

Make Next Normal Work

The Group Head Office Way of Working



GHO GC&PA – GHO HR
March, 2022

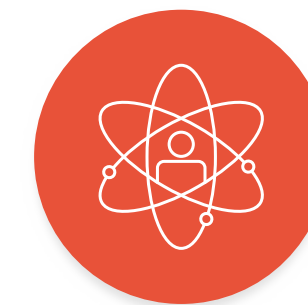
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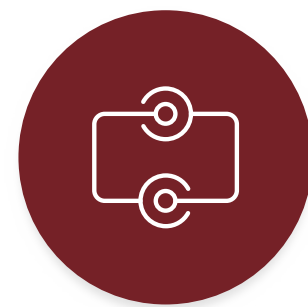
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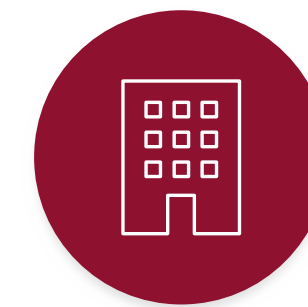
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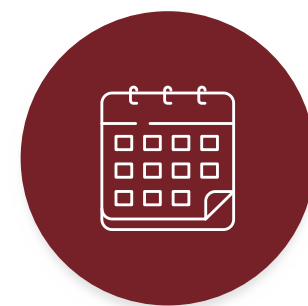
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INTRODUCTION:
**Redefining
Our Way of Working
and Office Life**



Introduction



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In Group Head Office, we believe that work within the Next Normal is about what you do and how you do it, not where you do it.

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In a world that is ever more digital and in line with the Group vision, GHO has adopted a **hybrid organisational model** that fosters a trust-based culture, which empowers us to take greater **Ownership** of our work style.

4

We opted for a hybrid model **on an experimental basis** providing our people with the right to disconnect outside working hours and adequate technological equipment, in order to promote a new cultural approach and state-of-the-art managerial skills.

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This trial started at the end of the health emergency period with **an initial duration of 12 months**, at the end of which - after evaluating the results – it will be adapted and extended.

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Here is a **quick overview of how this model shapes our way of working** moving forward and of what each of us can do to build an **inclusive workplace that supports collaboration, innovation and wellbeing**.

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Our Lifetime Partner Behaviours

Lifetime Partner Behaviours keep providing the framework to help us **deliver on our Lifetime Partner promise**. They are a **guiding light** that has proven instrumental also in defining the hybrid model that best suits our Group and its People, **helping us navigate our transition** into the Next Normal scenario, and beyond.



OWNERSHIP

Act with proactivity and passion for excellent performance.



