



## Preparing our people for the future world of work

To remain competitive in a rapidly evolving environment, we need to continually review our operating models. We're automating certain processes, encouraging clients to use digital rather than face-to-face channels, and making greater use of artificial intelligence (AI) and machine learning to deliver enhanced value to our customers. We've had a lot of success in pilot projects, including regulatory reporting on forex transactions, and large parts of the process of extending further credit to existing business clients.

These changes will impact the size of our workforce and the kind of skills we need, as well as how we engage with our current and potential clients. During 2018, we identified a need for the creation of new capabilities and roles within IT, which includes cloud engineering, data science and analytics, cybersecurity, and APIs. This will create 180 new-generation IT positions within the bank. However, it has also resulted in the loss of some existing positions, mainly at manager and executive level. Some of those affected are retraining to step into new positions, some are moving into other parts of the bank, and some have found alternative employment.

While we are optimistic about the potential for AI to vastly improve efficiency and productivity for particular processes, we remain a people-centred business, committed to serving our customers with empathy, and developing and delivering solutions based on individual needs and circumstances. We're working with our employees to help them develop the skills and capabilities they'll need as the world of work changes. Examples of programmes delivered in 2018 included empowering our employees in operational roles to become automation champions, equipping our people with the ability to experiment and problem-solve with speed, and building digital skills within particular business contexts.