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9:11 Porsche Podcast

Transcript episode 8: New work: motivation and leadership

Guests:

Andreas Haffner, Board Member for Human Resources and Social Affairs at Porsche AG

Raffaella Rein, Entrepreneur and Board Member of the German Startups Association

Host:

Sebastian Rudolph, Vice President Communications, Sustainability and Politics at Porsche AG

Intro

[00:03] **Sebastian Rudolph**: Welcome to the new edition of the 9:11 Porsche Podcast. My name is Sebastian Rudolph and I am responsible for the areas of communications, sustainability and politics at Porsche. With this audio magazine, we want to bring the world of Porsche closer to you and find the answers to some interesting questions. For this reason, today we have set up our podcast studio high up in Porsche factory 2 in Stuttgart. This is where our 911 and 718 sports cars and the all-electric Taycan are produced. From here we have a beautiful view of Porsche-Platz with the sculpture in the centre, from which three white 911 sports cars reach into the sky.

Today's episode is about new worlds of work. Digitalisation is rapidly changing our employment environment and our understanding of work. How does this upheaval affect companies? From established structures to hierarchies and, above all, each individual employee? We get to the bottom of these questions with two experts: **Andreas Haffner**, Chief Human Resources Officer at Porsche AG, and **Raffaella Rein**, multiple founder and member of Porsche's Sustainability Advisory Board.

Raffaella joins us from Berlin and Andreas sits opposite me.

Hello Raffaella, hello Andreas. I am very happy that you are our guests.

[00:01:33] **Andreas Haffner**: Thank you Sebastian, we are pleased too.

[00:01:35] **Raffaella Rein**: Yes, thank you very much. I'm also happy to be here.



PORSCHE

[00:01:38] **Sebastian Rudolph:** Before we get into the topic, let's briefly introduce the two of them.

[00:01:47] **Station-voice:** Andreas Haffner was born in 1965 in Wadern in Saarland, Germany. In 1991 he completed his law studies in Konstanz and a year later his Master of Laws in the US. Andreas Haffner then started as Head of Labour and Collective Bargaining Law at Porsche. In 2011, he moved to Volkswagen, returning to Porsche in 2015 to become the Board Member for Human Resources and Social Affairs. Outside of work, the father of two sons is an enthusiastic mountaineer and sailor.

Raffaela Rein is an entrepreneur and graduated from the University of Durham, in the UK, with a degree in Business Finance. She has been named one of the top women in tech by Forbes and one of the 40 under 40 by Capital. Raffaela Rein is the founder of Wild Wild Ventures, an innovation studio, and of Careerfoundry, a leading online school for digital careers. Raffaela Rein also sits on the board of the German Startup Association and has been a member of the Porsche Sustainability Advisory Board since 2021.

[00:02:55] **Sebastian Rudolph:** Raffaela, we heard that you are a member of the Porsche Sustainability Advisory Board. What does that mean to you and what impulses do you bring to it as an entrepreneur?

[00:03:04] **Raffaela Rein:** Yes, I'm really happy to be on the Sustainability Advisory Board. I hope that as an entrepreneur, and especially as an entrepreneur from the new economy, I can bring a different perspective to the advisory board, and perhaps also a different approach. I hope to be able to build a bridge to start-ups and practically new, innovative ideas.

[00:03:26] **Sebastian Rudolph:** And all these perspectives that you have just described are also reflected somewhere in the term 'new work'. What do you understand by this term and can you explain it to our listeners?

[00:03:40] **Raffaela Rein:** For me, new work means setting up the organisation so that everyone can do their best work. We know nowadays that motivation is actually made up of three factors: one is autonomy, one is mastery and one is to have a higher meaning in your everyday work. And it is actually around these three factors that the leadership style and collaborative ways of the 'new work' way of everyday life is designed.

[00:04:05] **Sebastian Rudolph:** That's a good transition to Andreas Haffner. You've been the Chief Human Resources Officer at Porsche for many years, and during the last six years alone,



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the workforce has grown from 22,400 to 36,000 employees. When we now hear organisations setting up, working together ... How do you, as a leader, master this challenge with your team?

[00:04:28] **Andreas Haffner:** It all sounds relatively simple, but in the end there is a lot of complexity to manage. For one thing, quite banally, the logistical challenge of procuring the employees in the first place. Fortunately, we are now a company with a great employer image. We get well over 100,000 applications a year. Nevertheless, there are of course certain jobs where we have a hard time finding people in the end. But from my point of view, the even bigger problem is that we have to 'onboard' people into our culture. Of course, we have found that we actually come from a very tradition-conscious culture from the past. And especially from 2010, 2012, when more and more people came to Porsche, older employees also said, "well, the new people don't really fit in at Porsche". And the new people then said, "we don't really know what 'Porsche culture' means". And that's why we realised relatively quickly that we absolutely had to do something about it.

