

Smart Working e produttività

Smart Working in UniCredit

Giovanni Bevilacqua, Head of Smart Working, Energy & Innovation

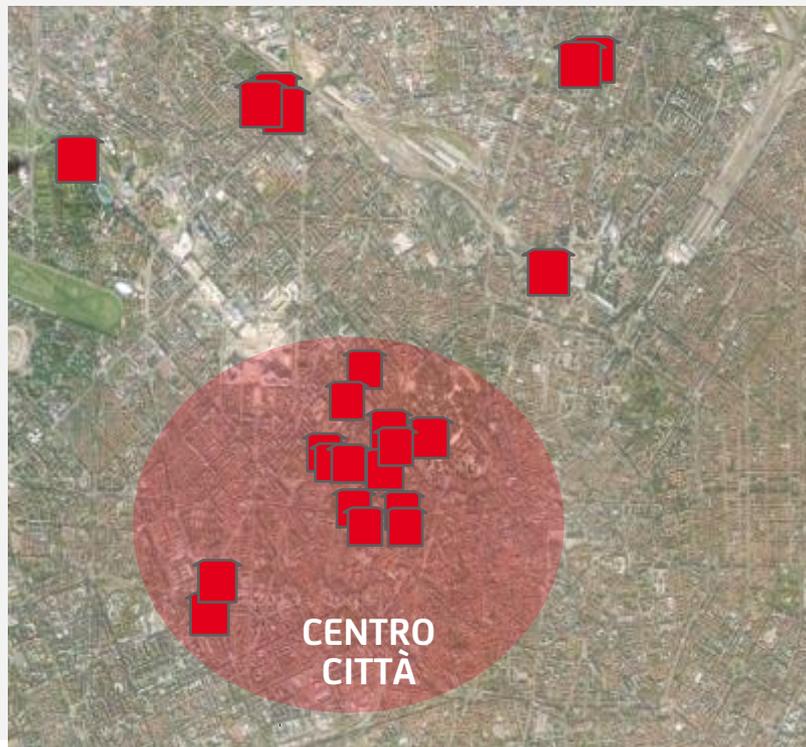
Cassina de' Pecchi, 14/11/2019

UniCredit S.p.A.

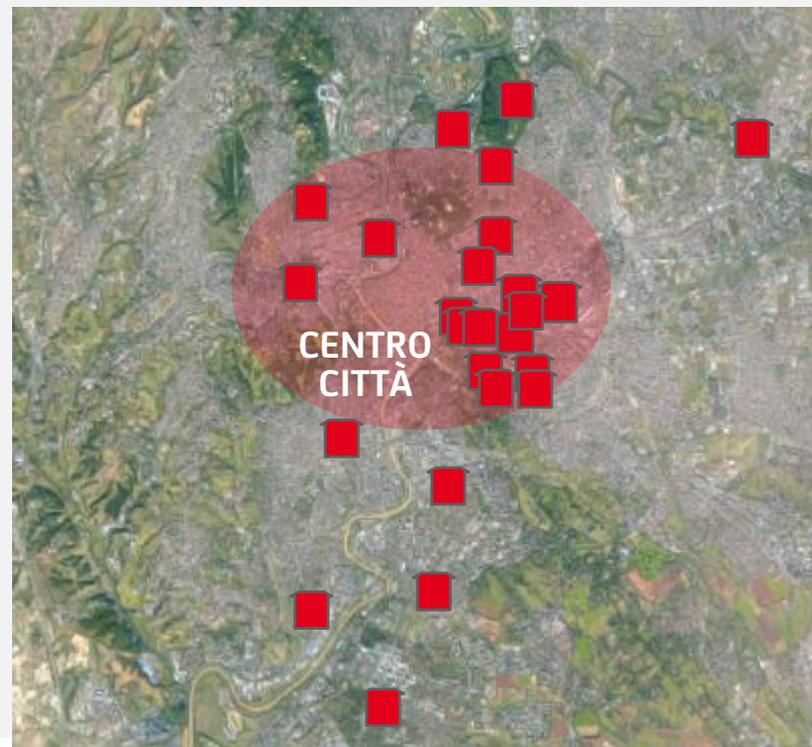
Banking that matters. |  **UniCredit**

Da dove arriviamo...

25 sedi uffici a Milano nel 2008



27 sedi uffici a Roma nel 2008



Da dove arriviamo...

