



Ready or not, the future
of work just arrived.

REINVENTING WORK

INTRODUCTION

THE FUTURE OF WORK IS HERE, AND THERE'S A NEW IMPERATIVE TO SEIZE IT



The global COVID-19 pandemic has accelerated a shift in how and where we work. In a short period of time so much was turned upside down: work practices, the way we enable our workforces with technology, team management, leadership, almost all aspects of how we run our companies. In the midst of this unprecedented and growing disruption, organizations are urgently seeking new ways of managing work in order to stay viable and survive.

With a global recession looming – predicted to be the worst for 90 years – financial viability will slip from the grasp of enterprises that can't or won't adapt quickly. Organizations have an imperative to reduce costs; to weather

the crisis by flexing with the storm. At the same time, they must prepare to be more resilient in the future.

The current situation has reinforced our belief that the future of work rests on a new combination of people and technology. To rise to the moment and remain competitive, organizations need to make quicker and better decisions through a fully digitalized and data-empowered HR function. This will enable the business to empower collaboration, swiftly transition to more flexible virtual or hybrid working models, and build the skills and capabilities needed to stay relevant.

Some organizations may want to return to the old normal. However, this is no longer an option. It's a perfect storm of challenges that provokes many questions, such as:

- What kind of enterprise do we have to become to stay relevant and competitive?
- How can we combine the right technology with the right change management to unite and ignite the whole organization?
- How quickly can we achieve a reduction of costs and greater resilience while remaining human and meaningful?

TRANSFORMATION NURTURED BY PEOPLE

Permanent evolution is the only way to stay valid in the face of change. This has always been true for organizations; it has accelerated in the last decade, but the COVID-19 crisis has reinforced its importance. It's inescapable and imperative – it's now, not later. The “future of work” concept has suddenly become a thing of the past. It's a case of adjusting to the needs of the working present.

The success of this shift depends on equipping people with the right technology and driving the continuous improvement of their skills and talent. To make it work, organizations need an engaged workforce, visionary leaders maximizing results, and a strategic HR function facilitating the transformation. Recent events exposed the data-myopia of many enterprises and their lack of agility to respond to urgent challenges.

In fact, during a recent webinar ‘Leading through COVID-19’ Gartner surveyed more than 1,500 participants and found that just 12% believe their businesses are highly prepared for the impact of COVID.¹ It's clear that organizations without data-driven insights are less able to reach the right decisions and respond in an agile way to keep their workforce safe, productive, and ensure overall business continuity.

But the nuanced, holistic and people-centric approach needed to reinvent work is difficult to execute. Why? Because there are so many elements to balance and measure: a more flexible employee experience, workforce augmentation, upskilling, data, and artificial intelligence (AI), to name a few. It's only by having truly people-centered change management in place fed by quality real-time data that

organizations can continuously focus their efforts in the right places and succeed in reinventing work. Adding to the complexity is an undeniable new contract with employees and society, in which the autonomy and flexibility workers gained during the pandemic permanently redefine expectations. It's leading to a reinvention, not only of employee experience – in an increasingly personalized world, we are demanding more flexible virtual working models and more seamless interfaces – but of how we live our lives.

Reinventing work means changing the equation between companies, people, and technology forever to deliver competitiveness, resilience and flexibility for the future.

“ Even though more organizations are moving beyond AI pilots, only 13% have rolled out multiple AI applications across numerous teams.

