

**Best Practices for Collective Well-being
Realizing Sustainable Teams in the 'New Normal' Era
Executive Summary EN**

Aug 28, 2020

Rakuten People and Culture Lab

Thinking about Collective Well-being in the 'New Normal'* Era

What is collective well-being?

Collective well-being refers to the state of a sustainable team of connected diverse individuals who have attained wellness respectively and work together under a given purpose.

Guidelines Designed with the Aim of Reconsidering Collective Well-being

Workplace issues in transitioning to New Normal

- ✓ The new remote work style has led to exhaustion due to excessive concentration and lack of breathing space.
- ✓ It has also inhibited casual, spur-of-the-moment office conversations that support team relationships and contribute to alleviating stress.

Opportunities in New Normal era

- ✓ As work styles become more diverse, individuals can exercise greater autonomy in choosing their own way of working.
- ✓ Companies will provide individuals with a choice of work styles and locations.

* New Normal era refers to the new state in which society has settled based on the presence of the new coronavirus.

Thinking about Collective Well-being in the 'New Normal' Era

Intention

To create an opportunity for both the company and individuals to reconsider what it means to “be well.”

- ✓ Provide companies with a guideline-based checklist enabling them to return to their core values and reexamine the mission they would like to promote to attract talent
- ✓ Provide individuals with questions enabling them to reconsider for themselves what it means to be well and discover the solution best suited to their needs

Message to companies and individuals



Individuals (Employees)

- ◆ Identify own challenges in the New Normal era
- ◆ Find out how to deal with stress
- ◆ Develop preferred work style (wellness for self) (Wellness ≠ No stress; Wellness for growth)
- ◆ Share own work style in organization, try to find ways to connect with colleagues employing different styles

