

**2026 Hybrid
& Augmented Work**
Observatory

**How do organizations adapt
to the transformation of work?**

Arctus 



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In brief



2026 Hybrid & Augmented Work Observatory



Presentation of the Hybrid & Augmented Work Observatory

- Launched in 2022, this biennial study aims to take stock of the evolution of trends in hybrid work.
- With this third edition, we continue our measurement and monitoring of the hybridization of work through three themes:
 - The evolution of management and hybrid work,
 - The deployment of digital tools including generative AI,
 - Steering and supporting transformation.
- An online questionnaire enabled the collection of quantitative data. It was made up of around thirty questions aimed at **all professionals, managers or not, whether they work remotely or not**. Participants were able to share their experience of hybrid work and their perception of its impacts on how they work.
- The survey was conducted from February 3 to April 17, 2026.
- In addition, more than twenty semi-structured interviews were conducted with executives, HR directors, communications directors, who agreed to share their perception of the ongoing evolution of work.

Thanks to all those who contributed to this collaborative work, and enjoy reading!



420 respondents

for **388** companies

or **more than**

5 million of employees
represented



2022 – 2026: Four years of reflection

Remote work still...

In 2026, in organizations, people most often work remotely 2 days per week, just as in 2024.

Hybrid work is no longer just an **organizational framework** (defined by the number of days and associated arrangements), it is becoming a **cultural and relational dimension**. After a massive deployment identified in 2022, 2024 reached a peak. In 2026 we observe stabilization. The value lies less in the **amount** of remote work than in **how** it is managed.

With a growing demand for autonomy and cohesion...

Autonomy and trust are expectations on the rise towards managers in 2026 compared to previous editions. We also note that the development of cohesion and interactions are the **main skills expected of the hybrid manager**.

While the tools facilitate autonomy, they **are do not necessarily foster cohesion**. it is therefore **up to managers to balance** these different factors while continuing to develop their human skills: empathy, trust, intuition.

... when digital fades into the background

Mastering technology tools is not the priority for an effective

augmented manager according to our respondents.

In parallel, we note **a decline in the use of ESN (Enterprise Social Networks)** in favor of solutions such as Teams. **Digital is becoming embedded in everyday work** and is no longer viewed as a standalone topic.

Digital technology is becoming a commodity. To evolve the organization, it is appropriate to shift from tools to the usage and from technology towards management.

The paradox of generative AI: usage and governance

Despite strong barriers, whether they involve issues of **security (63%)**, from the **ungoverned dissemination** of this innovation (35%), or of the **lack of strategic vision (30%)**, we observe **growing adoption and increasingly widespread use of generative AI tools (41%)**.

While sponsors are more frequently identified in deployment projects than in 2024, 33% of companies have not put in place a sponsor for these projects, even though the tools are present in 90% of them.

Thus, generative AI does not only carry a **technological challenge** but also **major organizational challenge**. It collides with the existing structure and will only be able to deploy effectively in a redesigned organization.



The study's findings: highlights



Remote work: slightly down

- The number of remote workdays is declining, going from 2.5 to **2.2 days per week** on average
- The median remains unchanged at **2 days per week**



« Hybrid » manager: priority on people

Priority is given to:

- **Communication**
- **Social connection**
- **Trust**

...ahead of **technological skills**



Towards a densification of work

- AI is clearly **enabling time savings** across a range of tasks
- This contributes to an **increasing intensity of daily work**.
- Calls for increased vigilance from managers facing the **densification** of the **production**



Progress of adaptation of managers and of the level of satisfaction of hybrid working conditions

- Increase of nearly **20 points** for those whose adaptation is considered good, even excellent, or a total of **72% of managers** considered as " **high-performing managers** "
- **91%** of respondents are completely or partially **satisfied** with the conditions put in place



Generative AI: now widely led across organizations

- **90%** of organizations now report a **sponsor** in terms of generative AI, compared to 67% in 2024
- The **IT Department** and the **Executive Management** are taking up the topic of **GenAI** with respectively **27%** and **24%** (compared to 1% and 13% in 2024)
- Three quarters of respondents expect AI as an everyday tool in **2028**



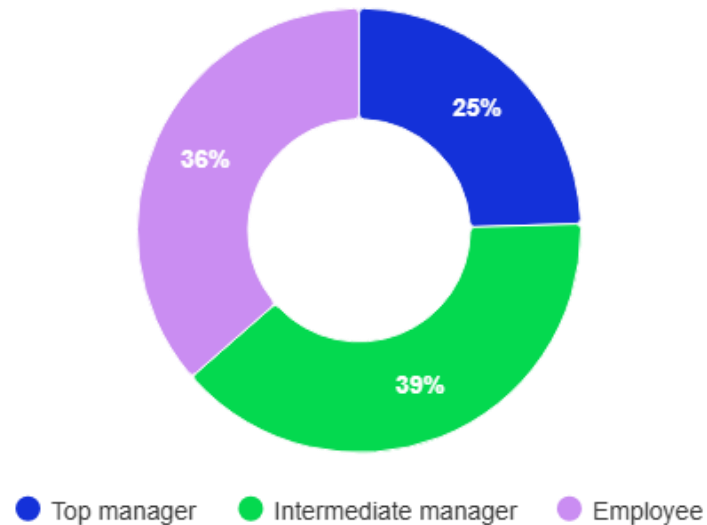
Methodology

Field survey and respondent profile



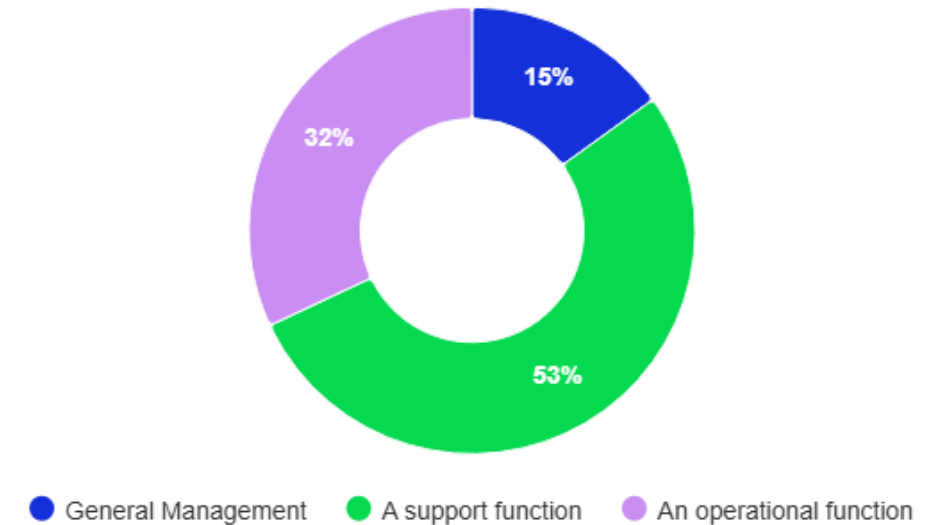
Respondent profile: role and function

What is your role in your organization?*



- In terms of respondents' roles, the sample composition is evolving with an increase in top managers compared to the 2024 edition.
- 25% of respondents are top managers, likely reflecting the strong representation of small organizations in the sample. We also note that the topic of hybrid work is perceived as more strategic.

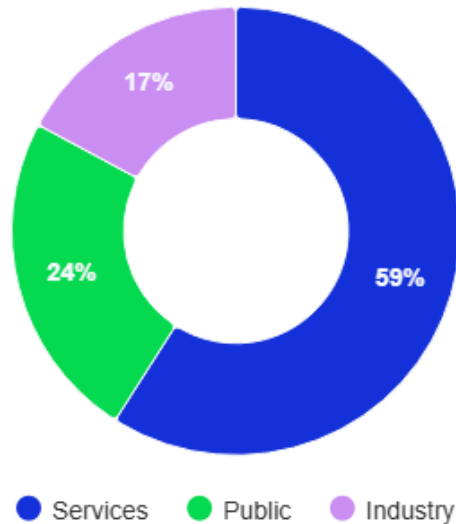
Which function do you mainly work in?*



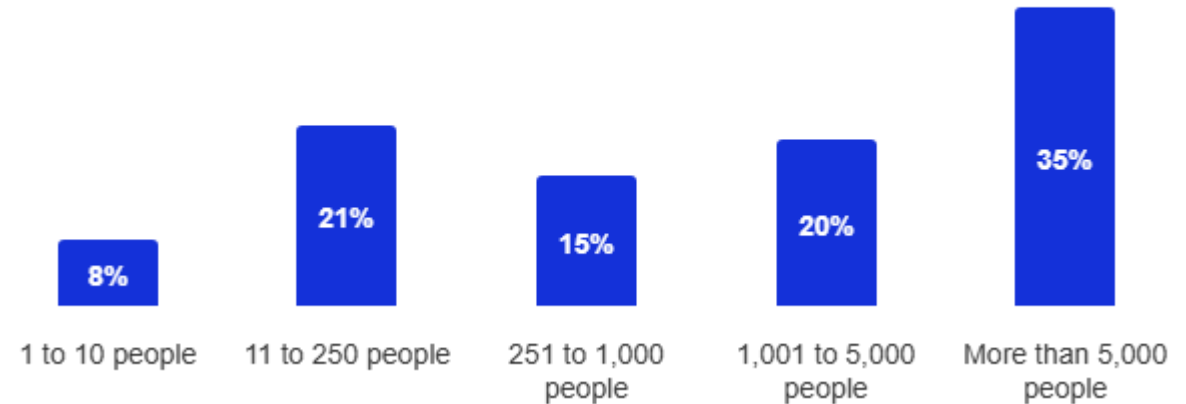
- More than 50% of respondents hold a support function. We also identify nearly a third of respondents working in an operational function.

Respondent profile: sector and workforce

What is your organization's sector of activity?*



How many people work in your organization?*



- The composition of the sample, in terms of both sector and respondent size, is comparable to that of the 2024 edition.
- However, we observe a slight decline in industrial sector companies in favor of services sector companies.
- Slightly less than a third of respondents belong to very small and small/medium enterprises. 70% work in Mid-sized or large companies.

