



KB

HYBRID WORKING

A challenge for today's HR

“Work is no longer a place to which people go but an activity that has to be performed”.

SMART OFFICE CONCEPT



82%

Employees requested work from home even before the Covid-19 pandemic.



Digitalisation

A faster transition to the online world.



Cost saving

Effective use of office space.



**New management
method**

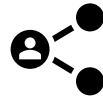
Greater trust and greater individual responsibility.

PRINCIPLES



Voluntary basis

The employees have a choice, we are not forcing anyone into remote work, if the employees want to, they can come to work every day.



Space sharing

Every team has been allocated **60% of places for working. relocation of subsidiaries to Stodůlky (MPSS and KP)**



Decentralisation

Each manager and his/her team set **their own rules of operation.**



Measuring

Periodical measurements of employee satisfaction, measurements of the meeting of objectives (OKR/KPI), cost reduction, all objectives must be met.

SYSTEM OF ROTATIONS



Contact centres

Rotation models have been designed based on each of the positions. The work ratio is 15 to 50%.



Back Office

Based on one week of work from home and one week in the office. We have measured a higher commitment and higher productivity (+5%).



Branch network

The objective is that relationship managers spend at least one day working from home.



Head office

We use 38 rotation methods depending on the unit manager's decision.

SUPPORT ACTIVITIES



Application    miro

Support for using online tools.

Social touch

Exchange of information, virtual coffee, team competitions, periodical stand-ups.

Broadcasts

Employees are expressing a great interest.

KB's counselling programme

Psychological support provided to employees and managers as regards the work-life balance settings.

Education

Dozens of training courses, including infographics and wizards, have been prepared for managers and employees.

THE KEY ROLE OF MANAGER



How to set and evaluate targets correctly



How to support the team spirit



How to provide regular feedback



How to be more emphatic with your people's needs



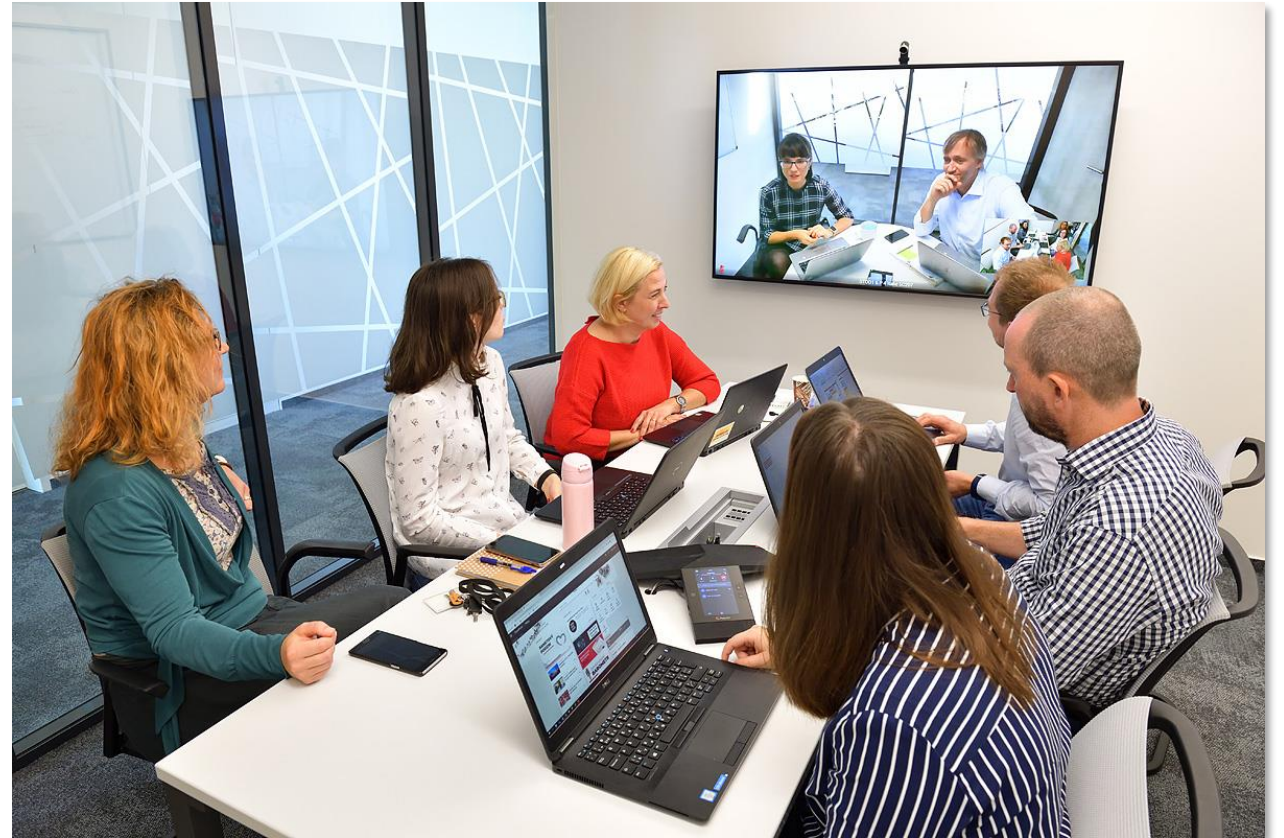
How not to lose your people's loyalty



How to involve and interconnect all team members



Smart office is not for everyone, etc.



RESULTS OF THE SURVEY

“85% of the employees have confirmed their readiness to continue to work online as part of the smart office concept.”

77% of the employees evaluate their productivity when working from home as the same or higher than in the office.

Ideal numbers of days of working from home

TOTAL	8 days 11 days in the first wave
Head office	9 days 12 days in the first wave
Distribution	4 days 7 days in the first wave
Agile	10 days 14 days in the first wave

* A total of 20 working days per month.

CHANGE OF THE OFFICE CONCEPT

“Offices are changing into places for meeting.”



THE SMART OFFICE CONCEPT IS THE WAY



SMART OFFICE

BY KOMERČNÍ BANKA

“The smart office concept constitutes a long path to the new functioning of the digital bank of the future.”