



How does the office workplace look like in 2016



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Fremtidens Facilities Management in Copenhagen



Nordea vision:

**A great European bank,
acknowledged for its people,
creating superior value for customers and
shareholders**

Nordea CRE in nutshell

Nordic Countries

- Centralized responsibility in office premises including financial responsibility
- Centralized responsibility in all real estate related tasks within branch network

Outside Nordic

- Centralized consultative role in investments and new leases
- Global control and overview reporting

33,000 employees

- in 23 countries
- in 1,950 addresses
- in 1,400,000 m²

90 real estate employees

- in 4 Nordic countries

Total annual costs M400€

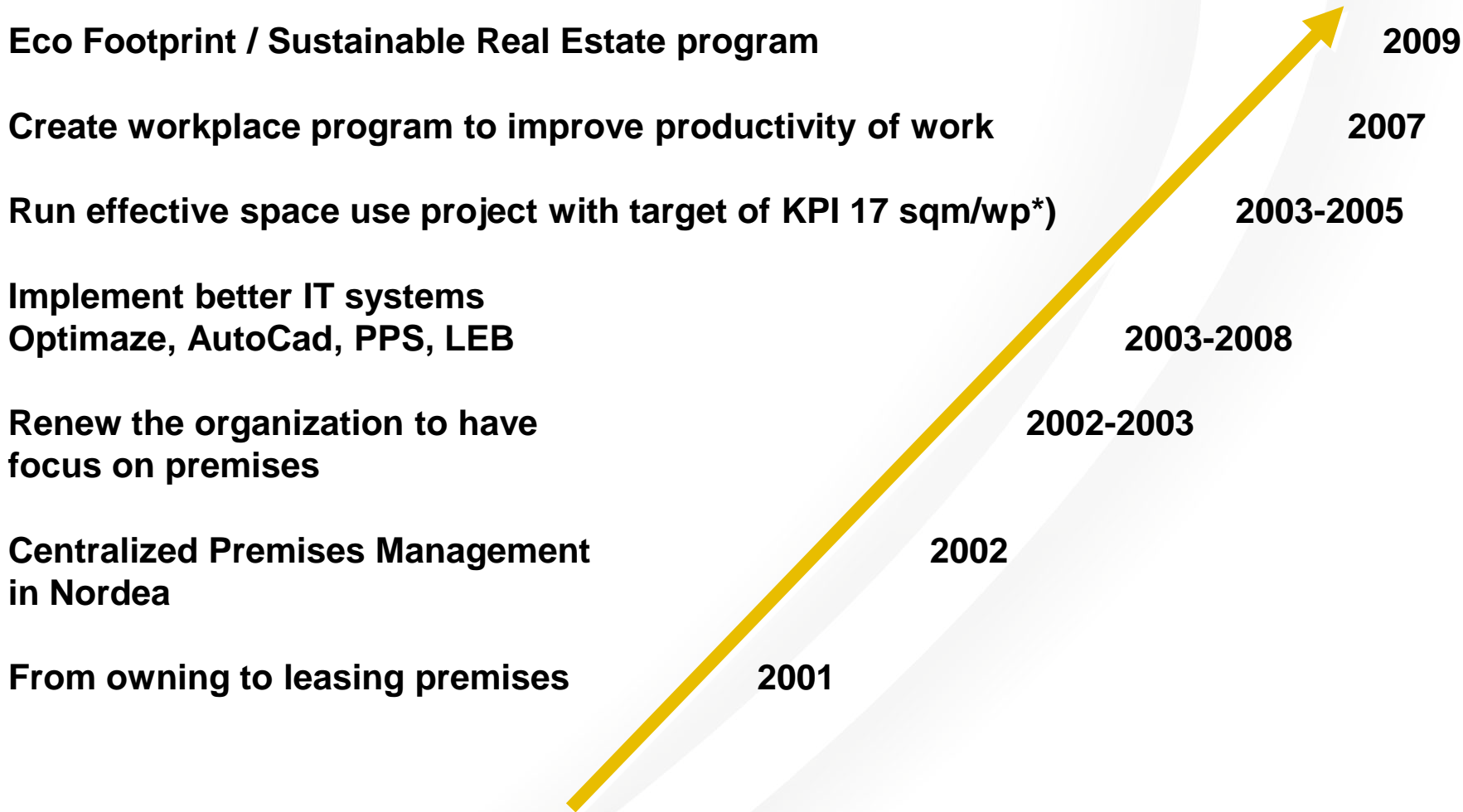
- only leased space
- main offices with triple net