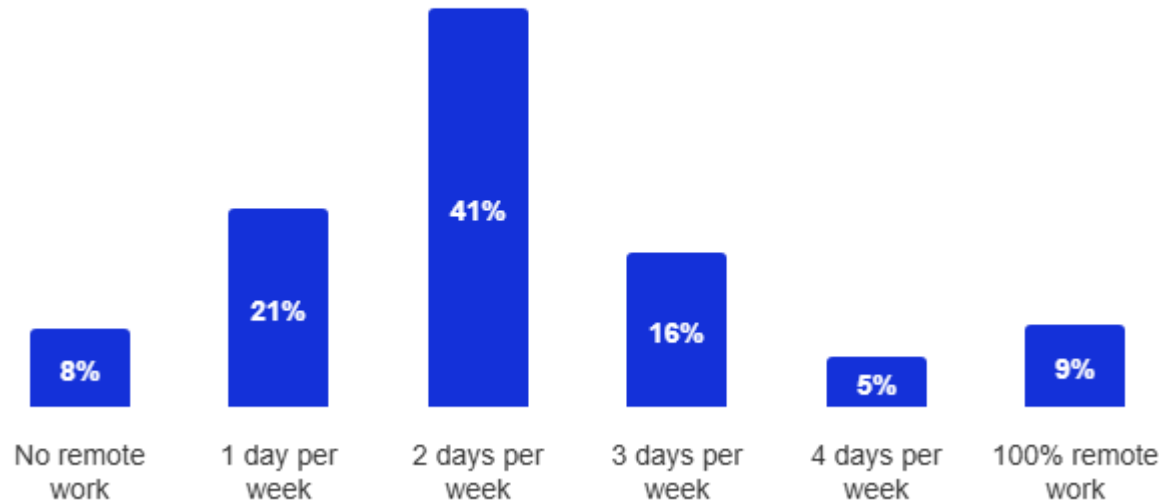
Hybrid management



The average number of remote working days has slightly decreased

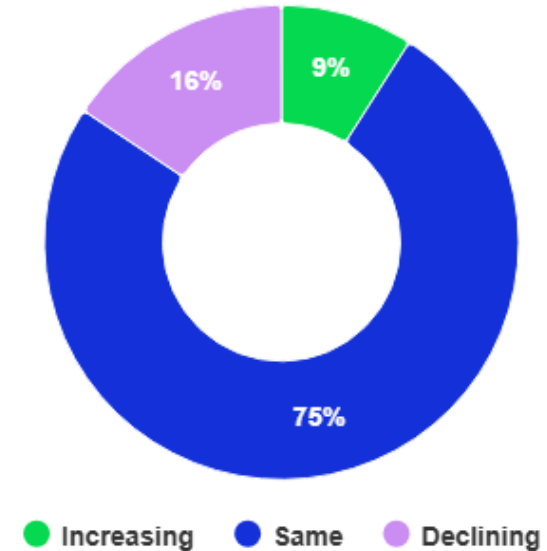
On average, how many days a week do you work remotely?*

Single-response question | 420 respondents | Average: 2.2 | Median: 2



Has this situation changed since 2024?*

Single-response question | 409 respondents



- Compared to 2024, the share of respondents declaring they work remotely 1 day per week is stable.
- More respondents report a decrease in remote working days (16%) than an increase (9%).
- The median remains stable at 2 days of remote work. The average is in slight decline going from 2.5 to nearly 2.2 days.



The average number of remote working days has slightly decreased

OUR ANALYSIS

- After an increase in the number of remote work days between 2022 and 2024, we are now seeing a stabilization of the median at 2 days per week.
- We observe a slight decline in the average going from 2.5 to 2.2 days. A number of large companies such as Ubisoft, Europlace, Stellantis or Société Générale have announced a reduction to 1, or even no, remote workday.
- The effects of hybrid work require organizations to manage and support their teams more closely as work becomes increasingly digital.

TO GO FURTHER

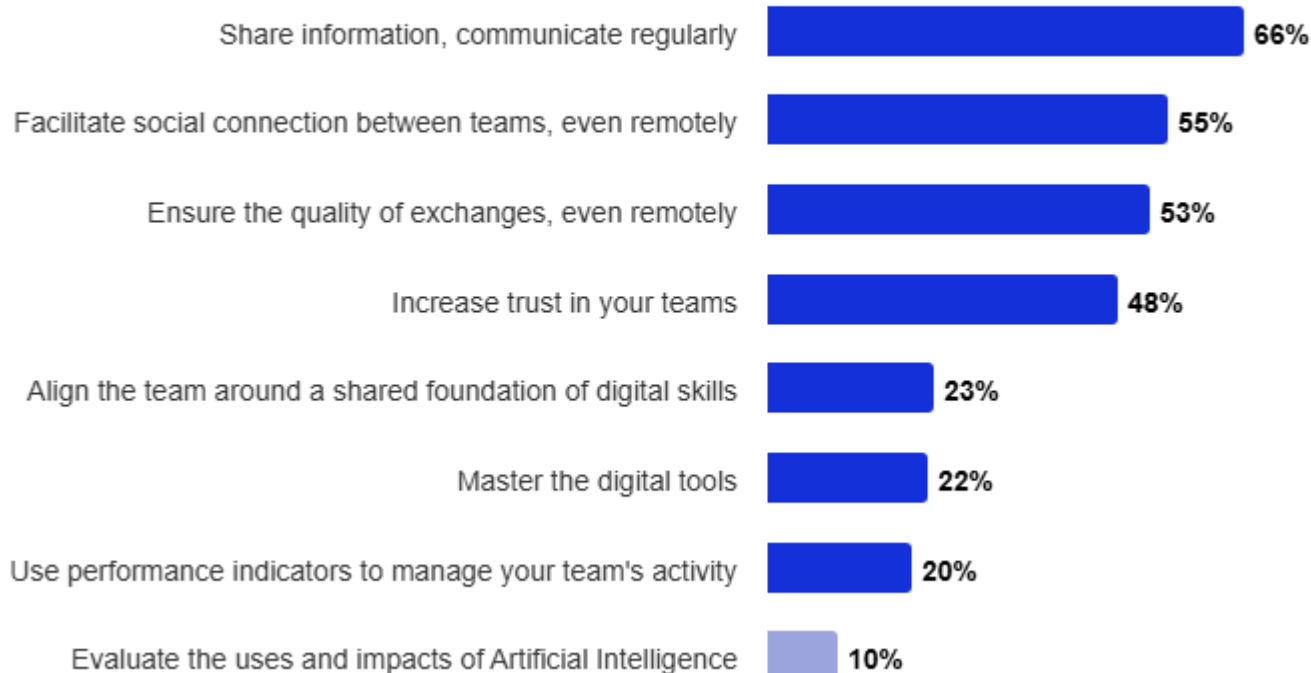
- Based on our panel, 92% of respondents have at least 1 day of remote work per week. The latest global French studies place the proportion of jobs allowing remote work at around 45%. Our study therefore mainly targets companies where remote work is possible.
- We observe an overrepresentation of support functions among employees who are in remote work 2 days per week (50% vs 41%). The same is true of companies with more than 5,000 employees.
- According to the study published by APEC in February, in 2025, only 9% of companies had decided to reduce the number of remote workdays. The hybrid work observatory identifies 16% of them at the beginning of 2026.



The hybrid manager's primary role is to foster team cohesion

In your opinion, what are the 3 essential skills to strengthen for managing in hybrid mode?

368 respondents | 3 possible responses



- Sharing information and communicating regularly, whether synchronously or asynchronously is the primary skill for managers with 66% of responses.
- The capacities to facilitate team cohesion, including remotely and to guarantee the quality of exchanges, even remotely also prove to be important, with respectively 55% and 53% of responses.
- The three least prioritized elements are related to technology: mastery of tools at 22%, use of measurement indicators at 20% and evaluation of AI uses at 10%.

OUR ANALYSIS

- Topics related to technology, particularly AI, are not considered a priority compared to human-related topics, as already in 2024.
- Priority is given to people-oriented skills, mastering the technology being a secondary concern for many managers.



Autonomy, governance and trust: the winning trio

What are the 3 priorities for a manager facing a team in hybrid mode?

356 respondents | 3 possible responses



- Developing autonomy by delegating responsibilities on clear and realistic objectives remains the priority with 59% of responses.
- Establishing operating rules and creating a framework of trust also appear as important priorities, with respectively 53% and 51% of responses.
- Managing workload and individual well-being are considered less of a priority.

OUR ANALYSIS

- These priorities reflect as much the expectations of employees towards their managers as those of the managers directly : more autonomy, clearer operating, a framework conducive to trust, among others.
- Managing workload and well-being appears to be perceived as less of a priority insofar as respondents do not consider it directly linked to the hybrid work model.



Management adaptation to hybrid work: 72% of managers rated as highly effective

How do you assess the adaptation of your management to hybrid work?

Single choice question | 351 respondents



● No adaptation ● Poor adaptation ● Average adaptation ● Good adaptation ● Excellent adaptation

- We observe a clear improvement in managers' adaptation, with an increase of nearly 20 points for those whose adaptation is considered good, even excellent, or a total of 72% of managers considered high-performing compared to 2024.

OUR ANALYSIS

- The efforts deployed to support hybrid management (training, support, experience gained, etc.) are paying off. This majority of "high-performing managers" reflects an awareness of the requirements demanded in terms of hybrid management (clarity of communications, trust in employees, maintaining team cohesion).
- However, the remaining 28% (moderately to not at all adapted) show that this transition is not yet complete for everyone.



Management adaptation to hybrid work: 72% of managers rated as highly effective

TO GO FURTHER

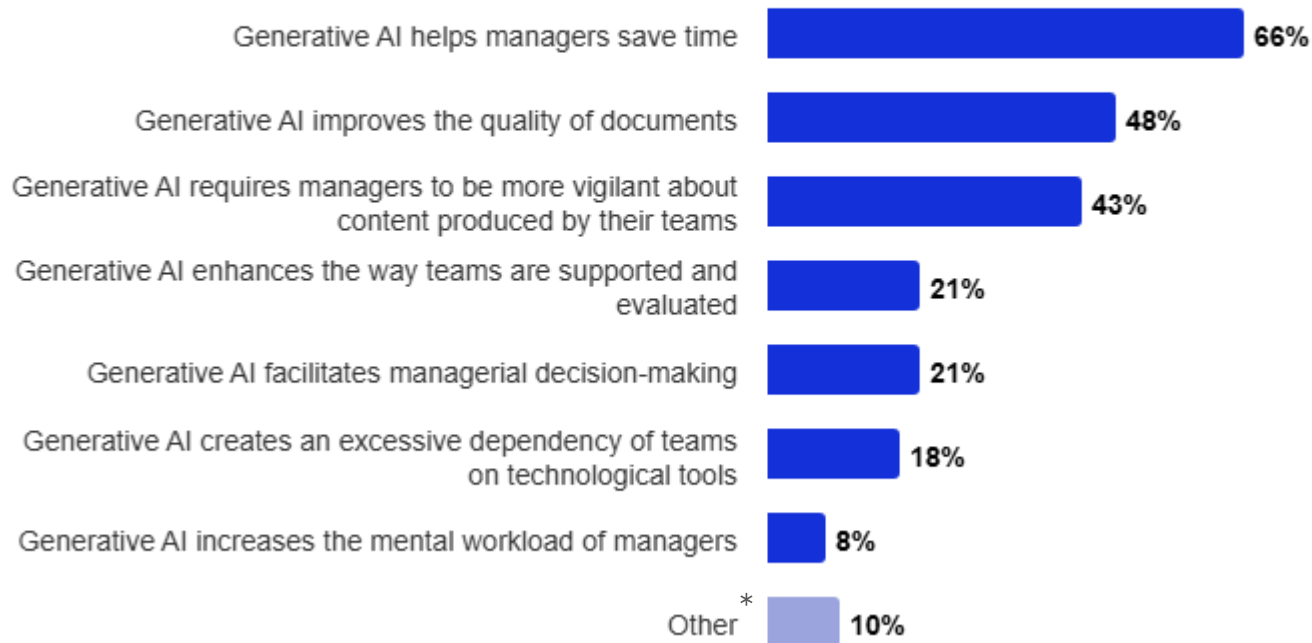


- The employees who work remotely are more numerous to consider that their management demonstrates of an excellent adaptation to the hybrid work model (50% vs 21%). Remote work thus appears to foster a more positive perception of management's ability to adapt to the hybrid model.
- Companies where AI is widely used and those who declare intensive use of AI in many areas tend more to demonstrate a excellent adaptation to hybrid work (respectively 31% and 33% vs 21%).
There is therefore a strong correlation between management's adaptation to hybrid work and the deployment and use of generative AI solutions within organizations. The broad and diverse adoption of AI within organizations thus seems to go hand in hand with an increased capacity of management to successfully adapt to hybrid work.
- Companies in public and para-public sector and those that do not offer than one day of remote work are overrepresented among those identified as demonstrating moderate adaptation to hybrid work (respectively 35% and 32% vs 22%). These results suggest that a low level of flexibility granted to employees and a organizational culture specific to the public sector can constitute barriers to a fully successful adaptation to hybrid work.

