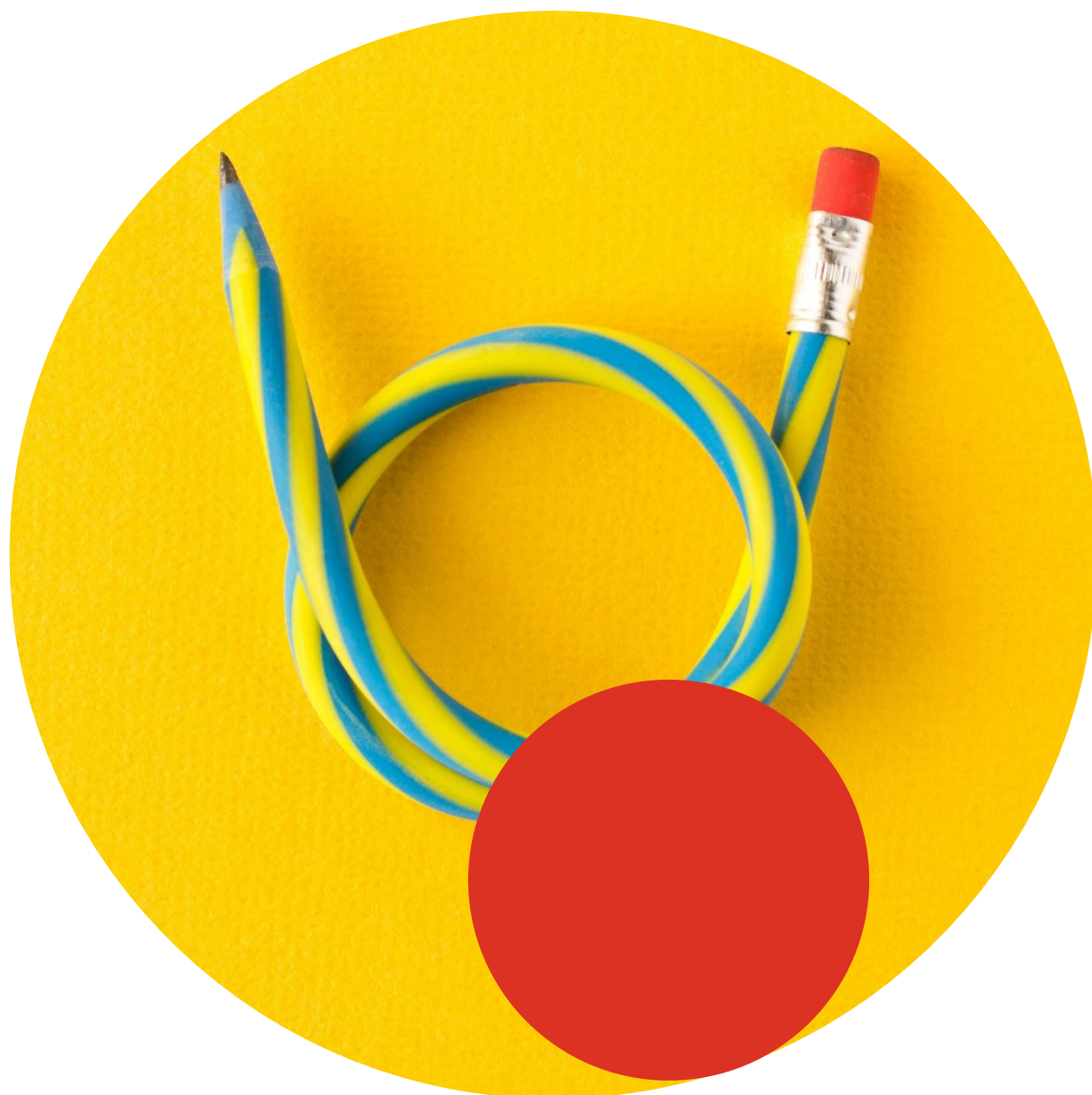


Global Flexibility at Work Guidelines

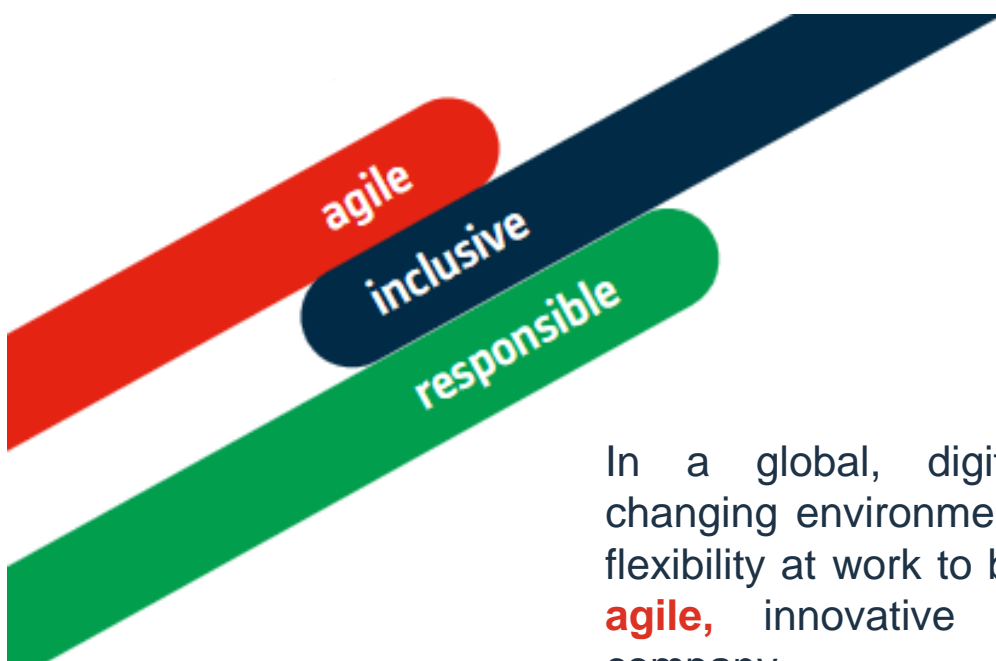
June 2020



Global Flexibility at Work Guidelines

Flexibility at work and our Values put into practice

Alstom is a global company and our values, Agile, Inclusive and Responsible make a global flexible approach to work possible.



In a global, digital and ever-changing environment, we embrace flexibility at work to become a **more agile**, innovative and attractive company.

We act with **inclusion** and by implementing flexible work solutions we can meet the life stage needs and expectations of an increasingly diverse workforce. This will have a strong impact on engagement and retention.

We trust and empower our people to work in flexible ways, enabling a high-performance culture based on behaviors and results as this is the building block of a **responsible** work culture.

Global Flexibility at Work Guidelines

Global Flexibility Commitment

The Commitment reads as follows:

As a company, we commit ourselves to offering flexible work solutions, wherever and for whomever possible, considering private and business needs, compliance and reasonableness.

We commit to offering collaborative technology and flexible workspaces with leaders supporting and role-modelling flexibility.

We also commit to hiring, attracting and retaining talent through using flexible means.

Scope of the guidelines

The Flexibility at work guidelines applies to all Alstom entities worldwide.

The guidelines are global in scope and local in adaptation, all countries being requested to develop their own specific local flexibility at work policies and practices.

Countries are empowered to adapt the guidelines according to legal requirements, local culture and specific business or job related requirements or constraints.

Why flexibility at work ?

A Flexible Work Arrangement (FWA) is an option that allows employees to change the time and place that work is performed on either an ad hoc or scheduled basis.

Flexible work arrangements can allow employees to:

- work when they are most productive and with fewer distractions
- address work life balance needs at different life stages of their career
- avoid peak commute times and/or reduce them with a positive impact on the personal and company environmental footprint
- support business continuity in the event of disruptions in the workplace



Global Flexibility at Work Guidelines

The Flexibility pathways

Local adaptation and application of global principles is achieved through a comprehensive set of flexibility measures :



Workplace flexibility :

- ✓ **Remote working** : working remotely on ad-hoc or regular basis, from home or other locations, for positions where remote working is applicable, providing the necessary technical means and a safe environment for effective working exists
