

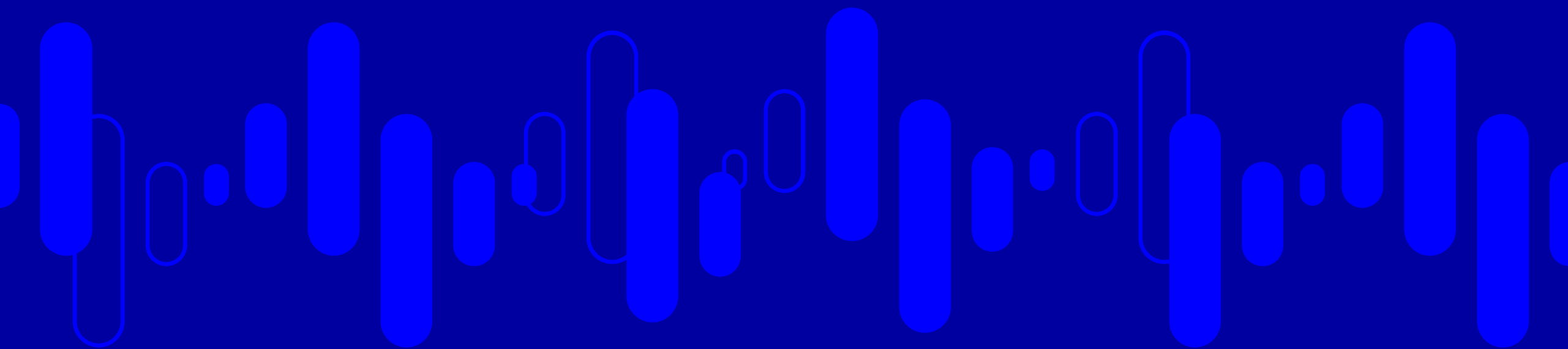
Nordea

DFM Generalforsamling

Trine Thorn
12.04.2018



In 2013, Nordea embarked on a journey...



Head quarter strategy decided by Group Executive Management October 2011



Part of the Head quarter in Central Business District (CBD)



Part of the Head quarter just outside CBD



Reduce square meters substantially



Reduce cost substantially



Increase user satisfaction



Improve the working environment



Implement Activity Based Workplaces



Sustainability

Only a few years back, we were challenged by poor earlier decisions and bad habits



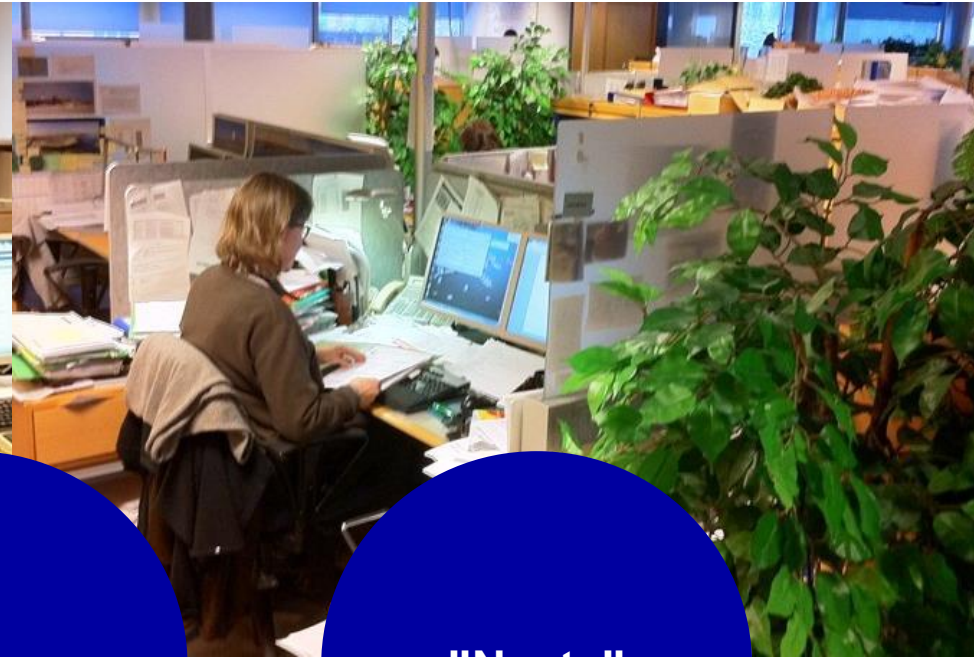
Unfriendly



Dusty



Messy



"Nesty"

Today, our workplaces have developed to become



Welcoming

Modern

Flexible

Effective

We wanted to develop a great workplace

The aim

Our headquarter strategy and new way of working show the market that we are modern and agile.