STATUS E BARRIERE



UniCredit Piazza Cordusio

Progetto Piani Città: un'opportunità per ripensare i nostri uffici

PIANO CITTA' (2009-2019)



● Consolidamento su nuovi edifici

● Consolidamento su edifici esistenti ristrutturati

LEVE, OBIETTIVI E RISULTATI



Consolidamento

- 150 edifici
- 700.000 m²



Decentramento

90% dello spazio uffici al di fuori del centro città



Sostenibilità

- 70% m² 'classe A'
- 50.000 tCO₂



Qualità

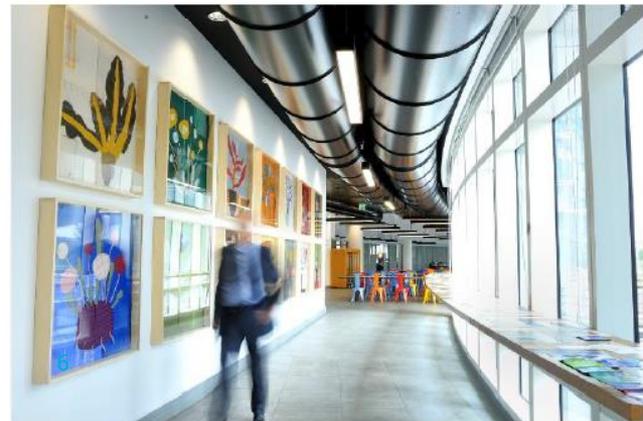
+500.000 m² ristrutturati



UniCredit HQs oggi: campus urbani



UniCredit HQs oggi: campus urbani



UniCredit Tower



Dallo «Status e barriere» al modello Smart Working

2008

TODAY

L'EVOLUZIONE DEL MODELLO DEGLI SPAZI DI LAVORO UNICREDIT

UFFICI CHIUSI



DESKTOP



OPEN SPACE



DESKTOP & LAPTOP



SMART WORKING



ICT MOBILITY



Le dimensioni dello Smart Working in UniCredit



Persone

Responsabilizzazione,
fiducia e focus sul risultato



Spazio

Libertà di scelta degli spazi
di lavoro



Tecnologia

ICT Mobility



Lo Smart Working supera i limiti dell'open space fondandosi su due principi: Desk Sharing e Activity-Based Working

1 Desk sharing

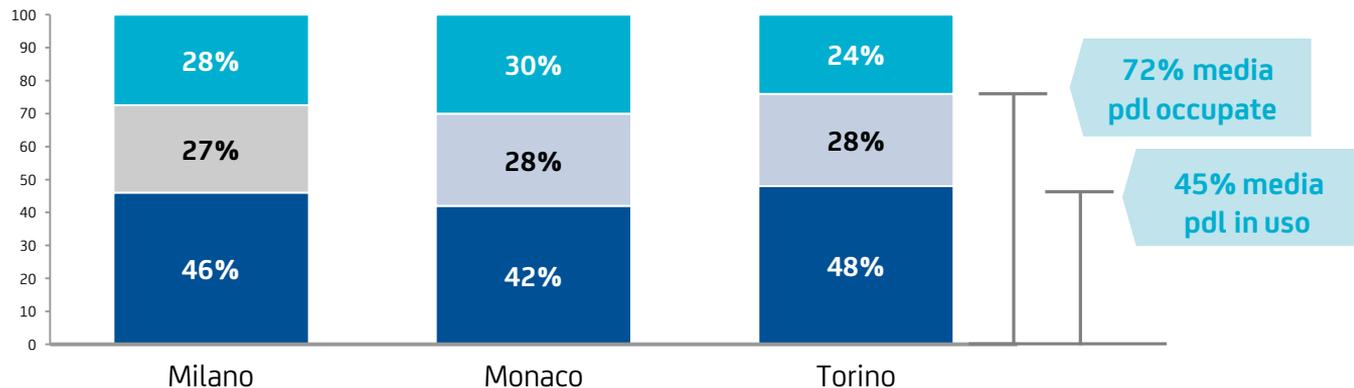


Activity Based Working 2



1. Sharing economy applicata agli spazi di lavoro: dal possesso all'accesso delle postazioni di lavoro

Osservazioni utilizzo 1.500 postazioni di lavoro edifici UniCredit



- Postazioni vuote
- Postazioni occupate
- Postazioni in uso



**Lo Smart Working UniCredit introduce il desk sharing:
80 postazioni per 100 persone**



2. Activity-based working: lo Smart Working offre spazi diversificati per supportare le differenti attività e modi di lavorare