SIMPLIFICATION

Make things simple, adapt quickly and take smart decisions



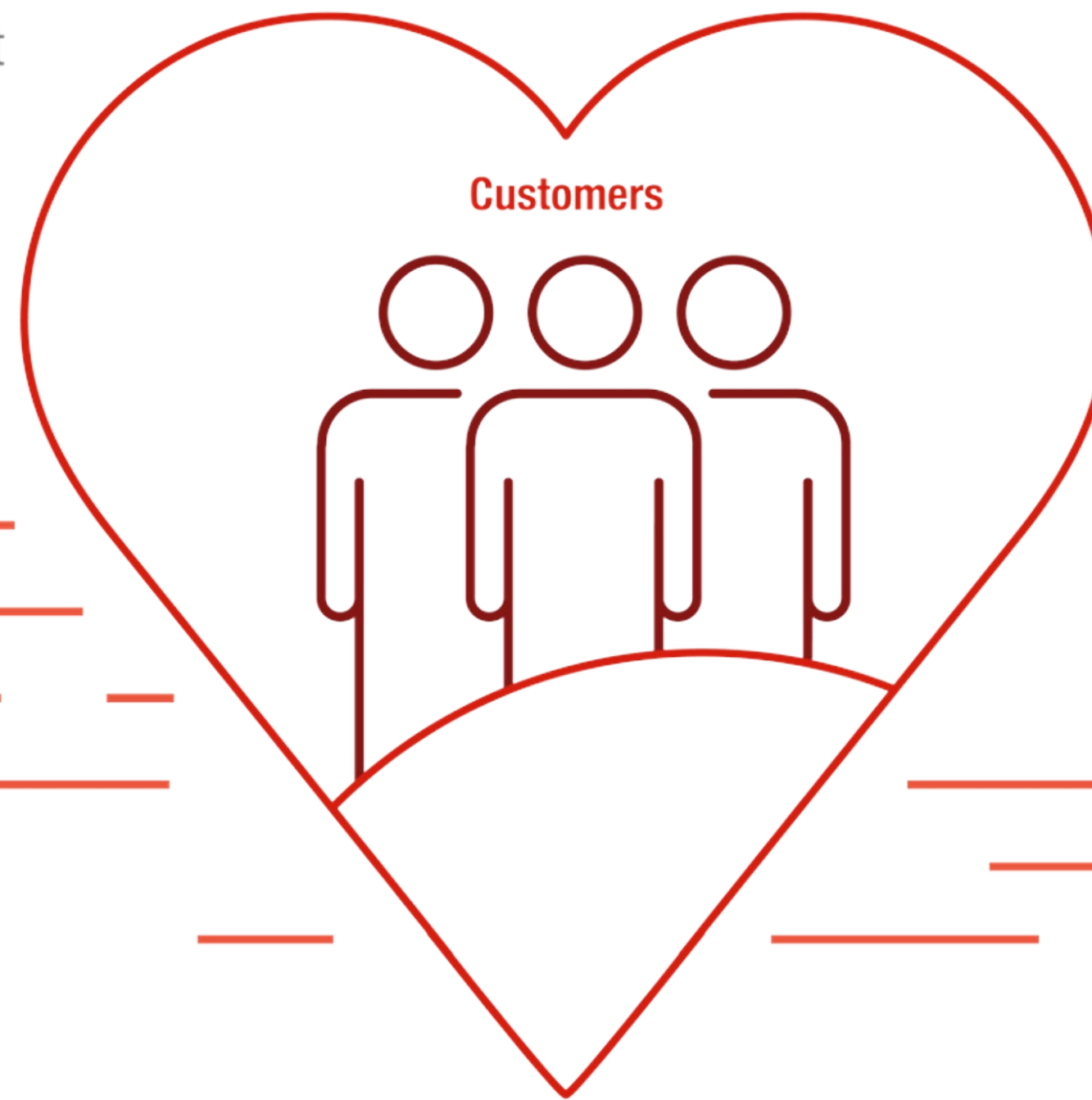
HUMAN TOUCH

Partner with others, showing empathy and team spirit



INNOVATION

Embrace differences to make innovation happen



A New Hybrid Organisational Model

Our **Lifetime Partner Behaviours** have inspired and set the tone for this new phase of our working lives. Below are some examples of how they can be applied in a hybrid world:

OWNERSHIP

I care I dare

Manage your time and let others do the same



A HYBRID WORLD

HUMAN TOUCH

Personal Life & Health

Emotional connection with others



INNOVATION

Explore & Exploit Collaboration Tools

A new paradigm in office usage and space management



SIMPLIFICATION

Work Smarter, Not Harder

Few, relevant and productive meetings



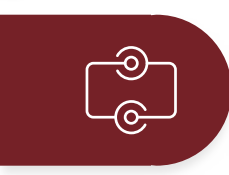
HYBRID WORK MODEL: Performance over Presence

The Hybrid Model allows us more freedom than ever before to **focus on results**, moving away from managing by presence to managing by outcome. This involves higher levels of autonomy, flexibility, and openness to continuous change – embedding new ways to assess workloads and monitor and measure performance.

We want offices to serve as **shared spaces** for collaboration, innovation and team-building activities. GHO's Ways of Working place emphasis on offering you not just **flexible workspaces that promote work-life balance**, but also **valuable work experiences**.



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1.