The workplace thereby

- ✓ **Attracts**
- ✓ **Retains**
- ✓ **Supports operational efficiency**
 - ✓ **Creative and innovative**
 - ✓ **Cooperative and silo breaking**
 - ✓ **Agile and change ready**

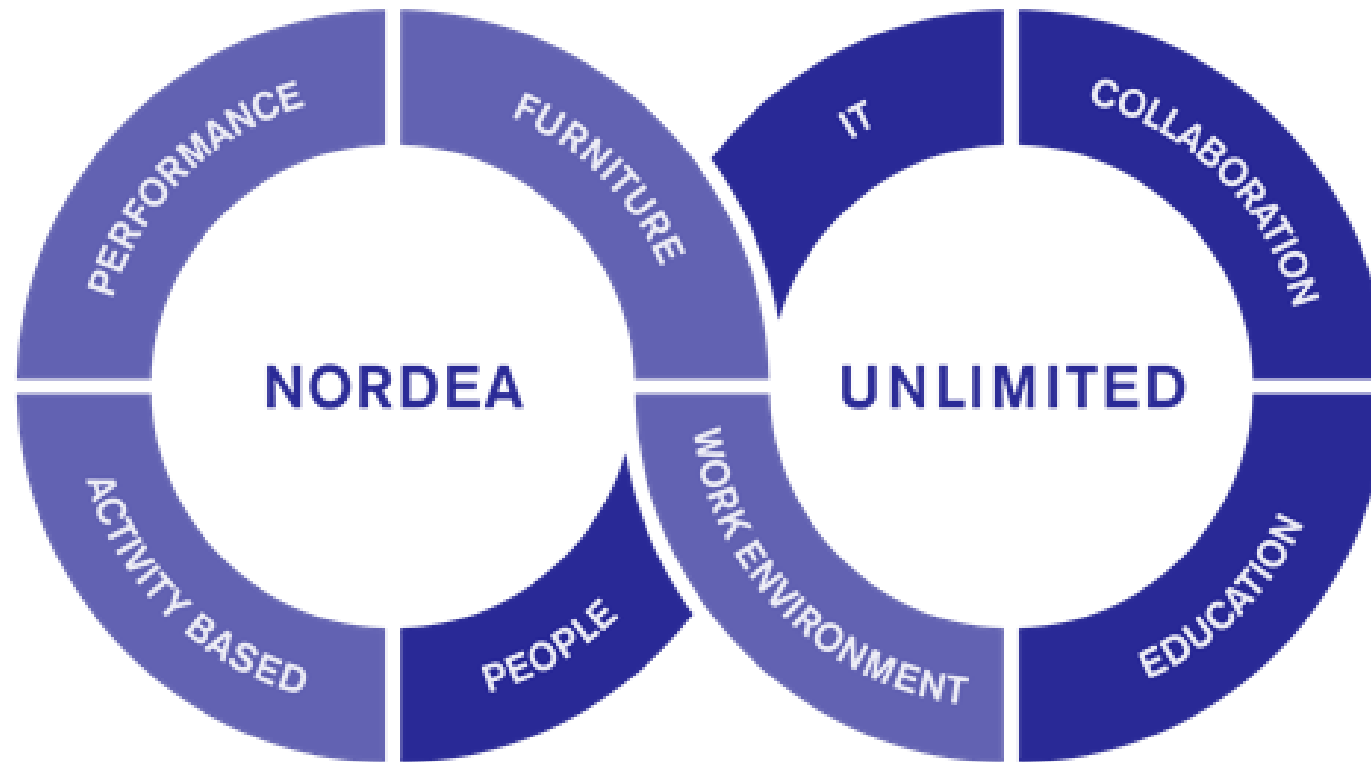
**We have moved 20,000 people to new
or renovated offices –
and we have used this opportunity to
change the way we work**