We then saw to it that in addition to the normal onboarding, we really set up a kind of cultural onboarding, supported by new formats, such as a warm-up, where we really try to explain to the employees for two days what Porsche actually means: not only what our organisational structure looks like, but also what Porsche is all about. And then we also realised that we had to take another look at our entire corporate mission statement. Because when we were asked what Porsche's culture actually is, what makes Porsche 'Porsche', everyone actually said something different. Of course, there was always a certain amount of overlap, but we then said that we had to make sure that we created a new corporate mission statement that was very easy to understand, that everyone who works at Porsche can identify with, and that ultimately reflected Porsche's values accordingly. That's what we did, and I can perhaps say something more about that later.

[00:06:20] **Sebastian Rudolph:** Gladly. Yes, in any case, you need a mission statement that everyone rallies behind, that also unites the staff, because they say that we all stand behind these values, and we stand up for these values. At the same time, there is an upheaval in the world of work. You described how Porsche has been going steadily uphill. Take the fully electric Taycan, we brought a lot of employees on board and the project was very successful. How difficult is that or how challenging is it for you, personally, to make it so successful?

[00:06:53] **Andreas Haffner:** Of course we have a special situation at Porsche. One thing must not be misunderstood, almost 50 per cent of our workforce is now younger than 40. That means more than 50 per cent, you could say, are Generation Y to Z, so of course we noticed relatively quickly that these younger people have very different wishes, very different ideas about work. Of course, we also have the issue that we are competing for the top talent. And



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that's why in 2013 – even before my time – we started to think about what our working world of tomorrow had to look like so that we can offer these people good opportunities. And we then decided to start with the topic of the home office. We offered sabbaticals for people and made care leave possible for our employees when their parents or relatives needed assistance. And we introduced elective working hours so that employees could decide for themselves, do I want to work full-time, do I want to work part-time, if part-time maybe only 30 hours or maybe even fewer hours.

Since 2019, we have also been specifically offering mobile working, so that employees ultimately have even greater freedom to decide where they want to work. So it's no longer just in the office, but also at home or at other locations, for example. Since the coronavirus, the whole thing has of course been turned upside down. We now have around 75 per cent of the workforce who don't work here at Porsche at the moment, but in all sorts of places in their home offices or wherever. And practically from one day to the next, we have been forced to significantly redesign a concept that we had already thought about. And that will certainly be exciting when the pandemic ends. How it will continue, how we will move from the current situation of the work to a new form somewhere in the end?

[00:08:51] **Sebastian Rudolph:** Mobile working is a good keyword. I'll pass the ball over to Raffaella in a moment. You have a very exciting development, also leading teams worldwide. What is your view on mobile working?

[00:09:03] **Raffaella Rein:** Exactly, I built up my new company, Wild Wild Ventures, completely remotely. Right from the start, the idea was not to have an office, but to allow employees to work from anywhere. That works very well for us. However, it has to be said that I think it's easier if you do it that way from the beginning. That is, if you really have this in the company DNA from day one and everyone is used to not seeing each other from the start, but rather building relationships from the beginning, for example, via online tools, or that innovation is simply done via Zoom with the appropriate tools. Then I think it's easier than if you're used to doing it in person.

Personally, I'm also curious to see how things will continue after the coronavirus. You can already see it a bit in the US, where companies like Google, for example, who initially said "ok, we'll never do the office again and no one has to come back", are now saying "we're inviting all employees to come back to the office". And I think that's already encouraged, that the employees come back at least partially. At Amazon we see a similar approach and I could imagine that after the coronavirus we will drive more of a hybrid model: not my company, because we'll stay remote, but perhaps most companies will offer more home office, more work from anywhere, but also at the same time require more presence – maybe let's say three days a



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week – or have certain team events, just that people can see each other in person once in a while.