Capgemini Research Institute, State of AI survey, March–April 2020



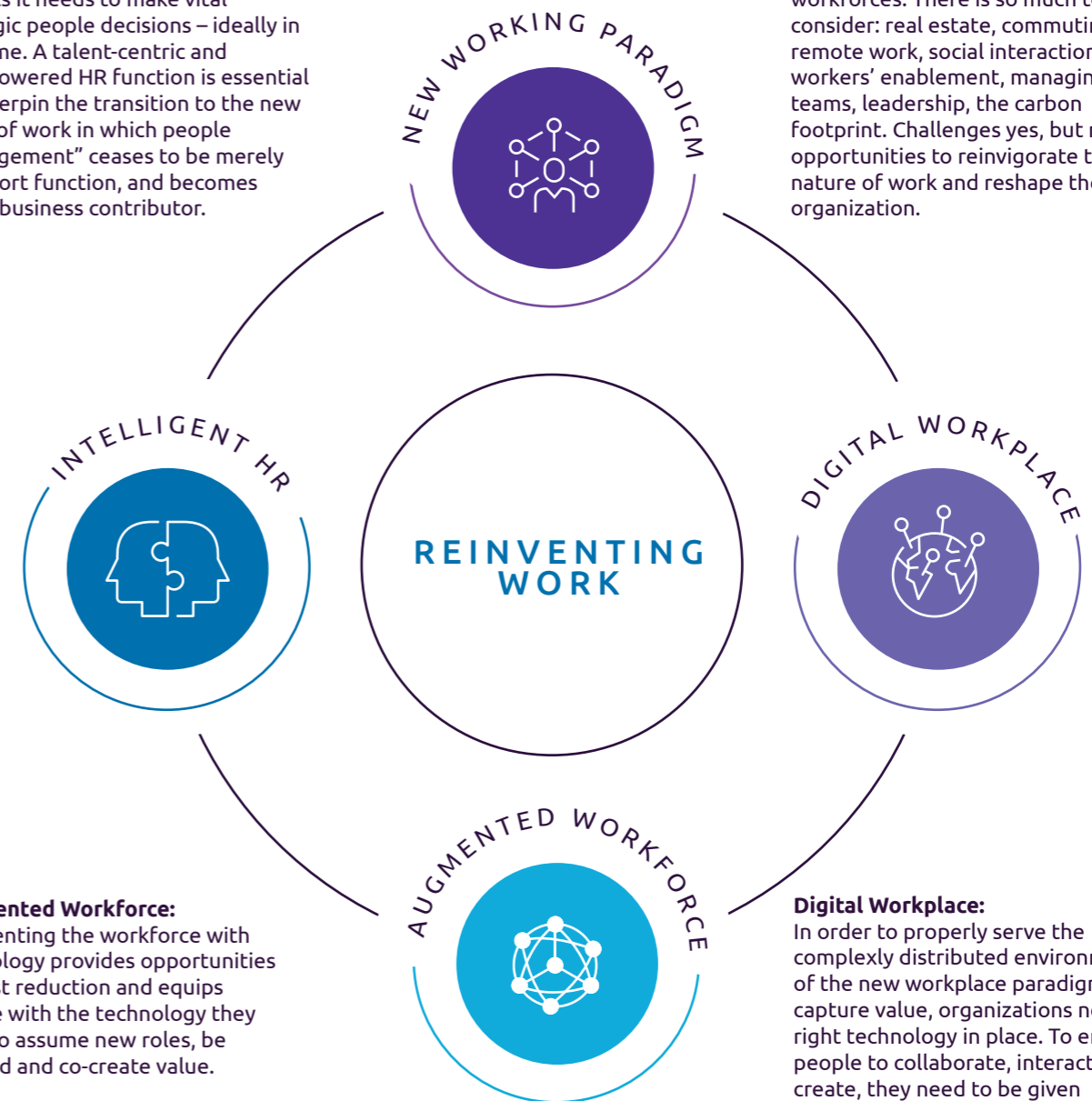
REINVENTING WORK INVOLVES FOUR INTERCONNECTED CHALLENGES

Intelligent HR:

HR is at the center of all significant programs of change. It equips the business with the information and insights it needs to make vital strategic people decisions – ideally in real time. A talent-centric and data-powered HR function is essential to underpin the transition to the new world of work in which people “management” ceases to be merely a support function, and becomes a core business contributor.

New Working Paradigm:

For maximum ROI on digital investments we must systematically revisit how we define work and workforces. There is so much to consider: real estate, commuting, remote work, social interactions, workers' enablement, managing teams, leadership, the carbon footprint. Challenges yes, but new opportunities to reinvigorate the nature of work and reshape the organization.



Augmented Workforce:

Augmenting the workforce with technology provides opportunities for cost reduction and equips people with the technology they need to assume new roles, be fulfilled and co-create value.

