



## RWE GBS HR


# Journey to efficient HR shared services operations

Oliver Henrichs, GPO HR, RWE  
Hendrik Schmahl, Director, Deloitte  
Linda Gross, Senior Manager, Deloitte



# RWE today: Leading positions in core markets\*

\* Market positions of the RWE Group in terms of sales, 2013.



**No. 1**  
in the German  
electricity market and  
in the East gas market



**No. 3**  
in the German  
gas market



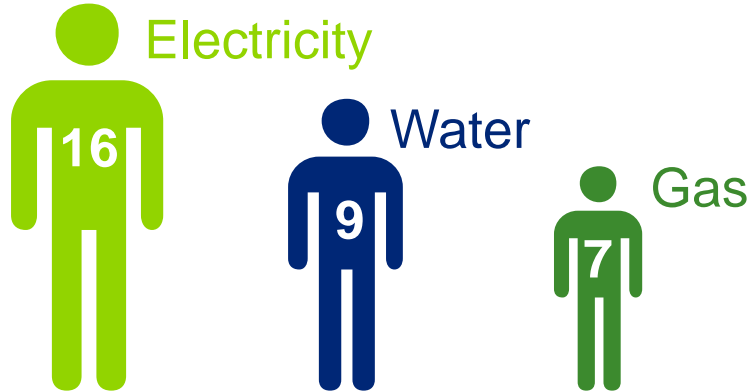
**No. 4**  
in the UK  
RWE nPower  
electricity and  
No. 5 in the  
gas market



**No. 2**  
in the Dutch  
electricity market  
and gas market

# RWE today: Facts & Figures as of 31 December 2013

## RWE's customers in million



## RWE's key figures in € Mio.



## Characteristics of the energy & gas industry

- Renewable Production
- Virtual Power Plants
- Energy Efficiency
- Financial Regulation

# Initial Situation of the HR Journey

Lack of focus on an overall HR Model and a missing group wide HR Strategy were the starting point of the “HR Evolution Program”

## Start of 2013 – Initial Situation

### ...for the RWE Group

- Ongoing economic pressure on the RWE Group in the German and European market
- High and increasing expectations on the support functions to add value for the change
- Requirements set to HR to provide support to the business units in their change management and efficiency programs

### ...for HR

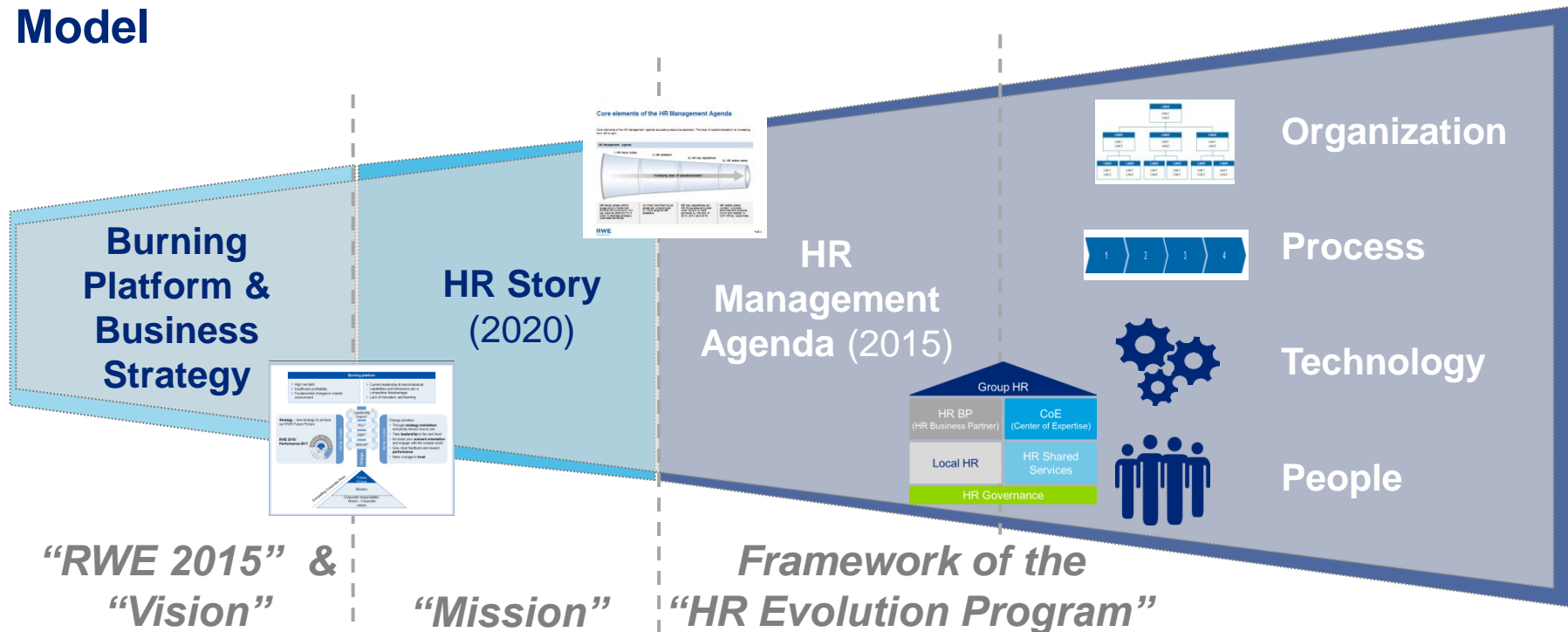
- Independent and heterogeneous HR structures and focus areas in the business units
- Different initial situations of HR model in Germany, in the UK and in the Netherlands
- Moving from an HR SSC and GBS project to an holistic HR program - based on feasibility study, the focus was on initialization an HR SSC in a multi-tower environment

