WORKPLACE AS A STRATEGIC SUPPORT TOOL
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A Pole Poll
SILOS ARE FOR DODOS

Chris Kane, CEO of BBC Commercial Properties
Caroline Waters, VP of Careers UK

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Everyone Wins:

- People
- Planet
- Profits
Profits: Employer’s Win

- Productivity
- Real Estate
- Absenteeism
- Turnover

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### General Savings Assumptions

<table>
<thead>
<tr>
<th>Total workforce or number of program participants</th>
<th>1,250</th>
</tr>
</thead>
</table>

**Industry average or enter your own assumptions**

| Average frequency of remote work (days per week) | 2.5   |
| Current $ per gallon of gas                       | $4.00 |

### Employer Savings Assumptions

| % Reduction in office space | 25%   |
| % Reduction in absenteeism  | 63%   |
| % Reduction in voluntary turnover | 10% |
| % Increase in productivity  | 15%   |

### Your Annual Savings

<table>
<thead>
<tr>
<th>Employer Savings</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate Savings</td>
<td>$5,131,913</td>
</tr>
<tr>
<td>Absenteeism Saving</td>
<td>$1,081,183</td>
</tr>
<tr>
<td>Turnover Savings</td>
<td>$1,684,553</td>
</tr>
<tr>
<td>Productivity Increase ($)</td>
<td>$5,086,211</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$12,983,860</strong></td>
</tr>
</tbody>
</table>
Improved…

- Access to talent
- Job satisfaction
- Engagement
- Innovation
- Reputation
- Shareholder Value
Better…

• Attraction
• Work-life balance
• Global coverage
• Customer service
• Competitiveness
• Scalability
• Agility
Reduced…

- Overstaffing
- Overtime
- Labor burnout
- Storage space
- Travel costs
- Parking lot costs
- Brain drain

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Your People Win

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The Planet Wins

© 2014, Global Workplace Analytics
People are Expensive
WARNING

Math Ahead

REMAIN CALM

© 2014, Global Workplace Analytics
10 minutes a week
WORKPLACE AS A STRATEGIC SUPPORT TOOL
Continued demand for workplace productivity improvements

72% of companies are looking to real estate to deliver improved workplace productivity.
But what does it really mean?

Creativity / Agility
Maximize People Effectiveness
- Creativity
- Integration
- Collaboration
- Culture
- Technology
- Functionality
- Responsiveness
- Morale
- Choice
- Productivity

Minimize Property Cost
- Space
- Capex
- Opex
- Change
- Risk
- Build Time

Interiors
Core & Shell
Operations
People
And, how do we solve for it?

By understanding an organization and developing workplace strategies and design solutions that respond to the business.
What creates value for your business?

There is **no single solution** for defining value across sectors, organizations or geographies.
What type of work drives value?

In today’s workplace, every step in the development of products & services requires both collaborative & concentrated (solo) work.
74% of employees asked said *thinking, talking* and *brainstorming* create the most value.

24% spend most of their time on these high-value activities.
Achieving measurable productivity improvements: not as hard as you think...

You need to understand what value creation looks like for your client, what they expect from your business and design a workplace that supports activities that are crucial to delivering this value.
It’s about the people
Workplace Research Key Findings, 2008

DESIGN MATTERS
The design of the workplace impacts performance, employee engagement, and innovation.
Workplace Research Key Findings, 2008

**Today’s Workplace is Comprised of Four Work Modes:**

- **Focus**
  Work involving concentration and attention to a particular task or project.

- **Collaborate**
  Working with another person or group to achieve a goal.

- **Learn**
  Working to acquire new knowledge of a subject or skill through education or experience.

- **Socialize**
  Work interactions that create common bonds and values, collective identity, collegiality and productive relationships.
Workplace Research Key Findings, 2013

WORKPLACE EFFECTIVENESS HAS FALLEN SINCE 2008

As ranked on a 10-point scale where 10 = most effective.

