



# DFM Netværks Årskonference 2014



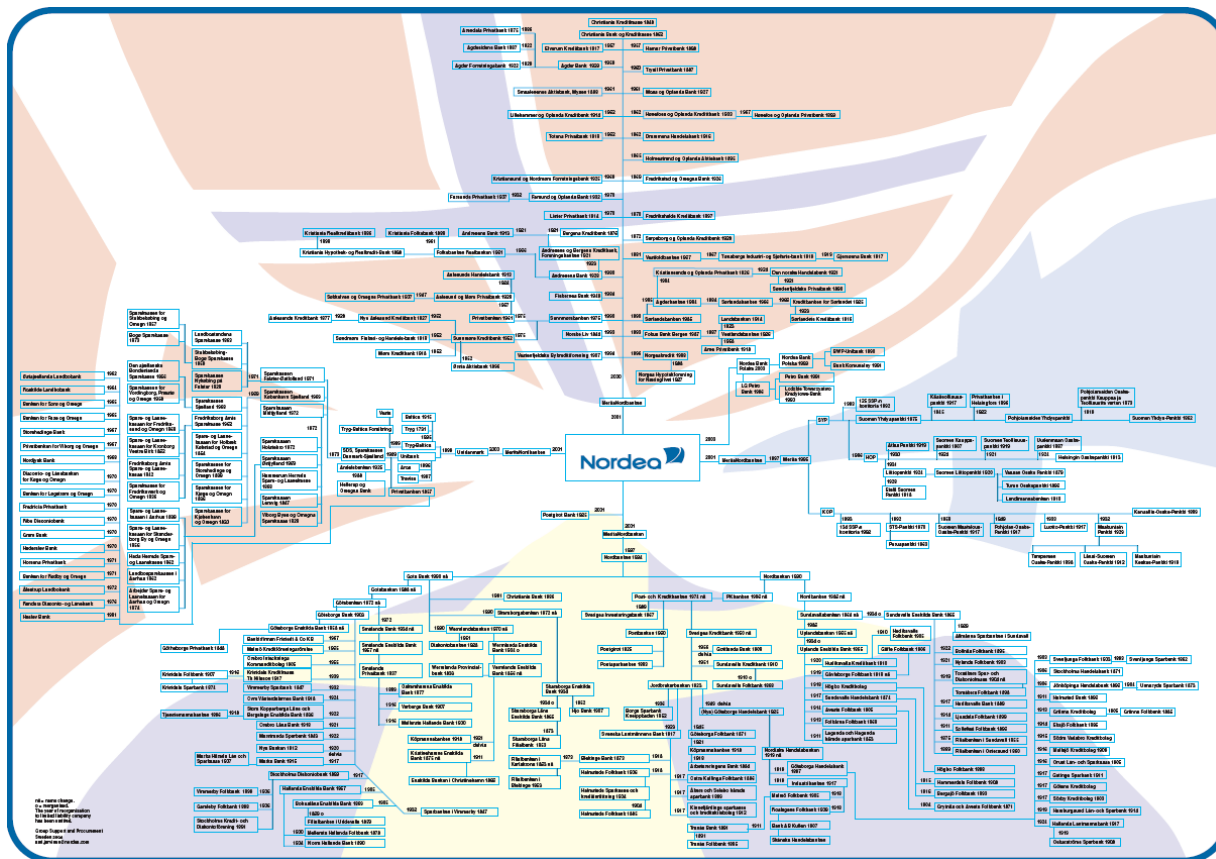
København

23/01/2014

*Making it possible*



# Nordea created through a string of mergers



Start: 300 banks

1970: 80 banks

1980: 30 banks

1990: 4 banks

2000: Nordea

One operating model

Unique diversification

Proven business model

- And a lot of square meters!

# HQ Strategy Review – October 2011

## Decision: Two site strategy in the Nordics

- Part of the HQ in Central Business District (CBD)
- Part of the HQ just outside CBD
- Improve the working environment
- Reduce sq. m substantially
- Reduce cost substantially
- Increase end-user satisfaction
- Implement Activity Based Workplaces
- Sustainability

Decided that...

