

Re-imagine the way of working post Covid-19

Rabo@anywhere



Demo HR D&I 6-9-2021



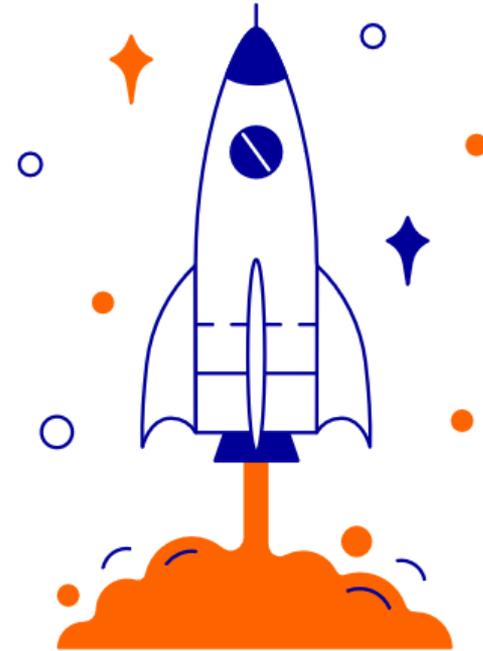
Rabobank

*Growing
a better world
together.*

Rabo@Anywhere

Re-imagine the way we work together at Rabobank

Aim of the Rabo@Anywhere team is to use the Covid-19 pandemic as an **accelerator** for **the journey we have already embarked on**. We can greatly speed up **working anytime and anywhere**, by reshaping the use of our office locations as (open) **collaboration spaces/hubs** and a **culture and leadership change**.



The approach: Pilot project in Q2-2021

Changing the way we work supports our Strategic goals

1. ✓ We can better **execute our business strategy** through a more flexible and digital way of working.
2. ✓ We can **empower our people** by increasing productivity, engagement and wellbeing.
3. ✓ We **contribute to cost reduction / WIN** initiatives, such as scaling down real estate.
4. ✓ We **reduce our carbon footprint** on travel, commute and real estate.

The Rabo@Anywhere working principles:

1. We work **digital first**. This means all regular meetings will remain virtual, via video conferencing.
2. Plan **team time together**. Agree how often with yourself, your team and your manager.
3. Apart from together-time with your team, the Rabo houses are available to **plan time to meet others**.

Approach

In practice social study
Three persona's x Six locations (three adapted)
10 weeks of measurements
27.082 data points (>800 diaries, >700 survey responses)
427 individual participants contributed to diary
357 individual participants contributed to survey
2 PowerBI dashboards
44 retrospective forms
Cocreation sessions with stakeholders

In addition:

- Physical counts
- Input by Facility coaches
- Feedback on services
- Corona Survey
- Community Survey
- Proof of concept Nextthink tech

Confirmation of vision

Findings of the measurements supports the case for hybrid working.

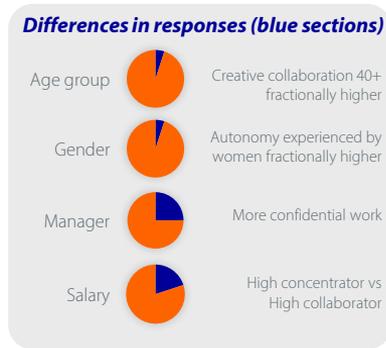
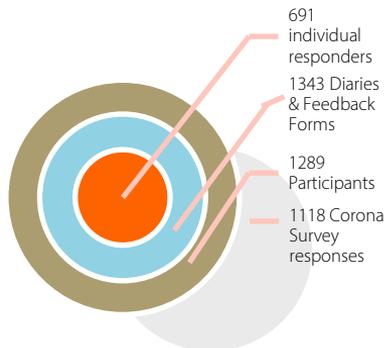
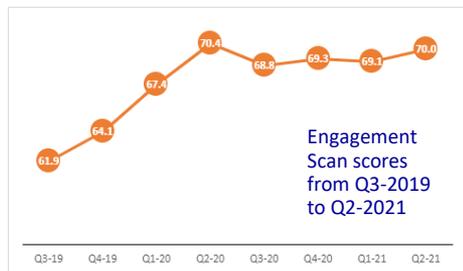
- Pilots and co-creation confirmed the three basic principles and assumption of on average spending **40% in a RaboHouse and 60% at home or anywhere**;
- Personality traits (age, role, gender, salary scale) have **no effect** on work styles and necessity to work at a Rabobank location;
- The differences between the persona's in work is mostly in the ratio of individual versus collaborative work and their need to coordinate work in a complex environment:
 - **high-collaborators**
 - **high-concentrators**
- All persona's prefer to have a **'home base'** for their team in a Rabobank location; A location where they are sure to find their peers;
- Individual workplaces were used for collaborative activities

Usage of office well below 40%*

June at the office	Average	Lowest	Highest
Average # Participants	10%	6%	15%
Maximum # Participants	20%	12%	29%

• For reference to normal circumstances only data from June office occupation have been used. Worst case scenario of +100% occupation compared to June is still well below 40% mark. Pilot data from Customer Advisors is limited due to low response.

