recycling rate is still very low (24%, compared to 85% for glass).

To win this major gamble and to make this project a success, the American parent company, TerraCycle, has rallied the support of more than 25 major manufacturers and distributors around it, such as Procter & Gamble, Nestlé, Unilever, Coca-Cola, Carrefour, Danone, Lesieur and BIC. Until now, no brand in the food and distribution sector had dared to propose a radical solution bringing together so many players to spread the costs and strike hard.

Cyril Neves, the founder of "Les Petits Bidons", an eco-friendly laundry detergent also sold on Loop, says: "Offering a natural detergent, made in France and without palm oil, was already a first big step for our young start-up. Joining forces with Loop allows us to go even further on the issue of packaging and the circular economy by jointly developing a new eco-responsible way of consumption thanks to the return of the deposit system"[2].

Loop is available for testing in the Northeastern United States and Paris, with the goal of rapidly expanding to the rest of the country and then to Canada, the United Kingdom, Germany and Japan. The first few months of testing have been interesting, which will allow us to fine tune the logistics system before communicating more widely.

1. Le Parisien, Le supermarché en ligne qui récupère vos emballages, 2019

2. L'info durable, La consigne va-t-elle faire son grand retour en France, 2019

To win this major gamble and to make this project a success, the American parent company, TerraCycle, has rallied the support of more than 25 major manufacturers and distributors around it, such as Procter & Gamble, Nestlé, Unilever, Coca-Cola, Carrefour, Danone, Lesieur and BIC.

ZOOM
# Being agile and setting up collaborative tools

To collaborate well, we must break down the barriers, be transparent and allow collective intelligence to emerge. The implementation of multidisciplinary teams, the use of agile practices, visual management, synchronous or asynchronous communication or the sharing of documents of all types help make interactions seamless and create a culture of sharing that is more horizontal than traditional hierarchies.

New tools are needed to support employees throughout their professional lives. To alternate between moments of intense collaboration and individual work, at the office or at a distance, the experience must be the same and as fluid as possible.

Transforming meetings and working more effectively as a team with Klaxoon or creating channels of interaction (public or private) with Slack are all services that will help the company and its employees to collaborate from different workplaces.

Agility requires teams to be self-organized, relying on future-proof tools that they must be able to adapt to their way of working and not the other way around.

**"Individuals and interactions over processes and tools"** is one of the values of the Agile Manifesto. The development of tools must be guided by this value. Klaxoon and Slack's mission is to provide tools and support for these new environments and work experiences.

# 11. Making diversity a lever for innovation

## Inclusion at work: the innovation asset of tomorrow's companies

Organizations need a diversity of ideas and capabilities to innovate. We are talking about "Human economies", an economy in which employees bring certain qualities to their organizations that cannot and will not be met by artificial intelligence: creativity, passion, personality and collaborative spirit, in short their humanity. Sometimes a theoretical subject, the time for an "In concreto" approach is now upon us.

According to Bersin by Deloitte, "diversity and inclusion" are defined as the variety of people and ideas in an organization and the creation of an environment where everyone feels a sense of belonging and is respected, valued and connected, and can truly be their "authentic" selves. This diversity is therefore expressed not only across the differences between genders, ages, cultures, sexual orientations, and education, but also across professional backgrounds (e.g., change of career, periods of unemployment, entrepreneurial adventure) or individual life situations.

According to Didier Baichère, MP and formerly an HR director, "the days of social washing and great announcements are behind us. From now on, we, as politicians, expect companies to adopt a concrete approach and to make the inclusion of diversities come alive". According to him, the inclusion of the most fragile populations, such as people from the city's priority neighborhoods, must be achieved through economic activity.

Although large companies seem to have grasped this issue, the challenge today mainly lies in very small, small and medium enterprises where these issues are more likely to be equated to corporate concepts.

"The days of social washing and great announcements are behind us. From now on, we, as politicians, expect companies to adopt a concrete approach and to make the inclusion of diversities come alive".

Human potential is strategic for organizations - but you still need to know how to manage it. Indeed, it is a question of ensuring the presence of multiple profiles, but also of combining them for the benefit of the collective project. Beyond diversity, it is important to develop inclusive management so that all employees believe that they are truly part of the organization, that

they are treated equally and that they can succeed by being themselves.