**From 1,3 workstation per employee
to 0,8 workstation per employee**



A 'new way of working' concept launched

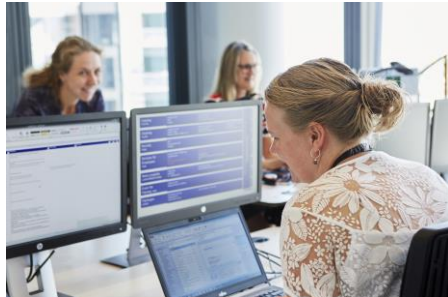
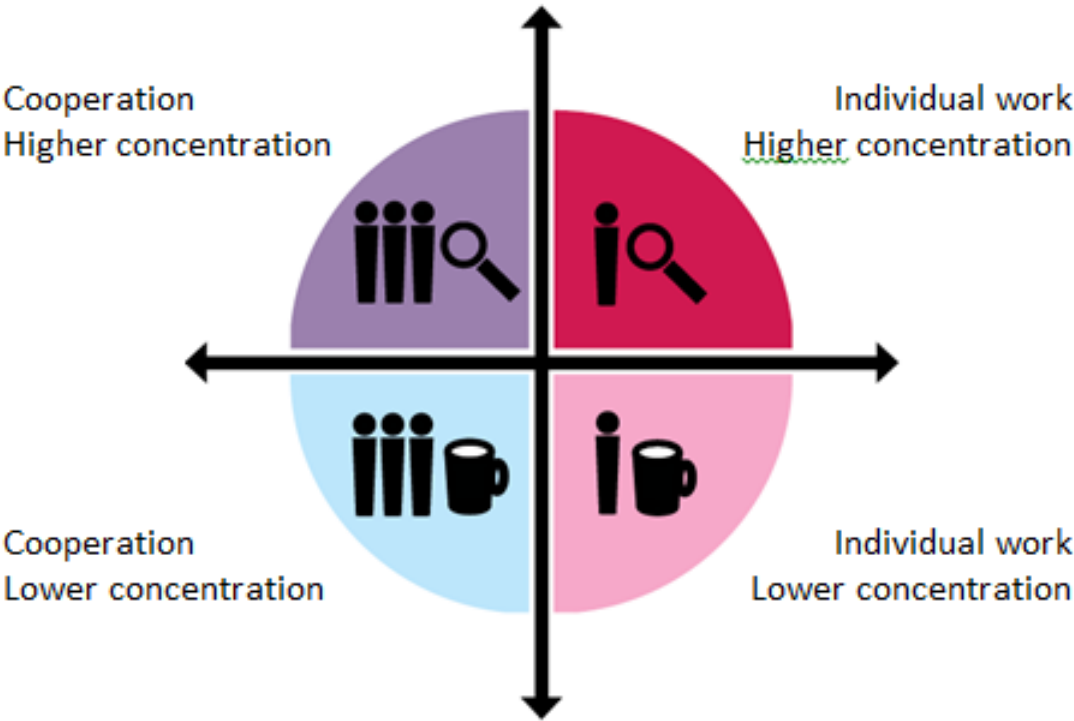


“We don’t care how you work, when you work or where you work, as long as you deliver as agreed.”

“We’ll reward deliveries in stead of presence.”

