

## Agility helps Lloyds meet their customer demands and reduce costs

The banking industry has been revolutionised over the last 10 years by technology and increased competition. Our goal at Lloyds Banking Group is to be the best place to bank for our customers and we can only achieve that goal if we focus on meeting our customers' needs. Increasingly, customers want a 24hr service and to access their money easily and at a time that is convenient – to them rather than to us. As part of our Banking Made Easy programme, we now offer a range of services from digital and mobile banking to 24 hour, seven days a week telephone banking. Many customers, of course, still want to be able to visit a branch. 60% of Lloyds TSB branches now open on a Saturday and 38% open late on Thursdays.

Customer feedback has been extremely positive and we have already seen a **3% increase in income/revenue** even though the initiative is still in its first year of implementation. Of course, that means that we are no longer a traditional 9–5, five days a week business... We have had to introduce more agile working patterns. The greatest strength of workplace agility is the benefit it delivers to both business and employees alike. When we were exploring the extension of opening hours across the Lloyds TSB retail branch networks, **86% of colleagues said they would be willing to be flexible with their working patterns to help meet our customer's needs.**

Just as we have had to review where and how we offer our services, we are reviewing how and where our colleagues work outside the branch network. Like many organisations, our employees have traditionally worked in offices and, as a result, we have major office sites across the UK. Our offices are an expensive resource, and a review of our premises demonstrated that on average, we were only making use of between 60–80% of our available office space at any one time.



Colleagues were also spending increasing amounts of time travelling between offices. This was putting pressure on their ability to balance home and work, whilst substantially increasing our costs. In response to these challenges, we have developed two programmes, which are designed to drive efficiencies whilst enabling more staff to work flexibly, as and when it suits both parties.

The first, **WORKwise**, aims to build on how we use our premises and to support colleagues to work differently in offices, on the move and at home. Thanks to flexible working practices and virtual technology, we now use five desks for every six colleagues in 20% of our office estate. Lloyds has so far rolled out WORKwise to 18,000 members of staff, generating multi-million pound costs savings for the bank, and allowing it to greatly improve its environmental footprint. The scheme is continuing with a project to reduce the desk demand in London by around 1,000 desks over the next two years which will achieve a further **£10m annual saving.**



**NO  
TRAVEL  
WEEK**

The second programme, **No Travel Week**, aims to reduce colleagues' travel. During one week in every month, colleagues are encouraged NOT to travel unless it is business-critical. Since the end of 2010, the bank has reduced business journeys by 96,000. The policy has also changed the bank's business travel culture. It now promotes viable technology alternatives that allow colleagues to work more agilely - **the environmental dividend has been a reduction in CO<sup>2</sup> emissions of more than 25%.**