The company must therefore be open enough to be accessible and welcoming to a multitude of profiles, but also be consistent in its common operations vis-à-vis everyone, so that everyone brings their best to the common project.

Great Place To Work® studied the innovation performance of 792 American companies and analyzed more than 500,000 employee responses to its Trust Index© survey. The goal: to identify the levers that enable teams and organizations to innovate. Inclusion is an undeniable lever for this. Organizations that were previously certified by Great Place To Work® US for their high quality of work life were reclassified based on their ability to mobilize all their employees in the innovation process – "Innovation by All". It must be noted that organizations in the top quartile have an annual growth 5.5 times higher than others.

This observation also holds true for France. Among the French employees surveyed, the three factors that most encourage innovation are: a climate of trust (33%), autonomy (25%) and employee diversity (18%)[1].

And this is set to last because 95% of students interviewed in a survey conducted by Great Place To Work® France, Entreprise Du Futur and Emlyon business school stated that as future leaders, they believe that the diversity of profiles within teams is a lever for innovation.

## MARKET SIGNALS

**La France Une Chance, Companies commit to inclusion companies commit themselves**
"La France Une Chance" is a presidential initiative led by the High Commission for Inclusion in Employment and Corporate Engagement involving 13 ministries and secretariats of state. The aim is to support companies in the transformation of their role towards building a more inclusive, sustainable, local and supportive economy.

### Mixity, a diversity footprint
Mixity is a 'Tech For Good' startup that promotes innovation as a factor of economic and social progress, considering that access to equal opportunities is a necessity for every person, whatever their differences. In addition to financial performance, Corporate Social Responsibility (CSR) is becoming a key factor of success and attractiveness for organizations. Thus, Mixity has developed the first-ever diversity and inclusion footprint tool that shows the extent to which these two concepts are taken into account in companies, schools, communities, associations, etc. Mixity's footprint tool is designed on the basis of a framework based on five CSR themes: Gender - Disability - Multi-cultural - Multi-generational - LGBT+.

# The three factors that most encourage innovation are: a climate of trust (33%), autonomy (25%) and employee diversity (18%)[1].

1. Great Place To Work®, Great Insights survey, 2020

Corporate inclusion, a social imperative and a guarantee of success.

The report of the AmCham Corporate Social Responsibility Committee, co-chaired by Hélène Sancerres, Director of Change Management and CSR at Cisco France, and Julien Kauffmann, President Managing Director, France, Managing Director, Southern Europe, American Express GBT, in collaboration with ESSEC, is the result of six months of work. It recommends a number of levers to open a new chapter for inclusion policies in France.

Our report can be downloaded, in French and English, from our website:
http://amchamfrance.org/publication/linclusion-en-entreprise/

# AmCham's recommendations for greater corporate inclusion, a key performance driver

On July 2, 2020, AmCham published its report on workplace inclusion, convinced that it is a true social imperative as well as a guarantee of success across all levels of the company.

The report thus makes 5 recommendations for businesses and 2 recommendations for public authorities. Concrete, actionable, and verifiable recommendations to enable businesses to turn the challenge of inclusion into a competitive advantage on the one hand, and to support the State in increasing the inclusion capacity of businesses on the other.

AmCham's recommendations **for businesses**:

**1. Begin by asking yourself, "why?": define your objectives, choose your battles.**
Every company should start by identifying the business and strategic objectives of its inclusion policy so that it can prioritize its inclusion initiatives, give them

a legitimate and sincere meaning and make them strategic levers for the company's success.

**2. Embark the CEO and Senior Leadership**
Clear commitment from management is essential to make inclusion a strategic priority. The top management should embody this commitment and lead by example because it requires a strong and unquestionable will to ensure that it permeates all levels of the company.

**3. Adopt an ecosystem approach**
An ecosystem internal to the company, made up of all employees because inclusion is everyone's business, but is also the result of a sum of initiatives. There is no magic recipe for inclusion, for changing behaviors, procedures, structures and internal policies. Finally, an inclusion policy must also be implemented by taking into account the social ecosystem surrounding the company, its local roots and its association with the global production ecosystem.

# "We must constantly work on inclusion and never assume that things are perfect. We must keep in mind that our solutions are fragmentary and temporary and that we have to renew them."