### ...in the context

- High cost pressure on the supporting functions including HR
- Initial steps focus on HR SSC only without considering an holistic view of all HR functions and roles
- Demand to define a group-wide HR strategy and to move to an holistic HR program

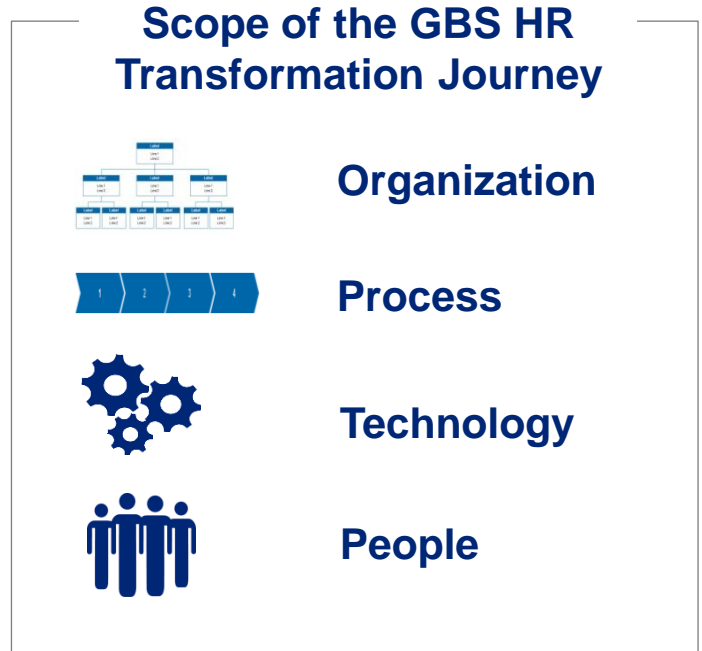
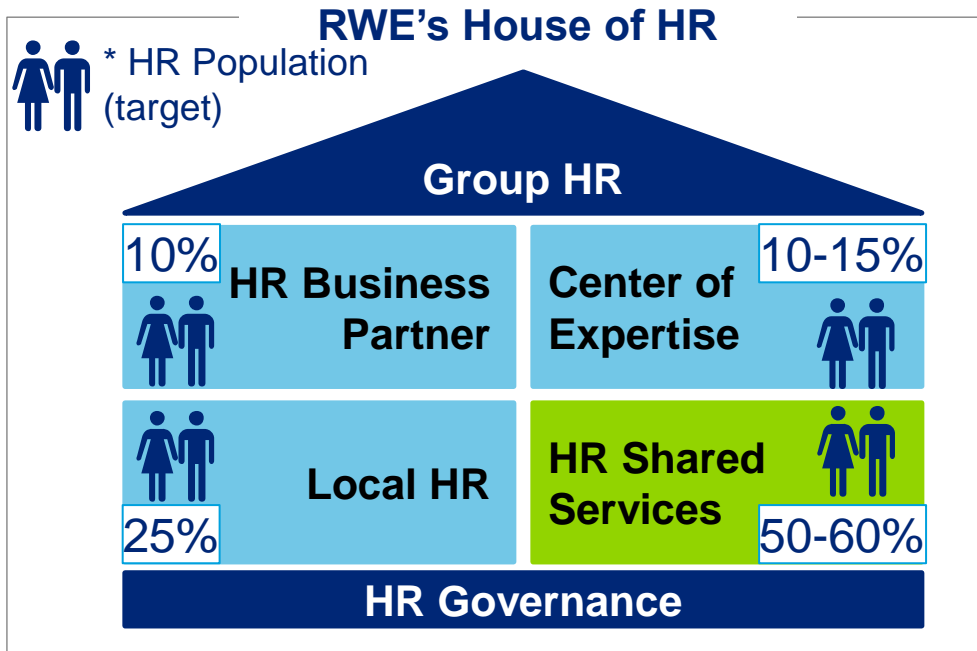
# Framework of the HR Journey