AI helps managers save time and improve deliverable quality

In your opinion, how are the managers in your organization experiencing the transformation of work with Generative AI?

334 respondents | 2.4 responses per respondent on average



(*) Among the "Other":

- Managers still little engaged on the subject of generative AI
- Levels of maturity judged to be very heterogeneous depending on the teams
- A lack of visibility on actual uses, linked to the absence of measurement.

- Time savings clearly emerge as the main benefit of GenAI perceived by managers thanks to its integration in their work with 2/3 of responses.
- 48% of respondents consider that GenAI helps improve the quality of documents produced by their teams.
- Generative AI also requires increased vigilance from managers on content produced by teams for 43% of respondents.

OUR ANALYSIS

- Grouping response options by tone reveals a clearly favorable trend: 86% of respondents associate at least one positive effect with GenAI in management, while 53% see at least one negative effect.
- As these two figures are not mutually exclusive, they reveal a nuanced perception where optimism and vigilance coexist.



AI helps managers save time and improve deliverable quality

OUR ANALYSIS

- While generative AI brings time savings by enabling certain tasks to be completed faster, it leads to handling a greater number of them, which translates, *ultimately*, by an increase in **workload**.
- Generative AI is used more for production processes than for managerial processes. This could be explained by a **lack of tools specifically designed or configured to meet management's needs**, or by insufficient visibility on the concrete benefits it could bring.
- The fact that "AI requires increased vigilance from managers" comes in third position reminds us **the need to control AI outputs**. Yet this topic is still little highlighted in communications around the use of AI, which more often focus on emphasizing gains and benefits.

TO GO FURTHER

- The **top managers** are overrepresented among those who emphasize that **generative AI requires increased vigilance on the content produced by their teams** (56% vs 43%), reflecting an awareness at this hierarchical level of the **new responsibilities** that the deployment of GenAI implies within organizations.
- The **respondents from industry** are overrepresented among those who perceive a **rather positive impact of GenAI** on managers' lives. Conversely, those from **services sector**, as well as **top managers** and respondents from **executive management**, are more represented among those who have a **negative perception**.
- Quite logically, respondents declaring **intensive use of AI**, or belonging to organizations that are themselves heavy users, are overrepresented among those who judge **the rather negative impact of GenAI** on managers' lives. Heavy use of the tools seems to refine, or even temper, their assessment of its actual effects.



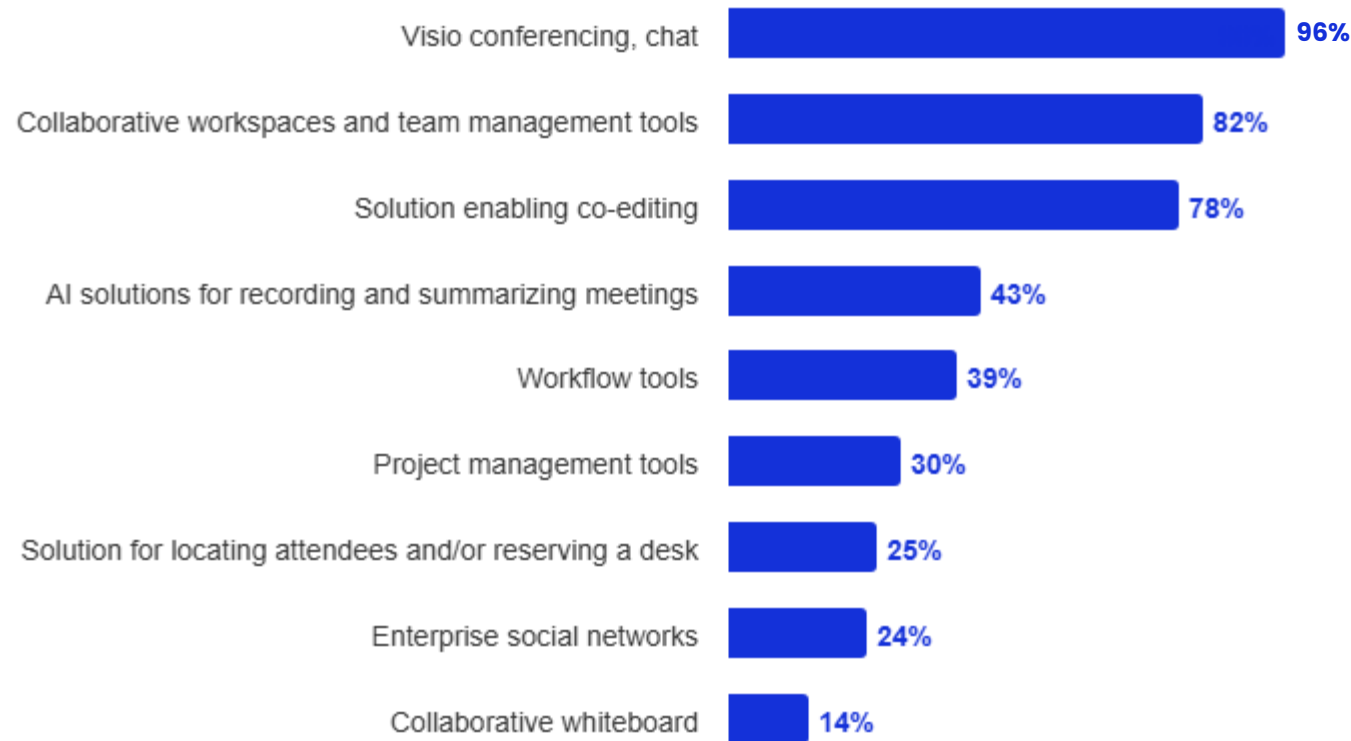
Tools & Generative AI



A clear hierarchy of digital uses reflecting progressive adoption

To support the hybridization of work, what digital solutions does your organization offer?

331 respondents | 4.1 responses per respondent on average



We observe an average of 4 responses per respondent.

The leading trio of solutions remains very clearly dominated by the historical tools of hybrid work:

- Videoconferencing / chat has reached a near-universal level (96% usage), confirming its status as essential infrastructure.
- Collaborative spaces and team management tools as well as the co-editing and document sharing tools follow, with also very high usage levels.

A second tier of tools is emerging:

- AI-powered meeting recording and summarization tools are already significantly used but remain behind core tools.
- The workflow and electronic signature tools occupy an intermediate position.

Finally, several solutions remain little used:

- Project management tools, employee location and desk booking solutions, enterprise social networks, collaborative whiteboards, which bring up the rear with very limited use.



A clear hierarchy of digital uses reflecting progressive adoption

OUR ANALYSIS

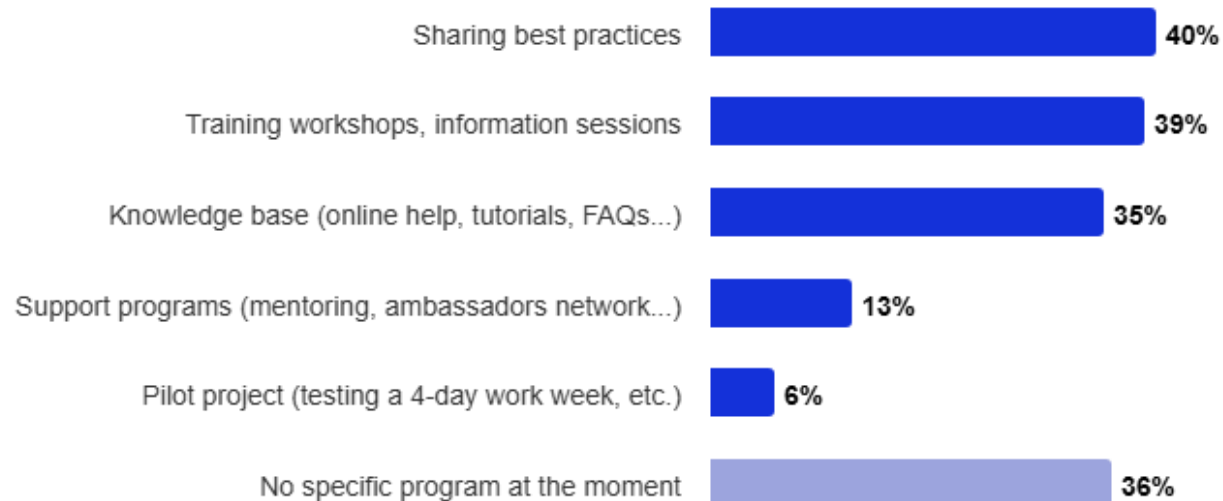
- Videoconferencing, chat, collaborative spaces and co-editing are now **widely adopted within organizations**. They now form the operational foundation of hybrid work.
- On the other hand, **adoption of other solutions remains more mixed** : digital whiteboards and project management tools are often available in companies, but ultimately remain little used by employees. The same observation applies to AI tools dedicated to recording and summarizing meetings: many organizations deploy them, but their use remains limited.
- This situation can be explained by several factors: a lack of training, use cases that are still not very concrete for teams, or tools sometimes perceived as complicated to use.
- Finally, the **low level of use of presence management tools** suggests that they remain perceived as secondary and may not be suited to the needs of hybrid workers.



Hybrid work support remains limited and largely unstructured

What measures has your organization put in place to support employees in the hybridization of work?

Multiple choice question | 328 respondents | 1.7 responses per respondent on average



The arrangements put in place to support hybrid work remain relatively heterogeneous with nearly 2 practices implemented per respondent:

- The sharing of best practices constitutes the most widespread lever (36%), ahead of training workshops and information sessions (35%).
- The knowledge bases (guides, tutorials, FAQs...) are also frequently made available, with 32% of respondents reporting using them.

On the other hand, more structured arrangements remain limited:

- the support programs (mentoring, tutoring, ambassador networks...) concern only 12% of respondents.
- The pilot projects (e.g. 4-day week experimentation) remain marginal (6%).

Notable fact: 36% of respondents declare that no specific program has been put in place.



Hybrid work support remains limited and largely unstructured

OUR ANALYSIS

- Organizations currently favor arrangements **simple and accessible**, mainly oriented towards **information sharing and skills development**, rather than structured support approaches over time.
- The fact that **a third of respondents have nothing in place** reveals a gap between the generalization of hybrid work and the level of support offered to employees.
- Moreover, more structured support approaches, such as **mentoring or ambassador networks**, remain little developed. This shows that **support** of hybrid work is often **unstructured** and still **poorly equipped** in organizations.
- Finally, pilot projects (such as the 4-day week) appear more as **one-off or exploratory initiatives**, without constituting at this stage a priority avenue in terms of hybrid work.

TO GO FURTHER

- The knowledge bases (guides, tutorials, FAQs...) are more frequent in companies of more than 5,000 employees (41% vs 32%).
- In these organizations, it is essential to ensure the existence of supports to share with the greatest number to guarantee consistency of use.