But it's absolutely essential to ensure that your people are reskilled and fully invested in the journey. What's needed is an adaptable, self-generating workforce capable of evolving in step with technology.

Digital Workplace:

In order to properly serve the complexly distributed environment of the new workplace paradigm and capture value, organizations need the right technology in place. To empower people to collaborate, interact, and create, they need to be given efficient, intuitive and highly secure digital tools and systems.

¹<https://www.gartner.com/en/newsroom/press-releases/2020-03-10-gartner-business-continuity-survey-shows-just-twelve-percent-of-organizations-are-highly-prepared-for-coronavirus>

NEW WORKING PARADIGM

THE NATURE OF WORK HAS CHANGED. BUSINESSES SHOULD TOO



The pandemic has created a new normal. It's proven that remote working is not only viable, but often more efficient. The days of working full time from the office are gone, but 100% remote work brings its own set of concerns. A new interplay between performance, autonomy, benefits and flexibility is taking shape, and is redefining the social contract. To respond, businesses need a hybrid operating model that can strike the right balance between physical and digital. It's time for companies to rethink the way they operate.

Remote working is the most obvious aspect of the new working paradigm, but it is only the tip of an iceberg. It has fundamental implications for companies' talent management, their operating models, real estate, sustainability, and technology. By shifting to a new working paradigm, organizations can make gains on three fronts: people, costs, and sustainability.

They can benefit simultaneously from a more engaged and loyal workforce, lower operating costs, and a smaller carbon footprint.

This new working paradigm will be:

- **Frugal.** Fixed costs, especially real estate and people costs, will be lower to ensure competitiveness.
- **Agile and resilient.** Companies need the flexibility to scale operations up or down as necessary in changing macroeconomic conditions.
- **People centric.** A new employee experience and a new social contract will be needed to attract and retain talent.
- **Sustainable.** Carbon footprint and other environmental impacts will be reduced for all work-related activities – across employees and customers, supply chain and civil society.

HOW WE SEE IT

- 100% work from the office is over, forever.
- There is no business without engaged employees.
- Less commuting improves the carbon footprint.
- Only flexible organizations will survive.
- Cost resilience is strategically important in the new economic climate.

TOWARDS A HYBRID VIRTUAL OPERATING MODEL

At Capgemini Invent, we're helping to transform ways of working, both in our own business and for our clients. We show how your organization can realize a new working paradigm that boosts productivity and the retention of talent, while optimizing your costs and environmental impact.

We'll work with you to bring results fast. In a 12 week sprint we will build a business case and roadmap with clear priorities. Eight deliverables will help you move to a new working model quickly:

- **A high-level business case** that predicts the savings to be gained in real estate from reducing office space and ancillary services, or from relocating workplaces to lower cost locations. It also estimates the people-driven savings that can result from sourcing skills independently of location, reducing attrition, implementing more flexible reward packages and reducing spans of management control.
- **A new operating model** in which digital and virtual processes replace physical touchpoints as far as possible, with associated changes to roles, responsibilities and tooling.
- **A real estate strategy** pinpointing the physical workspaces you will need to support your future operating model after downsizing the current footprint. There will be a new emphasis on collaborative uses and safety.

- **An employee package** to underpin a new employer promise, with more personalized rewards and benefits tailored to remote workers.
- **A digital workplace roadmap** to put in place the technology needed to allow your people to collaborate productively from any location.
- **Guidelines on collective remote rituals** that facilitate good communication, team dynamics and connectedness in a remote environment. They are necessary to promote inclusion and combat isolation.
- **A digital workplace cockpit** to provide easy access to the data and analytics you need to manage performance, costs, and benefits realization.
- **A transformation plan** to deliver the new working paradigm at pace.

Almost
37%
of employees will be working from home on a regular basis once the crisis is over compared with

18%
who did so before lockdown.