Nordea’s statement on activity based workplaces

Nordea Unlimited – how we work in Nordea



Activity based workplace – Freedom to choose



Working together in a team



A short skype meeting



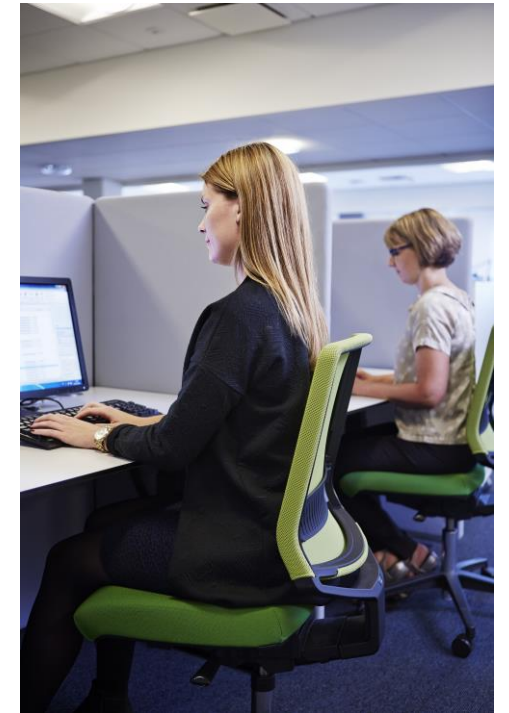
Working in a project



Checking mails between meetings



A quick and informal meeting



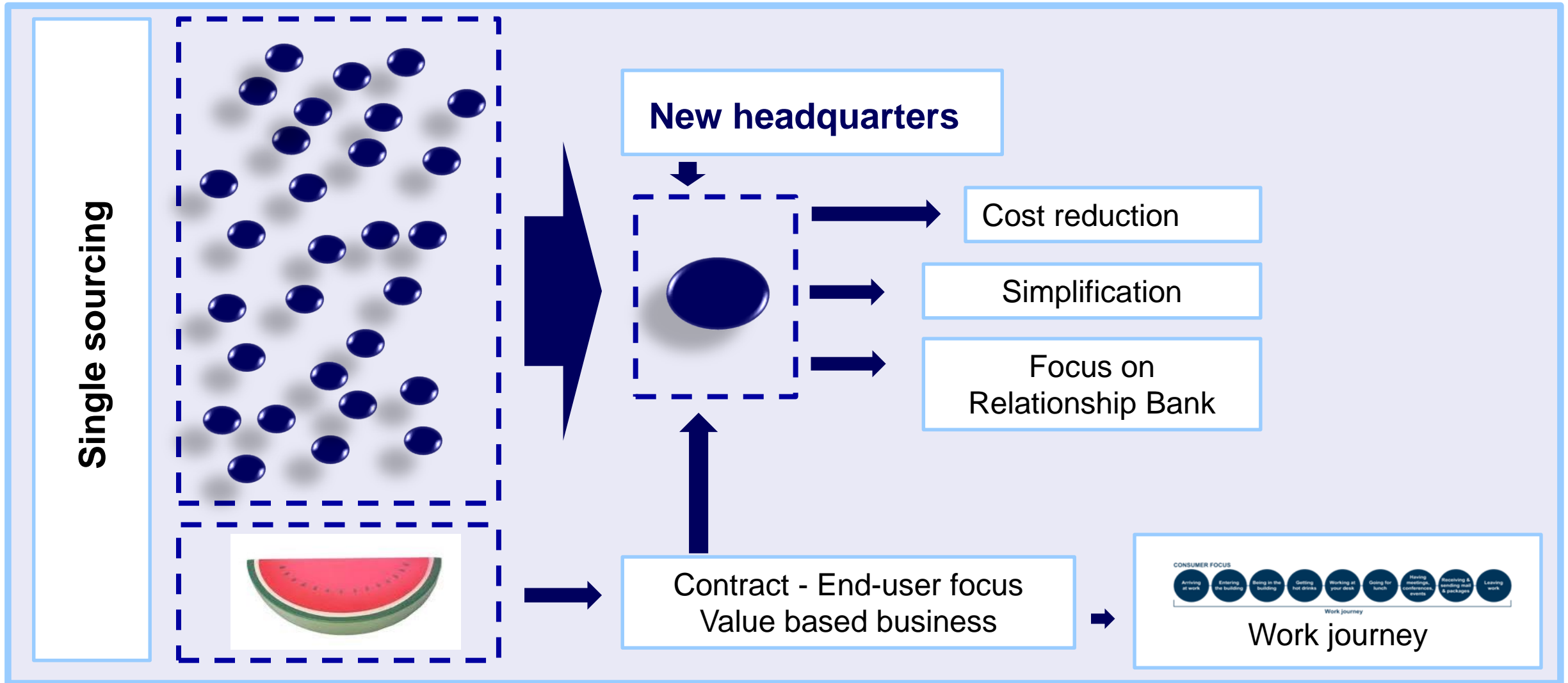
Working alone and concentrated

Nordea

Strategic partnership – ISS & Nordea



Partnership Contract