Commercial AI tools are becoming the primary entry point to generative AI

What measures has your organization put in place to support employees in the hybridization of work?

Multiple choice question | 321 respondents | 1.4 responses per respondent on average



- 66% of respondents indicate that their organization relies on tools from commercially available generative AI tools (Copilot, ChatGPT, Gemini...) with governed use.
- 38% describe their organization as having developed specific tools in-house.
- 24% mention that there is no specific restriction on the use of these tools.
- Only 18% respond that their organization has blocked certain tools.
- The total prohibition remains very marginal, around 2%.

OUR ANALYSIS

- Organizations adopt above all a pragmatic approach to generative AI. Nearly 2/3 of respondents use tools available on the market, which now constitute the main entry point for using generative AI.
- In parallel, more than a third of organizations develop also their own in-house solutions. The objective is often to better govern uses, to respond to specific business needs and/or to keep control over the data and tools used.
- Finally, only 2% of organizations state that they completely prohibit generative AI. This figure shows that these technologies are now widely accepted, even though practices and usage rules are still being structured.



Commercial AI tools are becoming the primary entry point to generative AI

TO GO FURTHER

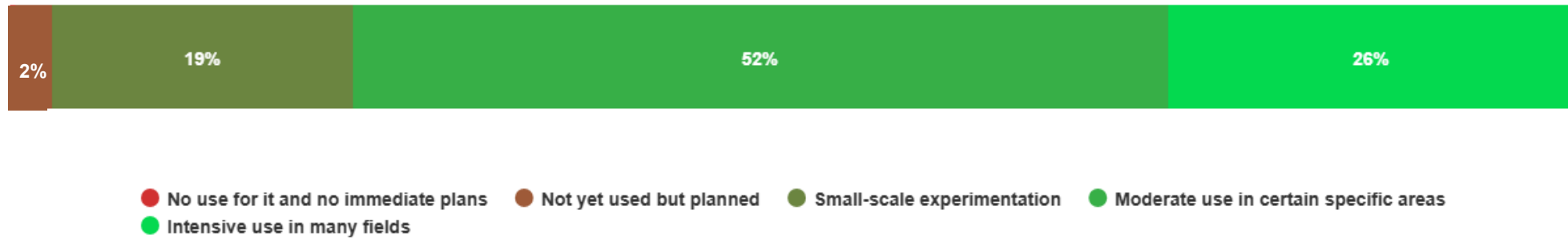
- Companies with more than 5,000 employees appear both more present among those that have developed generative AI tools in-house (58% vs 38%) and more represented among those that have blocked certain tools (29% vs 18%), which suggests a cautious and regulated approach by these companies.
- Conversely, companies with 11 to 250 employees appear govern the use of generative AI less strictly. 48% of them declare have no reference framework or specific rules on the subject, compared to 24% on average for all organizations surveyed.
- The level of remote work also plays a differentiating role: the more respondents declare being remote, the less they are associated with contexts where significant restrictions exist. Organizations in 100% remote work are notably overrepresented among those that do not impose specific restrictions (48% vs 24%), a positioning consistent with agile operating modes.
- Finally, organizations that have developed their own in-house AI tools put more often have actions in place to support employees in their use, such as dedicated programs or knowledge bases. This is the case for 58% of them, compared to 38% on average across all organizations surveyed.



Widespread adoption of generative AI, but still focused on specific use cases

In your organization, what is the level of use of Generative AI?

Single response question | 297 respondents



- A majority of organizations declare moderate use of generative AI in certain specific areas (52%).
- 26% indicate an intensive use in many areas.
- 19% declare that generative AI is not yet used but is being planned.
- Non-adoption situations remain marginal: 2% indicate having no use and no immediate project.
- The "no use and no immediate projects" category has virtually disappeared.

OUR ANALYSIS

- Generative AI is now present in most organizations, but its use remains gradual and concentrated on certain uses rather than truly generalized.
- Only 26% of respondents report intensive use of these tools. This figure is ultimately lower than expected. Many organizations are still moving forward cautiously and favoring targeted deployments.
- The massive upheaval announced two years ago has therefore not yet materialized in daily uses. The use of AI continues to develop, but gradually, and nearly one in five respondents is still in a reflection or preparation phase.



Widespread adoption of generative AI, but still focused on specific use cases

TO GO FURTHER

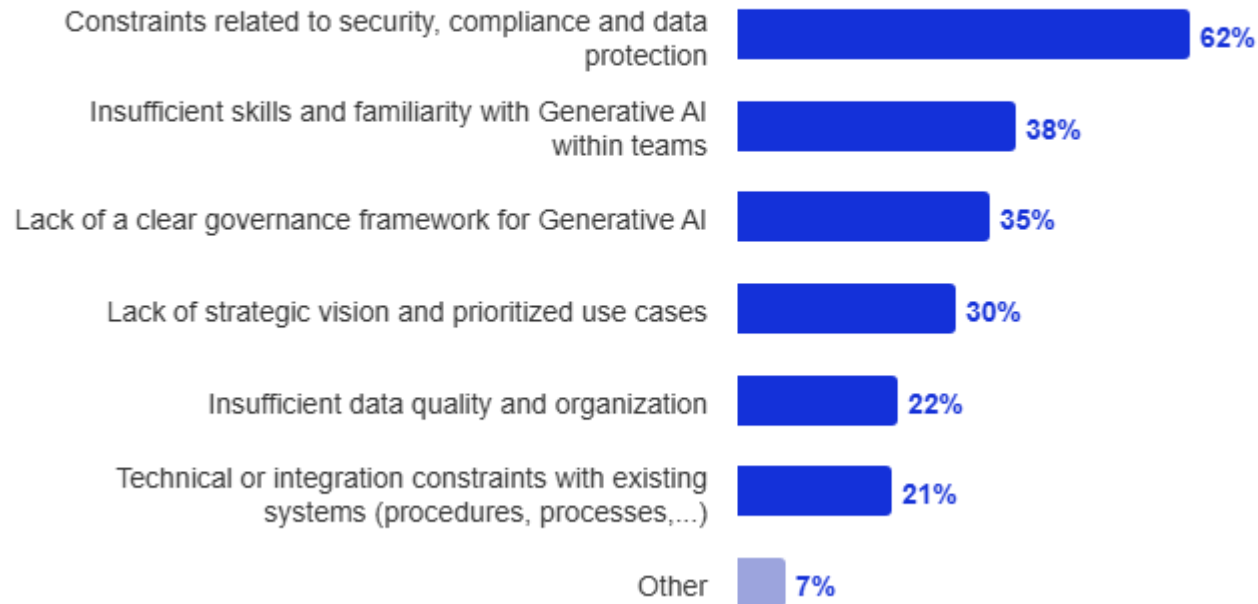


- The intensive use of generative AI is more present in the **services sector**, where 33% of respondents report significant use of these tools, compared to 26% on average. The same observation can be made in **small organizations**, with 28% of respondents reporting intensive use of generative AI.
- The **public and para-public sector organizations** are more numerous to **experiment with AI on a small scale** (31% vs 18% on average). This trend reflects an often-gradual approach, with testing phases before considering a wider deployment.
- Moreover, respondents from **executive management** are more numerous to consider that **Generative AI is used intensively** in their organization (36%, compared to 26% on average). This perception may reflect a more strategic or optimistic view of the actual level of deployment, sometimes different from that observed by operational teams.

Security dominates, while governance and structuring issues remain underestimated

In your opinion, what are the limitations to the deployment of Generative AI in your organization?

Multiple choice question | 317 respondents | 2.2 responses per respondent on average



On average, respondents identify at least 2 barriers to the deployment of generative AI in their organization.

- Security, compliance and data protection concerns are by far the main barriers cited by 62% of respondents.
- The lack of skills and acculturation of teams comes in second place (35%).
- The lack of a clear governance framework is also limiting (32%).
- The lack of strategic vision and prioritized use cases is cited by 30% of respondents.
- The issues related to quality and organization of data appear behind (22%), as do technical or integration constraints (21 %).

Security dominates, while governance and structuring issues remain underestimated

OUR ANALYSIS

- The main barriers to the deployment of generative AI today concern security, compliance and data protection. Organizations are therefore moving forward cautiously, seeking first to limit risks.
- However, some essential subjects are still less taken into account. This is the case of **data quality** and of the **lack of strategic vision** around AI. Yet, without reliable data or clear objectives, it is difficult to develop truly effective uses of AI. This reflects a **still limited level of maturity in understanding the conditions for success of AI deployment**.
- Moreover, the **lack of skills** remains a major barrier (35 %), despite the efforts made in terms of training. This suggests that **current training arrangements are not yet sufficient** to fill the need for acculturation and skills development.
- Finally, **nearly a third** of respondents emphasize **absence of clear rules** as a barrier to the deployment of generative AI. Many organizations are still in the process of defining the rules and governance models around generative AI: what is possible to do, under what conditions, and with what responsibilities.

TO GO FURTHER

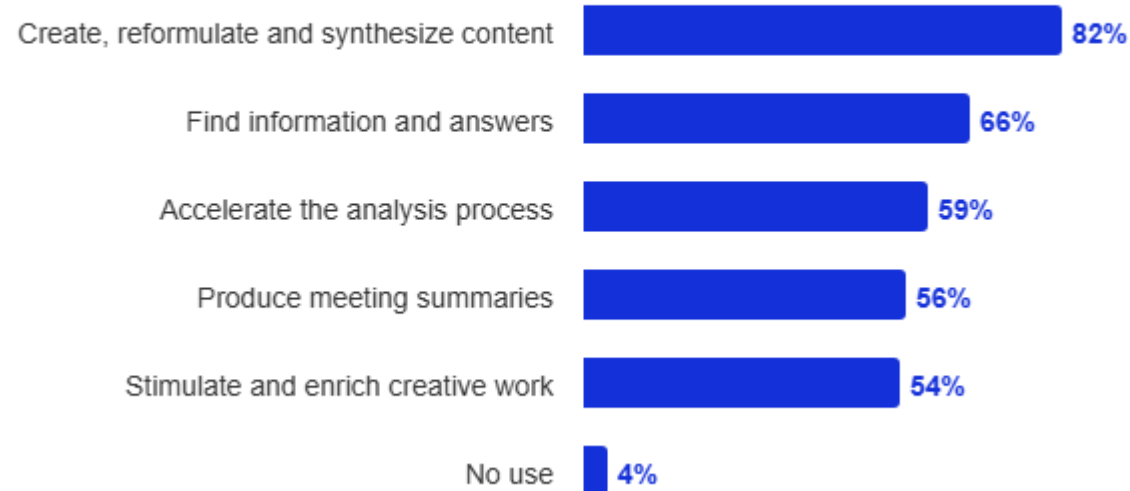
- Companies of 1,000 to 5,000 employees much more frequently cite **security, compliance and data protection issues** as the main barrier to the deployment of generative AI (82%, compared to 62% on average). They thus appear even more sensitive than other organizations to the security challenges associated with the use of these technologies.
- In the **public and para-public sector**, the difficulties relate more to the **lack of clear vision and absence of priorities in terms of prioritized use cases** (43% vs 30%). In other words, many public and para-public sector organizations still struggle to concretely define where and how AI can add value.
- This observation is also found in **companies with 251 to 1,000 employees**, where the lack of strategic vision and prioritized use cases is also more cited than in the rest of the organizations (46% vs 30%).