Employer predictions made as part of CIPD research – survey of 1,046 UK employers

68%

of businesses have accelerated, launched, or planned transformation initiatives in response to COVID-19

Capgemini Research Institute, Fast-forward to the future: Defining and winning the post-COVID new normal, July 2020



WORK IS NO LONGER A PLACE – IT'S THE FREEDOM TO BE PRODUCTIVE FROM ANYWHERE

A more flexible hybrid virtual operating model will empower your people to connect with any device, from any location, at any time. You'll be able to provide seamless ways for your people to access everything they need to do their job, their workspace, their colleagues and clients, applications and data, and support services.

Individual empowerment and flexibility will improve employee engagement and productivity, as well as the reputation of your organization.

There'll be less need for managerial monitoring and intervention, freeing up managers for other tasks. Your organization will have more agility and resources available to quickly absorb change and respond to future challenges.

This is all possible with a significantly lower cost base, less time spent on travel, and a smaller carbon footprint.

“We've been investing in our technological capabilities for years, and those investments really paid off when we needed to transition quickly to a 98% work-from-home model.”

Kirt Walker
CEO, Nationwide

“Inspired by the success of remote teams during the lockdown, ING Australia is targeting workers from across the country for new technology roles.”

Financial Review

“ING Australia to pursue post-COVID remote regional tech workforce,” June 2020.

13%
performance increase

50%
increase in retention among telecommuters

- improved work satisfaction
- less time off
- fewer sick days

The results of a 9 month

16,000 employee
WFH experiment at CTrip, a NASDAQ-listed Chinese travel agency²

²<https://www.inc.com/scott-mautz/a-2-year-stanford-study-shows-astonishing-productivity-boost-of-working-from-home.html>

DIGITAL WORKPLACE

EMPOWER A MORE COLLABORATIVE, TECHNOLOGY-ENABLED WORKFORCE



A new working paradigm puts even greater emphasis on employers to do everything they can to leverage technology and to maximize the value their people bring everyday with collaborative tools and connectivity. Recent events have exponentially accelerated the digital workplace's dominion over the workplaces of the past; but like them it still has to offer a positive employee experience, facilitate efficient processes, and enable people to innovate.

There are four imperatives for employers to address:

- **Mobility.** The digital workplace must provide the means to work anywhere, at any time, from any device.
- **Collaboration.** Technology should help overcome organizational silos, and empower employees and

teams with user-centric tools and seamless processes.

- **Security.** The business' data and systems must always be protected from cyber-attacks and evolving security threats.
- **Sustainability.** Digital technologies should enable a reduction of carbon footprint, not only by reducing the need for travel, but through their own energy efficiency.

Organizations must:

- Break silos to mutualize skills and content. 'Trust and Monitor' not 'Command and Control'.
- Reinforce security whilst maintaining the user experience. Clarify and protect the most sensitive areas.
- Develop a web-based modular platform to achieve homogeneity and agility.

- Give employees the freedom to be productive from anywhere at any time and on any device.
- Foster intelligent productivity through automated and seamless processes.
- Offer intuitive tools to empower individuals and teams.

52%

of businesses see information technology / digital as the focus of transformation initiatives post COVID-19 – more than any other function

Capgemini Research Institute, *Fast-forward to the future: Defining and winning the post-COVID new normal*, July 2020

A UNIQUE APPROACH FOR YOUR ORGANIZATION

Whatever stage you have reached in creating your digital workplace, we plan a bespoke journey for your organization to a superior way of working. Because this depends on more than technology, we bring a company-wide technology-agnostic approach that is customizable within the wider business ecosystem.

We guide you in selecting and implementing the right infrastructure and technologies, establishing

security to enable cross-functional collaboration and enterprise-wide ways of working. We achieve this by leveraging key technology partnerships, including those with Microsoft and Google.

Our approach goes beyond simply implementing tools and technology – it incorporates innovative digital change management techniques. We help you situate your people at the heart of the change, and engage them in

the transformation process to drive adoption and sustainable changes in behavior.

Our partnership with InsideBoard takes change management to a new level of data-driven insight by analyzing stakeholder engagement and adoption. We use InsideBoard and other tools to build learning journeys that integrate technology and human-centered design. We do all of this with security as a paramount consideration.