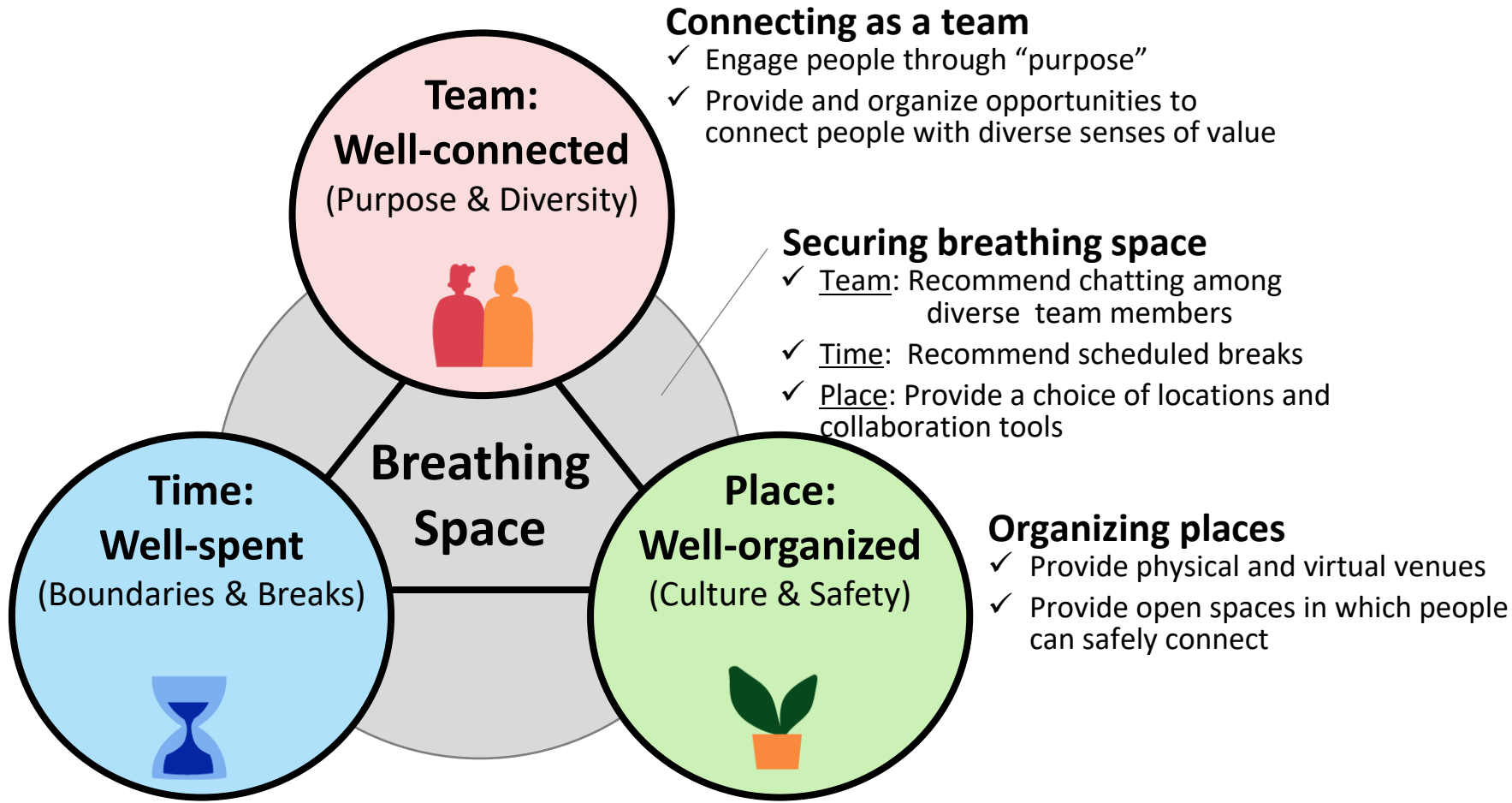


Company (Management)

- ◆ Announce appealing purpose
 - Employ story, excitement, stimulation for the five senses
 - Tap into social good
- ◆ Get creative in providing a fulfilling growth environment (facilitate a flow state)
- ◆ Ask employees about their preferred work style and reconsider the meaning of well-being for the company
- ◆ Intentionally create opportunities to connect people to generate creativity and innovation (within or across teams, randomly, or remotely)

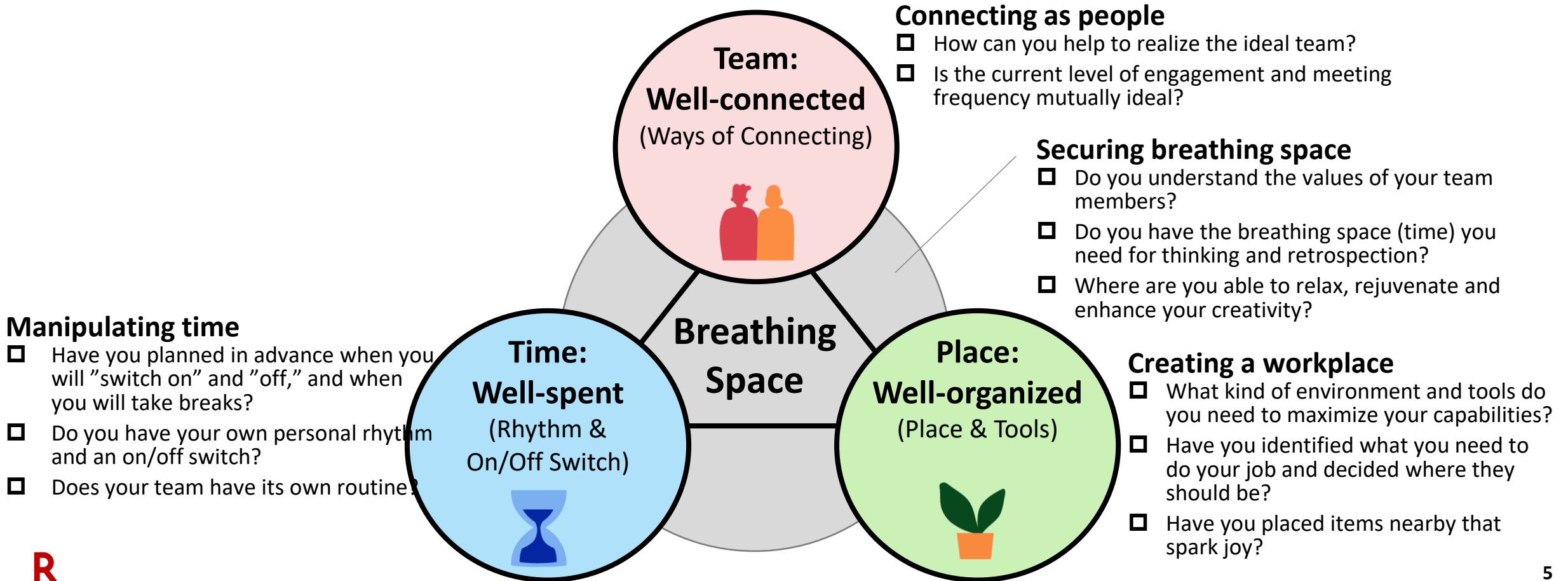
3 Key Elements + Breathing Space for Collective Well-being