Generative AI is becoming embedded in employees' daily work

And how do you personally use generative AI in your professional activity?

Multiple choice question | 322 respondents | 3.2 responses per respondent on average



- Generative AI is now very widely used individually, with only 4% of non-users, compared to about 30% in 2024.
- The first use is the creation, rephrasing and summarization of content (82%).
- Next comes the search for information and answers (65%).
- Other uses are also well established: accelerating analytical work (59%), producing meeting summaries (58%), stimulating creative work (54%).
- Usage levels have significantly progressed across all use cases compared to the previous edition (2024).
- Note a reversal between the top two uses compared to 2024: content creation now comes before information search.
- Respondents declare more than 3 practices on average.

Generative AI is becoming embedded in employees' daily work

OUR ANALYSIS

- Professional individual use of generative AI is now **fully established**. The near-disappearance of non-users confirms that AI has entered the daily practices of employees.
- AI is first used as a **content production tool**, before being a search tool. This reflects an evolution in usage: users are no longer content to just search for information, but rely on AI to **produce, structure and transform content**.
- The strong increase in usage rates across all cases confirms a **rapid acceleration of adoption**, driven by concrete and useful everyday uses.

TO GO FURTHER

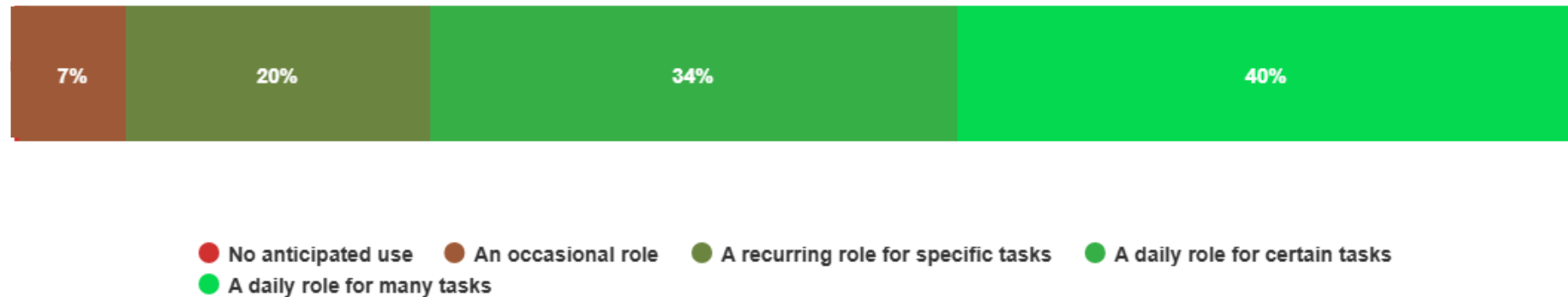
- Employees in **support functions** use AI more frequently for **writing, rephrasing or summarizing** contents than the average employee (89% vs 82%).
- The use of AI for **accelerating analytical work** is particularly widespread within **executive managements** (80% vs 59%), functions where analysis and decision-making play an important role.
- The **services sector** stands out for a more frequent use of AI for **analysis tasks** (71% vs 59%) as well as for **creation of meeting summaries** (63% vs 56%). These uses are particularly well suited to office environments, where the handling and delivery of information are pervasive.



Generative AI is expected to become mainstream in professional practices

How do you anticipate the role of Generative AI in your professional life within the next two years?

Single response question | 323 respondents



- A very large majority of respondents anticipates a daily presence of generative AI in their work within 2 years:
 - 40% consider daily use for many tasks
 - 34% for certain tasks.
- 20% project a recurring but targeted use on specific tasks.
- 7% consider occasional use.
- Notably, the share of respondents who do not anticipate using AI falls to 0%, compared to 16% in 2024.



Generative AI is expected to become mainstream in professional practices

OUR ANALYSIS

- The 2-year projections reflect a **strong expected acceleration** in the use of **generative AI** in professional practices.
- The total disappearance of respondents not anticipating any use is a strong signal: generative AI is now perceived as **essential in the medium term**.
- Moreover, the majority of respondents project themselves into use **daily**, a sign of the gradual integration of AI into everyday activities, beyond one-off use cases.
- Finally, these projections remain well above the uses observed today, which shows that the **development potential is still significant** for the years to come. This progress is expected to continue as employees gain skills, usage rules become clearer and new concrete use cases emerge.

TO GO FURTHER

- Respondents from **top management** and the **executive management** are more numerous than average to think that generative AI will be **used daily for many tasks** in the coming years (57% and 61%, compared to 40% on average).
- This vision is also more present in the **services sector**, where nearly one in two respondents (48%) imagines a **daily use of generative AI** for many activities.
- Conversely, in the **public and para-public sector**, respondents are increasingly considering a **more targeted use of AI**. Many think it will be used **recurring**, but mainly for certain **specific tasks** (31%, compared to 20% on average).



Evolution of data on the use of generative AI: 2024 – 2026

How do you anticipate the role of Generative AI in your professional life within the next two years?

2026

323 respondents



How do you anticipate the place of generative AI in your professional practice by 2026?

2024

448 respondents

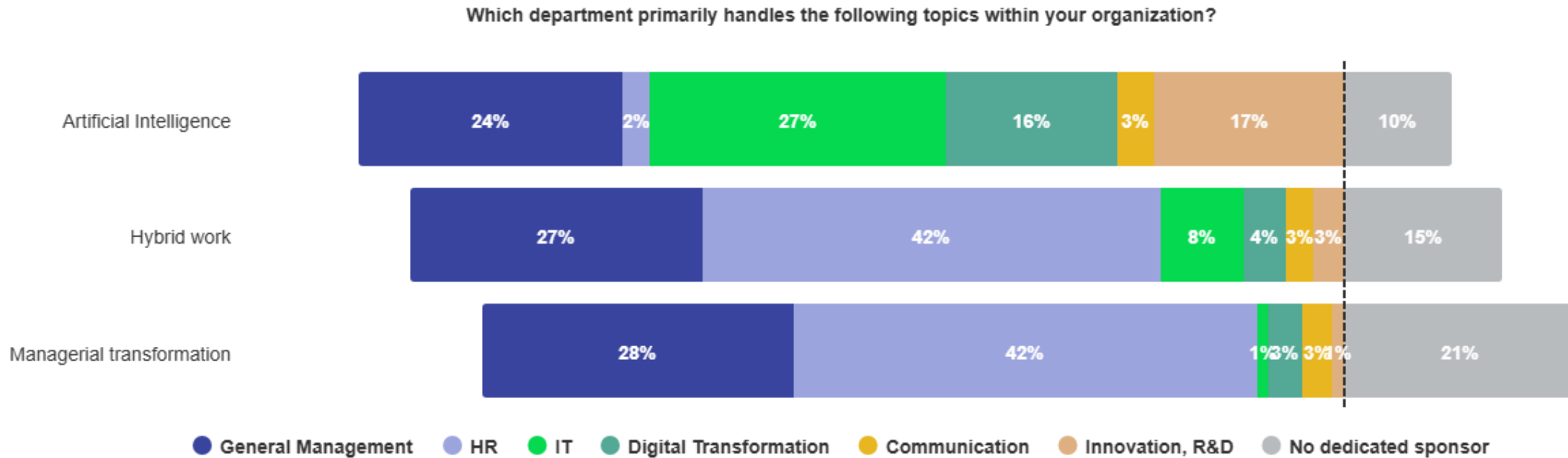


● No anticipated use ● An occasional role ● A recurring role for specific tasks ● A daily role for certain tasks ● A daily role for many tasks

Steering & supporting transformation



Executive Management and IT take the lead in AI governance, HR gains ground on managerial transformation and hybrid work



- In 2024, one third of organizations had not designated any sponsor to lead AI. In 2026, this figure drops to 10%. Executive Management and the IT Department now lead the topic (24% and 27% respectively)
- On hybrid work as on managerial transformation, the share of HR increases from 27% to 42%.
- On the three subjects, Executive Management follows different trajectories. It progresses significantly on AI (+11 pts, from 13% to 24%), making it the only topic where it strengthens its position. On the other hand, it declines slightly on hybrid work (-1 pt, from 28% to 27%) and more clearly on managerial transformation (-5 pts, from 33% to 28%), two subjects on which it is giving ground to HR.



Executive Management and IT take the lead in AI governance, HR gains ground on managerial transformation and hybrid work

OUR ANALYSIS

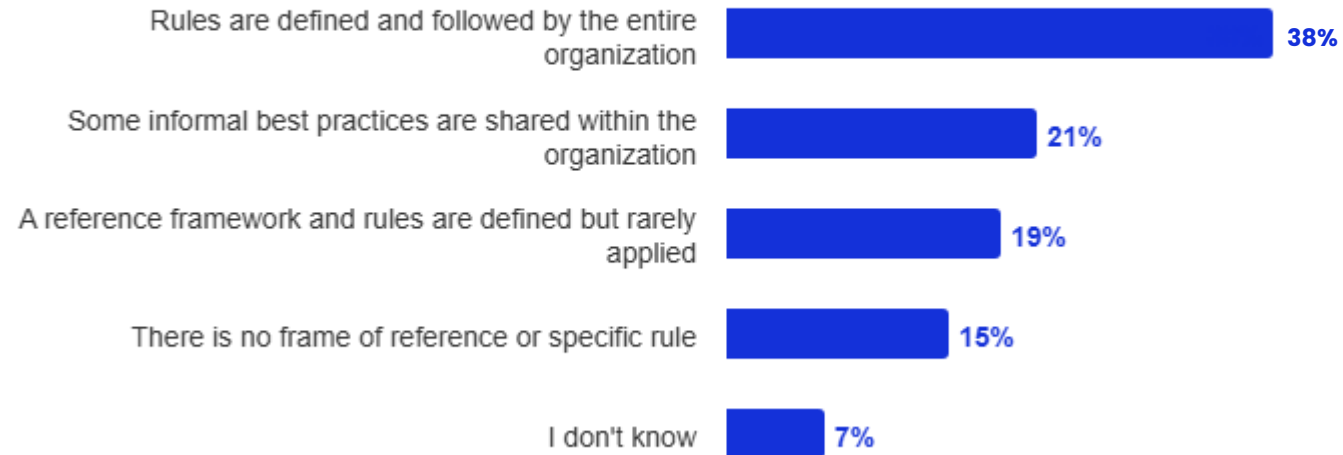
- Between 2024 and 2026, we observe a gradual clarification of governance on the three subjects. AI is the one that evolves most radically: the drop in organizations without a dedicated sponsor for the subject confirms that the topic has matured and found clearly identified champions, primarily Executive Management and the IT Department.
- On hybrid work and managerial transformation, the movement is different: HR captures a growing share of governance, to the detriment of Executive Management which retreats on both subjects. This suggests a form of specialization of departments: Executive Management invests more in technological and strategic issues, while HR establishes itself as the driver of human and organizational transformations.



AI governance is beginning to mature

In your organization, how is the use of Generative AI tools regulated?