### 4.  Measure, in order to understand and move forward

According to the 2019 review of the Diversity Charter, only 37% of companies carry out an impact assessment of their diversity policy. It is clearly essential to measure inclusion against statistical and factual elements in order to make progress in this regard. But inclusion cannot be decreed: it is not enough to measure quantitative objectives, it is also necessary to listen to employees and gather their points of view: do they share a sense of justice, equity, and well-being? Furthermore, this assessment needs to be carried out against criteria established according to the company's own objectives (see recommendation 1). Finally, it must be comparable to others, using external methodologies, such as the one proposed by Great Place To Work®.

### 5.  1dopt a continuous improvement approach

Developing a culture of inclusion will not happen all at once. You first have to be prepared to make mistakes, to try again, to unlearn what you already knew in order to relearn what you thought you knew. It is also essential to take into account the changing trends so as not to fall behind: we live in a world that is constantly changing and today's inclusion will not be the same as tomorrow's.

"We must constantly work on inclusion and never assume that things are perfect. We must keep in mind that our solutions are fragmentary and temporary and that we have to renew them. Companies must regularly step back and objectively reassess what they know. We must know how to control, but without losing sight of the fact that the institutional nature of inclusion is constantly in the making." - Laurent Bibard, Professor, Management Department, ESSEC.

**As for public authorities,** AmCham is campaigning to make inclusive recruitment one of the levers of the post COVID-19 economic recovery through targeted reductions in payroll costs for the recruitment of trainees or young people at risk of long-term unemployment. Finally, it recommends rewarding public procurement contracts to companies that are able to rise to the challenge of inclusion and diversity.

The COVID-19 health crisis and its economic consequences have indeed highlighted the conclusions of the report: inclusion will be the key to a sustainable and responsible recovery in the post-COVID-19 economy.

In the very short term, inclusion will be a source of resilience, in an effort to reset the economy. In the medium term, inclusion will support the economic rebound through the innovation and adaptation capabilities that emerge when differences and diversities are cultivated. In the long term, innovation, resilience, adaptability, among other positive externalities of inclusion, will be the keys to dealing with the uncertainties and complexity of tomorrow's world, whether in the face of climate change or changes in the world of work, for example.

Thus, companies that stay one step ahead of the others in meeting society's expectations, despite the difficulties they face in this period of crisis, within their means of course, and taking into account the long-term effects of an inclusion policy, will emerge stronger, benefiting from the competitive advantages that a successful inclusion policy can bring.

"People who have faced social exclusion are much more prepared for uncertainty and are more resilient in a situation of crisis like the one we are experiencing today [coronavirus] because they are used to being in difficult situations. This is true for all minorities: you deal much better with vulnerability and unpredictability when you are already familiar with them". - Laurent Bibard, Professor, Management Department, ESSEC

# 12. Reinventing the social pact

## From defending what we have achieved to co-creating what is possible

While the transition to a greener and fairer economy is bringing about profound changes in business operations, technologies and production processes, its widespread implementation will require close and indispensable cooperation between governments, businesses and social partners. A new social pact could emerge from this transition adding environmental considerations to those of employees and companies.

The social pact is an implicit or explicit agreement that governs the relationships between individuals and organizations. Its purpose is to serve the common good in order to ensure the sustainability of the system in question and to protect the individuals belonging to it. Since the 2010s, and as described by Maslow in his famous pyramid, the meaning of this contract has evolved in developed countries as the level of comfort and security have progressively improved since the post-war period. To summarize:

- **1950s-70s:** the need for financial security
- **1970s-2000s:** need for recognition within the company and fulfillment through work
- **Since the 2010s:** need for personal development and to find meaning in work that goes beyond the individual.

Indeed, workers in developed countries, whose working conditions offer proper financial security and a positive environment for personal fulfilment, aspire to reach the top of the pyramid as it stands today: a superior cause to identify with. This search for meaning naturally gravitates towards causes that are crucial for the future of humanity – with environmental protection topping the list.

Indeed, workers in developed countries, whose working conditions offer proper financial security and a positive environment for personal fulfilment, aspire to reach the top of the pyramid.