[00:10:37] **Andreas Haffner:** That's a really exciting question, how things will actually continue after the coronavirus. I can only agree with Raffaella. I am also firmly convinced that we will see above all so-called hybrid models, that is, somewhere between on-site work and mobile work. I also find it exciting that tech companies, where you would actually expect them to continue to allow employees to work on the move, so to speak, are actually tending to reduce this again significantly at the moment. I also know from Google Germany that they want to allow employees to work on the move only two days a week in the future. I think we have developed a very good concept where we say that we want to give our employees the flexibility to work on the move for about 12 days per month, so that we can structure and organise this well with on-site work – perhaps over a longer period of time – and then also give the employees the opportunity to work on the move from home for a fortnight, for example. The fact is, however – and here we on the Executive Board at Porsche are clearly in agreement – we don't just want to work remotely, we want our employees to be here on site as well. On the one hand, because, let's say, you can't discuss critical technical issues on the vehicle and solve problems only via cameras, and on the other hand, we simply believe that it's important for the Porsche culture that people see each other regularly, exchange ideas and can simply continue to get a whiff of the Porsche garage smell.

[00:12:03] **Sebastian Rudolph:** That's exactly what we're going to talk about in more depth in a moment. But before we do that, let's listen to the official definition of 'new work' and other facts.

[00:12:17] **Station-voice:** The term 'new work' was introduced at the end of the 1970s by the Austrian-American social philosopher Professor Doctor Frithjof Bergmann. New work established a counter-movement to the previous work system, in which people no longer had to submit to work, but could realise themselves as free individuals. Today, the term describes the structural change in our working world. Causes for this include digitalisation, globalisation and artificial intelligence. These developments open up new opportunities for the attractive design and organisation of work. Speaking of which, Porsche AG's attractiveness as an employer is unbroken. A fluctuation rate of less than one per cent and top positions in a wide variety of employer rankings are impressive proof of this. 80 nationalities, 32 per cent women in training, five generations aged 16 to 66 and 500 different educational qualifications demonstrate the diversity of perspectives within the company. The annual internal mood barometer also reflects this perception. For the fifth year in a row, the approval ratings for Porsche as an employer have increased. In 2020, 93 per cent of employees confirmed that Porsche is an attractive employer for them.



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[00:13:44] **Sebastian Rudolph:** And it is precisely this barometer of opinion that has been rising for five years in a row. Andreas, how do you and your team accompany such developments?

[00:13:54] **Andreas Haffner:** Maybe very briefly, I can explain what the mood barometer is. In the Volkswagen Group, we have a mood barometer across all brands that asks 22 standardised questions about how satisfied employees are in their organisational unit, how they feel about the cooperation in their group, how they feel about their personal work and ultimately – in our case Porsche – how they feel about their employer. And as you said, Sebastian, it's extremely pleasing that we have a really solid growth in the approval ratings of our employees. What I'm particularly pleased about, also in the last mood barometer, which I had not expected at all, is that, for example, the question of the compatibility of work and private life, that there has been a clear increase. So people are sending us a clear positive signal that mobile working, especially now in coronavirus times, is an important component of personal job satisfaction. We have received clear, positive signals on the subject that employees have a good feeling about being fit for work. This is certainly partly due to the fact that when you work on the move, you can go for a 15-minute walk, which you might not otherwise be able to do. However, the whole thing is not a foregone conclusion. We work really hard to discuss the results of the mood barometer with people, and of course we also look at the areas that don't work so well yet. Of course, there are those too. There are hundreds of mood barometer discussions where human resources is the initiator and also the moderator, together with the departments and the employees. They really look in detail at where there are problems, and how they can be solved. And of course it is extremely important that results are achieved in the end, because if I talk about it and then nothing happens, then I shouldn't be surprised if I get negative feedback from the employees a year later. But I think we are on the right track, as the results show.

[00:15:56] **Sebastian Rudolph:** Employee satisfaction is not a given, says Andreas. Raffaella, how do you see it? What are the drivers for employee motivation and also for employee satisfaction?

[00:16:10] **Raffaella Rein:** I wanted to go into another point, because maybe for the people who don't know me yet, why I was invited here in the first place. So my first company, Careerfoundry, we were insanely experimental in the area of new work. We tried out all kinds of things, such as peer promotions, so that it wasn't us, as managers, who decided who got promoted and who got a pay rise, but it was really the team that gave the impetus. We once had a completely flat hierarchy, i.e. no more managers at all, and we talked about it very openly. And I think that's how we got into this new work focus and were also pioneers, to some extent, in Germany. We were also very open about the things that didn't work out, I have to say. Let me come back to your question. Personally, I think, and there are also studies on this, including the book by Daniel Pink