Single response question | 308 respondents



- 38% of respondents report having established and followed AI governance rules within their organization
- 21% say they share a few informal best practices
- 19% have a defined but poorly applied framework
- 15% have no framework or specific rule



AI governance is beginning to mature

OUR ANALYSIS

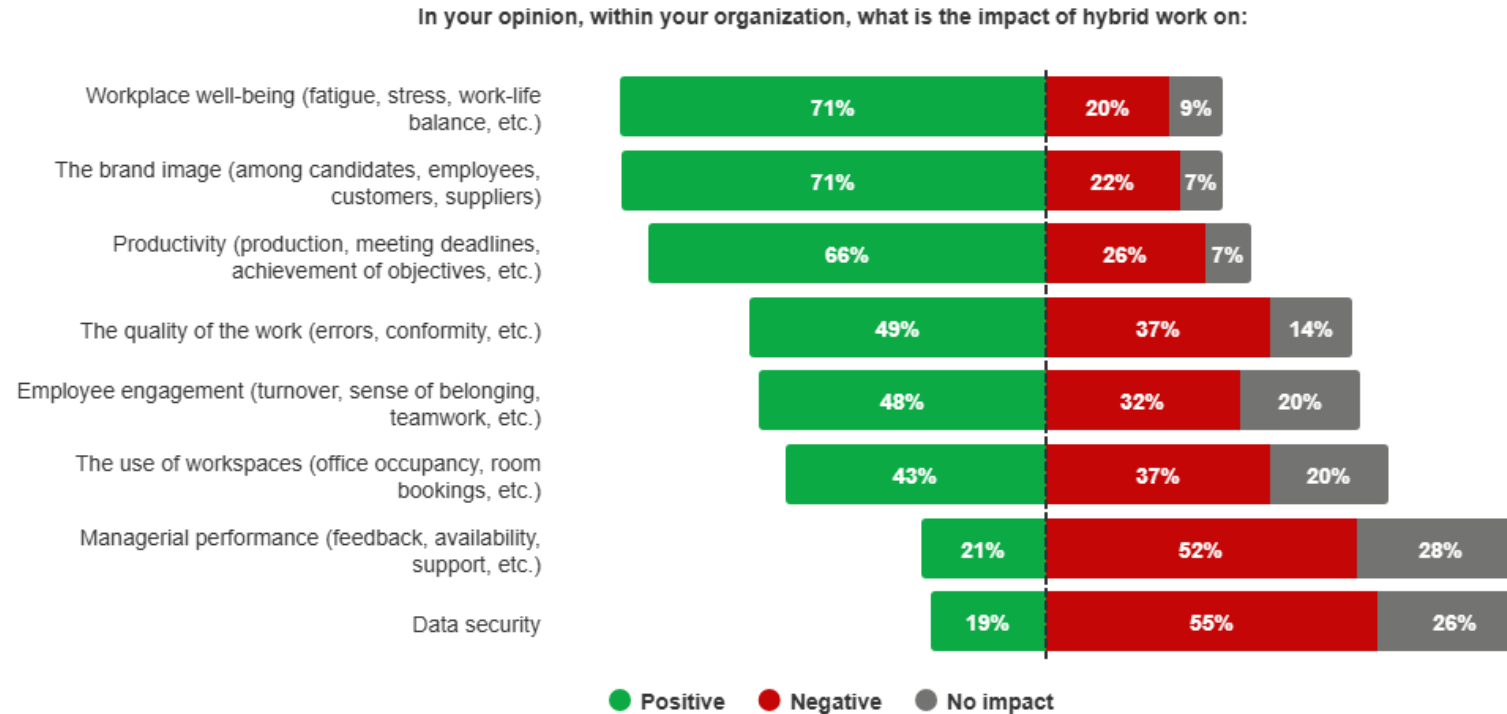
- While a relative majority of organizations (38%) has formalized and deployed an AI governance framework, nearly half of respondents (55% when combining the first three options) are in intermediate situations or do not have real scoping.
- This nuances the sense of maturity observed in governance: having designated a sponsor does not necessarily mean the structuring of effective rules.
- The fact that 19% have a defined but poorly applied framework is particularly revealing of a gap between intent and practice.

TO GO FURTHER

- Very small organizations are overrepresented among organizations lacking a reference framework for AI.
- Large companies (more than 5,000 people) are overrepresented in the implementation of knowledge bases and support programs for hybrid work.
- The organizations most advanced in the use of AI are also those that have invested the most in implementing monitoring and governance rules.
- In the absence of usage restrictions, organizations are less likely to have established a formal reference framework.



Hybrid work: contrasting impacts across key dimensions



- Well-being and employer brand rank highest, each with a 71% positive impact, followed by productivity (66%), quality of work (49%), employee engagement (48%) and use of spaces (43%).
- A **paradox** emerges regarding **employee engagement** with 48% positive responses, even though many employees now view remote work as a prerequisite rather than a benefit.
- At the bottom of the ranking, managerial performance (21% positive) and data security (19% positive) are the only two dimensions with a negative majority.



Hybrid work: contrasting impacts across key dimensions

OUR ANALYSIS

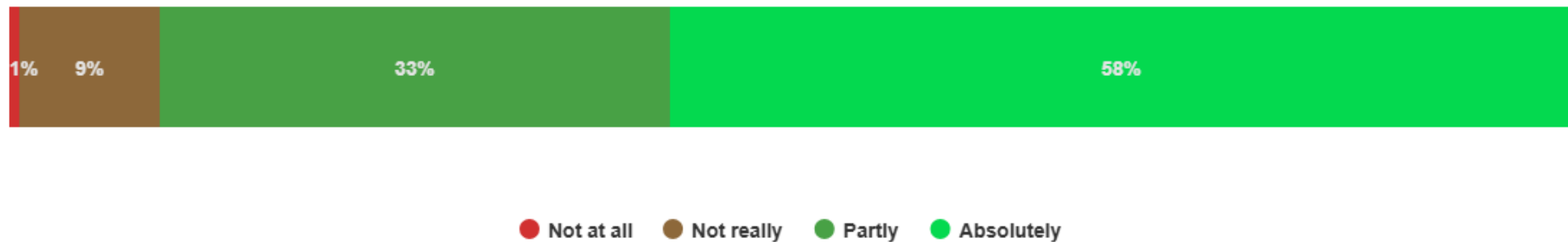
- Hybrid work shows a mixed picture. The most beneficial dimensions are those that directly affect the employee: well-being, perception of the company, perceived productivity, which partly explains lasting support for the hybrid model.
- Nearly one in three respondents identifies a negative impact on quality of work, which suggests that even though hybrid work fosters individual concentration and reduces interruptions, it also generates adverse effects on coordination, compliance and error detection. The absence of physical proximity makes more difficult the informal control that can occur naturally on site.
- As soon as we approach collective and organizational issues, the picture deteriorates significantly: engagement, managerial performance and data security clearly suffer from the model. This last point is particularly notable: data security is the most negatively perceived dimension (55%), a strong signal at a time when organizations are multiplying remote collaborative tools.
- In conclusion this graph outlines the **two major undertakings** that hybrid work leaves open: the **remote management** and the **cybersecurity**, whereas the individual benefits seem to be well integrated.



Strong satisfaction with working conditions, but room for improvement remains

Overall, are you satisfied with the hardware and applications provided by your company for working in hybrid mode?

Single response question | 313 respondents



- Overall satisfaction remains very high: 91% of respondents express satisfaction, at least partial, in connection with the material conditions of hybrid work. This testifies to a real effort by organizations to equip their employees to work in hybrid mode.
- However, the weight of partial satisfaction (33%) deserves attention: it signals that material and software provisioning meets basic needs without necessarily fully covering them.

Strong satisfaction with working conditions, but room for improvement remains

OUR ANALYSIS

Put in perspective with the previous graph on the impacts of hybrid work, this result shows that organizations still struggle with managerial performance and data security, despite high material satisfaction. This suggests that the difficulties are not technical or material in nature, but rather relate to work organization, managerial practices and corporate culture.

TO GO FURTHER

- There is a correlation between satisfaction with material conditions and managerial adaptation, the organizations that have put support arrangements in place being also those where employees are most satisfied
- Companies that have developed generative AI tools internally see an overrepresentation of employees very satisfied with material conditions.



Evolution of data on satisfaction with hybrid working conditions: 2024 – 2026

Overall, are you satisfied with the hardware and applications provided by your company for working in hybrid mode?

2026 313 respondents



2024 546 respondents



● Not at all ● Not really ● Partly ● Absolutely

- Satisfaction with the material conditions and tools made available for hybrid work is progressing clearly between 2024 and 2026.
- In 2026, 91% of respondents say they are satisfied, including 58% "completely" satisfied, representing a 13-point increase compared with 2024.
Conversely, dissatisfaction strongly decreases and becomes marginal: from 6% not at all satisfied in 2024 to only 1% in 2026.
- These results reflect a growing maturity of organizations on hybrid work fundamentals : equipment, digital workplace and tool accessibility now appear better aligned with the daily uses of employees.



Verbatims

A few selected comments at the end of the questionnaire

At the end of the questionnaire, we asked respondents to share their comments about hybrid work.

We share a selection of responses organized by major themes, listed opposite.

4 main themes emerge

- Need to adapt managerial practices to hybrid work
- Awareness and training in GenAI expected
- Fears and doubts about the deployment of GenAI
- Hopes and expectations with the implementation of GenAI tools

AI-related risks remain a barrier to its uses

Operational and security risks related to the use of AI, particularly data leaks, uncontrolled use outside the IT system can be a barrier to use.

“

"The *development of shadow AI uses* outside the company's IT system. The *strict rules set on access to certain tools* (ChatGPT for example) lead a significant number of employees to find workarounds or bypass solutions... This raises *potential data leak issues*. "

“

"Artificial Intelligence enables a *greater productivity*, a *broader vision* in the topics addressed, but *you have to know how to use it*, we still need to *more structuring in its use*. There is a great risk that teams stop thinking or stop being creative."

“

"Today AI is *used according to each person's practices*. It is widely used by the new generation, and little or not at all by other generations. Its use can come with concerns about *non-scoping*, of *uploading files to public ChatGPTs* etc. [...] I think we are missing quite a few risks in small, medium and sometimes large organizations that are not aware of these practices."

Environmental and ethical impact of AI

Generative AI raises fundamental concerns: environmental impact, homogenization of thinking, erosion of critical thinking and profound transformation of the job market.

“

"One must be very *vigilant* on the use of AI in relation to its *environmental and social impact*. "

“

"How could we integrate AI into our jobs while *keeping a clear mind about the externalities of these technologies*. "

“

"Information on appropriate use of AI - in light of the environmental *impact* and at the risk of no longer having intellectual capacity (reflection, synthesis...) - would be necessary to *avoid resorting to AI for anything and everything*. "

“

"My concern is about *the environmental impact of generative AI*. "

Adoption and acculturation of AI in the company

The question of mass adoption of AI within organizations is central: training, internal communications, support, etc.

“ The major challenge of AI at the scale of a large organization is *adoption by all employees*. ”

“ From *acculturation* is necessary within the company ”.

“ There is a *lack of visibility and communication on AI-related topics*. Who can we ask our questions within the organization? [...] Are there specific training courses suited to our profiles? ”

“ Our organization has clearly understood the importance of this tool for productivity, while remaining aware of the associated risks. *A roadmap is put in place to communicate, promote adoption* (creation of internal tools) and *support employees* (e-learning). ”

“ We realize that *it is a subject insufficiently addressed by the company's management*. ”

Adoption and acculturation of AI in the company

The question of mass adoption of AI within organizations is central: training, internal communications, support, etc.

“

" The AI challenge is significant in terms of inclusion and reduction of the generational gap; hybrid work requires a specific monitoring from management which is often neglected. "

“

" Depending on the Departments, the use of AI is highly variable but some departments or even positions already use it (Communications, IT). Acculturation is necessary within the company."

