

# PERSONNEL & ORGANISATION

## Next phase, new organisational structure

NSI has a lean and mean organisation in place, aligned with its focused strategy. Now that our significant transformation process has largely been completed, both from a portfolio and an organisational perspective, NSI is increasing its focus on services, development and other value-add initiatives. This is reflected in our revised organisational structure.

As of 1 May 2020 the organisation has been headed by a two-man board consisting of the CEO and CFO and supported by a newly formed management team. By installing a management team, NSI aims to intensify the degree of collaboration, alignment and communication and foster team dynamics throughout the organisation. The disciplines represented in the management team are Portfolio

Management, Transaction Management, Project Development and Finance & Control.

In 2020 NSI reshaped part of its HNK team into a Customer Excellence team that serves the entire portfolio in order to put the customer experience even more at the forefront of its operations, to better utilise data-driven insights and to further shape Space as a Service propositions. Furthermore, NSI has expanded the Development team in line with the capacity and skills required to advance the development pipeline.

NSI is characterised by decentralised responsibilities, allowing the organisation to operate efficiently and empowering individuals to develop in their role, supported by a robust IT infrastructure and effective management information systems.

## ORGANISATIONAL STRUCTURE



The number of employees (headcount) increased to 55 at 31 December 2020 (2019: 47), since the hosts (10) of several HNK properties have been included in NSI's workforce as from 1 January 2020.

For the company's legal structure please refer to 'The principles of consolidation' on page 87:

### **Covid-19 – prioritising health & well-being even more**

The health and well-being of our people has always been a priority but it became even more important due to the Covid-19 pandemic. Ever since Covid-19 began impacting our business in March we have responded quickly to ensure our employees and customers continue to be supported and our business remains resilient. In order to be prepared for expected government measures, we ran a pilot to test our working-from-home facilities (in particular our IT systems) prior to the first lockdown. As it turned out, the Netherlands went into its first lockdown only a few days later.

We proved to be ready and well-equipped to deal with the technical requirements of working from home. Subsequently we responded quickly by establishing teams to support employees and customers while safeguarding their health and wellbeing as much as possible during the pandemic. Employees were given the opportunity to order office equipment, which could be largely sourced from second-hand inhouse office inventory, to set up their home workplace the same as in the office, including a desk, a desk chair and a computer screen.

Our Management Board and Management Team provided extra levels of communication via frequent video meetings, emails and regular telephone and video conferences ensuring that every employee had some form of regular daily interaction with others. Also, coaching sessions were held outdoors for those who appreciated face-to-face meetings.

Ensuring that everyone felt connected, engaged and seen by means of social online events was equally as important. Furthermore, employees were rewarded with several small gestures to keep their spirits up during the lockdown periods (see case on page 52), including vouchers for a takeaway dinner and healthy snacks, which NSI tried to source from its regular or local suppliers to support their businesses at the same time. NSI also provided online fitness workouts in which employees were encouraged to participate.

Management closely monitored the work-life balance of staff during this unprecedented period. Many employees had to juggle home-schooling and work commitments when the schools and nurseries were closed. As also embedded in NSI's culture, employees have a great deal of flexibility with regard to how they perform their tasks. Providing this flexibility was particularly instrumental during these lockdown periods.

When the first lockdown measures were slightly eased during the summer months, employees were still encouraged to continue to work from home, as much as possible, to take our corporate responsibility and minimise the risk of spreading the virus.

All in all we proved that not only our business was resilient, but also our culture and mindset were well-equipped to deal with this disruptive situation.

## **NSI CULTURE AND MINDSET**

**NSI is a progressive Dutch real estate company always on the look-out for opportunities in a competitive and changing environment. We embrace change because our strong culture and core values provide us with a stable foundation that instils confidence in the future.**

### **We are transparent**

We recognise that mutual trust can only really exist in an environment of openness, clear communication and consistent actions. Our success as a long-term investor hinges on us gaining and maintaining the trust of all stakeholders and we constantly focus on this.

### **We are disciplined**

Our internal and external procedures are befitting of a small and flexible organisation. The procedures provide clarity on how we act and operate. We only make promises we can keep.

### **We take responsibility**

Our intrinsic motivation at NSI is to always do the right thing. We recognise and fully embrace the high level of responsibility that rests upon our shoulders as a publicly-listed company. As employees we are fully aware of the need to support our customers, colleagues and other stakeholders and we treat them with the utmost respect. We acknowledge and correct any mistakes we make and we learn from them.

