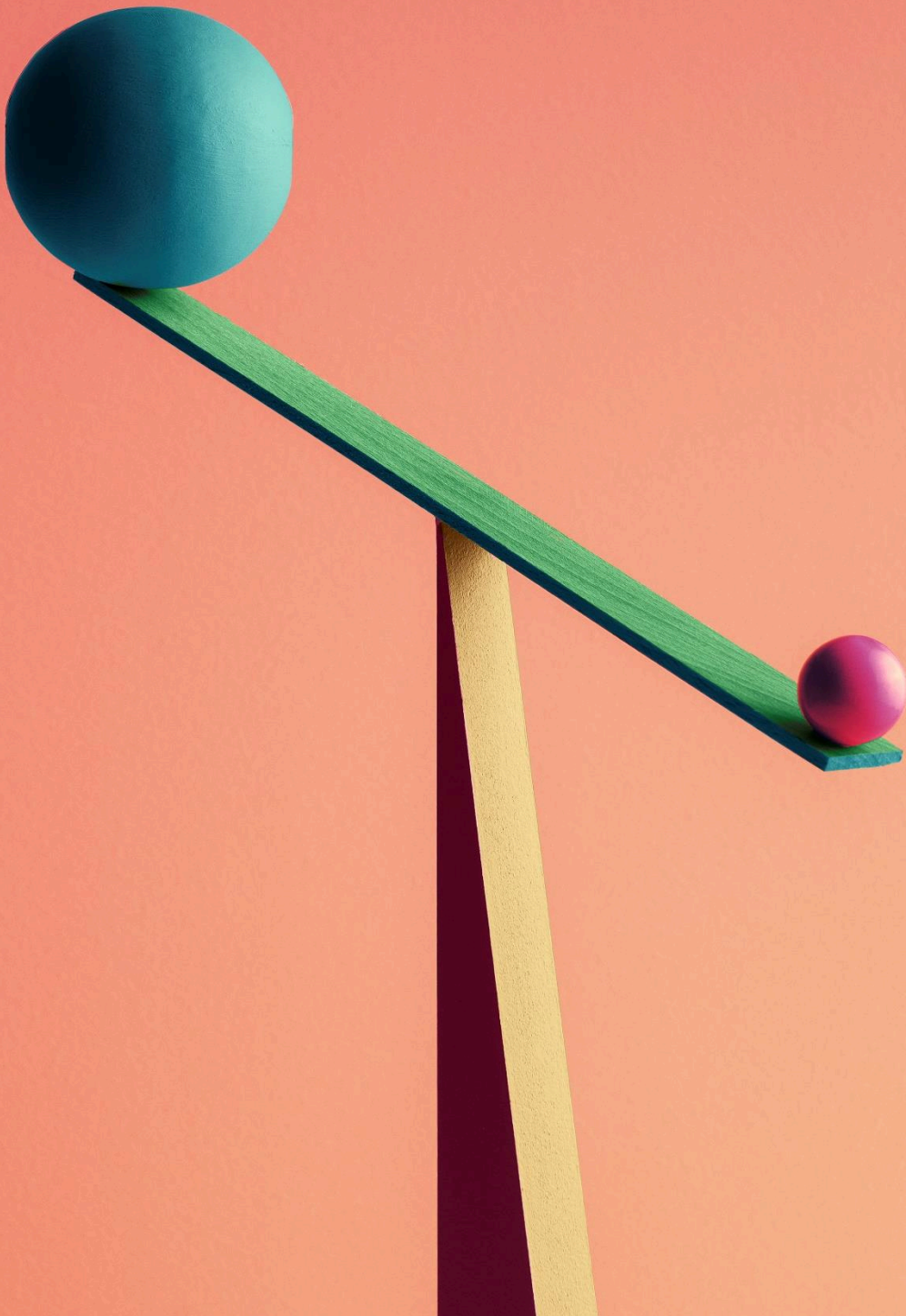


# Balance & flexibility

Guidance for a new way of working



**Intro**

When it is fully safe to work in the office again, how will our working week look like in terms of time & place? This document addresses this question and provides guidance for the way we will work once we leave COVID-19 behind us.

Our beliefs are shaped by our collective thinking, our experience during the pandemic and perhaps most importantly, by the company-wide feedback from the Pulse survey in May 2021. This feedback was particularly compelling due to the clear and common preferences and wishes across the organisation. You have told us what is important to you in finding the right balance between home and office, what you believe the main function of the office should be, how often you wish to be there, how often you would like physical team meetings and many more related topics.

For Redevco, optimal balance means we invest in our company culture and deliver against our targets whilst providing the best possible employee experience. Finding the right balance is going to be about learning-while-doing and adapting along the way. Creating a new way of working is a journey we are on together, similar to what many organisations are going through at the moment. We don't have the magic recipe and there is no one-size-fits-all. In the months to come, we will be learning together and testing what works and what does not, and we look forward to doing to that with you.

We are however confident that through the principles outlined below, we are providing a framework within which all of us can find our optimal balance for us to thrive as individuals, teams and as a company.