Facility Management in Nordea organization

Group Shared Services

- **CRE/Premises and Property Management**
- **FS Facility Services including outsourced Technical Maintenance, Space Security, Cleaning, Catering, Receptions...**
- **End User Help Desk (Internal Support)**

Close collaboration with Office Tool unit, IT and HR needed



*) €40M annual cost savings delivered

Vision 2013

We make it possible for Nordea units to concentrate on their core business **CAREFREE OCCUPANCY**

Main targets 2013



Optimized occupancy costs



Support Productive working

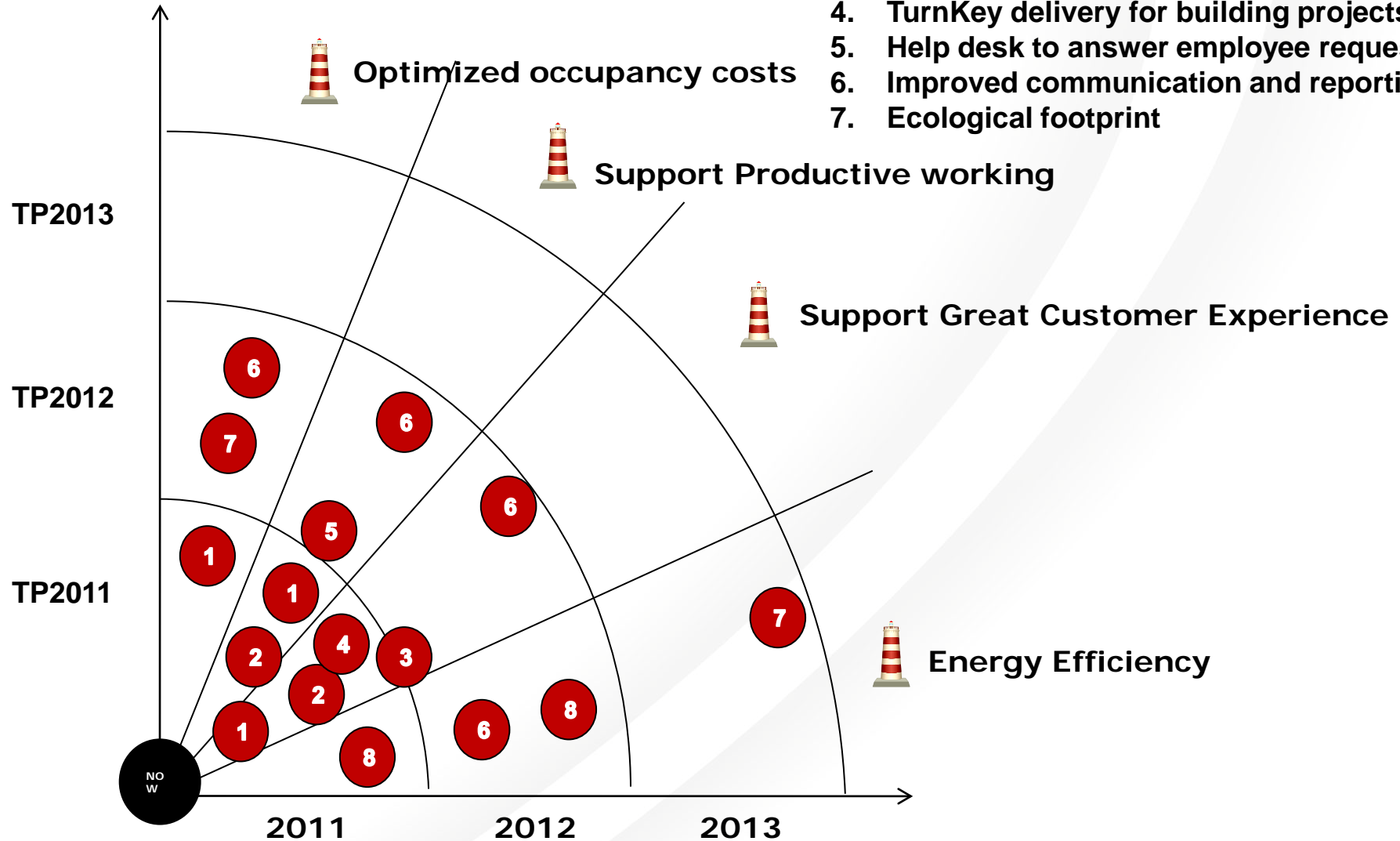


Support Great Customer Experience



Energy Efficient premises

1. Standardized campus and space solutions
2. Standard process for space projects
3. Location strategy and process
4. TurnKey delivery for building projects
5. Help desk to answer employee requests
6. Improved communication and reporting
7. Ecological footprint



