Rethinking the Workplace

Today’s Agenda

Workplace Excellence: The Vision

Learning Program Drivers From Others

Where WE Began

The Levers

The Hurdles

Our Results and our Measurement of Success
Rethinking the Workplace

BNY Mellon is invested in innovation and that is why this 230+ year old institution continues to thrive in an ever-changing business environment.
The View from Above

Workplace needs and employee expectations are changing quickly and a key driver supporting BNY Mellon’s Workplace Excellence (WE) Program is leading-edge technology.

BNY Mellon understood the need to create an online resource to inventory and facilitate the scheduling of rooms and shared workspaces.
BNY Mellon’s Workplace Excellence (WE) program that began in 2015 supports the transformation of its workplace into efficient, collaborative spaces and, as driven by its businesses, provides more flexibility and workplace options in the future. Technology is a key enabler of WE.

The core components of WE:

- Design of our workspaces
- Location strategy
- Flexibility within the portfolio
- Technology enablement

WE Play to Win in:

- Employee engagement
- Site optimization
- Profitable, responsible growth

Workplace Excellence: The Vision

- Enhancing flexibility and workplace options
- Fostering collaboration and efficiency
- Improving positive environmental impacts
- Supporting employee retention/attracting top talent
- Reducing occupancy costs
Rethinking the Workplace

Technology supports the most efficient use of collaboration spaces / shared spaces including “hot desks”
Traditional Alternative Workplace Programs (AWP), including some early BNY Mellon pilots, were focused on moving workers to home based arrangements to reduce occupancy costs.

BNY Mellon spoke to suppliers and other firms further along on the AWP journey and determined the key drivers of AWP programs shifted to also include a keen focus on:

- employee retention;
- more attractive options for younger workers and attracting talent;
- employee savings from reduced commuting costs;
- lower printing demand; and
- increased consciousness about corporate carbon footprint.

✔ Reducing occupancy and costs is still a factor but no longer the primary driver

✔ Corporate Real Estate Industry experts expect 1 in 3 workers will be remote by 2020!
Rethinking the Workplace

Collaboration space takes all forms!
Where WE Began

Working collaboratively from the bottom up and the top down to lock down goals

- Industry and peers provided essential benchmarks and best-in-class insights
- Real Estate delivers business unit location strategies and space designs
- HR / Legal / Risk & Compliance / Communications define employee policies and frameworks, develop change management programs, and publicize our activities and achievements
- Technology delivers leading edge tools that enable us to excel in the marketplace
- Employees leverage collaboration and technology to deliver solutions for clients and represent our brand
- Executives ensure buy-in from the top down and provide the authority for action
- Goals provide measureable evidence of success
Where WE Began

Understanding working styles plays a key role in assessing employee flexibility.

Home Based Work is designed for individuals who primarily work in one place, are mainly task based, and are less dependent on others.

Mobile Work is designed for individuals who work in many places, tend to be project based, and are more dependent on others.
Where WE Began

The WE Program Leverages Flexible and Mobile Technology Platforms

Our Mobility Services provides our workforce the apps and services needed to get work done from any device, anytime, anywhere.
The Levers

Before BNY Mellon could embark on the Program and actively apply **Workspace Definitions**, it was essential that we understood and planned on how to leverage state of the art technology e.g. remote connectivity options, workplace efficiency tools.

- **Office**
  - Enclosed room that can be made private through closing a door

- **Assigned Desk**
  - Cubicle or other open desk that is assigned to a single employee

- **Neighborhood/‘Free-Addressing’**
  - Area designated to a business or team with cubicles or open desks that are not assigned

- **Collaborative**
  - Meeting spaces that are open or can be reserved for small or large groups

- **Shared Desk/‘Hoteling’**
  - Office or cubicle that is not assigned to an employee but that can be reserved for use

- **Home Office**
  - Area or room designated for work from employee’s home
The Levers

Based on Working Styles, **Workplace Profiles** for WE employees are maintained

**FIXED**
Employees’ work requires a fixed desk and their presence in the office every day.

**FLEXIBLE**
Employees have flexible roles that involve in-person and virtual meetings and presence between the office and other locations.

**ROAM**
Employees spend at least half of their time onsite at customers or other projects.

**HOME**
Employees are based at home at least 3 days a week on average.

**DIGITAL WORKPLACE TOOLS**
- Desktop
- Laptop or MS Surface
- Virtual Desktop (VDI)
- Dual Screens
- Desktop IP Phone and Headset
- Soft Phone
- Follow-me Printing
- Webcam
- BYOD (Good Technologies)
The Levers

Communications / Change Management includes plans by individual business as well as ongoing global road-shows and updates to senior management. An internal social network space houses the information.
# The Hurdles

## Fixed and Flexible (on-site) vs. Roam and Home (remote)

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<th>Fixed and Flexible (on-site)</th>
<th>Roam and Home (remote)</th>
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Our Results and Measurement of Success

From

- Isolated spaces
- Location constraints
- Increased density
- Aggressive carbon reductions
- Employee satisfaction
- Local talent
- Regional identity
- Intuitive decisions
- Specialized tools
- Traditional workplaces
- Localized services

To

- Collaborative spaces
- Location flexibility
- Optimized utilization
- Progressive carbon investments
- Multi-dimensional cultural engagement
- Global teams
- Corporate brand connection
- Evidence based decisions
- Dynamic work environment
- Work anytime, anywhere
- Global infrastructure and support
All Work and no Play…
Appendix
Rethinking the Workplace – Framework and Resources

**Strategic Workplace Planning**
- Corporate PMO
- Real Estate CRMs
- Real Estate Navigation Teams
- Workforce Strategies
- HR Business Partners
- Digital Workplace

**Governance and Controls**
- HR Controls
- HR Operations
- Risk & Compliance
- Legal and Regulatory
- Business Continuity

**Implementation and Tracking**
- Digital Workplace
- Real Estate Project Management
- Reserve Space
- Workforce Analytics

**Change Management & Communications**
- Real Estate communications
- Internal Communications
- Marketing and Brand Strategies
- Talent and Development

**Resources**
- Assessment of suitability and scope
- Identification applicable components of WE
- Repeatable and transparent risk assessment process
- Compliance with regulatory reporting
- Consistent documentation and tracking of mitigation activities
- Alignment of user needs and space programming
- Comprehensive program performance metrics

**Outcomes**
- Messages aligned with corporate brand
- Transparent and consistent communications to foster ease of adoption
- Improved readiness and capabilities for all participants

**Support tools and programs**
- Digital Pulse building utilization statistics
- Global cost/seat reference tool
- Risk assessment policy and guidelines
- HR policies and frameworks
- Reserve Space: Integrated workspace reservation tool
- Real Estate occupancy relief program
- Manager talking points
- WE skills and change management training series
WE Program Spaces

**Workspace**
- Private Office
- Bench Workstation with Personal Storage
- Touchdown workstation – option 1
- Touchdown workstation – option 2 (quiet zone)
- 120 degree workstation
- Focus Room

**Support Space**
- Pantry/ Breakout Area
- Lockers
- Print Hub
- Special Hub

**Additional Items**
- Treadmill Walkstation
- Sit/stand monitor Arm

**Enclosed Collaborative Space**
- Huddle Room (3 person)
- Team Room
- Small Conference Room
- Medium Conference Room
- Small Video Teleconferencing Room
- Huddle Room (6 person)

**Open Collaborative Space**
- Impromptu Meeting Space
- Large Impromptu Meeting Space
Rethinking the Workplace

BNY Mellon Workplace Excellence

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