Diversi worksetting per differenti necessità

Individual Working



Team Working



Meeting and phone-web call



Socialize & relax



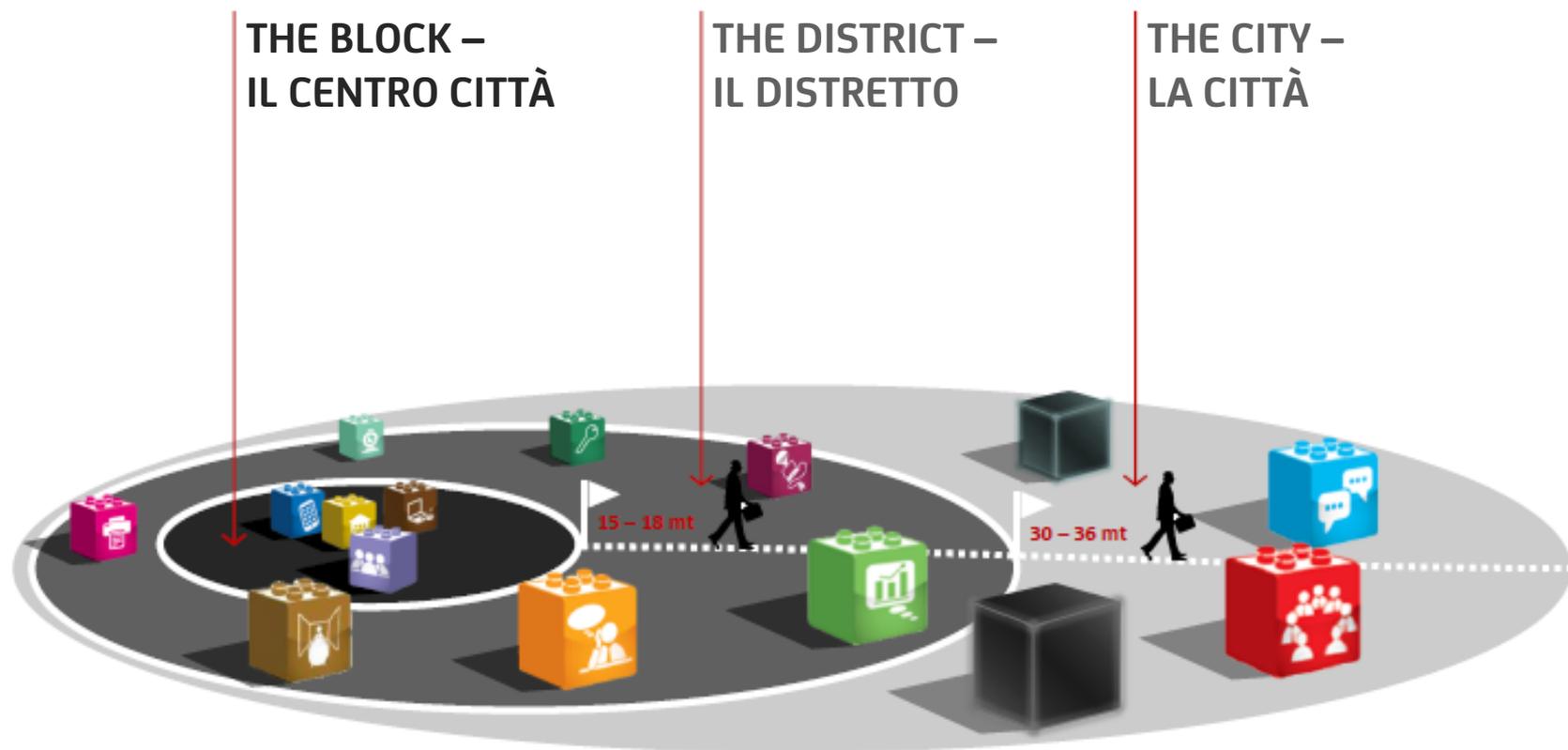
In Smart Working le persone sono libere di scegliere lo spazio più congeniale per le proprie attività e stile di lavoro...

