

# Our People

So much has happened that 2014 already seems like a long time ago. That was when we decided to transform HB Reavis from a 1990s-style real estate developer into what we believe is a cutting-edge company with a 21<sup>st</sup>-century mindset. Here's the story so far...

You remember the 1990s? If you don't, then try to visualise the funny haircuts, the huge shoulder pads, strange music and muscular movies. Everything was linked to success and status and those meant money; that is all that counted. So, set the scene with people living in Central Europe, just emerging from generations of communist rule, and discovering a pretty brutal, early capitalist environment, and you can probably imagine how it was - success was measured in terms of money earned and territory conquered. That was then. This is now. We have come a long way from those hazy days and have woken up to what could be even more important – working to create a company in which creativity, entrepreneurial spirit, community creation, human-centred management and interrelationships matter. Moreover, a place where success has a human scale and value and is not exclusively expressed in euros and cents.

We want, simply, to improve life for ourselves and the other people we are interacting with and we believe that we can earn money by doing that. Basically, we want to be an organization that knows both the price and the value of everything.

Since we took that decision, we have moved closer to our goal with every successive year. In some years, we only managed small steps; in others we made leaps and bounds. And 2016 was memorable for a lot of reasons. We really pushed this transformation and change in mindset very hard. Throughout our now international organisation, we launched a massive effort to establish our culture. 'Building the Future' is the rather prosaic title of what is truly a powerful push, heavily supported by the introduction of a new way to manage what is known as the employee life cycle, the 'People Leadership Program'.

## Building the Future

At HB Reavis, we believe we are both visionary and pragmatic. That is why our 'Building the Future' activities are both far-sighted and focused. The program comprises a series of events created initially and specifically for leaders, important professionals and decision-makers in the organization. The idea is to show them the potential of our envisaged culture, how it can be achieved and what it means for each person's role and responsibilities. Essentially, it is a 'how-to' guide to embedding a new culture, vision, strategy and set of values. We drove the initial implementation through a series of workshops and conferences. The feedback has proved invaluable and collected lots of ideas and input. These became the backbone for our new priorities and strategic initiatives.



## TEDx in Barcelona

The next step was to launch this program to the whole organization. We decided Barcelona would be a great place to do that. And that a TEDx event would be the ideal way to do it. For those who are unfamiliar with the TEDx process, it is a process that helps 'communities' to spark conversation and connections ([www.ted.com](http://www.ted.com)). It certainly worked for us. Once we identified the topics – cultural change, vision, our story and innovations - we linked to the transformation we are in the process of making. We invited three real estate professionals to join three of our own top people as speakers. They were all brilliant. And our Barcelona trip proved an unforgettable experience. People are still talking about it in the hallways and the coffee corners. The ideas we developed there have also become part of HB Reavis-speak, a language we all know intimately and fluently. We talk about 'Before and after TEDx in Barcelona'.

### People Leadership Program

Like many other companies, the tradition at HB Reavis is to check employee engagement and satisfaction on a fairly regularly basis. Usually every two years. In 2016, we brought in AON Hewitt to do our Employee Satisfaction Survey. Feedback was constructive and we were able to identify several areas where we need to do more. The main feedback was primarily linked to improvements to our people's lifecycle management, such as onboarding, recognition and performance management. So, in response, we launched the strategic People Leadership Program. As stated above, our vision is to pull the human/people element to the centre of what we do. The PLP is designed to get us there. By implementing it for all our people, we aim to move the whole Group to a modern 21<sup>st</sup> century organization by creating an agile project management style, supporting extraordinary ideas, performance and holistic thinking, as well as establishing an adaptive organization. Unfortunately, to give an indication of the intensity and effort involved in the program, we still have to use 1990s style numbers. We have almost 35 leaders and professionals working on this as well as external and professional services delivered by a McKinsey team. We expect initial results in 2017.