It should however be noted that "top-of-pyramid" considerations have so far been restricted to a minority - admittedly a growing one - of workers who have the luxury of asking themselves the question of sustainable development. If we push this reasoning to the extreme, it would obviously be difficult - even improper - to ask a precarious worker in a poor country to have the

slightest consideration for the impact of his or her work on the environment or society, when his or her primary concern is to feed his or her family every week. However, these are the very people who are most affected by climate change. According to the United Nations, droughts, floods, typhoons and other natural disasters will compel 250 million climate refugees to leave their homelands by 2050[1]. What seemed like a distant possibility to the most modest populations has suddenly become a real and palpable threat, and the need to protect the environment has slipped down the pyramid to join the "primary" needs of survival. The needs of the most modest join those of the most well-off, as in any crisis situation that brings people together, but on a planetary scale that has never before been reached.

To ensure that building a more sustainable economy is a globally shared objective, there is an urgent need to re-establish the short-term and long-term stakes, taking into account the systemic interdependence of all players: industrialists in terms of choosing and supporting their suppliers, tourists in terms of their modes of transport and local consumption, etc.

While many individual or collective initiatives by companies show the growing commitment of organizations to the ecological transition, and pave the way by example, the initiative of state bodies remains essential to ensure coordination and maintain the overall momentum of this transition: implementation of international standards, financial support to VSEs / SMEs for their application, coordination of skills management and transition of the labor market, etc. For example, the Philippines, which has been strongly affected by natural disasters, adopted the Green jobs act in 2016, which establishes long-term cooperation between the State and businesses to support the creation of "green" companies, encourage the ecological transformation of existing companies, and train workers in new "green" skills.

The climate challenge today offers mankind an unparalleled opportunity to establish a new dialogue, focused on common and greater good, and not on individual and conflicting interests. Companies, social partners and state organizations together hold the keys to co-constructing a desirable future. It is up to them to seize this opportunity.

## MARKET SIGNALS

**"Printemps écologique", the first eco-union**
"Printemps Écologique", created in May 2020, is the first eco-union in France. Its ambition is to promote ecological solutions adapted to each company and to adapt the labor code to the challenges of the century. In particular, it intends to tackle head-on the taboo subject of job cuts linked to the ecological transition, and to work on training and reskilling programs to make this transition socially viable.

# The initiative of state bodies remains essential to ensure coordination and maintain the overall momentum of this transition

1. News.un.org, 2008

According to the information found
- in the press
- on MAIF's website

MAIF is a mission-led company, whose raison d'être is "to provide sincere attention", which translates into four operational objectives: sincere advice that does not involve the forced selling of insurance contracts, active and sustained support at the time of a claim, giving priority to repairs over replacements, and finally, responsible management of financial assets, in sectors and companies with a positive impact[2]. For several years now, MAIF has been at the top of insurance rankings on customer satisfaction and has demonstrated record customer loyalty... and therefore excellent financial health.

The activist / socially responsible insurer made quite an impact during the COVID-19crisis in France. Noting that the number of motor claims fell by 80% during the lockdown compared to when things were "normal", the insurer chose to refund €100 million to its members, that is about €50 per member and the equivalent of a year's net profit for the company (€127 million in 2018). Policyholders who qualified for this benefit were given the choice of either accepting the amount or transferring it to an association.

And the insurer did not stop at this: support to healthcare workers by giving them insurance options at no extra cost, insurance for bicycles lent to healthcare workers and office equipment used for teleworking, deferment of formal premium reminders, refusal to resort to partial unemployment for its employees with reduced activity while maintaining salaries... a strong social commitment vis-à-vis its employees, customers and the society manifested in the form of radical and unprecedented choices. Is MAIF a pioneer of the new social pact?

2. Coursera, "Raison d'être" and "Entreprise à mission", ESSEC MOOC, 2020

Fig. Davide Ragusa, Unsplash, 2015

A strong social commitment vis-à-vis its employees, customers and the society manifested in the form of radical and unprecedented choices. Is MAIF a pioneer of the new social pact?

# Conclusion

What is the future of work and how do we define it? While of course no one has a crystal ball, and the COVID-19 crisis has shown us how fragile our systems are, each recommendation in this white paper supports a core belief: tomorrow, even more so than today, the definition of value must evolve. The value created by companies can no longer be solely financial. It must be enriched by human values. Economic growth can only be achieved by meeting the environmental and societal requirements of our times.