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called Drive, that when it comes to what actually makes drive, and what makes employee motivation, there are three factors: autonomy, mastery and meaning. That is, having a higher meaning in one's work. Meaning has been such a buzzword for years now and many people say, "oh, not everyone needs meaning at work". I don't think it has to be that everyone saves the world or makes the earth greener, but I think a purpose can also be something smaller, like "yes, my company doesn't commit human rights violations", for example. I think it's a matter of considering how we, as managers, for example, can shape our everyday working life or shape the everyday working life of our employees in such a way that they get these three factors – autonomy, mastery in their work and also meaning – somewhere. There is a strong trend away from the autocrat who makes all the decisions alone towards, let's say, the manager who is more like a coach of a competitive sports team, who is clearly characterised by a lot of feedback. And as Andreas also said, someone who helps people to grow. It's much more about the growth of the individual than it was perhaps the case in the past.

[00:18:18] **Sebastian Rudolph**: Autonomy, mastery, meaning, you say. And also the development towards such a sports coach and autocracy than in the past. Understood in theory, but in practice, how do you get your staff on board?

[00:18:37] **Raffaella Rein**: That's a very good question. It was really a lot of coaching. We ourselves had to learn a lot as managers, we had to do a lot of coaching with our team leaders in order to think about how we could change from being a classic manager who simply tells people what to do into a coach. What actually makes a coach? If you think about it, anyone who has done sport and had a coach, what does the coach do? The coach gives a lot of feedback, that is expected and approved of. Nobody wants to have a coach who doesn't tell them how they can improve. But if you look at your work now, it's often the case that when you get feedback from your manager, it's negative. You immediately think, "oh, have I done something wrong, am I perhaps going to lose my job?". And you have to get away from that. And we practically tackled feedback as point one and thought about how we can really make feedback the most normal thing in the culture. That is, that feedback can be given very quickly after a meeting. That there is no need to set an appointment, for example, but that you simply take the employee aside directly after the meeting and say: "Ok, I think you could have done two things better, and I am not just telling you this because your performance was perhaps not good enough, but because I really want you to grow." And feedback is, I think, the very first step from the traditional manager to the performance sports coach, so to speak.

[00:20:04] **Sebastian Rudolph**: Feedback is a nice keyword. There's a saying that goes: "The employees are the crown jewels of our company". And **Andreas Haffner** recently said this feedback to his own employees. The question is, how do you shape motivation, entrepreneurial



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spirit, leadership qualities? In other words, how do you apply these attributes to the corporate culture? How do you go about it?

[00:20:28] **Andreas Haffner:** Yes, I thought it was great what Raffaella just said about the role of the manager. Porsche comes from history, or has rather been a Swabian company in history. "Nothing said is praise enough" and now "I, as the boss, tell you where to go". They no longer fit in with the current times and that is why we have of course been trying for some time to devote ourselves very strongly to this topic. How do we manage to move managers from a role of "I'm the one who tells you where to go" to "I'm the one who supports you in finding the right path so that you can see how to become successful in the end"? We thought about this for a long time. On the one hand, we said that we have to derive a Porsche Code from our corporate mission statement, which shows our managers, like a kind of North Star, where the path will lead in the future. I think we did that very well, and we did it together with the managers. We didn't say as the Board of Directors that this is how we do it and this is how you have to do it, but we as the Board of Directors also try to exemplify a bit of this 'tone from the top'. Oli Blume is also super, I have to say, in the way he leads the board team. We then came up with a concept that we called a leadership lab. And in these leadership labs we invite leaders from different hierarchies and different areas. Ultimately, we look at where we come from and where we want to go. And what are appropriate tools that we can use along the way. For example, we look at what great possibilities the topic of diversity has. We look at how leadership works in the current times, with feedback. How we can show appreciation to staff. That's really great and I'm also firmly convinced that changes in leadership behaviour can't be achieved overnight. I think Raffaella will agree with me that this is a process that will ultimately take several years. But we are also seeing the first fruits in our mood barometer, where the employees say, for example, that "my boss leads in a much more appreciative way" or "I get much more feedback from my boss", and these are things that are now coming out of this topic of our new leadership labs.

[00:23:01] **Sebastian Rudolph:** That's an interesting idea, because in practice we can make the working world more sustainable in the social sense, in the sense of togetherness, of appreciative feedback, in order to successfully move these teams through a transformation. Perhaps also the mindset, that is, the way of thinking that every human being carries within him or herself, can then be fully developed. Raffaella: sustainability, diversity of perspectives, social responsibility, these are all topics that also move Porsche's Sustainability Advisory Board. How do you perceive the discussions and what is your impulse?