Our beliefs		
Flexibility = Productivity	Different locations for different experiences	Control = good, trust = better
<ul style="list-style-type: none"> <li>▪ People who have the flexibility to organise their work &amp; life autonomously (within a framework of expectations), will be more balanced and productive</li> <li>▪ Removing unnecessary stress barriers (commute, noise, distractions) will create more brain space &amp; commitment to focus on output</li> </ul>	<ul style="list-style-type: none"> <li>▪ We compare our office(s) with a store: people go there for an experience they can not get on-line</li> <li>▪ Creating a sense of belonging, building team fabric, putting collective mind power to work are all things that are best done together in one place</li> <li>▪ "Do- &amp; concentration-stuff" is best done in a place where you can think and focus</li> </ul>	<ul style="list-style-type: none"> <li>▪ If we trust people enough to hire them, we should trust them to get on with the job and organise themselves to create the right results</li> <li>▪ In terms of control, our focus is on output, not on input</li> <li>▪ This is innovation: we trust each other's intent, learn by doing and adapt if needed</li> </ul>
<b>On-line + off-line = one-line</b>	<b>This is our time</b>	<b>Give and take</b>
<b>50+50=100</b>	<b>10am-4pm</b>	<b>We are in this together</b>

**Flexibility in time & place**

The guidance is based on our philosophy that we should provide our employees with flexibility in time & place, which is part of our [vision on well-being](#). We believe it will help create a healthy balance between professional and private life, which ultimately helps safeguarding our business performance.

In our efforts to create a healthy work-life balance, and with the experience of working remotely for an extensive period, we collectively believe that we will develop a hybrid way of working going forward. This means we divide our working hours between the office – where you interact with your colleagues in person – and elsewhere – probably mostly at home but it could be a different location.

Not only is flexibility in place important, but we also appreciate being able to plan our working day in such a way that it meets the needs specific to each personal situation whilst of course also considering the different needs of the teams in & with which we work. This flexibility in time can be co-created as long as we take 'the other' into account and should work both ways.

### **Culture, collaboration, and team**

Within Redevco we have carefully built a strong culture of which one component is the sense of team spirit and belonging; we are together and connected. This is what we want to keep alive and strengthen. We know that working from dispersed locations requires an extra effort from us all to maintain this specific aspect of our culture. We will do this by initiating activities on a corporate level that contribute to our values of Integrity, Balance, Excellence and Team Spirit which are designed to connect, inform, and engage. At the same time, we provide individual teams, both local or global, with dedicated time and resources to team-build and connect on a professional and social level. With ample moments and opportunities to connect being offered, we ask of you, our colleagues, to join when and wherever possible to contribute to the Redevco spirit we all value and appreciate together.

We have experienced first-hand that we are able to collaborate virtually more effectively than we could ever have imagined, using the fast-evolving technologies that are made available to us. As we are organised in global pillars with many teams spread geographically across Europe, it is important we continue to upskill ourselves when it comes to collaborating online.

We also recognise that certain forms of collaboration and professional activities are more effective when we can be together in person in location. Our collective view is that the office should primarily be a place where groups of people are brought together to collaborate & innovate together. In line with this thinking, individual or 1:1-activities do not necessarily have to take place in the office space.

A team can easily be created on paper, but to get a group of people to truly function as a team and to build team trust, requires continuous active management and involvement from each and every team member. Team building does not happen overnight, it is a process in which different types of actions complement each other. Spending quality time with one another is a crucial factor. Regular in person interaction in support of various types of work is therefore necessary and will continue to be facilitated and stimulated.

### **Structure to create flexibility**

Rather than prescribing in detail how you should organise the way you work and give you fixed rules, we ask you to work together with your colleagues, your team, and your manager to agree what suits you and your team best. To provide a framework to create optimal balance for all, we have created six basic principles that we feel provide the right balance between individual flexibility, professional efficiency, and company culture:

- ✓ On average, we are in the office **between 2 to 3 days** a week. This provides *flexibility in place* and the opportunity to organise the working week that best meets your needs.
- ✓ We are flexible to start our working days between **8 and 10 a.m.** and to subsequently end our day between 4.30 and 6.30 p.m. to provide *flexibility in time*.
- ✓ We agree on a rhythm of **physical team meetings** within our teams and respect these agreements.

- ✓ We have a **shared responsibility**, both as a company as well as an employee, to create the optimal way of working for everyone. Creating a flexible working climate involves a certain degree of reciprocity – flexibility and trust is given, enjoyed, and also expected in return.
- ✓ We are **respectful of each other's time**; we use our calendars and status notifications to plan and inform so those we work with know when we are available and how to reach each other. We consider who needs to be in which meeting and why, to avoid filling up each other's calendars. When planning virtual meetings, we try to go for 50- or 20-mins slots to allow for time to process information/actions (or to simply have a chat).
- ✓ We are mindful of local customs, requirements and of course time zones as we are an international company and collaborate across countries.

### **We are in this together**

Putting theory into practice will be a learning journey and we will discover that our new way of working is not a straightforward, one-size-fits all exercise. How we implement the new way of working and what balance best suits us will differ from person to person and from team to team. With multiple individuals in our company, we will come across various personal preferences and work responsibilities. Not every process or deliverable can be handled remotely, and teams may have different requirements when it comes to team collaboration. Although the six principles are the same for everyone, there will be differences in practical implementation, and we will need to learn to be ok with that. Let's be mindful and respectful of each other and the differences that may occur.

### **Policy**

The global Working From Home policy launched in 2020 is reviewed and updated to reflect this guidance for our new way of working. We believe the principles are sufficient to enable all our colleagues to create the level of flexibility needed whilst ensuring the ability for our company to optimally perform. Our aim is to provide flexibility in a balanced way to both you, the employee, and the company. We call on everybody to use their common sense and use a 'give and take'-mentality to make good working agreements.