### **We think in terms of opportunities**

We have a positive mindset and are always seeking solutions and new opportunities. This makes us versatile and enables us to add value for our customers, whilst we continue to develop ourselves. We will always address the risks associated with an opportunity to come up with well-considered solutions.

### **We like to keep it simple**

Complexity often confuses, creates uncertainty, a fuzzy demarcation of responsibilities and generally results in slow-downs and delays which in turn lead to inefficiency and high costs. We take decisions after thorough and substantiated deliberation, making sure our choice of structure, process and responsibilities are as clear and concise as possible for us and our stakeholders.

### **We are here to stay**

Our focus at NSI is on sustainability and the long term, both when it comes to the relationship with our customer, the perspective of the building, the location and the ever changing needs of users, and, but also with regard to the structure of our organisation and the interests of our shareholders. We are fully aware of short-term interests but will always favour the long term.

**NSI culture and mindset**

NSI has an open and inclusive culture in which diversity is considered to be an added value.

NSI aims to be a transparent, disciplined, responsible organisation that thinks in terms of opportunities. Furthermore, we like to keep it simple. We have clearly defined our core values, as can be found on page 49.

Adhering to these core values will help NSI realise the full potential of its employees, shareholder investments and assets it acquires and operates. NSI incorporates these core values into its organisation and processes by hiring the best talent and by holding itself to the highest standards in an atmosphere of dedicated hard work, team spirit and fun.

NSI encourages its employees to give feedback and urges the whole organisation to actively contribute to our ambition of becoming the leading office property specialist in the Netherlands.

Safeguarding our corporate culture has management’s ongoing attention and is consistently a significant point of attention in internal meetings. Our ability to live up to these core values is included in our assessment and appraisal methodology and discussed in regular and year-end reviews. Moreover, our core values are integrated in job descriptions and NSI has an onboarding programme in place to familiarise new hires with the company’s cultural values.

Although the regular two-day team-building programme was cancelled due to Covid-19, several online events were hosted geared at fostering our corporate culture while simultaneously sharing knowledge and having fun.

**Healthy workplace**

The health and well-being of our employees and tenants is also one of the important pillars of NSI’s sustainability strategy. NSI aims to create a healthy, inspiring and flexible working environment to ensure the well-being of its employees. The sickness rate at NSI decreased to 3.1% in 2020 (2019: 3.3%). Sadly one of our colleagues passed away in 2020.

NSI’s efforts and ambitions in this respect are reported in more detail in the ESG chapter on page 57.

**Employee satisfaction**

Employee surveys are a strong tool used to track the actual and perceived well-being of employees. Given the specific situation in 2020 and to be able to understand what lessons could be learned from it, NSI decided to conduct a working-from-home survey instead of the regular employee satisfaction survey. The survey revealed that employees generally feel even more engaged and connected thanks to the efforts of the entire NSI team and the intensified level of communications to keep everyone on board. On the other hand, employees experienced less effectiveness in interaction in meetings and in particular in teambuilding events. The majority of employees said they would prefer to continue to work from home part-time once all Covid-19 restrictions have been lifted. In February 2021, the survey will be iterated to assess if, and how, the length of the lock-down, and consequently the necessity to work from home, impacts the outcome of the survey and thus employee satisfaction.

