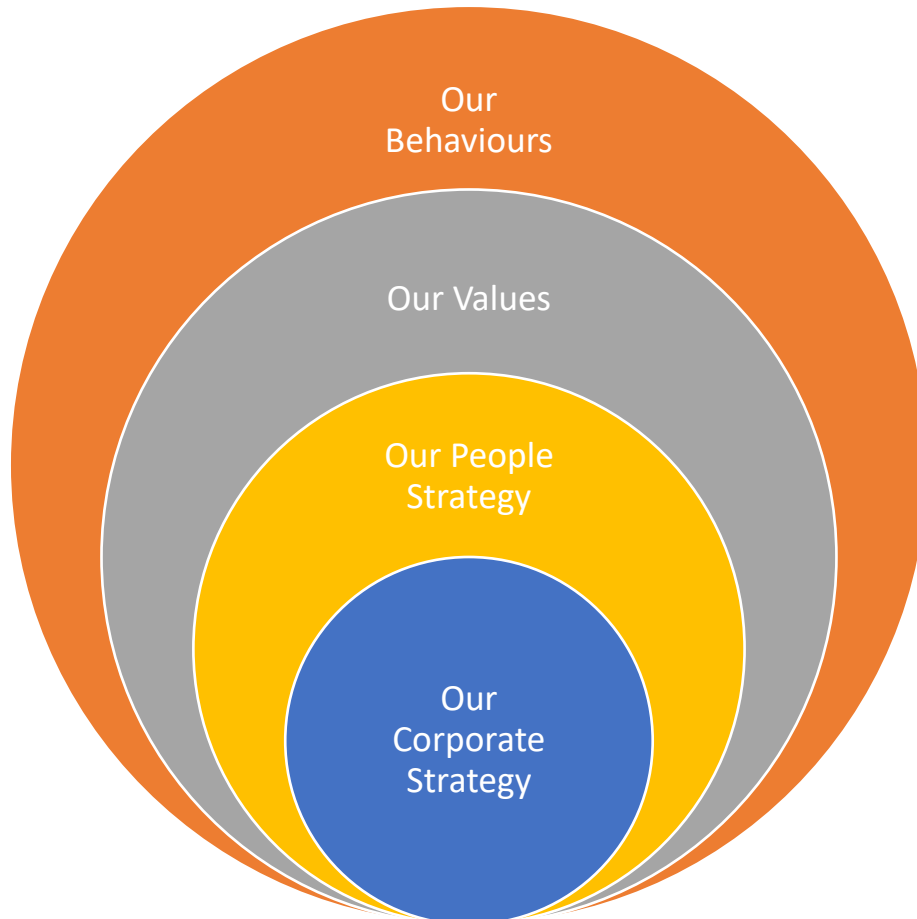


CREATING A SMARTER OCEAN

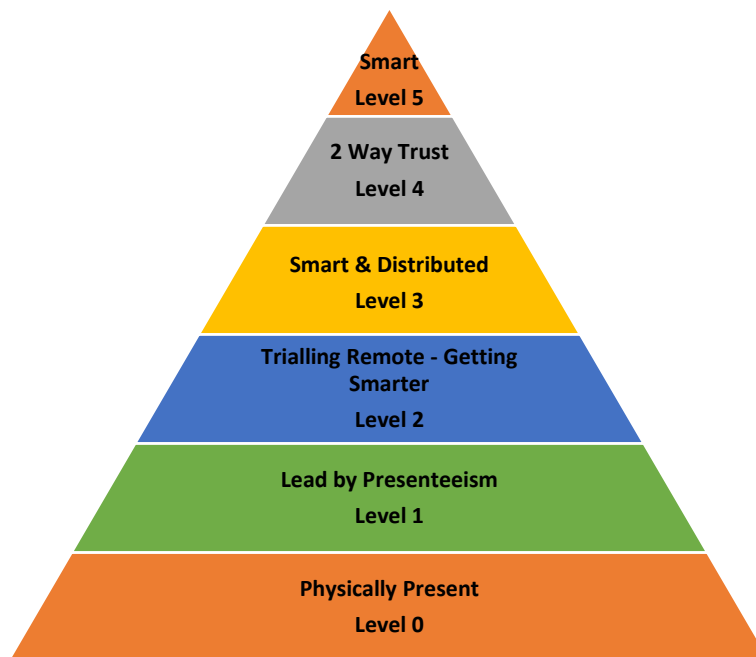
“Work is what we do, not where we go”



This means that together we will:

- **Be trusted and confident to work smartly and deliver results**
- **Collaborate and communicate in an agile way, reducing our impact on the environment.**
- **Develop ourselves and our colleague's potential and be proud to be brave and do things differently**
- **Live Ocean's values and behaviours and always 'do the right thing'**

Creating a Smarter Ocean – Understanding Where we are



Level Zero

- Roles which require physical presence to do their work, trades/site based roles: Site Managers/Supervisors; Masons; Carpenters; Electricians and Plumbers
- Managers managing time and work, monitoring performance and attendance
- These roles could include smart options such as part time hours; job share; compressed hours; flexible start & finish times; shifts, all to match customer/tenant demand

Level One

- Roles which fit a traditional Monday – Friday, 9-5 model of work based in the office, mainly working on computer systems and phones
- Management by close face to face supervision, monitoring work by presenteeism
- These roles could include smart options such as part time hours; job share; compressed hours; flexible start & finish times; shifts, all to match customer/tenant demand

Level Two

- Roles which are new to working smartly, agile & remote wherever is best to meet the needs of customers/business/staff. Some

office, some work hubs, some customer locations, some client locations; some car/van; some site; some coffee shops; some home.

- Using basic technology to facilitate smart working e.g. mobile devices/phones; remote log-in; communication tools such as zoom; whatsapp; email
- Management trusting staff to get the job done, without the need to be in the same place, but needing to develop systems to effectively manage a dispersed workforce with effective communication and performance management tools
- These roles could include smart options such as part time hours; job share; compressed hours; flexible start & finish times; shifts, all to match customer/tenant demand

Level Three

- Roles which are established smart, agile, remote workers, working wherever best supports needs of the customer/business and staff.
- Using sophisticated secure cloud based technology to facilitate communication and culture, such as Office 365, virtual training
- Standard remote working tech packs issued to all staff to work anywhere
- Leaders will be skilled to manage dispersed teams, whilst maintaining culture, communication, performance and emotionally intelligent leadership able to motivate a remote team
- These roles will have a range of smart options and contractual Terms & Conditions designed to match customer/tenant/business needs

Level Four

- Roles which are working smartly, agile and distributed, working in a variety of locations, contracts and hours to meet the business needs and to attract a wider talent pool of remote workers which ensures the business becomes more inclusive and diverse.
- Technology automates many menial tasks and is used successfully in the business to drive performance and is pro-actively kept up-to-date and constantly being developed to support future business needs

- Leaders who have a highly developed and sophisticated understanding of the individual motivations of their teams and performance is based on outcomes
- Flexible contracts to meet the needs of a diverse workforce

Level Five

- Colleagues working in a dynamic, diversely blended and organic way, agile and able to quickly flex to changing social norms and customer needs with innovation and customer focus
- Highly sophisticated and automated technology analyses business performance and drives business success
- Leaders who know work happens in brains, not offices and enable staff to thrive in the dynamic work environment and are free for creative thinking and strategic future gazing.
- Dynamic contracts designed to attract and support top talent

Creating a Smarter Ocean – the Maturity Journey