You can **work remotely for up to 3 days a week** calculated with flexibility on a monthly/bimonthly basis, allowing for specific exceptions for organisational needs or inclusion purposes (e.g. new parents, employees with disabilities, particular personal situations). It is also possible for you to plan **half days** in Smart Working

2.

The implementation of **Smart Working** does not in itself change your work timings: you adhere to the **same working hours as always**, be it full-time or part-time





3.

Wherever you intend to work on a particular day, **your go-to resource** is **Employee UP**. Use it to plan and prioritise activities in accord with your manager and team. Remember that to gain access to company offices, you must make a reservation, which must be planned with your manager. The Installation Handbook, tutorial videos, and Manager Planner FAQs are available [on the AG Intranet](#)

4.

Smart Working **doesn't change the handing out of meal vouchers** either.

WORTH NOTING

The prerequisite for Smart Working is having signed the individual agreement, attended the **security training course** and having read the related **Smart Working Information Sheet**

COMMUNICATION: Choosing the Right Time

GHO's Ways of Working are all about adopting innovative communication solutions and modern software to **ensure faster and more efficient collaboration, cultivate meaningful work relationships** even from a distance, and **maintain work-life balance** by preserving **your right to disconnect from work**.



1.

You can organise all **sync communications** (phone calls, meetings) **between 9:00 am and 1:00 pm and between 2:00 pm and 6:00 pm**, after checking for availability on the Outlook calendar

2.

Async communications (emails, messages) should be sent out during office hours as well. If they are not, don't expect fellow employees to respond immediately. The best option if you need to communicate outside working hours is to use the **delayed delivery option**

3.

Use the designated platform, **Microsoft Teams** for all communication and collaboration activities including **work chats, video chats and shared documents**





4.

Plan your **agenda** routinely, using the **Outlook calendar** tool

5.

If you use **instant messaging apps**, remember to set your **status to disconnected** when outside working time.

WORTH NOTING

Certain things will take some time to get used to, but don't worry – you will receive **regular feedback** from your seniors so that together you can foster a better work environment, boost motivation and maximize results, while **preserving everyone's work-life balance!**



EQUIPMENT: **Essentials to Prevent the Digital Divide**

To ensure that your performance does not suffer in remote work arrangements, make **use of the correct systems and devices** made available to you.



1.

Standard Smart Working equipment - such as laptop, headphones, mouse, smartphone - is at your disposal: you can request it using the **Self-Ticketing tool**

2.

You may **loan from the company additional equipment** such as a monitor, keyboard and video cable (free use and automatic renewal) – in this phase, priority is accorded to requests submitted by *“impiegati”* and *“funzionari”*

3.

Once you have the essential equipment, all you need is a performing and stable **fixed network connection**, which you need to **activate yourself** when in Smart Working mode.

WORTH NOTING

To support you with the costs incurred for Smart Working, the Company provides you with an annual allowance, as reported in our Company Agreement.



MEETING MANAGEMENT: Rules of Conduct for Smooth Interactions

Effective communication is at the heart of a successful meeting. With the new challenge of distance, it is more important than ever to **ensure smooth and clear communication** so you can be on the same page with the rest of the team members.



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1.

When you attend meetings remotely, please **elevate your standards of conduct** and make sure you are **free from distractions**. This includes being on time, dressing the part, avoiding background noises, or ensuring no other activities are going on at the same time

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2.

Plan meetings with an **optimal setting** that helps you reach the meeting's purpose and are **conducive to fruitful interactions** (e.g. set the agenda, prepare material and share it ahead of time with participants, stick to timing in terms of punctuality and duration of the meeting, etc.), remembering that, in terms of time allocation, "less is more", so try not to arrange meetings that last beyond 1 hour





3.

When you plan in-person meetings at the office, keep in mind that there could also be **virtual attendees**, so set up the meeting accordingly (with **hybrid-ready** audio/video and speakers)

4.