- FOCUS Effectiveness: -8%
- COLLABORATION Effectiveness: -7%
- LEARNING Effectiveness: -7%
- SOCIALIZING Effectiveness: -4%
Workplace Research Key Findings, 2013

1. U.S. workers are struggling to work effectively
2. Effective workplaces balance focus and collaboration
3. Choice drives performance and innovation
Key Finding #1: Focus

Knowledge workers are focusing more, collaborating less.
Provide Effective Focus Space

DRIVERS OF FOCUS
Functionality + Quality of Primary Space

Satisfactory Noise Level  Functionality  Design Look & Feel
Key Finding #2: Balance

Balanced workplaces are more creative, more innovative.

- Creates climate of innovation: 40% Not Balanced, 72% Balanced
- Has creative thinkers: 52% Not Balanced, 78% Balanced
- Leadership encourages innovation: 46% Not Balanced, 74% Balanced
- Encourages breakthrough ideas: 45% Not Balanced, 73% Balanced
- Has clear strategy for innovation: 40% Not Balanced, 74% Balanced
Collaborate without Sacrificing Focus

**DRIVERS OF BALANCE**
Proximity + Availability of Alternate Spaces

- MEETING SPACE
- CIRCULATION & SUPPORT SPACE
- IN-OFFICE AMENITIES
Key Finding #3: Choice

CHOICE IMPROVES THE EMPLOYEE EXPERIENCE

- Employees Without Choice
- Employees With Choice

- Innovation: 32% vs. 40%
- Job Performance: 71% vs. 76%
- Job Satisfaction: 50% vs. 60%
- Workplace Satisfaction: 52% vs. 60%
Drive Innovation through Choice

DRIVERS OF CHOICE
Enablers of Anywhere Working

- Variety of Spaces
- Tools
- Policy

JLL  Gensler  CoreNET Global
How Does Space Foster Agility?
Work is a state of mind

Create spaces that promote multiple modes of work:

- Focusing & Producing
- Meeting, Teaming, & Collaborating
- Socializing & Sharing
- Learning & Mentoring

Provide access to technology infrastructures & presentation tools for plug & play.

WHAT WILL IT LOOK LIKE?

- a mash-up of space types
- adjacent shared resources
- individual space, "corners"
- multiple postures for work
- a place to retreat, a place to connect
- a place to call my own
- get-aways
Work is a state of mind
The Fifth Work Mode

Socialize

Focus

Rejuvenate

Learn

Collaborate
The Fifth Work Mode
WORKPLACE AS A STRATEGIC SUPPORT TOOL
Who We Are

- Financial Services and Insurance
- Serve the military community
- Reciprocal company
- Established 1922
- 26,000 Employees
- 7 Million Square Feet
- Locations:
  - San Antonio Headquarters
  - 6 Primary Offices
  - 100 Total Locations
Work has Changed

Multiple Generations
New Technologies
Global Awareness
Increased Change

Culture + Productivity
Employees as Brand Ambassadors
Work is Personal: The Community of Employees
Work is Personal:
The Community of Employees . . . And Members
Place Enables Work
Technology and Responsiveness
Place Enables Work
Well Being
Place Enables Work
Right Tools for the Right Teams

Team Basis vs. Individual Autonomy

Process Basis vs. Initiative/Project Base
Intense Collaborators
IT Environments

Past

Present
Intense Collaborators
IT Environments: Ad Hoc Variety and Choice
Intense Collaborators
IT Environments: Ad Hoc Variety and Choice
Business Routine Driven
Member Service Reps / Call Centers

Past

Present
Business Routine Driven
Member Service Reps: “My” Space
Business Routine Driven
Member Service Reps: “Our” Space
Business Routine Driven
Member Service Reps: “Away” Space
WORKPLACE AS A STRATEGIC SUPPORT TOOL
Creating Engaging Workplaces

Jamie Kinch
Director, Workplace Services

Rackspace
the #1 managed cloud company
Rackspace Overview

• Founded 1998 – over 15 years of hosting expertise

• 15 Offices across globally (~1.6M sq ft)

• 9 Data centers worldwide to serve global needs

• 5800+ employees (aka “Rackers”)

• 200,000+ customers (5% Enterprise and 95% SMB)
Best Places to Work

Leadership
Well-being
Giving back
Personal growth

My manager
My company
My team

Workplace Strategy
How we think about the workplace...