2 target areas in Nordea

Office space = working environment for teams and individuals

Customer space = branches and meeting facilities

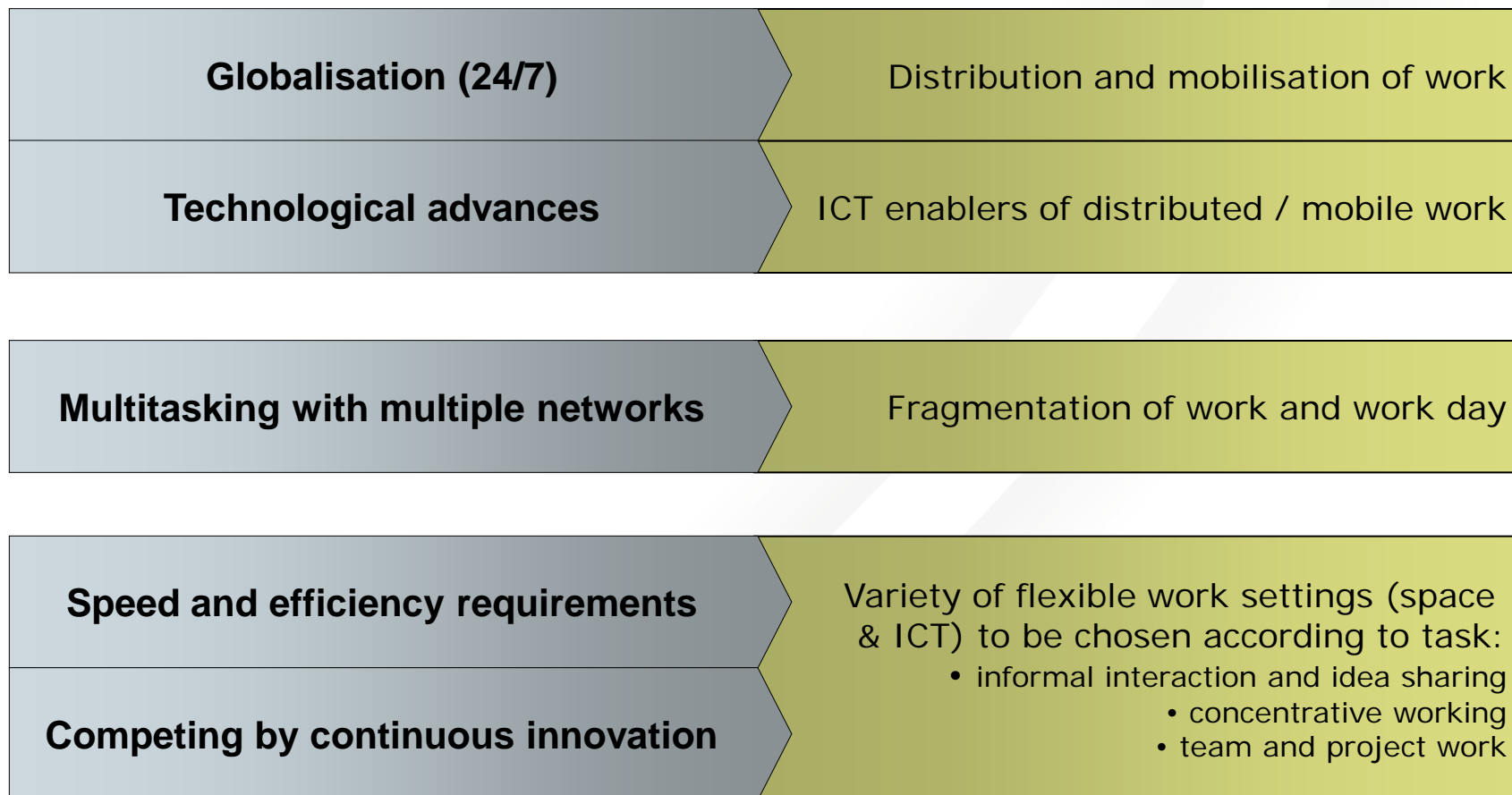
Both these have also in a bank different kind of demands:

- **Office space supports productivity of working**
- **Customer space supports business operations and brand**

