So there are four dimensions.

I think the first one is to reimagine the work. AI allows that in a number of sectors, for example, in the customer-facing environment to do the work differently, faster, better.

I think the second sort of dimension is to really change the mindset.

I think the understanding on how technology can transform progressively every task, every job is a particularly important. That is where we start to think about an agile workforce ... and we start thinking about different ways to bring skills into the workforce.

I think the third dimension, what's particularly important, is the adaptability of the workforce. We need to find ways to learn permanently - what we call lifelong learning.

Because the people we will hire in the coming years will have to evolve over time. What they will be able to do in the next coming years will change enormously over the course of their careers.

That is the topic of lifelong learning.

The last dimension is how you prepare for the future.

Because of the unionize context, there is a lot of effort from HR really looking into the mirror, looking at the existing workforce and some of the constraints.

What we are arguing is that you really need to project into the new world of utilities and think about the new jobs and think about the different workforce.

That is what we call “two-speed workforce,” which is definitely necessary in the course of the transformation of an industry.