[00:23:34] **Raffaella Rein:** I've only been on the Sustainability Advisory Board since January, so I'm still an absolute newcomer, but I know that sustainability at Porsche is not just about environmental friendliness, but also includes topics such as diversity and social responsibility. In addition to the whole topic of climate, I think the topic of diversity and how we really get



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heterogeneous teams together ... it's no secret, I think all German companies have a problem with that. We simply have relatively little ethnic diversity in Germany, if you look at it that way in the companies, in the management bodies and also gender-specific diversity. I think, however, to foster fresh ideas and to really think about how to position ourselves for the future, it is very important to change that.

[00:24:21] **Sebastian Rudolph:** You mentioned the fresh ideas, the different perspectives on what makes a diverse team. Is it just crazy-important nowadays because the world is getting more complex or how do you see it? Why do teams and why do companies need such diverse perspectives in order to be successful?

[00:24:41] **Raffaella Rein:** I think there are so many examples. One example, which is being launched very successfully on the stock market right now, is an online dating platform called Bumble, which was started by a woman who went public for over a billion dollars. The difference about this platform is that women have to make the first move. I'm sharing this here because I think it's insanely interesting that this has become so successful. It just shows that a slight change in thinking can bring huge success and can also make such an experience or such an app better for all users. And I think this example can be applied to any industry. In the automotive industry, I could imagine that many cars are too big for me, for example, sometimes I sit down in a car and they are huge, they are simply made for men and I can't even reach the brake with my foot. These things could be taken into account. There are, simply, very different sizes of people who drive these things. This is a small example of how this small change in thinking makes a product much more accessible and successful, which is then suitable for a much wider target group.

[00:25:54] **Sebastian Rudolph:** Making products more accessible to a broad range and also making teams more accessible to different perspectives. Andreas, how would you sum up Porsche in the meantime?

[00:26:07] **Andreas Haffner:** Raffaella described it very well. Diversity is of course extremely important because we still have a very male-dominated clientele and we also have the goal of significantly increasing the proportion of women in our clientele. And I absolutely agree with Raffaella. In the end, you need teams that are not only made up of men, for example in design or in the package that is responsible for the design of such a vehicle, so that things like Raffaella just described don't happen –so that as a woman you don't feel uncomfortable somewhere because the car's structure and dimensions don't fit. The topic of internationality is certainly just as important for us. Here, too, we have set ourselves clear goals. We want to become much more international. We have just succeeded in recruiting an English woman for a management position, and we are also sensitising our managers in our management labs. Not to take a 30-



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year-old male graduate from Karlsruhe as an example, and hire him, but to think more broadly, to hire someone who doesn't exactly fit the function, but who will be a great enrichment for the tasks and the result.

[00:27:28] **Sebastian Rudolph:** Now we have talked a lot about work, about working models, about driving forces. I have one personal question before I want to play a little quiz with you both. Raffaela, with all the work, which is also great joy, how do you best switch off?

[00:27:41] **Raffaela Rein:** A very good question. I'm rather bad at switching off, I must say. But I also like to go to the mountains, we don't have that in Berlin, but I'm actually Bavarian. So I'm often drawn to my old home country. In general I prefer nature, that's where I switch off best.

[00:27:57] **Sebastian Rudolph:** Now Raffaela has put the ball directly to Andreas. How do you switch off?

[00:28:02] **Andreas Haffner:** I like to join Raffaela. The nice thing is that there are still relatively many areas, especially in the mountains, where you can't even receive a mobile phone call and it's the same out on the water. Once you are a certain distance from land, suddenly the mobile phone reception is gone and you can really switch off, in the truest sense of the word, and then you can no longer be reached.

[00:28:26] **Sebastian Rudolph:** Switch off, important to recharge the batteries as well. Now I need you both wide awake, because now we're going to play a quiz together. I'll ask you three questions and give you three answer categories for each question. You're playing with each other, so to speak. Let's see how far you can get together as a team. The first question is: what is the average working week in Germany? 38 hours, 41 hours or 43 hours?

[00:28:57] **Raffaela Rein:** I think A, 38.

[00:29:00] **Andreas Haffner:** I think at least 41 hours.

[00:29:04] **Sebastian Rudolph:** Then I'll summarise. 41 hours is exactly right. Congratulations! The first ball is in the goal. Now comes the second question: how many employees commute to work? Is it more than eight, 14 or 19 million people in Germany?

[00:29:27] **Raffaela Rein:** To be honest, I have no idea, so I would just take the golden mean with 14 million.