You can plan meetings and/or video conferences within the following **timeframes**:

- From **Mondays to Thursdays, 9:00 am to 6:00 pm**, excluding interval hours from 1:00 to 2:00 pm and/or other company intervals
- **Fridays from 9:00 am to 2:00 pm.**

WORTH NOTING

When planning meetings, try to place an interval of at least **10 minutes** between them so you may get up, stretch sore muscles, and get a drink or grab a snack, to “recharge your brain” and start the next round refreshed!

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HOLIDAY PLANNING: Workload Distribution for Easier Vacations

Operational continuity is a critical priority for the Company, but so is our people’s chance to rest and **take some needed time off to recharge**. Offering a greater amount of flexibility in regards to your time off from work falls under the efforts we make to ensure your wellbeing.



1.

If you wish to book **time off outside “standard breaks”** (e.g., August, Christmas) **discuss it with your manager**: if you can respect work priorities, deadlines, and the company closure calendar, there’s flexibility to accommodate your needs!

2.

Make sure to **give sufficient notice** of your desire to plan a vacation at an unusual time so changes to **deadlines and workloads** can be arranged accordingly.

WORTH NOTING

Planning your holidays collectively - getting your colleagues involved to cover for you in your absence, and offering to do the same for them when the time comes - can make it easier for **off-peak season vacations** to happen, without any work disruption, in accordance with the Company working calendar.



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WELLBEING: Balancing the Pros & Cons of Remote Working

Being healthier makes you not just happier, but also more engaged and productive at work. Remote working, while it has its upsides, can also have an **impact on your overall wellbeing**. Through the adoption of appropriate measures, we can support you even when apart and enhance your work experience.



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1.

We are currently working on expanding the **range of products/services available** to you on our **Welfare platform** for remote working. Check out what is already available and access the existing **wellbeing services** to make full use of the **benefits open to all employees**.

WORTH NOTING

Listening and reaching out to others is fundamental to helping us understand how we can make ourselves feel better, so let us know if there are **welfare solutions we haven't thought of yet** that we can implement, whether through internal resources or with the help of expert professionals in the field.



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THE MODERN OFFICE: Personal Space Becomes Shared Team Space

It is now clear that rigid, physical workspaces and productivity are no longer interdependent. The modern office is a **flexible space** that facilitates ease of communication while adhering to safety guidelines.



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During on-site days, you must remember to follow the **Non-Assigned Desk Policy**. This means you must **book your workstation in advance** using the dedicated Employee UP feature. The workstation booked depends on your function

2.

You can **book rooms** for numerous purposes such as, phone calls, meetings, etc.:

- If necessary, it is possible to book an **office for your individual use** as an alternative to a workstation in your function's area
- It is possible for you to book any **meeting room for team events** for the whole day, regardless of office floor or legal entity (always following the rules in place for the specific Company site)





3.

Respecting the **Clean Desk Policy**, you must ensure that your workstation has been **cleared of all your personal belongings**, documents, or other material so that it can be used by another colleague, once cleaned and sanitized

4.

Individual Lockers (registered via SAP) are at your disposal. They are usually positioned near the assigned organizational areas.

WORTH NOTING

After you have finished working, store your personal belongings within the **secure personal lockers** that have been installed in all Company sites

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TRAVEL MANAGEMENT: Charting a Safe Road Map for Business Trips

Competition and growth imperatives could necessitate a limited resumption of business travel, but its feasibility has been re-evaluated **based on its necessity, cost, and effect on the environment**, with an eye to **reducing both our carbon footprint and the impact on our bottom line.**



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1.

You are offered **flexibility in travel planning** but business trips' approval depends on their **purpose and value-added business impact**

2.

The team manager must authorize the **business trips** and related **access to Company premises** for their **team members**.

WORTH NOTING

Unpredictability will continue to be a fact of life in the foreseeable future, but one thing is certain: we will keep **safety and sustainability** at the heart of our travel decisions.



DISCLAIMER

This is a document for informational purposes only. It does not replace and/or supersede the provisions set in the Company Agreement. If there is any ambiguity, the Company Agreement and Company Policies in place shall prevail.