Stili di lavoro	Attività giornaliera lavorativa			
 RESIDENTI	Lavoro individuale  Homebase	Riunione  Meetings	Lavoro Individuale  Homebase	
 INTERNAL MOBILE	Lavoro in Team  Co-Working Area	Riunione  Informal Meeting	Concentrazione  Focus Area	Condivisione  Out of the Box
 EXTERNAL MOBILE	Web-Call  Phone Booth	Lettura e-mail  Touch Down	al lavoro in viaggio....  	



UniCredit Group - Public

... tra differenti worksetting per i quali sono state definite regole di prossimità seguendo un approccio urbano



Smart Working in UniCredit: la tecnologia fattore abilitante



Laptop



Wifi



Touch Panels per
prenotazione sale



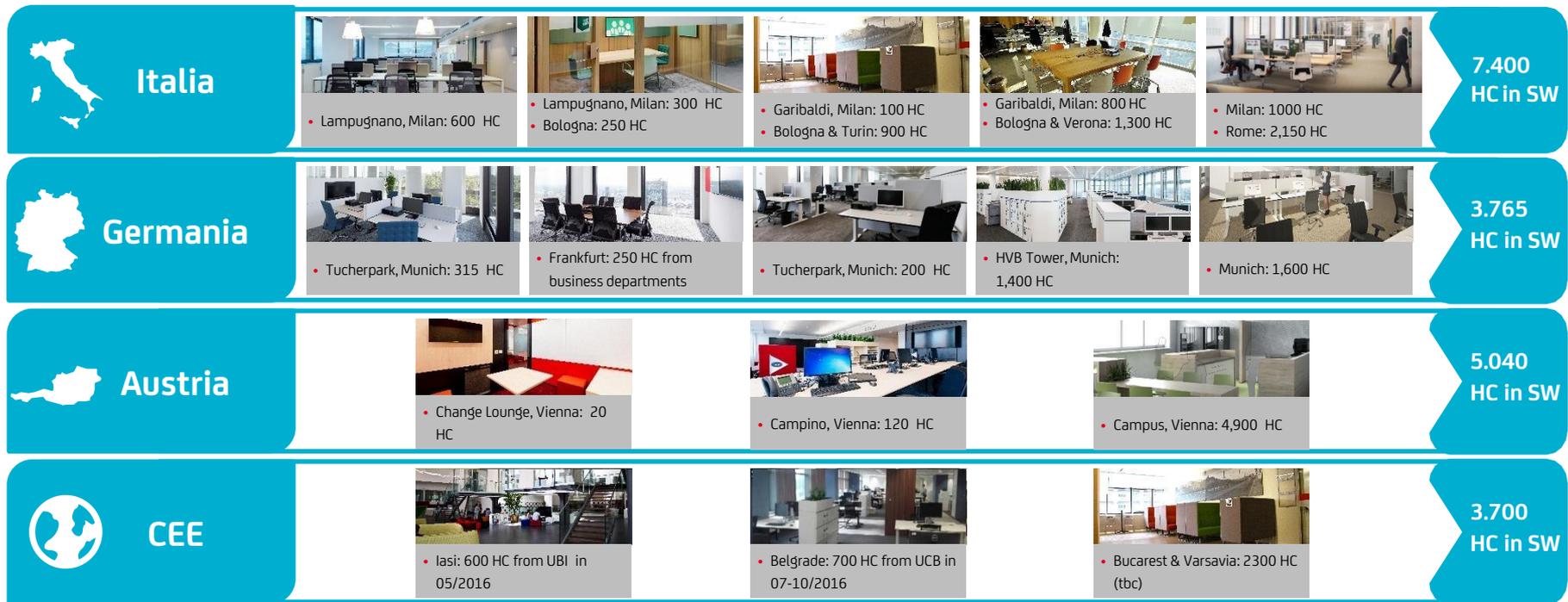
Smart
Tower



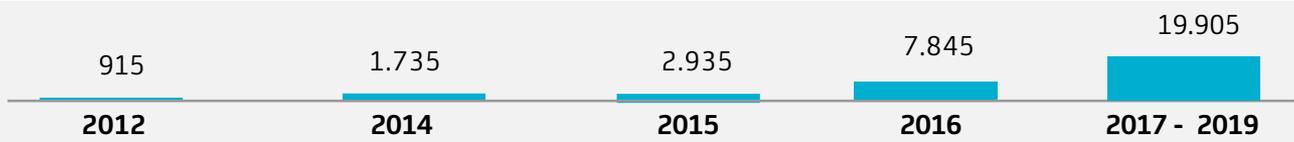
Dotazioni
tecnologiche



Smart Working in UniCredit: ad oggi ~ 20.000 persone lavorano con questa modalità nelle principali città del Gruppo