The HR Evolution Program encompassed a holistic transformation starting from the HR Strategy to the implementation of an overall HR Model



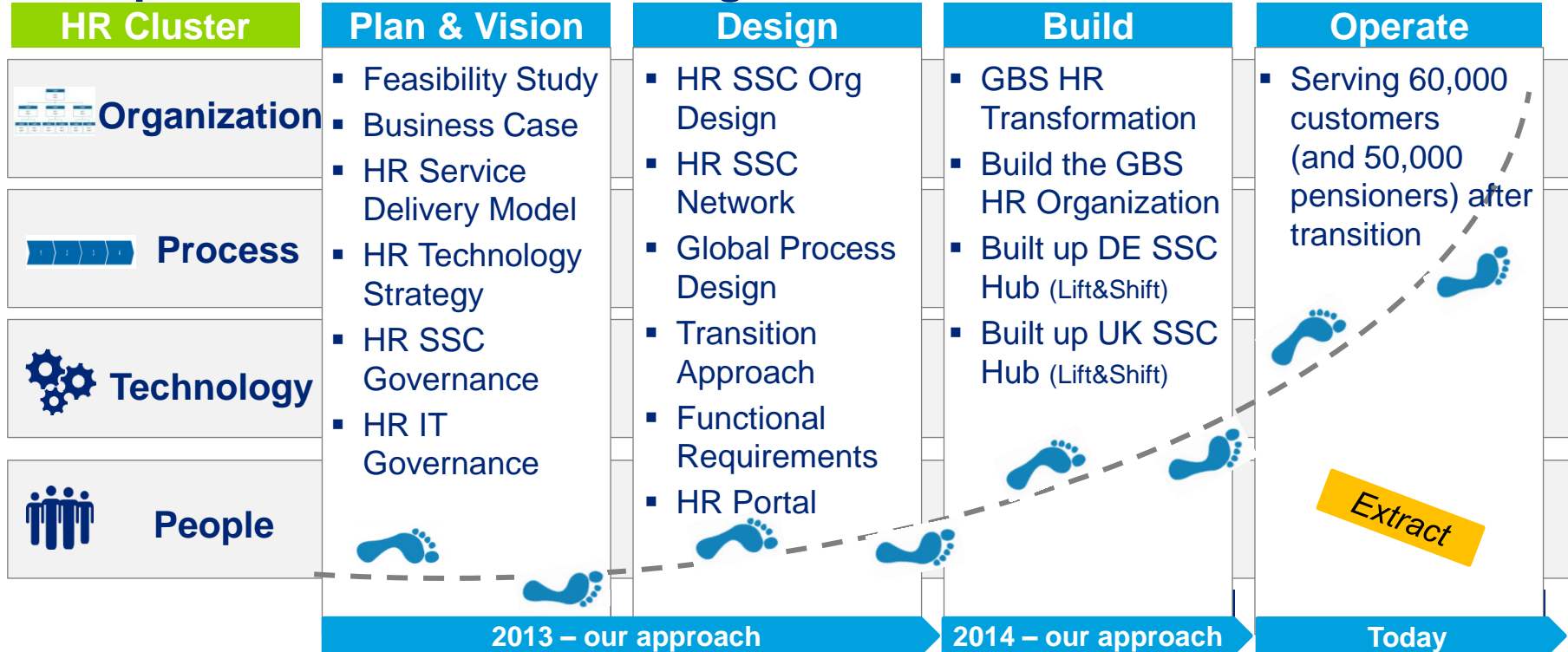
# Embedment of the GBS HR

The GBS HR is an integrated part of the HR Journey and an essential building block within RWE's House of HR and focussed on four defined HR Cluster during the HR Transformation Journey