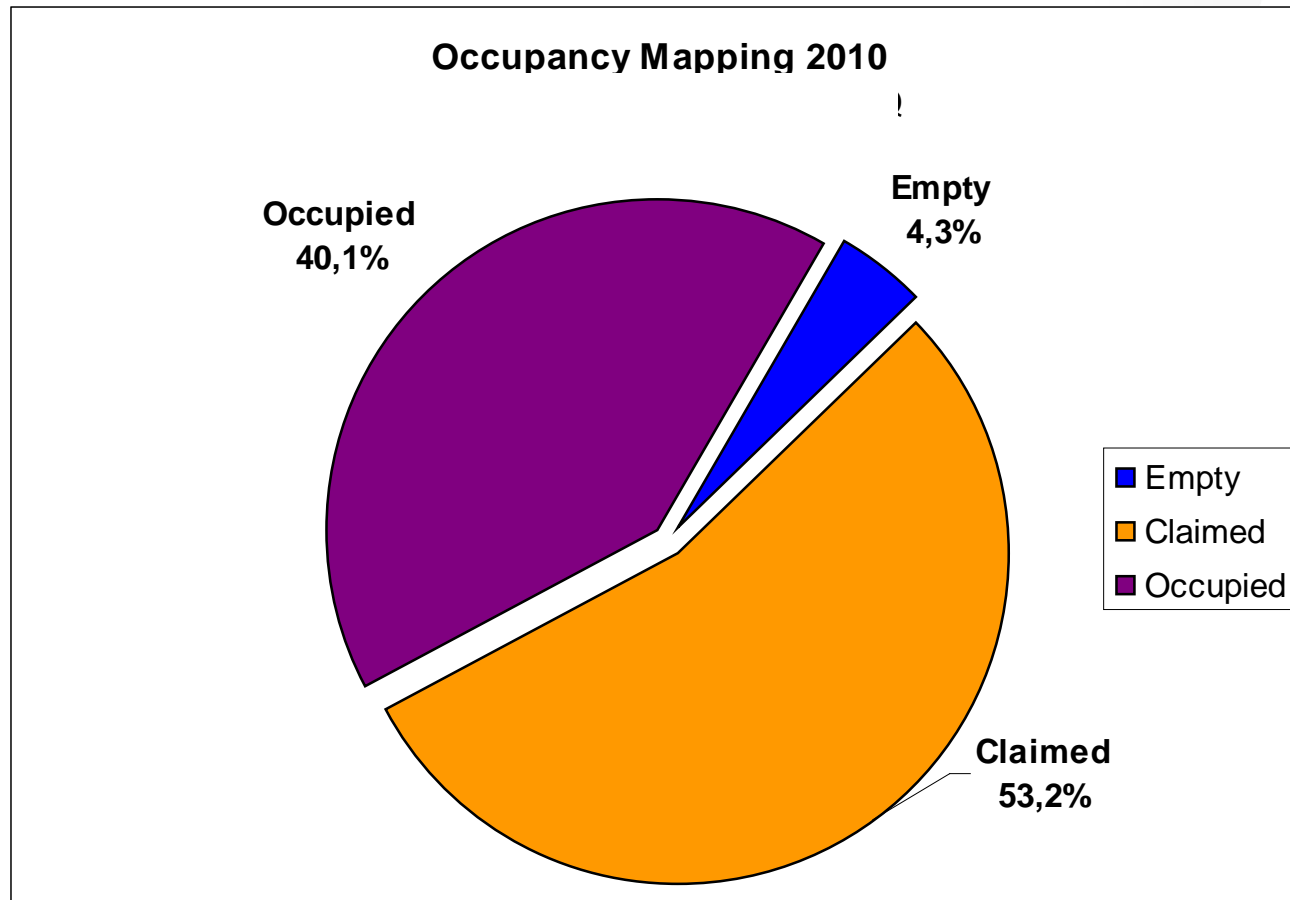
Challenges of office space

- **Knowledge work where the individual and his/her brain and mind is present-not much physical deliveries**
- **Elements of office work productivity:**
 - Team and individual work; all have both
 - Continuous learning by knowledge sharing and collaboration
 - Mobile work with others located else where
- **Measuring productivity is difficult**
 - Usually only pre and post surveys can be used to identify impact of actions
- **Erconomics and indoor air are important**

The world is changing, how does it challenge us?



Occupancy tracking in HQ buildings 2008



Do spaces affect productivity?