**Easy to say, and so difficult to implement.**

To shape the future of work, companies need to redefine their place in society and find out where they can make a positive impact. This is at the very core of defining or redefining their raison d'être. In this respect, CSR needs to broaden its horizons: it is no longer simply a matter of normative actions to be reported on and carried out by an ad hoc department, it is a lever, and perhaps the most effective lever, to give meaning to work and to the company.

The starting point of the search for meaning is individual. It is a need that is particularly prevalent among generations Y and Z, who massively express their desire to work in companies that have a sense of purpose and that allow them to actively contribute to this purpose. But what we have shown in this white paper is that giving meaning to work is about aligning three dimensions:

1. **The individual dimension,** which comes from the meaning that each person finds in their daily work

2. **the collective and organizational dimension** of a company that must allow each person to express their talent at all levels

3. **the societal dimension** that anchors a company in a responsible and sustainable process over the long term.

Analyzing the future of work in relation to its three dimensions - for the individual, for the organization, and for the society – sheds new light on the notion of raison-d'être: it is above all a question of "why", of the reason, before really being a question of being. It is by translating its raison-d'être and its values into concrete actions that the company goes beyond mere declarations. It is by actively participating in giving it a strong foothold in the real world that employees will find meaning in it and will make the future of work a reality.

Don't be indifferent to change. Because at the end of the day, it is the companies that have a positive impact that will still be profitable tomorrow and will attract the best talent!

# Tomorrow, even more so than today, the definition of value must evolve. The value created by companies can no longer be solely financial. It must be enriched by human values.

# Acknowledgements

**Experts interviewed**

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- **Thierry Sibieude**, Professor, Public and Private Policy Department Co-Director of the Institute for Urban and Regional Management ; Chair of Innovation & Social Entrepreneurship, Chair-holder
- **Jean-Pierre Vimard**, CEO, Powell Software
- **Lesley Wilkinson**, Global Head of Talent and Learning, ING

# About us

**About AmCham**

AmCham represents companies that are committed to the transatlantic relationship. Founded in 1894 to promote economic relations between France and the United States, AmCham today brings together 250 French, American and European companies of all sizes and present in all economic sectors. Independent of any government, AmCham helps bring new ideas into public debate, particularly to strengthen the economic competitiveness of France.

In this perspective, AmCham has numerous working groups that develop recommendations in the form of white papers and policy papers. As a platform for high-level meetings, AmCham regularly brings together business leaders, political leaders and leaders of the intellectual world. These meetings give rise to in-depth debates and discussions on economic, social and geopolitical issues particularly related to the evolution of the transatlantic relationship. AmCham is committed to societal issues that are at the heart of its members' activities. Thus, AmCham has several initiatives on topics related to the future of work, inclusion and innovation.

**About Capgemini Invent**

Capgemini Invent is the digital innovation, consulting and transformation brand of the Capgemini Group that helps decision-makers design and build the future of their organizations. With over 7,000 employees, based in more than 30 offices and 25 design studios around the world, Capgemini Invent combines expertise in strategy, technology, innovation, data science and creative design, with in-depth industry knowledge to build the digital solutions and business models of tomorrow.

Capgemini Invent is part of the Capgemini Group, a global leader in consulting, digital transformation, technology services and engineering. At the forefront of innovation, the Group helps its clients seize the full range of opportunities presented by the cloud, digital and platforms. With more than 50 years of experience and extensive expertise in various industries, the Group helps companies and organizations achieve their ambitions, from defining their strategy to implementing their operations. For Capgemini, it is the men and women who give technology its full value. Resolutely multicultural, the Group today has 270,000 employees in nearly 50 countries. Together with Altran, the Group achieved combined revenues of €17 billion in 2019.
People matter, results count.

**About ING**

A pioneer in online banking, ING in France has two operations: online banking and corporate and investment banking. ING in France is a branch of the Amsterdam-based ING Group which has more than 54,000 employees worldwide and serves more than 38 million retail, corporate and institutional customers.

ING in France has an ambitious policy in favor of sustainable development, diversity and inclusion. To this end, the company has reduced its direct $CO_2$ emissions by 57% between 2014 and 2019. From the point of view of quality of life at work and professional equality, the company has, for example, announced in 2020 the extension of its second parent leave to four weeks for all families. In 2020, ING received the Top Employer recognition for the 9th consecutive year in France.