# Journey of the GBS HR

The GBS HR transformation journey was divided into four phases – each phase was structured along the HR Clusters



# Journey of the GBS HR – What did we do so far?

The GBS HR transformation journey was divided into four phases – each phase structured along the HR Clusters

**150 to-be processes**  
designed within **3 months** up to level 5

**30 workshops with 70 RWE experts**  
involved in process **design** from all over Europe

**900+ HR employees**  
transferred during transition into new roles

**Involvement of all stakeholder groups**  
including workers council

**7 months of transition phase**

**Gathered, validated and agreed on multiple requirements for CoE, IT, Reporting and Portal**

2013 – our approach

2014 – our approach

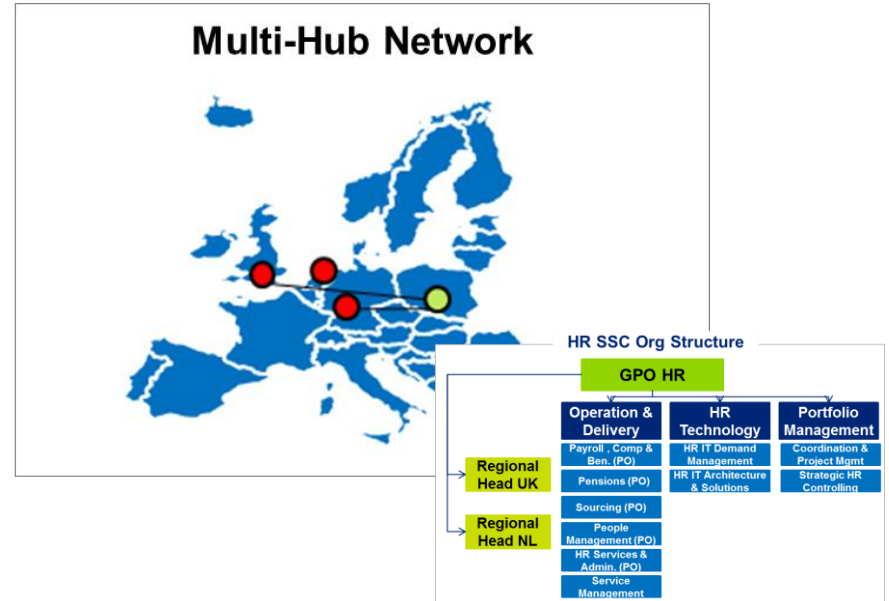
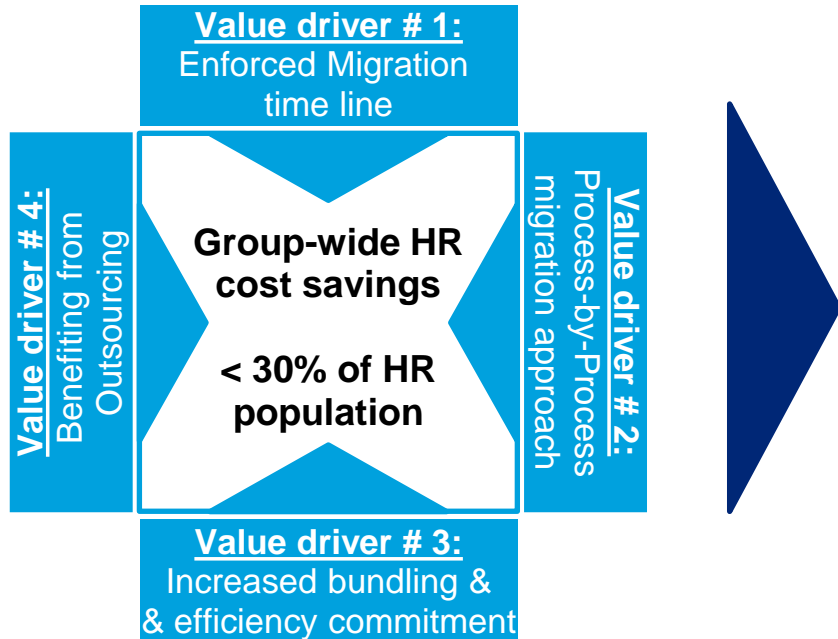
Today