- ✓ **Activity based working** : a workplace strategy that provides people with a combination of hot desks and a choice of office space depending on the type of work they need to perform (team work, calls, focus, innovation, etc);



Flexible work environment:

- ✓ **Floating Holiday** : allow employees to use some public holidays more flexibly in order to accommodate better their cultural or religious needs, with a limit of days per year.
- ✓ **Flexible holidays** : allows employees to purchase additional annual leave with a limit of days per year.
- ✓ **Phased Retirement**: this allows employees to gradually step back and work less until retirement. It is the opportunity to transfer and retain valuable skills
- ✓ **Family leave and Special care leave** : parental leave, primary / secondary care leave, adoption leave, etc.
- ✓ **Phased Return from Maternity / Paternity / Adoption**
- ✓ **Volunteering**



Working time flexibility :

- ✓ **Flexible working hours** :
 - ✓ **Core Hours in a pre-defined corridor**: employees are allowed to change the workday start and end time (within agreed limits) while still scheduling the same number of hours per day ,but works certain 'core hours.
 - ✓ **Compressed workweek** : employees are allowed to condense the workweek into fewer than five full days. This option may be used year-round or for a limited time period in extraordinary situations.
- ✓ **Part-Time** : enables employees to work less than a standard full-time schedule per week, by working fewer hours per day or fewer days per week

Global Flexibility at Work Guidelines

General criteria for request and approval of flexible work arrangements

Flexible work arrangements depend on location, and are subject to local rules, regulations and policies. Specific information may be obtained from the local Human Resources Business Partner.

Advance approval from the employee's direct manager and local Human Resources Business Partner is required for any flexible work arrangement.

The manager should consider each case carefully according to the suitability of the role, the employee performance, the operational needs of the business, the necessity for the employee to be physically present on site and the technological requirements. The arrangements should not impede or negatively impact a department or team's ability to meet the needs of customers and the business.

Flexible work arrangements require an inclusive mindset from Managers : assumptions about who might want to work flexibly must be avoided.

Governance

The responsibility for the implementation of the Flexibility at Work Guidelines rests with the Global Human Resources Department and all Alstom entities at country level.