Persone in spazi SW

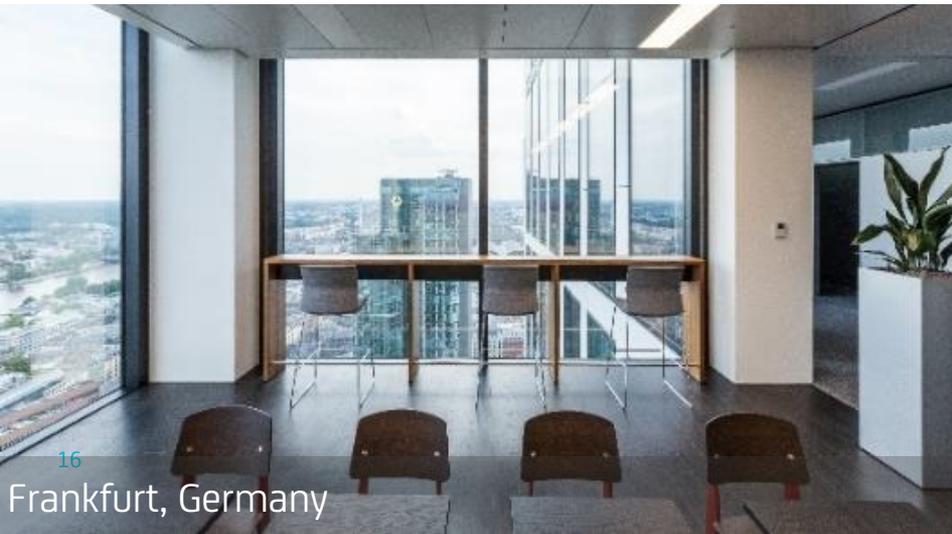




Milan, Italy



Verona, Italy



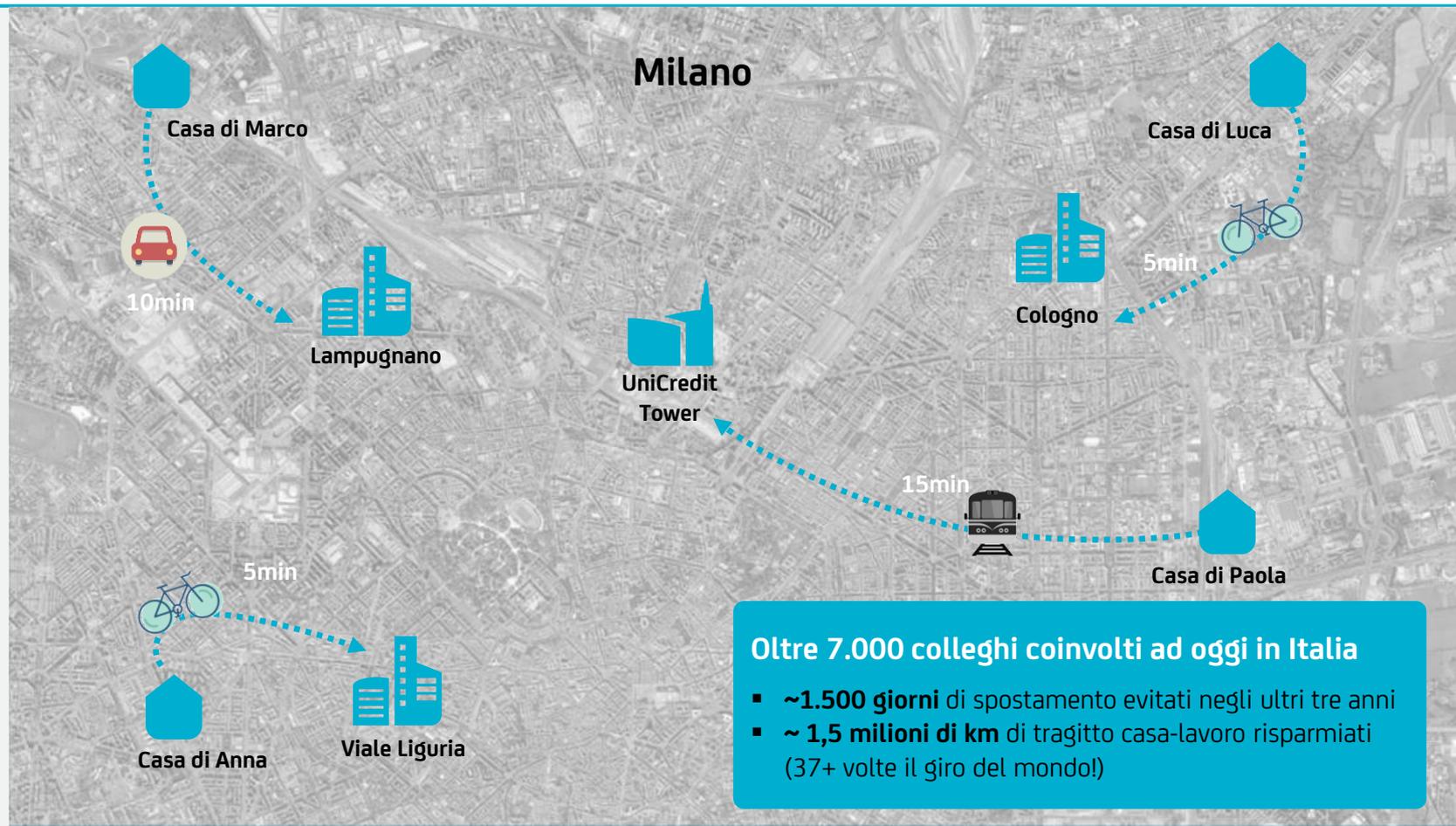
Frankfurt, Germany



Munich, Germany



Smart Working UniCredit: lavorare da casa o dai City Hub

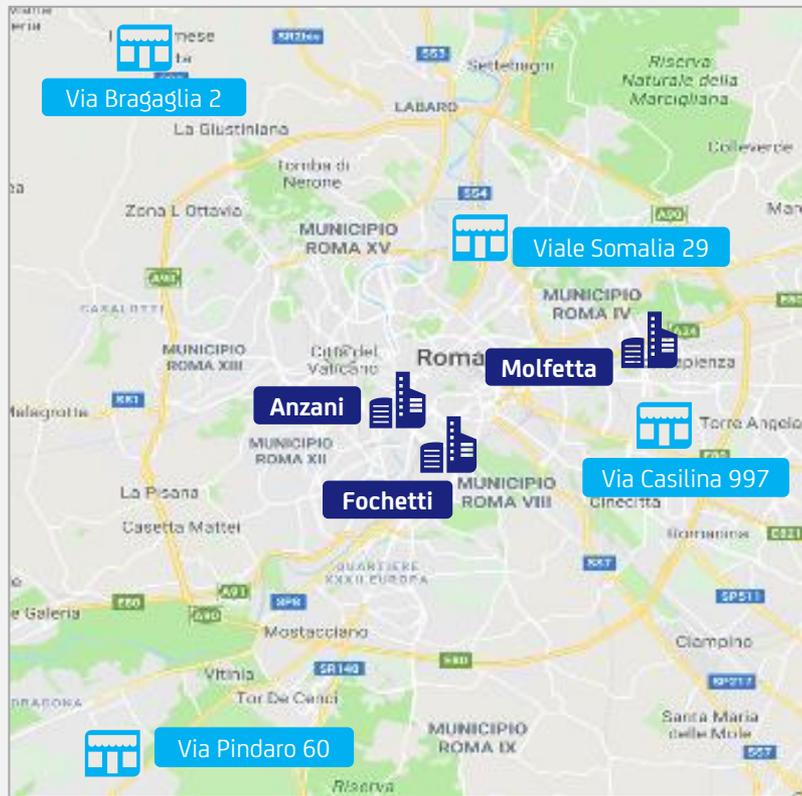


Oltre 7.000 colleghi coinvolti ad oggi in Italia

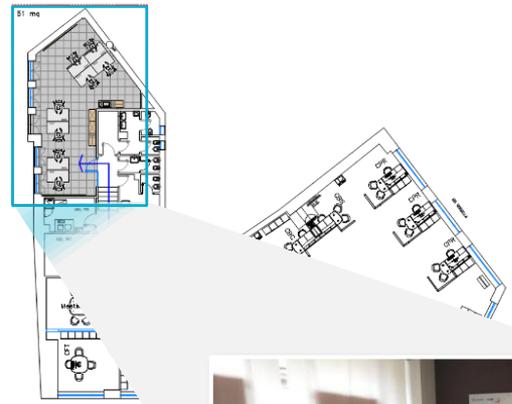
- ~1.500 giorni di spostamento evitati negli ultimi tre anni
- ~ 1,5 milioni di km di tragitto casa-lavoro risparmiati (37+ volte il giro del mondo!)