ING in France switched to the agile way of working in 2019 in order to innovate and to improve the effectiveness of collaboration between multidisciplinary teams and value creation for all its customers.
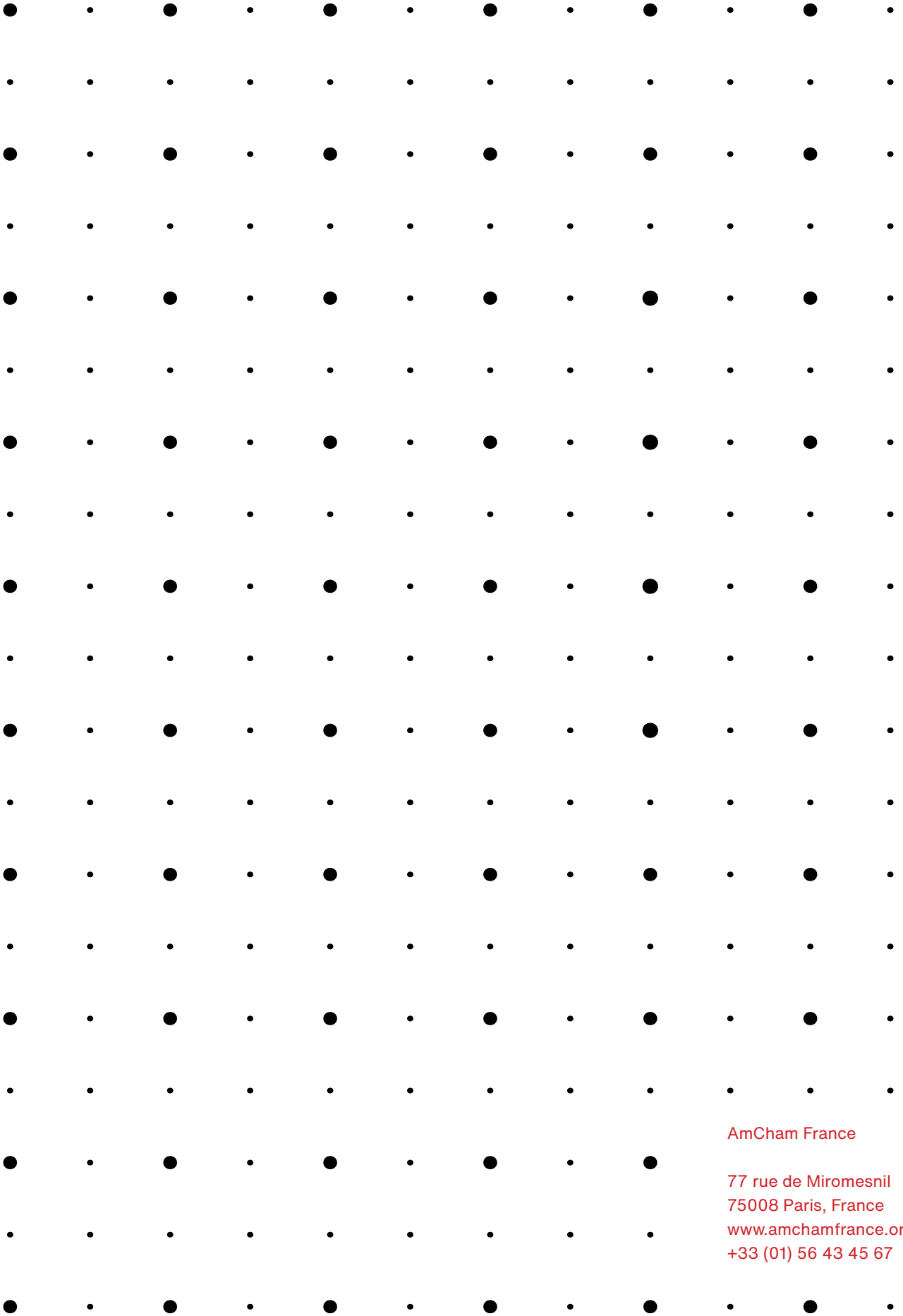
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