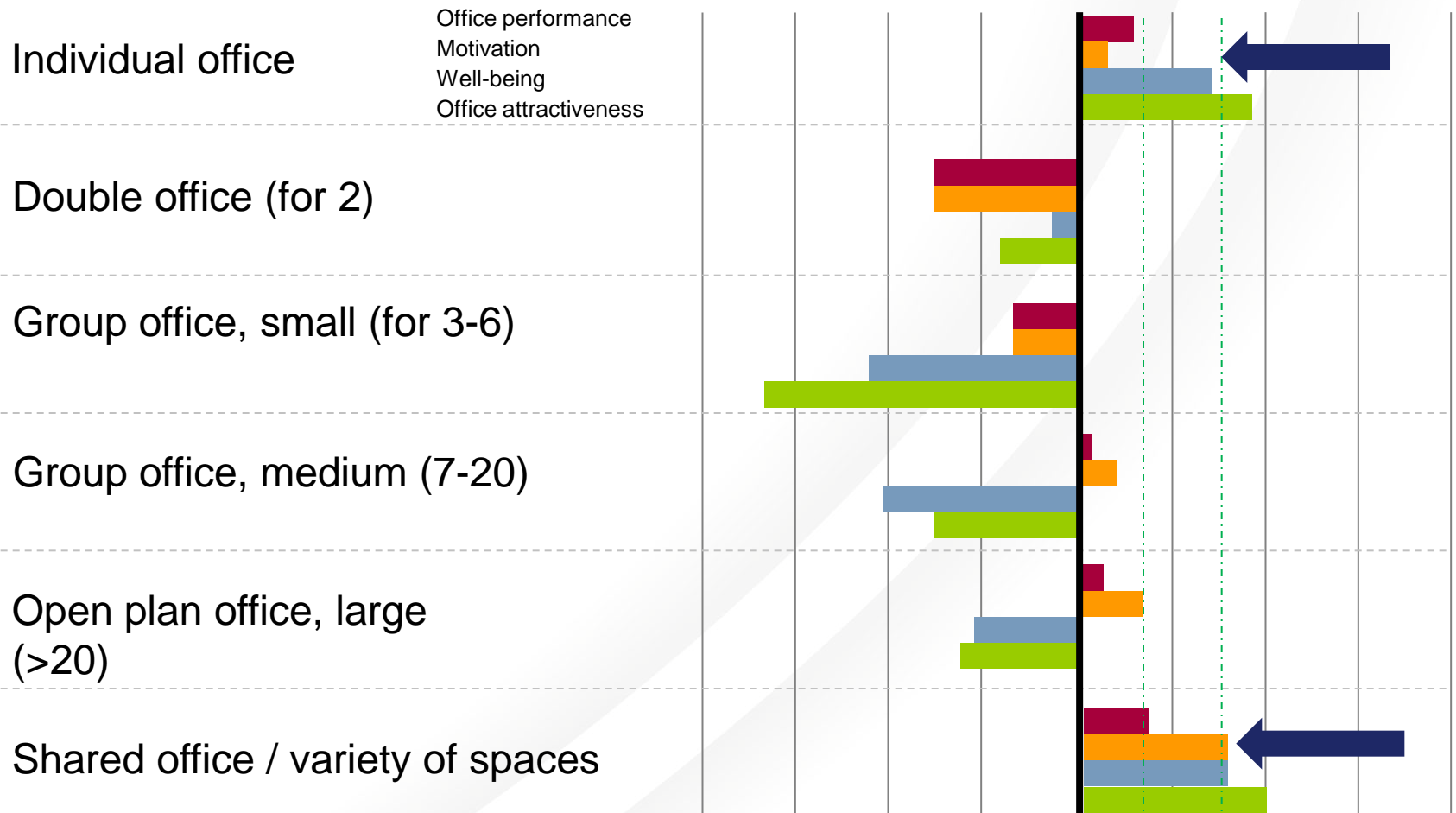
1. Spaces shape our behaviour and affect the quality and frequency of our communication:
 - Informal idea sharing between many colleagues is crucial for **creating competitive advantage**
 - Possibility to control communication is crucial for being able to **produce**
2. Which is more important?
 - Both are important, but it depends on the nature of the business how these should be balanced

How to share ideas informally with colleagues behind closed doors?
How to concentrate on a detailed task in an open office?