“

" The use of AI remains too poorly governed and/or lacks training/information. "

Mixed views of hybrid work

While hybrid work has largely established itself as a new norm, some companies are now backtracking, reducing remote work days at the expense of quality of life, attractiveness and flexibility, which are however championed by employees.

“

"We have gone *from 1 day per week to 2 days per month. The consequences for recruitment are negative.*"

“

"Our organization is *sociocratic* and non-hierarchical. A circle is dedicated to ongoing *internal innovation*. In addition, we are in *entirely virtual offices.*"

“

"It's a shame that many companies are backtracking on remote work or reducing the number of days. *Remote work allows for better concentration and productivity [...] and has a real impact on quality of life and work/life balance.* In some companies the rules lack flexibility and people prefer to review based on team presence rather than on operational efficiency [...]. *Some managers are clearly not ready for this type of evolution [...].* In addition, stopping or reducing remote work has a significant impact on road traffic and home/work commuting time [...]."

Mixed views of hybrid work

Even though hybrid work is generally appreciated, it does not come without tensions. Some aspects qualify a model which, to function fully, still requires profound adjustments.



" Remote work, yes, but *moderately*: 1 or 2 days per week maximum."



" Companies will ensure that work from home goes well but *neglect on-site work* [...]. If the people around you are working remotely or in meetings and you find yourself alone in the office, *the goal of social connection is not achieved*. On the other hand, if everyone is present on the same day, booking meeting rooms is complex, or even impossible. *A real overhaul of on-site workspaces must be considered* [...]. "



" Hybrid work is greatly appreciated [...] and offers greater flexibility. However, *communication and social connection suffer*. Managers try to motivate employees to return to the office more regularly to stimulate exchanges [...]. We observe *friction between the comfort and flexibility of remote work and, paradoxically, the social distance it implies, which restrains creativity and innovation*. "



" Hybrid work suffers from the same difficulties as on-site work, particularly *from a lack of a clear delegation culture shared by all*. This leads to *a lack of trust and serenity for managers*, who feel they have to answer for all the topics raised by their teams [...]. "

The interviews

Perspectives from experts, managers and executives

About twenty professionals took part in the question/answer exercise related to the hybridization and augmentation of work

They are managers, HR directors, communications directors, consultants, executives, and share their view of the world of work to come...

They were chosen for the variety of their experiences and their involvement in the hybrid work issue.

A selection of verbatims is presented here. We share the broadest possible diversity of testimonies on a few major themes that can inform your thinking on the subject.

A selection of 5 themes

- What is hybrid work?
- What are the main challenges of hybrid work?
- What work organization have organizations put in place?
- GenAI: where do organizations stand?
- How do you imagine the evolution of work in the coming years?

The interviewees



Alain Berger
Co-founder and CEO, Ardans



Andréa Arima
Head of Internal Digital Communications, Thales



Anne-Laure Ravello Gras
Head of Insurance Client Messaging, Malakoff Humanis



Elodie Guiu
Head of Digital Transformation Support, La Poste



Florian Herlicq
Lead product manager, Orus



Frédéric Vallois
Director of media relations and public affairs, international certification and compliance group



Géraldine Bujadoux
Director of Digital Communications, Thales



Henri David
Sector Director, La Poste



Jean-Michel Mazouth
Advanced collaborative solutions project director, MEFSIN-SG-SNUM



Jérémy Peytevin
Director, Klee group digital agency



Juliette Couaillier
Head of Global Talent Development, Vivendi



Laurence Trochard
Head of Business and Industry Communications, The Adecco Group



Magali Maréchal
Program Manager, UCM



Olivier Lagrée
Talent Management Advisor, Cornerstone



Pascale Launay
Director of Communications, American Hospital of Paris



Raphaëlle Meurice
Partner, Hosmia Consulting



Yann Vialet
Digital Workplace Manager, Technip Energies



Xavier Bureau
CEO, Kaliop

What is hybrid work?



Elodie
Guiu

"The notion of hybrid work is *multiple*, and *not so recent*. Hybrid work is also *working two floors apart* or *being in a Teams meeting*. It is no longer a particularity. *We are in a hybrid era*, in all areas of society; work is no exception."



Magali Maréchal

"Hybrid work *combines on-site, remote and distributed work across several locations*. "



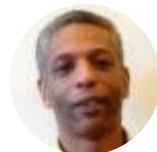
Juliette
Couaillier

"My definition of hybrid work today remains *first linked to the articulation between on-site and remote work*. This is still the way the notion is mainly understood, particularly in job offers. However, I think this definition could be broadened in the future to also include a *hybridization of missions, skills and contribution modes*, in an increasingly polymorphic work environment."



Jérémy Peytevin

" *Hybrid means having the choice of saying when, where and how I work*.
Notion of space – notion of time – fluctuation of one's working hours – how: which tools?"



Jean-Michel
Mazouth

"It's not only about remote work or technology, but *about an organization's ability to work effectively across locations, time zones and structures*."



Henri David

"Hybrid work is both the on-site / remote mix and *collaborating with teams spread across multiple sites/sectors*. "



Olivier Lagrée

"Hybridization is also in *opening up to the open talent economy*. "



What are the main challenges of hybrid work?



Xavier Bureau

"Hybrid work has made it possible to *recruit people we wouldn't have found otherwise*; we need to *organize relevant returns to the office for employees, maintain a place that allows collaboration.* "



Jérémy
Peytevin

" *Employee engagement in their work and everyday efficiency.*

- *Is a brainstorming meeting more effective on site?*
- *Is reading a large body of documents more efficient remotely?*
- *Is coding a complex algorithm faster remotely?*
- *Are pair programming and skills transfer more effective on site?*

In my opinion, the answer is yes for all 4."



Andrea
Arima



Géraldine
Bujadoux

" *Positive in international or multi-site environments. For the manager, the opportunity to being more easily connected to one's teams.* "



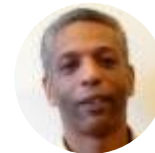
Laurence
Trochard

"We must not forget the *fairness issues*. Not everyone has the same working conditions at home, particularly in terms of *internet connection quality*. This can create *inequalities in the ability to work effectively remotely.* "



Frédéric
Vallois

"The challenge is to *find the right balance between autonomy and the collective*: offer *flexibility* to employees while preserving *on-site collaboration moments*, essential to the quality of exchanges. Going too far in one direction or the other weakens either individual motivation or team dynamics."



Jean-Michel
Mazouth

"Hybrid work and AI are real *indicators of the flaws of middle management.* "

What are the main challenges of hybrid work?



Anne-Laure
Ravello Gras

"Hybrid work poses a *major issue of cross-functionality* at Malakoff Humanis, particularly due to *geographical dispersion*, with meetings where room, remote work, different sites and cameras coexist.

The difficulty is to engage everyone, so that each person participates, finds their place and feels useful. Regular on-site times, with collaborative workshops and informal exchanges, are essential to consolidating the collective.

The manager must finely manage logistics, meeting content and delegation, so as not to burn out in the management of hybrid."

What work organization have organizations put in place?



Jérémy
Peytevin

"To deal with growth, a group of people from the agency thought about a new model: *tribal organization*. 10 tribes, which are the agency's skill centers, were identified: Graphic studio, system team, QA consulting, etc. Each person decided which tribe to join based on their skills and daily activity. Tribes have a lot of autonomy in the organization, including assigning tribe members to different projects. "



Florian Herlicq

" We spend our time reorganizing our work practices. We have put in place a ban on holding meetings in the morning."



Xavier Bureau

"There is more remote. Collaboration has taken on more importance. We have put in place a *monthly barometer* and a *convention day* in Montpellier, a budget per manager to organize team buildings"



Olivier Lagrée

"Very large *freedom to arrange working hours*. There is a *collective and individual effort* for *spending time together*. "



Raphaëlle
Meurice

"Managers today are particularly concerned by the organization of hybrid work. This involves creating more collective rituals, maintaining team cohesion remotely without falling into a micro-management logic, and rethinking modes of interaction and collaboration. The most advanced organizations demonstrate real inventiveness to preserve team connection and engagement."



Laurence
Trochard

"Significant work is underway to improve the on-site employee experience. The objective is to ensure *for employees to come to the office* not out of constraint, but because *they find added value in it*: interactions, exchanges, moments of collaboration, opportunities for informal encounters. It also involves a *reflection on workspaces* : the office must become again a *place of life and collaboration*, and not just a place of execution."



GenAI: where do organizations stand?



Raphaëlle Meurice

"Organizations have now integrated the fact that technologies and automation are structuring levers of transformation. Some companies are already relying on internal IT or data teams to develop automation tools and support the gradual adoption of generative AI in business uses."



Florian Herlicq

"AI is omnipresent, but organizations are not always very mature in terms of execution. Investors ask a lot of accountability. Investors want returns comparable to those of the best GenAI companies."



Jérémy Peytevin

"We are moving from experimentation to industrialization."



Laurence Trochard

"The company is testing conversational agents for facilitate pre-recruitment of candidates. Through chat or voice exchanges, these agents automatically ask key questions to several candidates in parallel to check the essential criteria. They thus make it possible to perform a effective first sort and to significantly reduce the number of candidates to contact, which frees up time for recruiters that are at the heart of business activities."

Beyond the technical framework, there is a true strategic vision. AI is considered a structuring subject, which requires clear governance, explicit rules and support of employees over time."



Henri David

"The organization has put in place several experiments with a Internal AI (Lapostegpt), Copilot, and Mistral, managed at the headquarters level. A major point of vigilance concerns the data security and the risk of hallucination. The main challenge of AI remains to identify the right use cases, where it truly adds value."

GenAI: where do organizations stand?



Yann Vialet

"Before, access to external AI tools was restricted, only a secure generative AI instance based on OpenAI was available. Then, IT has reviewed numerous AI solutions and has opened access to a large number of solutions now authorized by the company. "



Yann
Vialet

"We have a program in place "AI for All", which broadcasts every quarter a specific communication around a theme with use cases, training and challenges designed to engage employees. "



Xavier Bureau

"We have implemented AI across every stage of our value chain, primarily using generative AI tools such as Gemini and Claude. Agents are also being developed, and production teams have access to specialized tools tailored to their activities, including Claude Code. On average, there are between two and four licenses per employee. The next major challenge is managing token consumption, which is increasing rapidly as adoption and usage continue to grow."



Yann Vialet

"All Technip Energies employees must take various mandatory training courses each year. These modules aim to strengthen awareness of all cybersecurity risks. "



Magali
Maréchal

"AI is a real subject, not a gadget. We move forward with a pragmatic approach: test, govern, secure. A dedicated committee will manage AI-related risks, with multi-level governance depending on the sensitivity of the projects. "



How do you imagine the evolution of work in the coming years?



Pascale
Launay

"In the healthcare sector, we already see emerging a *strong evolution* towards hospitalization *at home*, home assistance and, eventually, a form of hospital *virtual*."



Alain
Berger

"The question concerns the *trust between the signature of an expert brain vs the signature of AI*. In the case of AI, this involves in particular *know how to link the source of the answer with the identification of the issuer and the context* in which the opinion was issued."



Andrea
Arima



Géraldine
Bujadoux

"AI must be seen as *a beneficial lever to facilitate our daily work life*. Some are still afraid to use it or to say they use it."