Decide	Deploy	Transform
4 – 12 weeks	6 – 18 months	3 – 12 months
<i>"I am starting to investigate digital workplace and how it can benefit my organization. What collaborative platform should I choose?"</i>	<i>"I have already chosen the most suitable solution. I now want to deploy it successfully across my organization."</i>	<i>"I have already deployed a solution. I now want to go one step further and optimize my business processes within my new digital workplace."</i>
We will assess your digital maturity, build the business case for change, and help you make the right platform choice for your business.	We partner with you on a deployment plan for the new technology, and deliver the implementation from end to end, including change management, training, governance and support.	We help you leverage the new tools to work differently, proving the value of the technology through new business processes. We use transformation labs, hackathons, events and gamification to drive adoption and accelerate change.

READY FOR COLLABORATIVE AND CROSS-FUNCTIONAL BUSINESS

Our partnership will:

- Provide your people with the means to work anywhere, anytime, and from any device.
- Break down silos and empower employees and teams with user-centric tools and seamless processes.
- Help protect your data and systems from cyber attacks.
- Help you move towards a sustainable digital model.
- Reduce your real estate footprint.

“Capgemini was the best partner, with the best experience. Capgemini Invent demonstrated that whatever happens... there is always a solution. 100% Chromebooks distributed. 100% HQ files migrated to the cloud. 100% of users have been trained in the SATAWAD adventure.”

Jean-Christophe Laissy
DSI, Veolia

“The speed and ease at which 6500 users at Barry Callebaut adopted G-Suite was thanks to Capgemini’s unique change management approach.”

Peter Boone
CIO, Barry Callebaut

AUGMENTED WORKFORCE

GIVE GOOD PEOPLE THE TECHNOLOGY TO BE GREAT

A wave of AI and automation is redefining what is possible in business today, with huge implications for companies and their people. The potential benefits include top-line growth, productivity gains and cost reduction. COVID-19 has added business continuity and resilience onto the AI agenda while accelerating change.

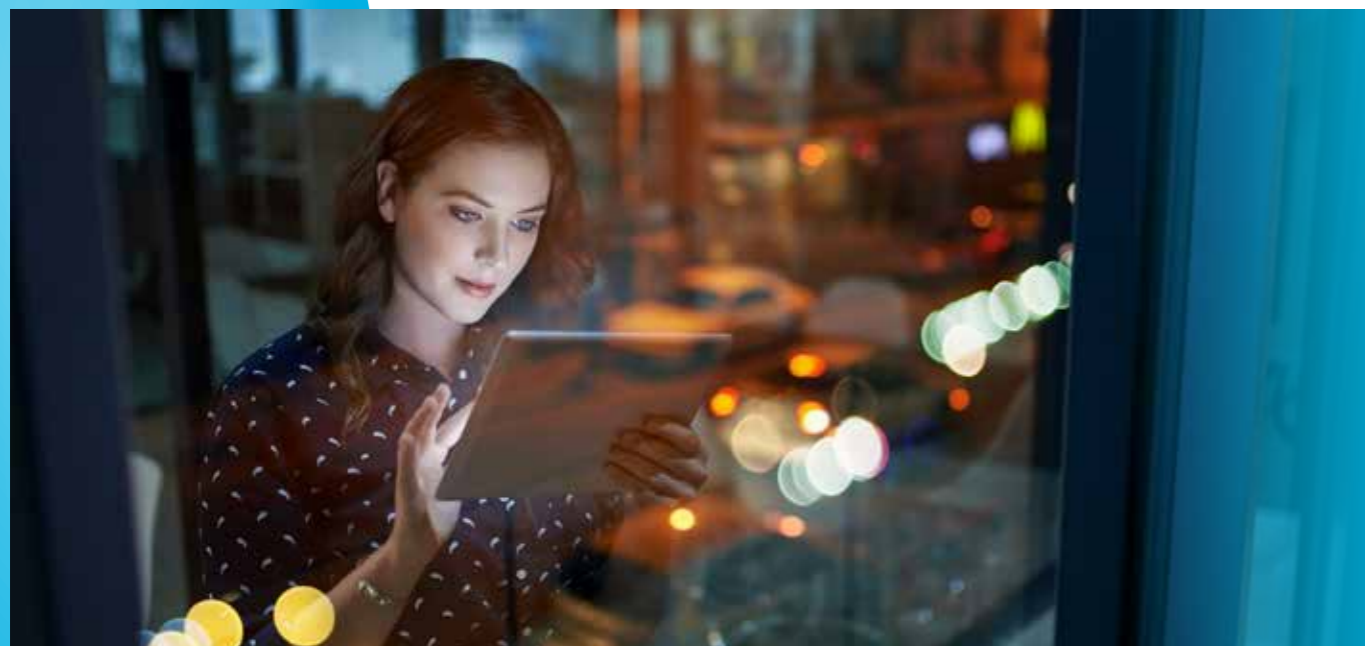
However, many organizations are struggling to implement AI at scale and to achieve the return on investment they expect. Our research shows that while most organizations are still at an early stage in developing their upskilling initiatives for automation, those that are upskilling their workforce are seeing both greater productivity gains, and more successful implementation of AI.