Shared office improves motivation

Based on research by Fraunhofer Institute Germany

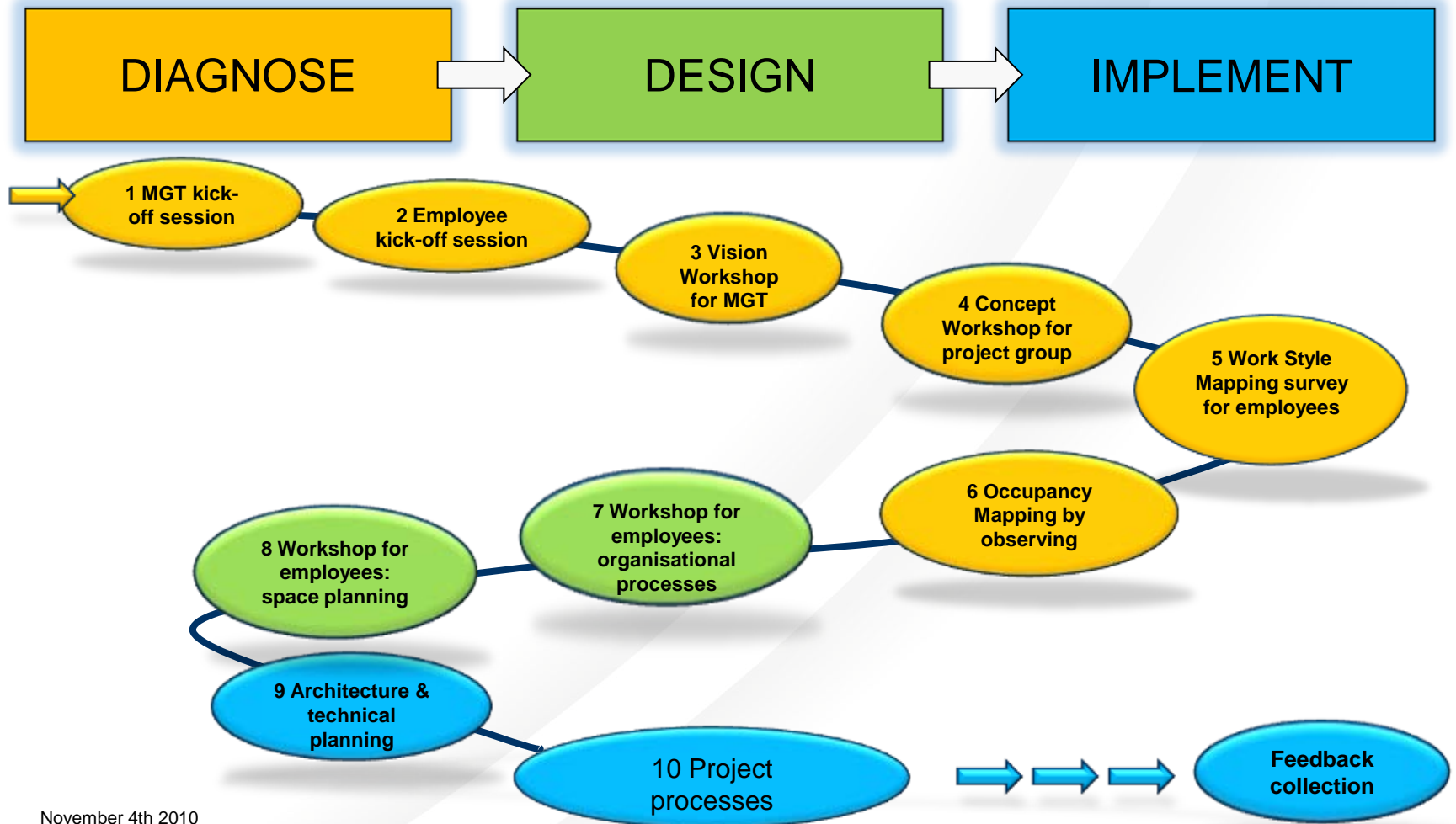
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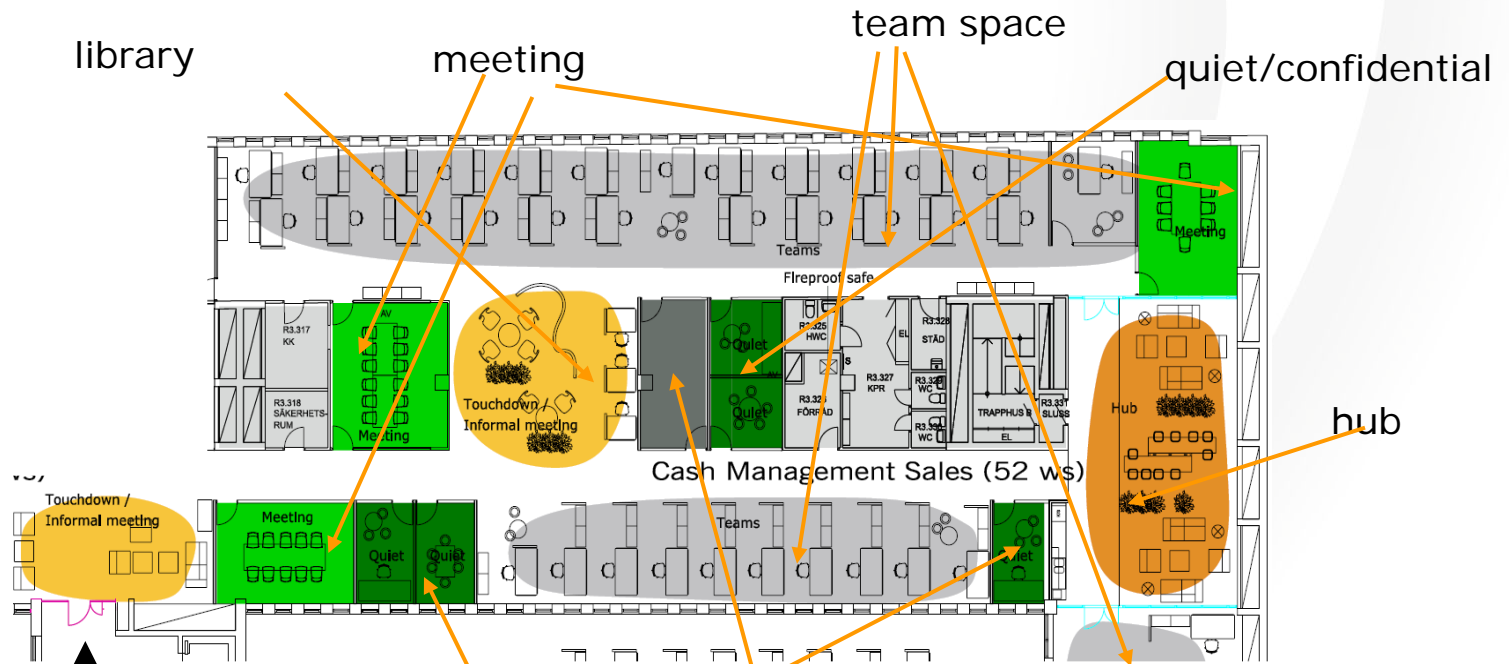