In the New Normal era the future is uncertain and change is a given. We believe that the company, acting as a centripetal force, needs to clarify its purpose (raison d'être) and create an environment in which the employees with diverse values who gather there can sustainably demonstrate their inherent skills. Toward this objective, we recommend the designing of “well”-considered breathing space in terms of Team, Time and Place.



3 + 1 Key Elements + Breathing Space for Collective Well-being

In the New Normal era individuals will autonomously choose their own working style. Although the company had traditionally taken the initiative in terms of making decisions and providing resources, we believe that the time has come for individuals to take responsibility for their own well-being. In other words, it is important for each of us to find and express our own work style in accordance with our personal well-being and values, and connect with colleagues with diverse values.



Rakuten Initiatives: What Rakuten is doing as of June 2020

➤ Purpose & Diversity: remote team-building and social contribution

1. Enhancing appreciation of Rakuten's corporate values (Asakai, CEO readings)
2. Maintaining a sense of belonging among staff (virtual backgrounds, Viber stickers)
3. Online networking/community activities to connect workers
4. Sharing of stories highlighting connections between own business and social contribution (Connecting hotels and patients displaying no symptoms, Realtime takeout, Clutch Special Charity Fund, etc.)



Rakuten Travel
Social contribution

Corporate philosophy stickers for a chat system

➤ Rhythm & On/Off Switch: flexible work styles supporting well-being

1. Promoting flexible remote work styles using existing satellite and time-shift systems
2. Wellness webinars and stretch activities led by wellness team at team meetings
3. Daily online team huddles (morning and afternoon meetings)
4. Executive participation in radio calisthenics and meditation sessions

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➤ Place & Tools: consideration for remote workplaces

1. Supplementary education on information security
2. Support for at-home working environment
3. Consideration for coexisting with family and pets
4. Initiatives promoting safety, health and optimism



Sharing tips on working with kids



Promoting exercise

Rakuten Initiatives: Supporting the transition to remote work



ブログ / 2020年3月18日

新型コロナウイルス対策について、楽天 代表取締役会長兼社長 三木谷 浩史からのメッセージ

A message from Rakuten CEO Mickey Mikitani (article)

On March 18, 2020, Mickey shared precautions the company is taking protect all of its stakeholders amid the spread of COVID-19.

(English) <https://rakuten.today/mickeysvoice/rakuten-response-to-covid-19.html>

(Japanese) <https://rakuten.today/mickeyvoice-ja/rakuten-response-to-covid-19-j.html?lang=ja>



VIDEO / MARCH 19, 2020

Working From Home the Rakuten Way

“Working From Home the Rakuten Way” (video)

The PR team created and shared on March 19, 2020, a video promoting the Rakuten approach to working from home via the Rakuten News Network.

https://www.youtube.com/watch?v=UtlvkTX64ow&feature=youtu.be&fbclid=IwAR23IHoxzn3KGW1E6WUYq02bnzkyUJzKeFRyX7-tSund-3DrTLwr3e_R43E



BLOG / MARCH 24, 2020

Working from home: Employees offer insights on the challenges and possibilities

“Working from home: Employees offer insights on the challenges and possibilities” (article)

Rakuten employees shared WFH experiences on March 24, 2020

<https://rakuten.today/blog/working-from-home-employee-insights.html>

Rakuten