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RBS
The Royal Bank of Scotland Group

PROJECT SUNRISE
Site Locations Performance and Prioritisation
RANKING AND SCORING RESEARCH

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Prepared by
Dean McDougall

OMIS Research
Pinnac House
217 Bankney Road
Canterbury CT1 7JF, UK
Telephone 0845 527 8087

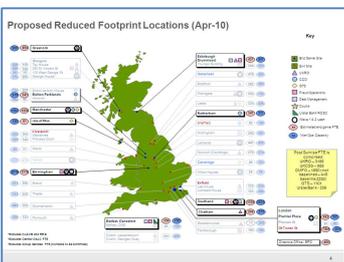
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REDUCED FOOTPRINT AND GREATER ECONOMIES OF SCALE

In 2009, Royal Bank of Scotland Group (RBSG) announced plans to cut 9,000 Business Services (technology, property, operations, processing) division jobs (responsible for retail, customer contact, commercial and processing operations, fraud and debt management, and global transactions services) over the following two years. More job losses from its 170,000 strong workforce were anticipated as RBSG aimed to reduce its annual cost base by £2.5 billion a year. RBSG has been an OMIS client since 2005.

CHALLENGES

In 2010, a strategic review of the UK Business Services division was already underway, driven by operational changes, a need for headcount reductions and improved productivity from a smaller number of locations in the UK. Remodelling was also well underway, with core centres identified and site locations to be reduced from 45 to as few as 12, with physical capacity shrunk by a third and manpower by nearly a half. OMIS was asked to work with RBS Operational Strategy Architecture and Change (OSAC) and Group HR to extend this review beyond 2010, to what changes needed to be made by 2013. This revolved around defining a new sustainable footprint for the division, still based on its legacy estate, but in 12 properties or less and achieving improved economies of scale.



Workplace densities – RBS Business Services

City (site)	Area (NA) (sq ft)	Desks per current FTE	Current FTE	Current FTE / Desk ratio	Projected FTE	Projected FTE / Desk ratio
Belfast (Dunfermlie)	9.5	1.6	0.6	0.5		
Birmingham (St Andrew's Place)	8.2	1.1	0.9	0.7		
Bolton (Parklands)	7.0	1.0	1.0	0.6		
Chatham (Waterside Ct)	8.5	1.9	0.5	0.5		
Edinburgh (Dunfermlie House)	11.5	1.3	0.8	0.3		
Greenock (Mortgage Centre)	6.7	1.5	0.7	0.6		
Hal of Man (Royal Bank House)	10.5	1.2	0.9	0.7		
London (Premier Pl)	9.5	1.2	0.9	0.6		
Manchester (Hardman St)	11.6	1.4	0.7	1.0		
Rotherham (Adwick Park)	8.4	2.0	0.5	1.1		
Southampton-Sea (National Card Centre)	7.0	1.3	0.8	0.5		

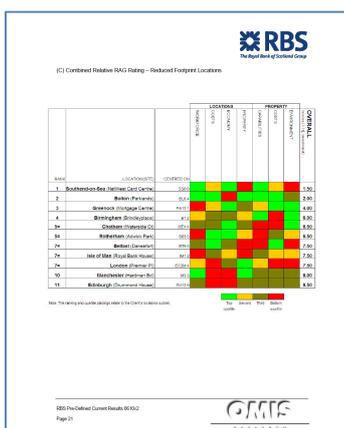
Note: Projected FTE: desk ratios based on Business Services division numbers only in post-occupied buildings.

APPROACH

Discovery: Baseline investigations across all legacy UK sites.

Analysis: Comparative analysis of 12 reduced footprint site locations focused on detailed People, Property and Operational considerations. Inform on practical suitability, competitiveness and future sustainability.

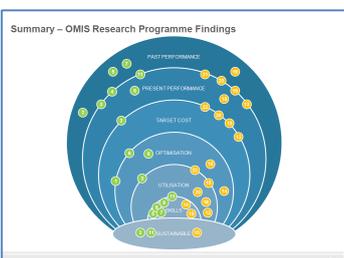
Reporting: Best operational outcomes based on quality, costs, local scalability, working environment and sustainability.



METHODS

Client data collation and validation; OMIS location data sets; location research evaluations; property benchmarking; supplementary research.

CLIENT FEEDBACK



“Brian’s work went down very well with our Operations Executive. Having that external detailed analysis was key in informing their decision on what ultimately became a 10 site strategy. Thank you for all the work you’ve done for us; your outputs have been absolutely invaluable. It was a pleasure working with you.”