Why a structured process of Productive Premises?

1. We offer a consistent process approach to
 - Investigating critical success factors of the businesses
 - Linking the business goals to performance and the space
 - Designing a space that fits the desired business objectives
 - Ensuring sustainable results by involving the users into the dialogue in a controlled manner
2. We have been successful in
 - reaching all the strategic goals set by the management
 - improving collaboration and interaction among the target groups, thus facilitating more productive behaviours.

Road Map to Productive Premises process





LEGEND

- Teams - 86 workspaces
- Meeting / conference
- Quiet / teleconference / meeting
- Touchdown - 6 workspaces / Informal meeting
- Hub / breakout / Informal meeting
- Copy / print / storage

Benefits for Nordea

1. Supports the One Nordea Team value
2. Enhanced collaboration and innovation possibilities
3. Efficient utilization of premises -> lower costs
4. Smaller ecological footprint by reducing need of maintaining unused space (energy, CO2 emissions)
5. Attraction and retention of young professionals
6. Good scores in the strategic goals defined by managers:
 - Improved collaboration
 - Better knowledge sharing and faster transfer of information
 - Harmonisation of work cultures
 - Understanding colleagues' tasks and substituting colleagues

Case: IT Project Management Centre, Helsinki

Shared desks



Project room



Coffee 'hub'

November 4th 2010

"We have better possibilities to concentrate here than in the previous (open plan) location, because we can choose where to work, for example in the quiet area. We can also choose to sit next to those we need to collaborate with."

"Our social interaction has improved, and those who were 'behind the corner' are now better included in the team."

"We know now what's happening in the projects when we hear discussions in the workspace, and can comment and help each other out."