[00:29:34] **Andreas Haffner:** I would go along with that.



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[00:29:36] **Sebastian Rudolph:** Golden mean was good, but not good enough. There are actually more than 19 million people commuting to work. It's a big number.

[00:29:43] **Andreas Haffner:** That's a really big number.

[00:29:45] **Sebastian Rudolph:** Now we're talking about the home office in coronavirus times. By how many per cent has the percentage of the population working in a home office increased? By about 16 per cent, by 21 per cent or by 32 per cent?

[00:30:01] **Raffaella Rein:** Well, if I go first, then I think definitely 32 per cent. Personally, I would have guessed the number even higher, because I think it's a really insane amount of people who have now started working from home.

[00:30:14] **Andreas Haffner:** At first I would have spontaneously said that it was more than 30 per cent, which is also the case here. When I look at the current figures we have almost two thirds of our staff working from home – but I was surprised to read the other day that the figure is not that high. I would say 21 per cent.

[00:30:31] **Sebastian Rudolph:** And now I'll anticipate the internal decision-making. They agreed on around 21 per cent and that's exactly right. In the team two out of three questions are answered correctly, so in football that would be a 2:1, congratulations. Now it's your turn, dear listeners. Once again you can win something in this episode of our 911 Porsche Podcast.

[00:30:57] **Station-voice:** Porsche AG is giving away a home office bundle with Porsche headphones, a notebook and a coffee mug. The competition starts now and will run up to the next 9:11 Porsche Podcast edition. To participate, simply send an email with your answer to the competition question to 911-podcast@porsche.de. Porsche will draw three winners from all correct entries. Anyone aged 18 or over can take part. The detailed competition rules – as well as the odd hint or two – can be found in Porsche Newsroom at newsroom.porsche.de/podcast. Good luck!

[00:31:37] **Sebastian Rudolph:** And now the only missing question is: by how many per cent has the Porsche workforce grown since 2016? Simply send your answer by email to 911-podcast@porsche.de. We're looking forward to receiving your answers and are keeping our fingers crossed. Our podcast episode is slowly coming to an end. The time has really flown by, but I still have one question at the end. Raffaella, let's start with you: what do you think workplaces need to look like in the future?



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[00:32:11] **Raffaella Rein:** On the one hand, we have already said that I hope we will come to a kind of hybrid model, not for myself, because as I said, my company will remain completely remote. But I do believe that for many people such a hybrid model can improve life and the compatibility of work and private life. And I also believe that it will change office spaces, that there will be more space for innovation, where specific innovations or meetings can happen. And one thing I'm curious about, one thing I could imagine, is that smaller office spaces will come back. For the last ten years we've had huge open-plan offices with no walls at all. For example, some of our employees complain because it's very, very loud. And I could imagine that in the future there will be more meeting rooms, more large rooms for workshops, but also many small rooms where you can withdraw and work in a focused way rather than in this open-plan office.

[00:33:17] **Sebastian Rudolph:** Andreas, how do you see it?

[00:33:19] **Andreas Haffner:** We have clearly defined what our workplaces of the future will look like. We call it the Porsche workplace model and, as Raffaella has just said, we have tried to find a good mix. On the one hand, there are workplaces where people can also communicate well with each other at the workplace, and on the other hand, there are a variety of different areas, from the telephone booth, where you can talk on the phone in peace, to small team rooms, larger team rooms in the library, and quiet workplaces, so that everyone can actually choose their own area. But our Porsche working environments clearly support the work of the future, which I believe will be much more project-oriented than in the past. This means that I have employees from very different areas who come together to work successfully on a project. But I am really convinced that we now have a good concept. We have also worked it out together with the Fraunhofer Institute and we are now in the pilot phase – the implementation phase. I, too, will soon be sitting in a building with my entire staff team. I will be sitting with the staff and I won't have an individual office any more. I'm really looking forward to being able to address ad hoc issues and problems together with everyone. I'm much closer then and I'm really looking forward to it.

[00:34:41] **Sebastian Rudolph:** So in summary: there will continue to be exciting developments. There are constants, namely the cooperation, the better the cooperation, the greater the success, the greater the satisfaction. Dear Andreas, dear Raffaella, it was a pleasure to talk to you about this topic and dear listeners, thank you very much for listening. Subscribe and rate us, give us feedback and suggestions to 911-podcast@porsche.de and above all stay healthy. Bye.

[00:35:11] **Raffaella Rein:** Thank you very much, bye!

[00:35:13] **Andreas Haffner:** Bye.