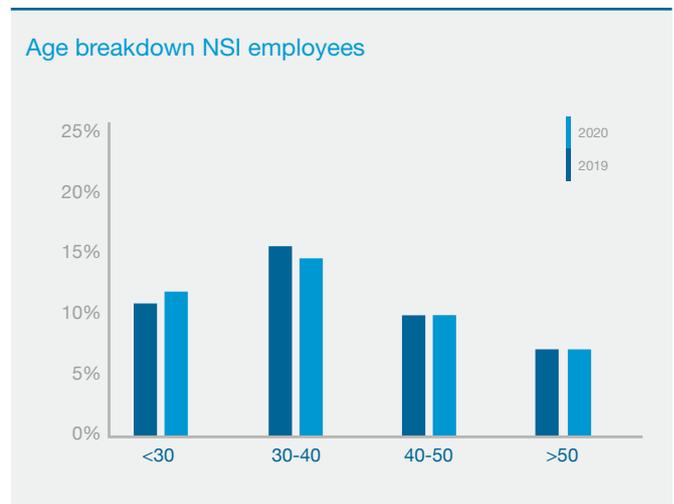
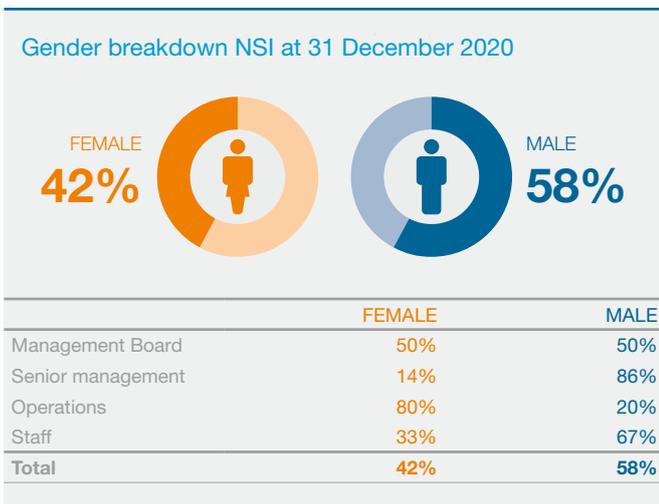
**Training and development**

With responsibility as one of our core values, it is important that we provide all our employees with ample training and development opportunities. As part of our strong commitment to attracting and retaining the very best talent, we encourage employees to take externally recognised courses by granting annual individual training budgets, making NSI a great place to work.

The Head of HR engages with each individual employee to discuss their personal development plan and ambition level. In 2020 there was a greater need for training which NSI anticipated by offering a wide range of e-learning modules. A specific focus for management has been on coaching skills. At the same time many training programmes in which NSI usually participates were paused or partially cancelled due to Covid-19. However, several employees started (external) education courses, among others in the field of data analytics, project management and real estate management. On balance, employees spent more hours on training than in an average year.

Knowledge sharing through expert sessions is normally also part of the regular learning and development cycle. These initiatives have been largely continued online.

Due to the pandemic the second group of trainees of NSI’s Young Talent Programme fast-tracked their traineeship in 2020. NSI decided to not enrol a new trainee class for 2021, as we anticipate a lack of sufficient appropriate starting positions within NSI at this moment



# NSI TEAM



## STAFF ENGAGEMENT INITIATIVES

**NSI surprised its staff working from home on several occasions to show our solidarity and ensure they stayed involved, healthy and motivated.**

**A**fter enabling them to set up a workstation at home similar to the one they have at the office, NSI sent them a work-from-home package with a range of extra things to make working from home more pleasant. Every initiative taken by NSI was focused on supporting small local businesses or preferred suppliers. For example, staff received a fruit and vegetable care package from our preferred fruit supplier who would normally deliver fruit to head office.

### Support for the hospitality sector

In May all staff received a voucher they could use to order a takeaway meal from a local restaurant. Sharing photos of dining at home with families or friends brought about a great deal of fun and connection. This initiative enabled us to pull together and support restaurants. Also in December, instead of our annual Christmas dinner staff received a voucher to order a Christmas dinner for their family from their favourite local restaurant.

In the autumn, to celebrate our five-star GRESB rating all staff received a voucher for a one-night stay at a Hilton hotel (in the Netherlands) of their choice (Hilton being our partner for the 'NSI After Summer Event', which was cancelled this year due to Covid-19 restrictions).

### Promoting a sense of togetherness

Several online events were organised to promote a sense of togetherness. The Lunch & Learn sessions were packed with content – often featuring guest speakers – in which topical issues were discussed such as the working from home / working at the office results of the Leesman Index. Regular Teams meetings were arranged for all staff members to update each other on the state of affairs, and for departments to present ongoing projects. Friday afternoon drinks was a regular online feature that included a property quiz, a home drinks hamper or a singer performing. To encourage staff to stay in shape, everyone was sent a yoga mat and a personal trainer provided a series of workouts via Teams. These workouts with a personal trainer will continue in 2021 due to the extended lockdown.

In 2020 the regular employee satisfaction survey was replaced by the working-from-home survey. The survey revealed that employees generally felt even more engaged and connected thanks to all the initiatives and efforts of the whole NSI team and the intensified level of communications to keep everyone on board.