Yes, AI and automation can cut costs and reduce headcount. For longer-term competitive advantage however, the automation roadmap needs to be combined with a strategy for managing people and skills. This will include not only how to phase out repetitive tasks, but how to redeploy and reskill employees to more value-adding roles; how to incubate the skills necessary for future success, and how to attract and retain the right talent as the rapid pace of technology reduces the shelf life of expertise.

Augmenting the workforce is about empowering already good employees to be great by giving them the means to make quicker and better-informed business decisions. It’s about building a self-generating workforce that is continuously learning the skills that deliver a sustainable business advantage.

HOW WE SEE IT

- To optimize return on investment in AI and automation, business leaders must proactively manage the impact on people, roles and skills.
- AI and automation initiatives need to be supported by the right upskilling program in order to work sustainably at scale.
- To remain competitive as automation gathers pace, organizations need to be agile in developing the skills of their workforce.



270 \$ million

The amount that a 50,000 strong organization can expect to save over three years on average when advanced automation is matched by an advanced upskilling program

Capgemini Research Institute, Upskilling your people for the age of the machine, July–September 2018



97%

of the AI-at-scale leaders have seen quantifiable benefits from their deployments.

Capgemini Research Institute, State of AI survey, March–April 2020

THE GREAT SKILLS TRANSITION

We accelerate your AI and automation journey through a focus on four interconnected areas:

- **Technology roadmap and impact assessment.** We assess the potential of automation across your business and quantify the benefits and business case. We define what tasks and processes should be automated, in what sequence, and with what technologies.
- **Strategic workforce planning and transition.** We assess the impact of this automation on your workforce: on roles, competencies, organization structures and sizing. We identify what skills are in decline, and what new skills you need to develop in

the future; where those skills can be developed in-house, and where recruitment is needed to attract new talent. We plan how this transition can be managed over time to match the supply of skills and resources to business demand.

- **Learning infrastructure.** To enable an organization-wide skills transition we'll put in place the learning infrastructure to support continuous learning and development. With our own technology expertise and support from an ecosystem of partners we will provide training in the AI, digital, soft and sector-specific skills you need to pursue your automation journey.
- **Leadership.** We work with leaders

across lines of business to help them understand the impact of technology and automation on their organization and how to pursue the transformation journey in a way that creates trust and engagement. We support them to develop the right skills and behaviors to manage this transition; for example in navigating the ethics of AI, and the implications of an augmented workforce for them, for their people, and for society at large.

Our approach is underpinned by a new change deal methodology that rapidly builds collective support for business change through collaborative and participatory digital techniques.

A WORKFORCE READY FOR THE FUTURE

With our holistic view of technology and people we help you to:

- Not only accelerate automation, but maximize the benefits by having the right people with the right skills to leverage automation at scale.
- Upscale your AI, data, and automation initiatives for improvements in productivity, and reduced costs.
- Gain more resilience in the global economic downturn by laying the foundations for future innovation and adaptability.