# HR Shared Services Network

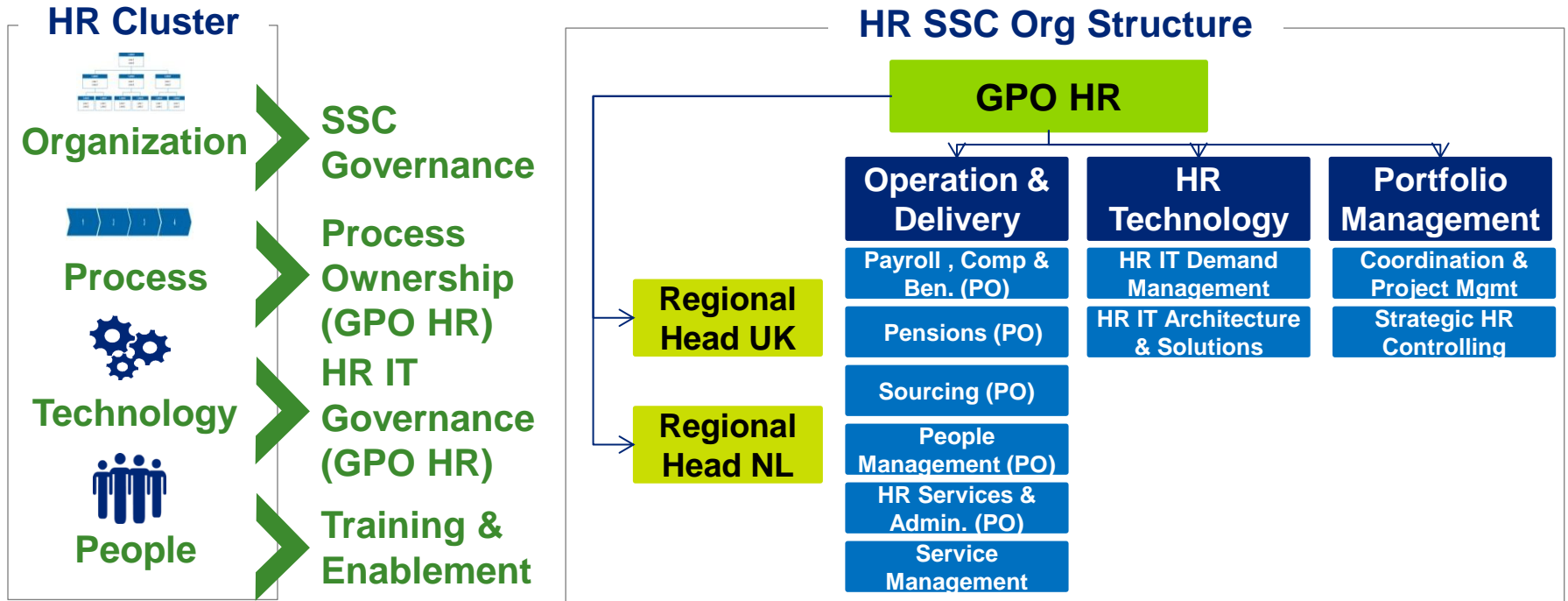
The aspiration level of the Business Case and RWE's regional structure / culture led to the HR SSC Network

The Migration approach enables the set up of the HR SSC network



# HR SSC Network Design

The ShS Network Design followed a holistic approach and reflected the European Governance structure



# HR SSC Org & Governance Design

## Sharing experience along our GBS HR journey...

### What are we proud of?

- Detailed To-Be process design phase in less than a year
- Continuous, comprehensive management of all stakeholders
- Management of co-determination
- Smooth transition of OpCo go-live
- Agreed approach of all roles in the former HR model
- Alignment of all new HR roles

### What are typical pitfalls you should be aware of?

- Strive for continuous and sustainable communication and change management
- Strive for transparency
- Communication to the HR community on the process to lay off people
- Obtain strong support and buy in from Top Executive Level

... and what are your thoughts/experiences?



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