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Citi is a global Financial Services organisation with a 200 year history of serving a diverse range of clients, from individuals to Corporates and Governments. We have a highly talented employee base operating from more than 100 countries around the world.

For more than a decade, Citi has operated a global policy of flexible working options, open to request from all employees. This approach has made a significant contribution in terms of building a culture of inclusiveness and has a proven value in Talent Retention and Engagement, however, it remains an employee-centric approach whereby applications from employees wishing to work a non-traditional pattern are accommodated by the business where possible.

Recently, Citi have introduced a business-led initiative to consider using our space in an innovative way, embracing workplace/space/time agility. AWS (Alternative Workplace Strategies), provides tangible cost benefits to the business of a 20% reduction in Real Estate costs, and the return on investment of implementation recouped within 8 and 18 months.

AWS provides a transformation in the way we currently think about and use office space and brings the workplace platform into closer alignment with management objectives and staff expectations. Workplace transformation begins with research of the business demands and functional requirements. It balances these with an understanding of employee expectations, management perspective and current use.

To date, 1 department has moved to an entirely AWS structure, 13 further reviews have been conducted in 11 countries, identifying 8 pipeline AWS projects targeted for the UK, Ireland, Russia, Poland, Germany and Hungary.

The process begins with a Work Style Assessment - through a series of interviews and data collection processes, roles within the target department are mapped and categorised according to their space requirements in the following groups:

Resident Team: Those who display high levels of collaboration with immediate colleagues in their primary office. Indicates a need for alternative seating on-site.
Resident Independent: Those who have site-specific requirements and generally perform independent work. Indicates lower sharing ratios reflecting mainly office-based work but less need for neighbourhood collaborative space.
Agile: Those who are highly collaborative and highly mobile, indicating a need for improved technology and flexible office accommodation to support work wherever and whenever.
Telecommuter: Those generally not dependent upon their location to produce their work. Indicates a need for more flexible work options to accommodate work in a variety of settings on site and external locations.

Once roles have been categorised, the following desking requirements (person to desk ratios) can be applied:

Resident :   **80%**   mostly office-based, ratio allows for absence through sickness, leave, training etc

Agile :   **60%**   individuals spend a maximum of 2 days per week away from their primary office

Tele-commuter :   **20%**   individuals will work from their primary office a maximum of once per week

<u>Workplace Design Principles are based on the following 6 principles:</u>

Introduce Activity Based Work Settings: Encourage users to choose workspace best suited to the type of work required. Provide a variety of spaces including quiet library, collaborative, confidential, telephone booths.

Make Meetings Convenient: Provide ample space for meetings. A mixture of bookable and non-bookable and a variety of sizes, locations and facilities to ensure employees can choose the most appropriate space for their interaction.

Build Team Bases: The provision of a "home space" dedicated to each team facilitates their collaborative needs and ensures stakeholders can easily find the people they need.

Light for All: Maximise access to natural light within the work environment by limiting or removing the number of perimeter offices in the building, and addressing the number of partitions and barriers within the space.

Centralisation: Reduce clutter and increase space efficiency, by providing central facilities (printers, faxes) in strategic locations.

Customer and Visitor Space: Provide Visitor hotdesking space and create formal and informal meeting spaces immediately surrounding the common access points to the floors.

Critical Success Factors in implementing AWS successfully are found to be:

Management Readiness – Willingness of the leadership team to enable agile working practices that would involve remote working, unassigned seating, removal of management offices.

Technology – Remote Access capability, telephony that enables seamless 'switch-through' of business calls to a home phone or mobile, desk-top video conferencing, instant messenger, shared networks and drives.

Providing for Staff Needs – important that employees see a "payback" in response to a move to AWS – utilising remote working, improving the quality of the working environment and amenities in particular kitchens and meetings spaces.

Maintaining & Enhancing Collaboration – culture, relationships and building community are critical to our effectiveness and business success. The revised space solution must allow for adequate tools for this to flourish.

Accommodating Change – supporting Managers and Employees to make the behavioural and mental shifts needed to make AWS a success. For instance training on how to manage remote workers effectively and protocol/employee involvement in clarifying new working practices required by AWS ie personal paperwork/belongings.