- More details can be found in appendix



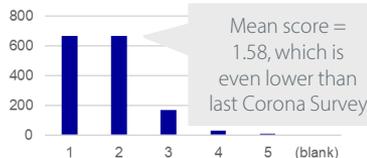
More support on the way forward

Measurements and Employee listening initiatives in July all confirm the direction

Team Dialogues (including IT) (n>2500)

Average time in office and activities for office and home reflect earlier measurements in project and corona surveys.

Total (n=1552, AVG= 1.74)



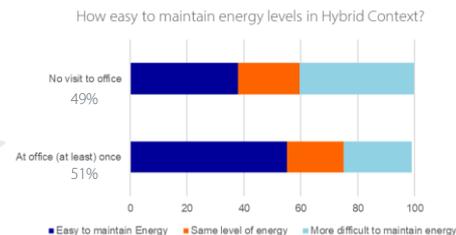
- 3 principles positively received
- Most People agree on digital first
- Teams can agree on way of working



Community Survey (n=827)

Positive outlook on hybrid working with risks associated to office locations (should be in line with concept) and lack of autonomy (being able to make your own choices).

Those who tried the hybrid model react more positively on maintaining energy levels compared to expected



Webinars and Q&A sessions (n=2948 views)

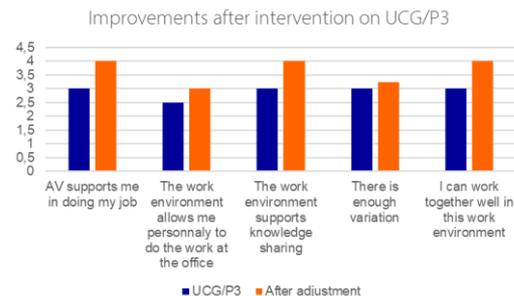
High turnout and interest. Leadership focus on autonomy and wellbeing as key.



Focus of the questions by the audience was on **HOW**, not on **WHY**.

Project Measurements (July) (n=20)

After adjusting UC G/P3 (and limited UC Zilver), responses were higher and especially benefitted collaboration. We have included these requirements in the office re-design.

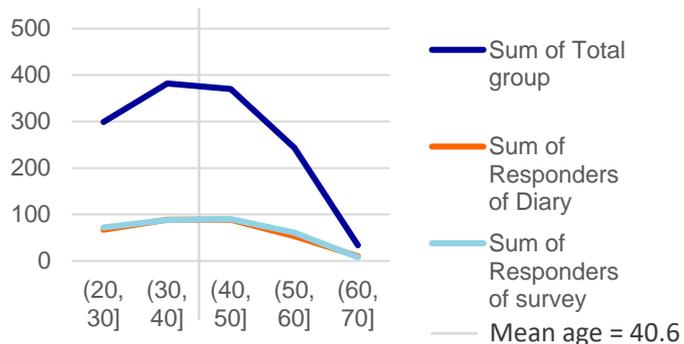


All scores improved. Statistical analysis shows significance for these items.

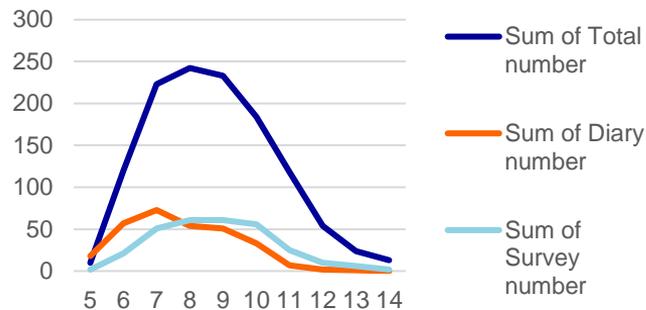
Some more details on the data

Representation for the organization

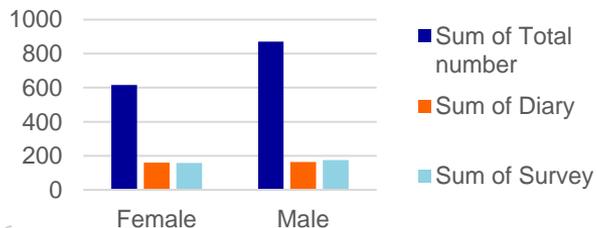
Age groups



Function Groups



Gender



Two main statistical measurements were performed. The first was to compare the 'sample' group with the overall population of Rabobank in the Netherlands. No big differences were found and those differences we came across were mitigated by the inclusion of RKS in the sample. Secondly, statistical analysis on the input was performed on a weekly basis, looking for significant differences and similarities between answers. P-values were calculated. The results told us that the original persona division was not working very well. The main differences could be attributed by the type of work (high collaboration versus high concentration). We also saw that managers spent more time in confidential conversations, but these could also be conducted from outside of the office.

Challenges

Follow-up