### The new office in Bratislava

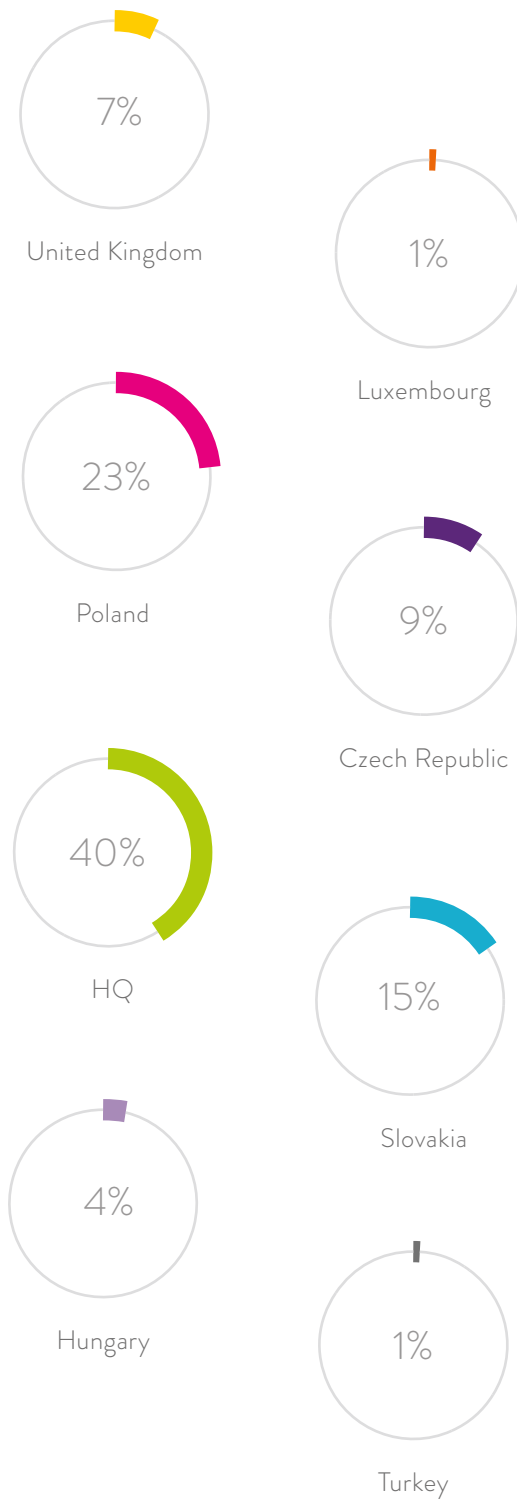
HB Reavis began life 24 years ago in Bratislava, Slovakia. Now, this is the location for both our Slovak operations and HQ that serves as a support centre for the whole Group. At present, we are getting ready to move into new premises. This gave us a perfect opportunity to put not only some of our innovative ideas into practice but also to visualise our change and transformation processes in physical spaces – our own offices. We put together teams from our Origameo and HubHub departments with architects from Gensler London and an Austrian cognitive scientist from Living Core Company. They conducted several surveys that describe our working habits, routines and desires. Then, the teams used the survey outcomes to scope a project that would link results to our change management and communication. Our HQ and Slovak office are scheduled to move at the end of 2017. So, we have something of a challenge ahead of us as we make the move to a more agile, adaptable and interactive team that looks further than its own area of expertise. Our offices will need to reflect our thinking and working. They will need to be more flexible, more digital, more effective in time management, more open-minded.

**A challenge?**

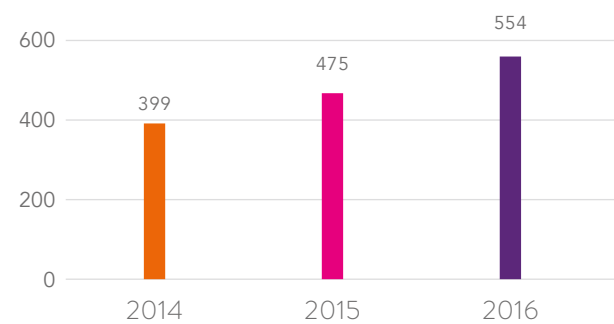
**Yes.**

**But it is a challenge we are more than ready for.**

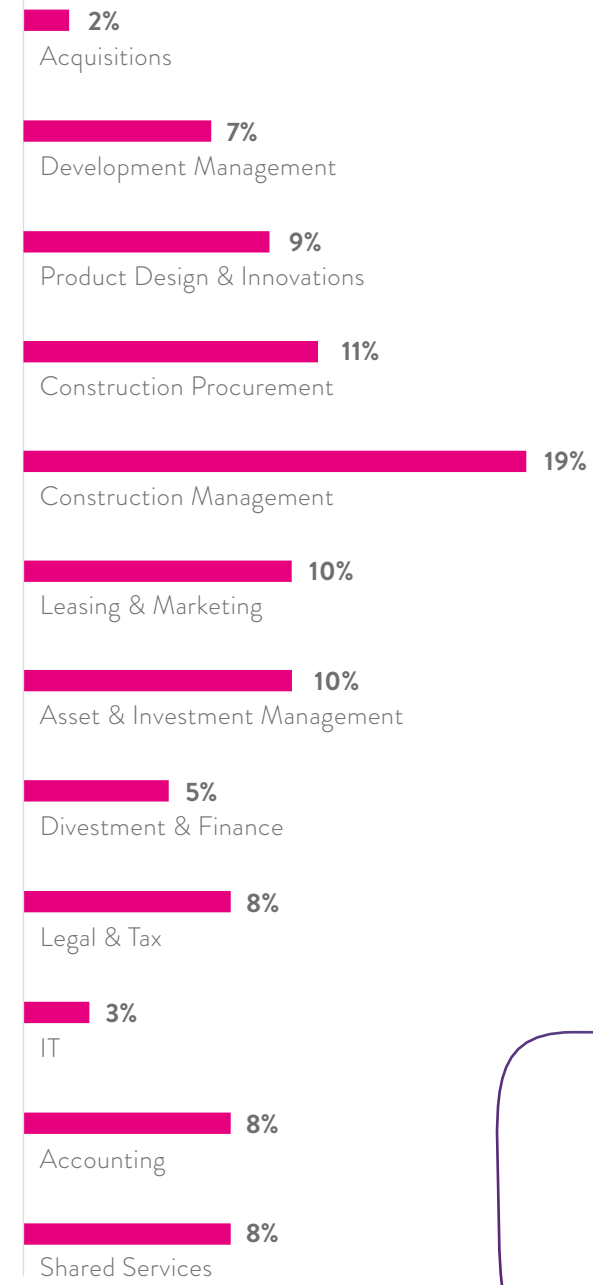
Headcount 2016 by country



Team members



Headcount 2016 by profession



Years with the company

