



Our People

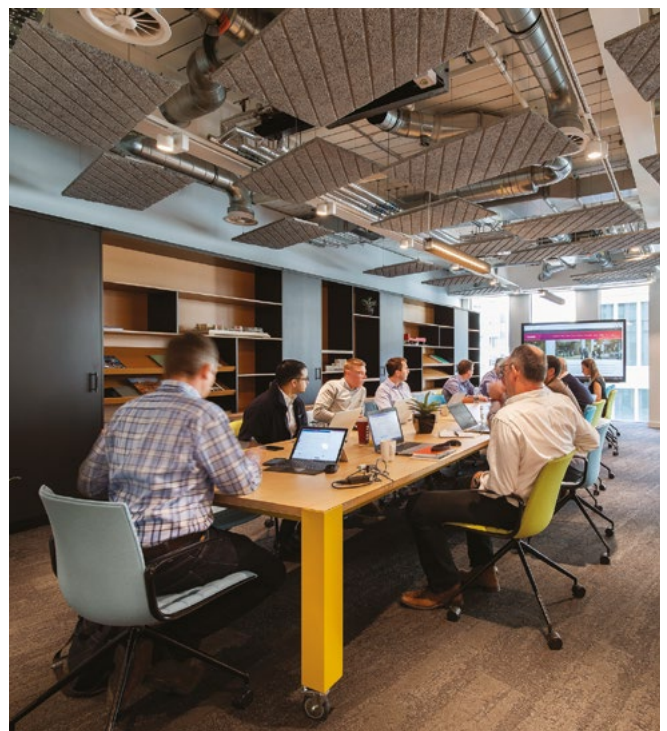
HB Reavis in the United Kingdom

A few years ago, we defined the ultimate purpose of all our business endeavours as ‘bringing remarkable experiences to people’s lives through real estate solutions’.

At the time, we mostly meant the people outside of our organisation – our tenants, customers, external partners, investors, neighbours and, of course, our end-user community. However, we also do this regarding our employees. Bringing remarkable experiences to our employees’ lives is one of our most important challenges for the coming years as well.

In recent years, we have implemented this concept into our daily lives. It supports the company’s vision and strategy and we have identified six core company mindsets, key elements of our corporate culture that have always been present and have made the business successful and a great place to be.

Many initiatives have helped us educate the whole organisation and embed these principles into our daily lives, the aim being to transform us into a trendsetting, successful and inclusive organisation that inspires other businesses in our industry, both in our geographical region and outside of it.



People Leadership Program

Our People Leadership Program (PLP), a performance and talent management framework that was implemented at the beginning of 2018 to the whole group, continues to play a crucial role in enabling the employee-focused experience of HB Reavis.

It has provided us with a common platform where employees and their people leaders agree on employees' job related and developmental aspirations, discuss feedback and steer the careers of employees in the desired directions. The main elements of the program, such as aspiration setting and holistic feedback processes, have already been implemented and are ongoing. The design of the talent management and succession planning modules has already begun and is to be implemented during 2019.

We are very proud that we can already see the impact of the program. Together with other strategic HR initiatives, it helps us build a culture of strength-based and constructive feedback in the organisation and cultivate and systematise the dialogue between employees and people leaders, thus very positively impacting the employees' experience and engagement. As we have already started measuring the impact of these and other similar initiatives on the engagement of our employees, in the near future we will even be able to quantify the positive impact of all of our people-focused initiatives.



Change management

In the field of change management, we focused on a number of important areas. In some of them, we continued to develop our work from the previous year, and with others, we started in 2018.

Our change management teams continued to work behind the scenes to make sure strategies were being properly executed, always using a data-driven approach when appropriate. The main focus was to help everyone understand our strategy. In 2018, we improved the communication of the strategy in order to be much closer to our people and to have the opportunity to better explain all the key components. To understand how communication works, we've established measurements to see if every employee understands 'what it means for me' and if it is reflected in teams' aspirations.

We also focused on mindsets and habits. Along with the move to our new office in Slovakia, we wanted to implement all the habits people consider important for themselves and the company. We focused heavily on the communication of those topics to people, either through workshops, in small groups or individually.

As part of that move, we also focused a lot on our project teams. We created project islands, a special area dedicated

to cross-functional project teamwork in order to enable teams to work closer together and to significantly increase their cooperation, alignment and performance. As we understand that physical space is crucial but not enough, we also worked hard on the improvement of related principles, roles, processes and routines. Now we have a project handbook in place that was co-created with the teams while respecting key changes and it was driven by the overall strategy. Research has shown that this has already significantly improved the alignment of the teams and helped focus their work on activities that add value. Going forward, we will focus on the broader implementation of this with the intention of ensuring the consistency of the project teams' work across the group.

Last but not least, we worked with different areas of the organisation to increase our operational capabilities: evaluating and redesigning routines, processes, tools and spaces to make us future proof.

Now, we're looking at several parts of our business - the integration of HubHub and Origameo into the development process and the redesign and development of asset and property management organisation so that they drive excellent customer experience and support our strategy in the long-term. All of that is being done in order to become better organised and more efficient in achieving our mission.



We advise our people leaders to consider various development tools and activities and use on-the-job training as much as possible. On that basis, we encourage and support our experienced people to take the opportunity to become teachers, trainers, coaches or mentors and take over the responsibility of the development of our people.

In this environment, we primarily want to focus on three key areas:

1. HB Reavis specific business positions (development, product design, leasing, property management)
2. HB Reavis specific know-how/knowledge
3. People leaders

At the end of 2018, we designed and piloted a leasing transformation program under the Academy umbrella. Ultimately, the leasing approach needs to reflect the change in the strategy towards user-centric solutions. As part of the transformation, in addition to upskilling, it was necessary to design a complex program that addressed various topics, such as client need identification and their understanding, our solutions and their design to address clients' needs, the involvement of product design experts and client service experts into the sale process, etc. Following the design stage, we organised a set of workshops for the leasing teams and are continuing with the ongoing assessment and development of our leasing teams.

Academy

People development has always been a crucial topic for HB Reavis and within the PLP it has become even more important. Consequently, in 2018, we launched the HB Reavis Academy (further only 'Academy') as a key building block of people development in HB Reavis. The Academy is more an environment than an institution. The Academy is a platform that equips people to grow their competence and shape the culture within the company to prepare it for current and future business challenges. It is a way we work and interact, with the primary aim being to support people in their growth to enable the company to achieve its objectives.

When doing so, we believe it is important for the Academy to reflect the following principles:

- The Academy reflects the strategy and values of HB Reavis. It helps to understand and apply them on the job.
- The Academy promotes ownership and an accountability mindset.
- The Academy is based on a mutual relationship – I take care of the company <-> the company takes care of me. Both of us care and contribute.
- Development activities initiated by the Academy bring added value, both to the participant and the company. Their purpose is to make a real difference in people's working lives and have a positive impact on the company's growth.



In autumn 2018, we also launched a set of PLP related workshops. The purpose of these was for people leaders to understand how their role is changing in relation to the activities and routines required from the People Leadership Program. This year, we will follow up with more specific activities which will enable people leaders to improve their knowledge in specific soft-skill areas.

The programs were warmly welcomed by a huge majority of our people. This also showed us how complex and demanding people development is and how important it is to embrace this complexity and work with it rather than against it. We are looking forward to facing these new challenges.