Daily services desk
- sitting



Daily services unit
- standing

Daily services



Renewed space can allways support the change of organization, way of working. The space is also a good reminder

You should always take care of sustainability when planning location, buildings and space. Sustainable behaviour supports customer and end-user satisfaction

Nordea has set a 15% energy consumption target for 7 years – essential is more efficient use of space when the KPI is kWh/employee – the tool is desk sharing

Certification helps to rally

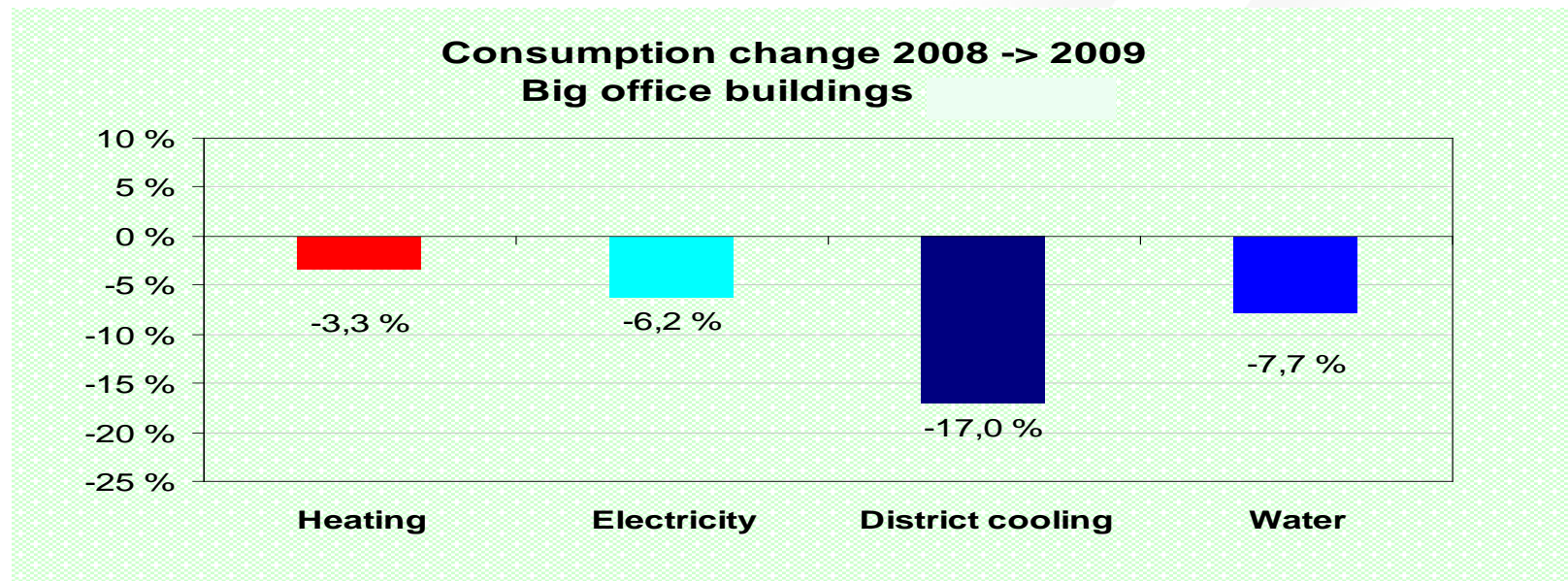
- **LEED Existing Building in 14 long lease office buildings, 250,000 sqm and 10,000 employees**
- **Certification is a good tool in organising a carbon footprint program in a large and very complex organization.**
- **With LEED, a common, concrete target with a schedule could be set.**





Deliveries in sustainability 2008-2009

- First Ecological report published March 2009
- CSR report published together with Nordea 2010 annual report March 2010
- Big mindset change among 33,000 staff members
- Intranet pages to share information and eco stories
- LEED for existing buildings certificate Dec 2009, first Commercial LEED 2010
- Improved energy efficiency, all electricity in Nordic Area is renewable since 6/2009
- Reduced printing for customers



What we have done and what are we doing

- **Space efficiency project (17sqm) 2003-2005 from 24,5 to 17,5sqm/wp, annual cost savings of M40€**
- **Productive Premises**
 - Process Manual with concepts
 - 40 projects involving 4,000 employees (25%)
 - Desk sharing
- **Sustainable premises**
 - Ecological footprint, only RECS electricity 2009 and 2010
 - Energy consumption down 15% by technical actions and desk sharing
 - Travelling down 30% by better virtual collaboration facilities

Thank you

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