

Implementation of hybrid and remote work guidelines

Information on the Case Study

Organisation: Repsol

Size: 24 099 employees

Location: Madrid, Spain

Sector: Energy

Operational Context

Repsol is a global and integrated energy company, based on innovation, efficiency and respect, creating value for the progress of society in a sustainable way. Digitalisation and technology play a fundamental role in meeting Repsol's goal of zero net emissions by 2050. In addition, the company uses digital technologies such as artificial intelligence, robotic process automation (RPA), cloud solutions and advanced data analytics.

The Problem/Opportunity

Problem: Repsol is a very diverse global company, with people in different countries and core business activities based on industrial operations. The biggest challenge was to implement coherent hybrid and remote work guidelines taking into account employees whose work must be face-to-face and those who are constantly moving and travelling. Another challenge was cybersecurity awareness for all employees, suppliers and third parties, mainly during the pandemic. Repsol had the means to manage these risks that existed previously, but it was necessary to reinforce security measures.

Opportunity: Since 2008, Repsol's employees, whose functions allowed it, have been able to telework. In 2019, they started with a first piece of the Repsol Work Model. In 2020, with the pandemic, their hybrid work model was ready to be implemented without disruption.

What Was Done

1. Digital Workplace deployment:

Action: The Digital Workplace is a joint effort between the General Directorate of Organisational People and the Directorate of Information Technologies and Digitalisation, as well as Asset Management.

Examples: Flexible teleworking maximises technology adoption and reached close to 100%. Next, they focused on working on the employee experience around teamwork, mobility, efficient collaboration and meetings, among others. To this end, a change management network was developed, in addition to the automation of processes by employees and the creation of almost 500 apps generated. With the Repsol Work Model, it has been possible to reduce the time spent in meetings and increase the one-to-one time of each employee with

their manager, in order to be more efficient daily and reduce the generalised situation of excessive unproductive meetings.

2. Strengths in cybersecurity and the cloud

Action: Communication focused on making employees aware of the increase in cybersecurity threats.

Examples: The company reinforced both technical and safe behaviour training, although they had already been tested for 15 years. The prior adaptation of its cybersecurity systems and the movement of services and computing to the “cloud”, in which Repsol was advanced, were bases of strength to face remote work on a massive scale. Since 2017, strategies were already being proposed that prioritised security schemes around identity, the access device and the data, regardless of where they resided and where they were accessed from. Protocols for detecting and monitoring potential incidents, digital surveillance services were reinforced, and some services and infrastructure were resized and adapted to accommodate the change in scale.

3. Foster diversity

Plan: Inclusion of different social groups

Examples: Since 2020, Repsol has a group of volunteers working for LGBTQ+ equality in the workplace, creating a safe space that contributes to attracting and retaining talent, guaranteeing the well-being of people in the company and equal opportunities regardless of their sex, gender, orientation or sexual identity, in any area and location of the company.

Outcomes

1. Flexible teleworking modality:

Outcome: Repsol have had a change management network of more than 300 people in all countries and regions and in terms of automation, and it have more than 2 000 makers, almost 20 000 processes automated by employees and nearly 500 apps generated.

Evidence: more than 6 000 people who enjoy flexibility after a cultural change, constant awareness and measures focused on cybersecurity and the use of the cloud that make it possible with notable success.

2. Maximises technology adoption:

Outcome: The model that combines face-to-face and remote working responds very well to the needs of individual workers, teams, and the organisation. This always depends on factors such as the level of maturity of a team, the moment in the life cycle of a project or product, its type of work and the task to be undertaken.

Evidence: almost 100% of its workers have adopted technology tools.

3. Wellbeing that attracts talent:

Outcome: Repsol people recognise the value of this way of working, which is a key element in attracting the best talent, because work-life balance, flexibility and well-being are actively prioritised. The company listens, adapts and anticipates social and work realities.

Evidence: The most positive thing about the experience is the assessment that employees make of the work model. Satisfaction levels of almost 90% were reached. The support of the unions has also been obtained.