La Smart Mobility, l'estensione dello Smart Working in città: lavorare da casa o da City Hub



Viale Somalia 29 – 51 m², 8 postazioni di lavoro



Lo Smart Working accompagna un cambiamento culturale e negli stili di Leadership

Da ...



Ti vedo = Stai lavorando

A ...



Responsabilizzazione, fiducia e focus sul risultato

Lo Smart Working migliora la produttività delle persone agendo su tre dimensioni



Maggior **Responsabilizzazione**
=
Maggior **Engagement**



Più **scelta**
=
Più **efficacia**



Più **tecnologia**
=
Risoluzione bisogni



Smart Working: perché è la cosa giusta



Sostenibilità degli spazi



Promozione dell'engagement



Miglioramento delle competenze digitali



Talent Attraction



A blurred background image of a business meeting. In the foreground, a person's hands hold a white tablet displaying various data visualizations, including a network diagram with colorful nodes, a bar chart with multiple colored bars, and a line graph with a red zigzag line. To the left, another person holds a clipboard with a document featuring a bar chart. The overall scene is brightly lit, suggesting an office environment.

Bringing the office
to the next level



Gli uffici nel 2050: smart, interattivi e personalizzati per attrarre nuovi talenti

FINANCIAL TIMES

Offices in 2050: smart, interactive and fully personalised

Technology will make for seamless working, but employees' privacy will suffer

An article in Time magazine, published in 2011, depicted a futuristic white-collar worker called "Tom Watson" who would find jobs "on the web" while at home. She would work only "in" for being virtual instead of someone "most of whom she's never met", while "her fully wired home is her castle".

Yet almost 50 years later, workers worldwide still flock to offices each day. The percentage of US employees who work from home has increased from 3.3 per cent in 2011 to 2.2 per cent in 2017, census data show — falling at least 90 per cent still travelling to work.

While few now doubt that offices will exist in 2050, digital and cultural shifts are fast changing the fabric of the office.

"We don't have to go to work to work. I'll go to the office when I want to support my sense of belonging, of community," says Deepika Kothakota, head of occupier business performance at property agent Cushman & Wakefield.

"This means our whole perception of the office as a building needs to shift to the office being a network of physical and virtual places that supports me to do my best work," she says.

This will bring "measurability" to the office, which is different from the standardisation we see today. Ranks of desks in open spaces are already giving way to features that enable the environment to adapt to workers' needs. Shared office groups such as Flexite offer movable furniture, including phone booths and modular walls.

Smartphones can make this personalisation even more granular, adapting work spaces to each individual. Connected buildings learn how a worker uses them and tailor the air, light, sounds — even the office — to each member of staff. "Offices will be more smart and more human at the same time — it's an interesting dichotomy," says Ms Kothakota.

Edge Technologies, a Dutch property developer, claims to have "made a computer out of a building". Workers at Orbitree, a restaurant in an Edge building in Amsterdam, have a smartphone app that will find them a car parking space (if they need one) and desks, and adjust the environment to suit individuals.

While much of this technology already exists, the pace of innovation will accelerate over the next 20 years, says Greg Granger, chief executive for Europe, Middle East and Africa for JLL, a property consultant. "The speed at which workplaces will change is correlated with the speed of our adoption of new technologies and ways of working. The next generation [of workers] are digital natives and they're a different animal," he says.

Tech developments will enhance the tools available to office workers. Screened virtual meetings with real-time language translation will become routine and replace the awkward conference call, says Ms Kothakota.

Glass installed in buildings by View, a California company that makes "intelligent" windows, already adjusts its tinting to alter heat and light levels. The company is also developing screens to warn of air quality and windows that turn into interactive screens, says Jeff Platon, a vice president.

Artificial intelligence (AI) will eliminate some repetitive office jobs, such as tax preparation, according to a study by academics at Oxford University. Humans will be left with the jobs that require problem-solving, social and emotional response and creativity, according to JLL.