Our unique, people-centered change management approach enabled more agile ways of working for a German OEM, bringing significant benefits, including:

- **50%** improvement in process KPIs
- **15%** improvement in product KPIs
- **150** days reduction of lead time for problematic returns
- **10,000** employees qualified through training
- **500** informed and mobilized managers
- Received the HR Excellence Award for moving the entire workforce to the digital workspace.

INTELLIGENT HR

TRANSFORMING HR TO MEET THE CRITICAL MOMENT



To bring to life the workforce, skills and employee experience of the future, HR is now tasked with responding to dramatic shifts:

- Today's workforce needs to be self-fulfilling. The shelf life of skills has been greatly reduced, and organizations can no longer buy themselves out of the challenge of sourcing the right skills and capabilities.
- Today's workforce needs information clarity quickly – on what needs to be done, how to do it, and where the business is going.
- Today's workforce needs speed to value. In recent years organizations have been subject to repeated internal and external shocks. They must transform HR to enable the business strategy and they must do it quickly.

The HR function has a central role to play in any organization's shift to the intelligent enterprise. But how can HR apply a balanced blend of relevant technology, to achieve increased organizational effectiveness, create better experiences, and derive greater value from people and machines working together?

The focus must be on empowering business leaders, managers and workers with mobile, intuitive, consumer-grade tools in line with the consumer digital experiences they now expect outside of work. Organizations that don't support the employee journey risk disengagement and employee attrition. With any technological shift, there's also a shift to a new set of skills and roles; roles that will need to be fully supported by the HR function.

The future is Intelligent HR, a digitalized HR function driven by insight and purpose powered by technology and focused on employee experience.

HOW WE SEE IT

- HR should underpin any program of significant change in an organization.
- The HR function should be fed by immediate and quality data.
- HR must facilitate a culture of continuous learning to provide the right skills to the workforce.
- The future of HR is delivering personalized and superior employee and career experiences.

DATA-CHARGED HR AS A GUIDING FORCE FOR TRANSFORMATION

We view Intelligent HR as a future-fit function, powered by data, insight and digital technology, envisioning and enabling the fluid and augmented workforce of the future. Intelligent HR is about providing insight and data so that decisions can be made in the business in a holistic way to provide a smooth and seamless employee experience.

We will guide you to transform your HR function, with a suite of solutions that can be deployed to best meet your organization's needs.

- **HR Health Check.** This rapid four-week assessment analyzes people, processes, technology and the voice of the customer to determine the operational and mindset shift your HR function needs to make to become more data-driven,

leaner, more productive, and more augmented.

- **HR Strategy.** Starting from the business strategy, we define and build an organization-specific people plan, HR strategy and roadmap to equip your HR function to manage change.
- **HR Next Generation Operating Model and Service Delivery Model Design.** Where you have already made a business decision on HR technology, or have recently implemented a new HR technology, we develop a next generation operating model or service delivery model underpinned by AI, data and automation.
- **Technology Solution Implementation.** We provide full end-to-end business and systems integration and implementation, standalone