Integrated contract – experience focus

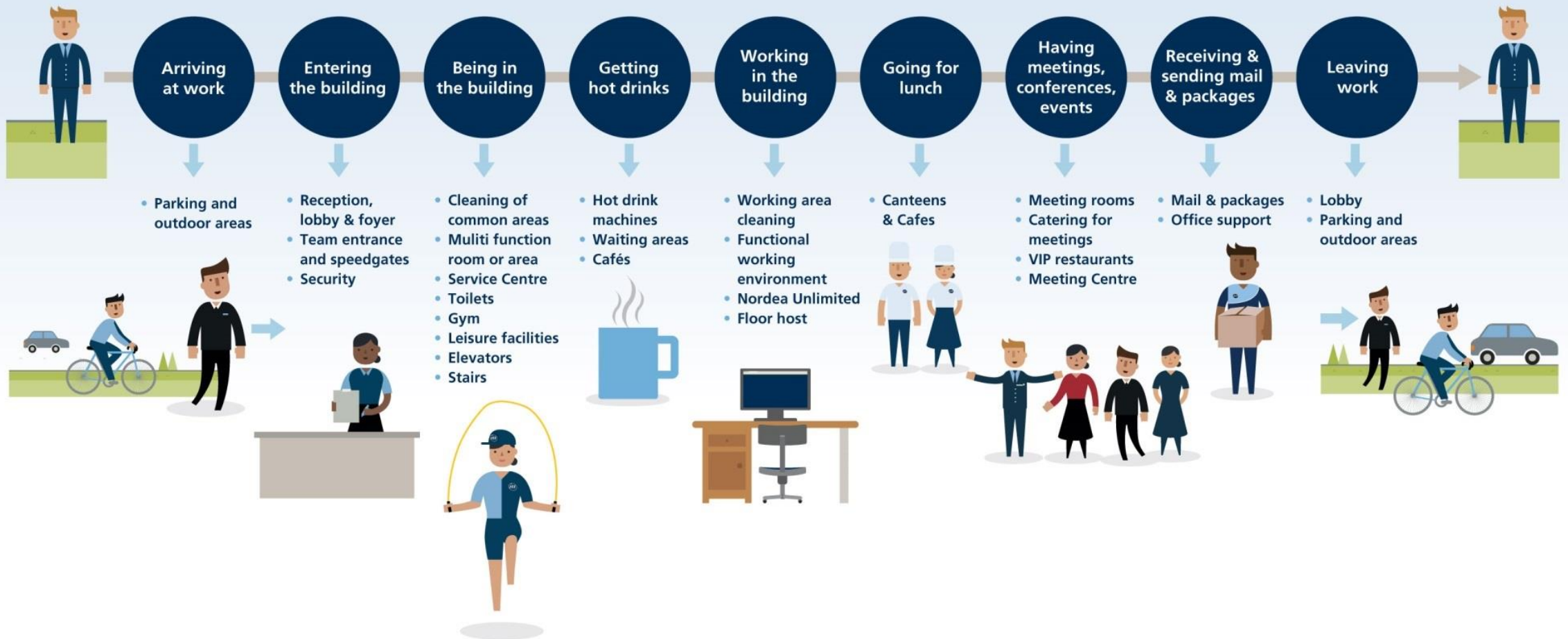


From vendor to partnership

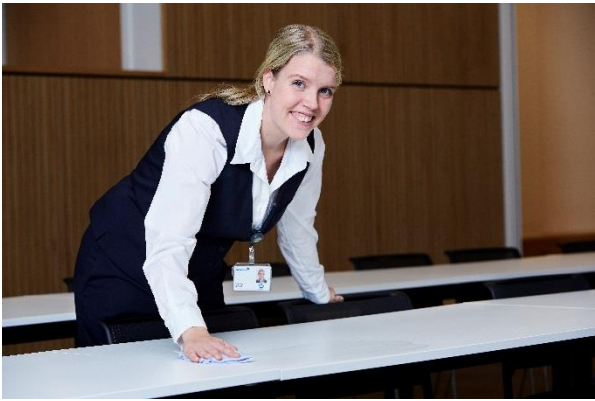
- Guaranteed basic management fee
- Fees at risk – connected to end-user satisfaction and KPIs
- Together we can focus on smarter solutions and possible cost savings that we'll share



Work Journey



New services



Pop up Experiences



Master of light – Henning Larsen



Competition – Spring 2012



Concept