Laurence
Trochard

"I think that the *critical thinking*, the *analytical capacity* and the *discernment* will become even *more important*. It is these elements that *will continue to make a difference* in an environment where content production is largely automated."



Magali
Maréchal

"As an organization committed to French-speaking entrepreneurs, we naturally value entrepreneurial spirit, including internally. *Some employees choose to become independent or freelancers and can continue to collaborate with us*. Tomorrow, the company will undoubtedly have to deal more with more hybrid, autonomous and evolving career paths."

How do you imagine the evolution of work in the coming years?



Jérémy
Peytevin

"It would seem that a *profound upheaval of our profession* is happening with the massive arrival of AI."



Elodie Guin

"GenAI primarily affects white-collar workers - accelerating the transformation of work over the past 10 years. Neurodivergent people have less difficulty with these complex changes. How to integrate them?"



Xavier Bureau

"Kaliop will become an *AI-augmented agency*, with fewer departmental silos, more hybrid skill profiles, shorter delivery cycles, and added value focused on what AI cannot (yet) do: think, advise, create, and persuade.
While the volume of execution work may decrease, the demand for *engineering expertise* and *specialized knowledge* across all our disciplines is increasing."



Olivier Lagrée

"The *Amara's law* states that we have *tendency to overestimate the short-term effect of a technology and to underestimate its long-term effect.*"



Frédéric
Vallois

"I think that AI will move the cursor towards *soft skills*, towards human skills: judgment, relationships, trust, decision-making, emotional intelligence."

After the hybridization of work, the augmentation of the employee

The hybrid model is consolidating... and reinventing itself

Remote work has **stabilized around 2 days per week**, a baseline level that should no longer fundamentally change by 2028. On the other hand, the model will **gradually reinvent** experimentations of the **4-day week** — already adopted by more than 400 companies in France —, the rise of **flex office**, and **continuous reduction of office space** in favor of redesigned collaborative spaces.

Flexibility is no longer an advantage: it is a **prerequisite for attractiveness**. 74% of respondents consider that it defines the future of work, and more than half of employees say they are ready to leave a company that would abolish remote work*. The **environmental and energy constraints** will reinforce this trend, making remote work a lever for **frugality** as much as performance.

The 2028 manager: orchestrating humans and Artificial Intelligence

Managers have **significantly progressed** - 72% of them are now considered to have adapted well or very well to hybrid work. But a **new challenge is emerging**: with the advent of **Agentic AI**, managers will no longer just lead human teams, they will have to **orchestrate** collaboration between humans and autonomous agents.

The paradox is striking: the more technology intrudes into daily life, the more the **human skills** - empathy, knowledge transfer, building trust - become the **differentiating factor of leadership**. The risk of

increasing work intensity, identified here, calls for an increased **vigilance**: the time saved by AI should not turn into overload, but into space freed up for reflection, creativity and social connection.

Generative AI is industrializing and reshaping the contours of work

The shift is clear: **96% of our respondents now use generative AI professionally** and **100% anticipate using it by 2028**.

The next two years will mark the transition from **experimentation to industrialization**. 60% of large French companies have already deployed a cross-functional AI governance system and more than 50% have validated a responsible use charter. But the work ahead remains immense: the **shadow AI** requires a rapid structuring of the **governance**, while the issues of **data security** and **sovereignty** become critical. The arrival of **Agentic AI** will transform business processes in depth.

In this race for augmentation, the **environmental awareness** and the **meaning given to work** will need to be considered by organizations to reconcile **performance and responsibility**.

In short, it is **people—not work itself—who are being augmented**. This is precisely where the challenge of the next two years lies: ensuring that technology becomes a **lever for empowerment rather than alienation**.

Transformations have not finished impacting the company and work.



About Arctus



2026 Hybrid & Augmented Work Observatory



The editorial team



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Senior consultant

Our conviction

We believe that the future of work is linked to the capacity of an organization to listen, communicate and collaborate.

By making technology a tool that facilitates connection and meaning, we want to make uses more intuitive, work more efficient and teams more engaged.

Our business

Arctus is an independent company consulting in internal digital transformation.

We are committed to supporting our clients in defining their strategic needs, in connection with digital internally, the deployment of their digital projects and the support of users to change.



OUR SERVICES

Consulting & Business Analysis
Studies & Benchmarks
Change management
Training and coaching



OUR CLIENTS

French and international private
companies

Public companies & Local authorities



OUR VALUES

Humanity
Creativity
Engagement

AREAS OF EXPERTISE

- ♦ Internal communications
- ♦ Collaboration & learning organization
- ♦ Managerial innovation
- ♦ Technological expertise

SOURCES OF EXPERTISE

- ♦ Professional experience in large groups
- ♦ Benchmark & Observatories
- ♦ University teaching
- ♦ Publications (books and articles)

KEY FIGURES

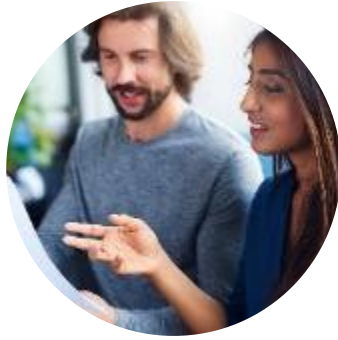
- ♦ 19 years in existence
- ♦ 15 people in a network
(including 8 permanent staff)
- ♦ Revenue 1 M € in 2025

The issues raised by our clients



COMMUNICATION

- ◆ Internal communication arrangements
- ◆ Content creation
- ◆ Community management
- ◆ Generative Artificial Intelligence at the service of Communications



HR

- ◆ Engagement, Onboarding, retention
- ◆ Acculturation Training
- ◆ Digital and hybrid work
- ◆ Generative Artificial Intelligence at the service of HR



TECH

- ◆ IT urbanization, mapping
- ◆ Benchmark, Feedback, POC
- ◆ Cross-functional Generative Artificial Intelligence



STRATEGIC

- ◆ Digital arrangement as a lever in support of the plan of execution of strategy
- ◆ AI Strategy
- ◆ Change management, Governance
- ◆ ROI – OPEX CAPEX Budgets

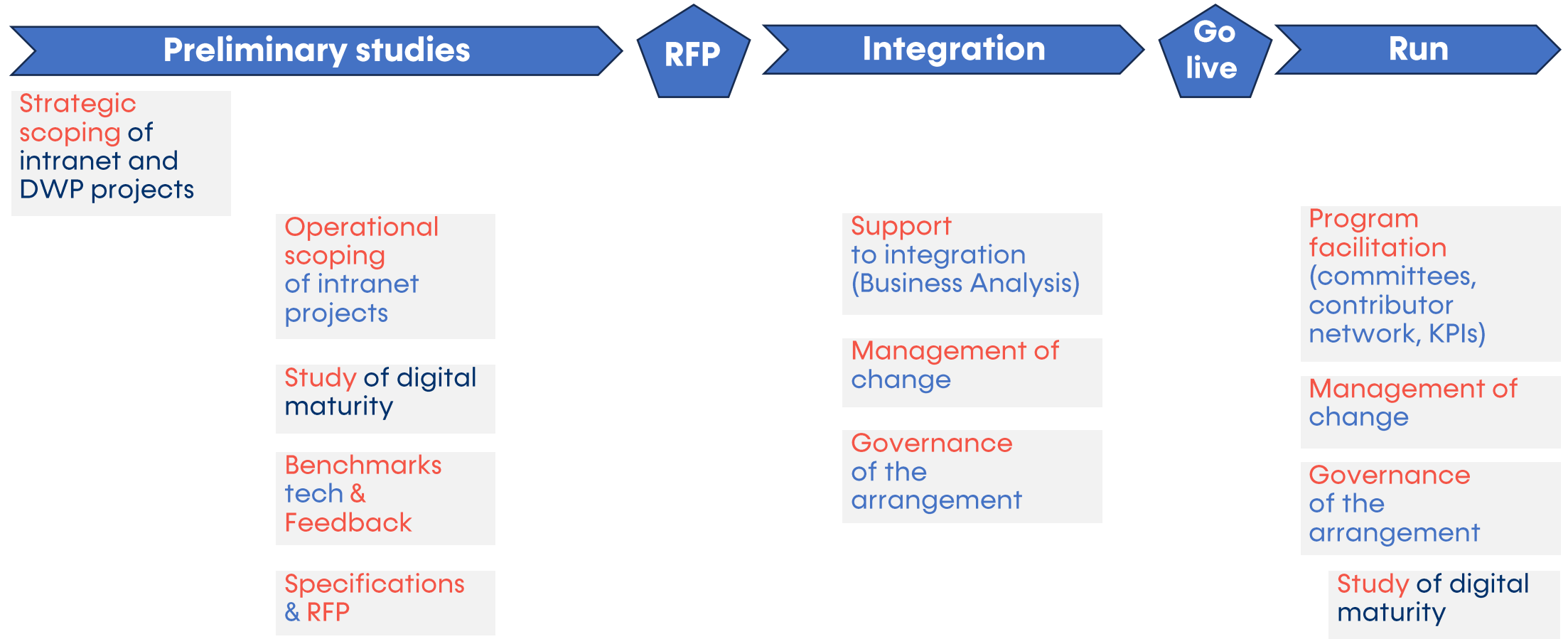


DIGITAL RESPONSIBLE

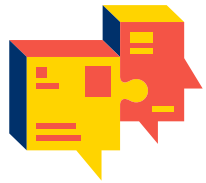
- ◆ Green IT design
- ◆ Frugality of uses, responsible digital best practices
- ◆ Digital inclusion, digital illiteracy



The types of assignments entrusted to Arctus



Our observatories



Observatory of the Intranet Augmented

Biennial survey that addresses applications digital related to work (collaboration, information, communication)

- | | |
|----------------------------|---|
| Objectives | <ul style="list-style-type: none">♦ Deciphering the latest evolutions of organizations in terms of internal digital transformation♦ Understanding the actual uses of intranets♦ Anticipating trends |
| Target | <ul style="list-style-type: none">♦ Communications directors, intranet specialists, IT department♦ Mainly mid-sized and large companies |
| Panel of the survey | <ul style="list-style-type: none">♦ Every of 600 responses representing 6 million users♦ Private and public companies, local authorities and institutions,♦ France, Canada, Belgium, Switzerland |



Observatory of hybrid & augmented work

Biennial survey that measures the hybridization of work and the impact on management

- | | |
|----------------------------|---|
| Objectives | <ul style="list-style-type: none">♦ Measuring the progress of hybrid work♦ Identifying the impact and expectations on managers♦ Identifying digital practices specific associated |
| Target | <ul style="list-style-type: none">♦ Employees, managers, company executives♦ Mainly mid-sized and large companies |
| Panel of the survey | <ul style="list-style-type: none">♦ More than 400 respondents from all backgrounds representing 5 million employees♦ Private and public companies, local authorities and institutions, freelancers,♦ France, Canada, Belgium, Switzerland |

They trust us



We are interested in your point of view: contact us!

Whether to discuss the topics addressed in this observatory, or to talk about your progress on your internal digital transformation projects, **do not hesitate to contact us !**

The most frequently addressed topics by our contacts are:

- Hosting internal presentation sessions of Arctus' various observatories
- Support for transformation projects of existing intranets
- The implementation of formalized governance around collaborative tools (Teams is particularly concerned)
- Assessing the company's digital maturity as a prerequisite for internal transformation projects.

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