

Building a shared culture across borders

Equans IT is undergoing a strategic transformation to gradually bring in-house 450 technology roles currently handled by external consultants.

While its teams were already working internationally, this transformation represents a major shift. Going forward, employees will work closely with colleagues based in Chile, Morocco, Romania and India, across four new international hubs.

Beyond organizational changes, this transformation is above all about people. Working effectively across cultures requires developing a Global Mindset, approaching cultural differences with openness and humility, and building shared ways of working.

To support this transformation, Equans chose GapsMoov to prepare its managers, raise cultural awareness among existing teams, and support the integration of future employees.

The goal: turn cultural diversity into a driver of team performance and a key success factor for the INSIDE project.

Equans IT designs and manages the digital and technology services that support the Group's operations worldwide.

It is organized into 12 Shared Lines of Services (SLS), which provide services across the Group, and 8 Major Business Units (MBU), which adapt these services to local needs and support employees in their regions.

To support its growth and improve operational efficiency, Equans launched the INSIDE project.

This strategic transformation aims to gradually bring externally provided services in-house, within the SLS organization, through the creation of four international hubs. **Cross-cultural collaboration is therefore a key factor in the project's success.**



“INSIDE” PROJECT OBJECTIVES

- Prepare 12 SLS directors to lead multicultural teams.
- Raise awareness among 160 existing employees about new ways of working together.
- Support the successful integration of 450 new employees.
- Build a shared culture across countries.

THE GAPSMOOV SOLUTION

Equans chose GapsMoov to develop its teams' cross-cultural skills through a learning journey combining face-to-face workshops, interactive webinars and digital learning.

A STEP-BY-STEP APPROACH TO SUPPORT THE TRANSFORMATION



GapsMoov designed a learning journey combining in-person workshops, interactive webinars and digital learning. The approach aims to align managers, raise awareness among employees and build lasting cross-cultural skills.

Step 1:

Aligning leaders around a shared vision

The project started with a half-day workshop bringing together the 12 members of the SLS leadership team. The objectives were to:

- Explore the team's collective cultural profile.
- Align ways of working and collaborating.
- Better understand the cultures of the four future international hubs: Chile, Morocco, Romania and India.



*Interesting for open our minds and
accepting the differences*
SD

Very useful, speakers are very clear
MM

*Very helpful training, it helped to connect
with the team.*
SR

*Very interesting. It opened our eyes to
aspects of cross-cultural collaboration we
had never considered before.*
JL



WHAT PARTICIPANTS VALUED MOST:

- **Time to reflect together** and build a shared vision of the project.
- **Open and constructive discussions** to share experiences with peers.
- **Practical tools** to improve cross-cultural leadership and collaboration.

Step 2:

Raising cultural awareness through interactive webinars

To support the INSIDE project and strengthen communication around the transformation, GapsMoov delivered a series of four interactive webinars as part of Equans IT's internal communication plan. These sessions helped employees better understand the key challenges of working across cultures.

4 topics:

- Building Trust
- Collaborating Internationally
- Navigating Communication Styles
- Becoming an Ambassador

The webinars provided practical insights to help participants:

- Better understand cultural differences.
- Build trust across cultures.
- Improve communication.
- Develop a shared commitment to the project.



All clear and helps us to open out minds
SM

Continue to organize these type of sessions.
MR

Very good tools to understand every culture and improve our communication skills!
HG

Loved it. Very important topic for us
HV

Step 3:

Supporting long-term change through digital learning

To ensure long-term learning, all employees have access to The Culture Decoder®, allowing them to continue developing their cross-cultural skills at their own pace.

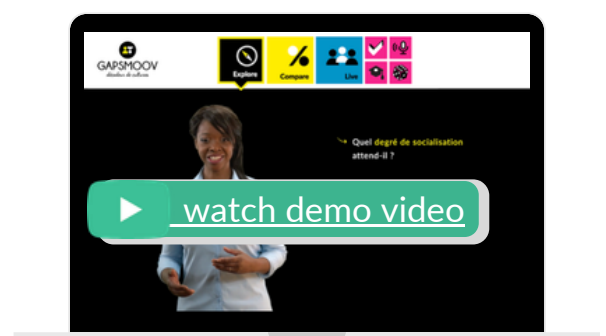
The digital learning journey enables employees to:

- Explore cultural practices in more than 80 countries.
- Compare their cultural profile with those of their colleagues.
- Go deeper into the topics covered during the webinars and workshops.

This digital learning journey will also play a central role in onboarding the 450 new employees who will gradually join the international hubs.

The Culture Decoder® is GapsMoov's blended learning platform.

It offers an interactive and practical way to explore cultural behaviors in more than 80 countries and compare them with each learner's own cultural profile.



A promising start



289

employees
trained



768

hours of learning completed
(and growing!)



4.5 / 5

satisfaction
score



The INSIDE project reflects our commitment to preparing our teams for the challenges of an increasingly international organization. Through a step-by-step approach combining workshops, webinars and digital learning, we are creating the right conditions for lasting, trust-based collaboration across our global IT organization.



Annabelle Eggerling - IT line HR manager for Equans



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