Office design will foster these skills, along with greater personal interaction. That is already happening: staircases, once tucked into the corners of buildings, are becoming "hubs" as entrepreneurs to encourage activity and connection, while courtyards and breakout areas have gained prominence.

Desks will still be a feature of offices but chairs could vanish thanks to an awareness of the risks of a sedentary lifestyle, according to Mr Granger. He suggests standing desks will be the main feature, alongside fit benches.

Workplaces that offer an inspiring interior will also need to consider their carbon footprint. At the Deloitte office in Amsterdam, sections of the building can be shut down to save energy on days when fewer staff are expected. "Energy consumption can go down by 30 to 40 per cent," says Gies van Oortzen, chief executive of Edge Technologies.

Sustainability concerns will also lead to a resurgence of wooden structures rather than carbon-intensive concrete, according to Philip Oldfield, director of the architecture programme at New South Wales university.

In this quest for smart offices, workers will have to sacrifice some norms — including space and their own desks. Agile working enables many companies to cut costs by providing fewer desks for their workforces, while average space per person shrunk by 8.3 per cent between 2010 and 2016, according to Cushman & Wakefield.

Privacy may also suffer. Sensors that track movement and the use of office facilities are already common — following individual workers is becoming more so.

The app that people use in Edge Technologies' developments already has location services. "You can see where your colleague are," says Mr van Oortzen. "You can switch it off if you don't want to be seen by the building but most people want to be visible."

He sees automated gates, which recognise number plates and then let drivers into the car park, were replaced by unions which said it could resemble "stealing in and out". Workers, though, were seduced by the convenience. "As soon as technology has a clear advantage from the privacy issue is not big," says Mr van Oortzen.

The high-tech offices of 2050 will be for everyone, however. In fact, the number of people with the right to work in such smart spaces may diminish with the growth of the freelance and gig economies.

Leo Elliott, global head of occupier research at Knight Frank, warns that even as offices improve, working environments will become "more polarised" between "hipflats and flexite".



Elementi chiave per vincere la sfida della "Talent Attraction"



SENSO DI APPARTENENZA, COMMUNITY



PERSONALIZZAZIONE DELL'EMPLOYEE EXPERIENCE



SOSTENIBILITÀ



Piattaforma di Real Time Occupancy Monitoring (RTOM) nelle sedi di Verona Magazzini Generali, Milano Gae Aulenti e Milano Lampugnano



Occupazione dello spazio



integrazione con prenotazione sale



Trasparenza verso l'utente



Energy Management

RTOM
Real Time
Occupancy
Monitoring

Building 23 / Piano 2

- Phone booth
- Flexy room
- Touch down
- Out of the box
- Business lounge
- Meeting room
- I Magazzino della seta
V Magazzino del lino
- II Magazzino della lana
VI Magazzino della carta
- III Magazzino del cotone
VII Magazzino del tabacco
- IV Magazzino della iuta
VIII Magazzino degli Stracci

+ occupied
 o soon occupied
 + free



- E** Customer satisfaction & Claims Territory Nord est
Special Credit Support & Administration Italy
Unicredit Subito Casa SPA - Territorio Nord est
- F** Aree Commerciali Verona e Provincia
Internal Controls Territory Nord Est
Credit Hub/Credit Hub Underwriting-Monitoring Nord Est
Presidio Condizioni Nord Est
- G** Commerciale distretti/ Corporate Nord Est
UniCredit Subito Mutui Nord Est
Centro mutui imprese Nord Est
Territorial development Nord Est
- H** CRO Italy
- I** Organizzazio Territory Nord Est
Area Public Sector Nord Est
Area Real Estate Nord Est
Region Nord Est P&C
Media relations Italy
- L** Regional Manager Nord Est
Deputy regional Manager Nord Est
Segreteria Regional Manager Nord Est
HR territory Nord Est



Meeting on another floor?
Look at room availability on our **Mobile App**

Semplificare la gestione degli spazi di lavoro via mobile

- Prenotazione **sale meeting** e **postazioni di lavoro nei city hub**
- Selezione **flexible working** e calcolo **CO₂ risparmiata** per commuting
- Creazione **gruppi di lavoro** per incentivare l'interazione tra colleghi

**Smart
Working App**
(in fase di
sviluppo)



Iniziative di sostenibilità ambientale



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Grazie!