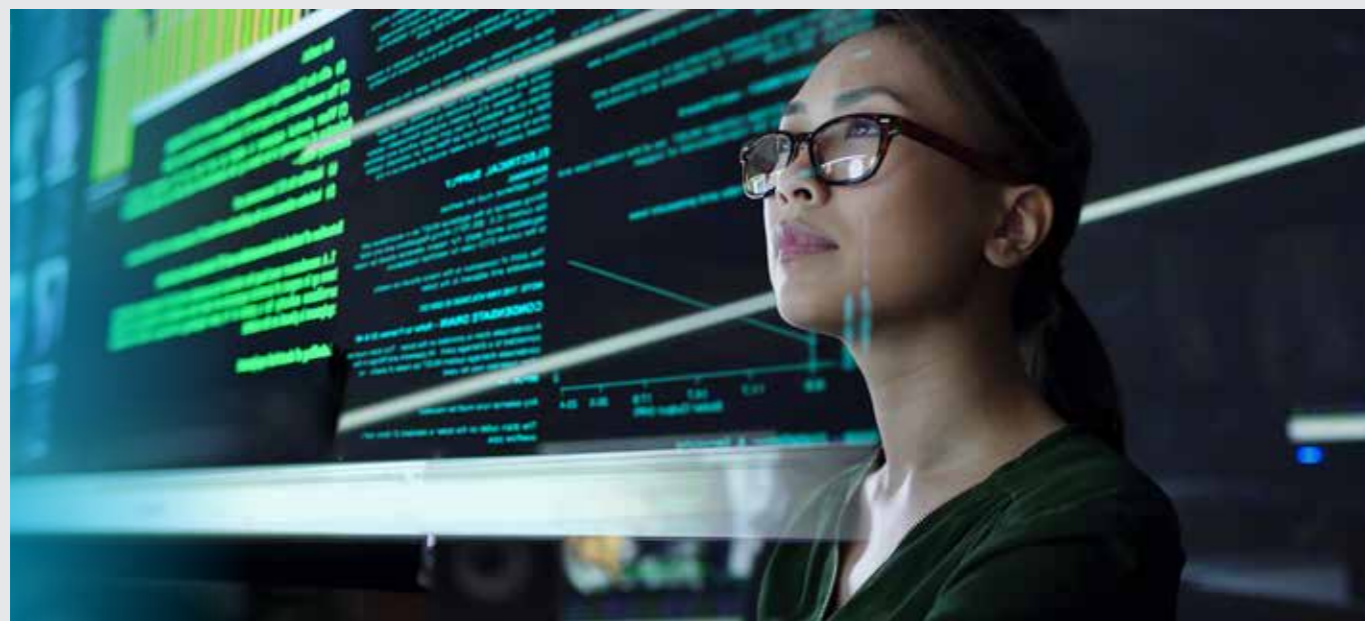
technology implementation, vendor due diligence, and selection of the platform.

- **Robotic Process Automation (RPA) and Artificial Intelligence (AI) proof of concept cases for HR.** Our extensive library of process automation and AI use cases unlocks your HR function's potential to deliver more value.
- **Upskilling to Next Generation HR Operating Model.** We upskill and redesign the capability within your HR function to align with business changes driven by your operating model. We join you no matter where you are in the process, including embedding design thinking and change into the HR landscape.

We partnered with Syngenta, a world-leading organization in the agriculture sector, to help transform their HR with cloud based digital platforms and tools.

Benefits:

- **58% - 90%** increase in employee satisfaction
- **75%** reduction in customer complaints
- **More than 90%** of tickets resolved within two days
- **40%** reduction in costs as a result of the HR Next Generation program
- Reshaped learning services with cloud-based technology



FLEXIBLE, FUTURE-PROOF DIGITAL HR

We can guide your organization's journey towards Intelligent HR, and the myriad benefits that come with it, including:

- Modern, intuitive, automated consumer-grade employee experiences.
- Technology and data that empowers HR professionals to provide business value and insights.
- Cost savings achieved through automation and standardizing processes.
- More efficient ways of working and collaborating.
- Improved quality, accuracy and speed of management information.
- A single source of global truth to inform evidence-based decision making.

We helped Anglian Water build and implement their new Workday HR System. This empowers their people to manage their own data while reducing the manual work needed from HR.

Benefits:

- Greater visibility of employees
- Reduced manual work to maintain HR records
- Easier management of information and data

WHY CAPGEMINI INVENT?

How you benefit from reinventing work with us:

- A proven end-to-end transformation partner, from strategy to delivery.
- A tailored approach, calibrated to your current position and maturity level.
- Deep technology expertise, and a wide ecosystem of partnerships and suite of assets.
- A technology-agnostic approach dedicated to finding the right solutions for your business.
- A holistic view of technology built on the conviction that your people drive the change.
- Specialist skills to guide and direct your AI and automation journey.
- A modern, agile and interactive change management methodology that is proven to deliver results.
- Supported by the business and technology expertise of the entire Capgemini Group.

Take confident steps into this future, and bring to life what's next.

About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 25 creative studios around the world, its 7,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion.

Visit us at

www.capgemini.com/invent

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People matter, results count.

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