# 10.000 people in HQ will move...

- Relocation and/or refurbishment of the headquarters in the Nordic countries
- DK Tåstrup & FI Vallila from Q4 2013 - refurbishment
- In SE Stockholm, Lindhagen, Q1 2014
- NO Oslo from 2014 and DK TG/CB from 2016



*Lindhagen*

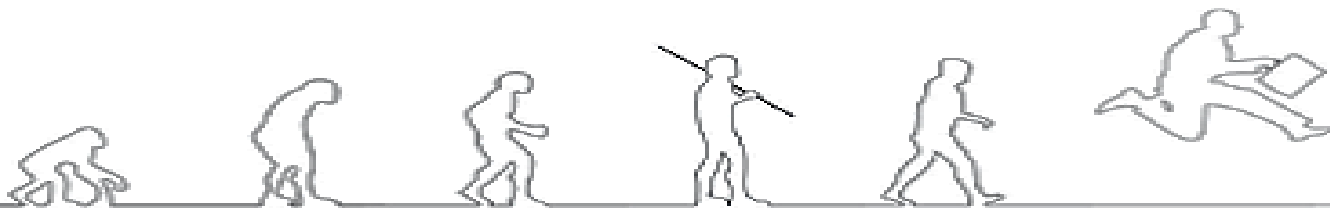
- How do we want to work in the future ?
- Unique opportunity to develop our work style
- Tested Activity Based Workplaces based on segmentation of our units and people



# Nordea Unlimited

***“Work is not a place, it’s something we do”***

## **Activity Based Workplaces**



*Making it possible*

Group Executive Management decided in June 2013:

## **Implementation of Activity Based Workplaces!**

### **Work Style**



**Collaboration**



**Employeeeship**



**Leadership**

### **Premises and Technology**



**Common areas**



**More paperless**



**Technology**



**Service**

# Activity Based Workplaces



## Fundamentally:

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!



# Activity Based Workplaces

## Two pre-conditions:

- Leadership
- Performance management

## Six principles:

- Activity related – 5 different options in each homezone
- Clean Desk Policy
- Working independently of time and place
- Fewer rules and...
- More personal responsibility - employeeship
- More entrepreneurship

# The future...

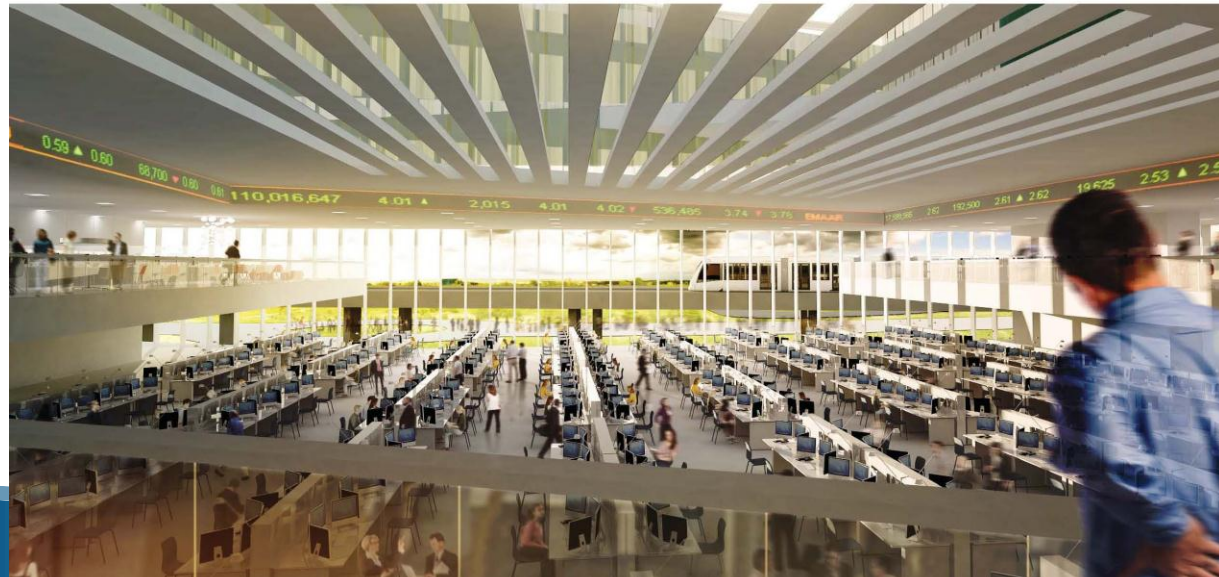


# The future...



# Nordea HQ Strategy CPH

- **Copenhagen: from five to two**  
Now: TG, CB, VP, HH and Ballerup (Life & Pensions)  
Future: Ørestad North, Hermes Hus, Tåstrup  
From 163.348 m<sup>2</sup> to 115.713 m<sup>2</sup>





# Ørestad North

An aerial night-time architectural rendering of the Ørestad North development. The image shows a cluster of modern, angular buildings with illuminated facades and flat roofs. A white, hand-drawn-style outline highlights a specific group of buildings in the center. To the left, a road with light trails curves around a green area. The background shows a city skyline with lights under a dark sky.

Fase 1: 46.000 sq. m

**NORDEA**  
Domicilbygning Ørestad Nord





**Maybe it's time to move ?**