- Culture
- Location
- Fun, Personal & Local
- Collaboration
- Focus space
- Individual Workspace
Culture
- Location
- Fun, Personal & Local
- Collaboration
- Focus space
- Individual Workspace
Core Values

FANATICAL
SUPPORT®
IN ALL WE DO.

TREAT
RACKERS LIKE
FRIENDS & FAMILY.

COMMITTED
TO GREATNESS.

PASSION
FOR OUR WORK.

RESULTS FIRST
SUBSTANCE
OVER FLASH.

FULL
DISCLOSURE &
TRANSPARENCY.
Core Values
London Office

A great tech, a great guy. Give the guy
London
Fanatic of the Quarter wall
London
Fanatic of the Quarter wall
The Castle

Fanatical Jacket
San Francisco

Wall art in our San Francisco office displaying our Core Values
San Francisco

Wall art in our San Francisco office displaying quote from our Chairman

What we all want is to be valued members of a winning team on an inspiring mission.
- Culture
- Location
  - Fun, Personal & Local
  - Collaboration
  - Focus space
  - Individual Workspace
The Castle
Refurbished escalators
The Castle

Before
The Castle
Refurbished food court sign
London
Home for our UK Rackers
Rack Gives Back
Helping the community

Pay to the Order of Swan View Therapeutic Riding Center $1,000.00

ONE THOUSAND DOLLARS

Memo Rack Gives Back Thanks You

Rackspace Hosting
The Castle

2014 Internship cohort
- Culture
- Location
- Fun, Personal & Local
- Collaboration
- Focus space
- Individual Workspace
The Mall
San Antonio
The Castle
Culture/Bowling
Fun in London
London

Impromptu meetings
Localization
Conference room in London
Rackspace office design
Blacksburg, Virginia
- Culture
- Location
- Fun, Personal & Local
- Collaboration
- Focus space
- Individual Workspace
The Castle
Impromptu Meetings
The Castle

Impromptu meetings
The Castle
Impromptu meetings
Rooms
Dynamic video conferencing
Rooms

Dynamic video conferencing

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Desktop sharing is easier than ever

Voice call option is available when you don't have a device with a camera

Support available internally with the Help Desk

Multiple operating systems supported - Mac, Windows, Linux, iOS & Android

For more information visit http://rax.io/vidyo
London
Informal meeting space
- Culture
- Location
- Fun, Personal and Local
- Collaboration

Focus Space

- Individual Workspace
The Castle

Quiet places
The Castle
Get-a-way spaces
- Culture
- Location
- Fun, Personal and Local
- Collaboration
- Focus space

- Individual Workspace
Racker Flags
Pimping the Workspace
Workspace
Desk in San Antonio

Brant Bumpers
Cloud Support Administrator I
Strategic
Empathy
Developer
Individualization
Positivity
WORKPLACE AS A STRATEGIC SUPPORT TOOL
Workplace 2020 AT&T

October, 2014
In mid 2011, cross functional teams from CRE, HR and IT assembled to examine AT&T’s current real estate portfolio in light of emerging trends & implications for the workplace of 2020. The main objectives of the continuing initiative:

• Transform the administrative portfolio
• Strategically support a transforming business culture
• Optimize collaboration with innovative technology
• Invest in a smaller, higher-performing footprint
• Align with how AT&T consumes space in real-time
CRE Design Principles

- Mobile, collaborative & social
- Reflection of our brand
- A diversity of activity based spaces
- Smart, sustainable and engaging
- Space becomes a “consumable” and the knowledge worker a consumer vs. occupant
- Support Agile work processes
- Maximum natural light
- Sound masking for acoustical comfort
- A next-gen workplace experience
Work Space Transformation

Enclosed Workspaces

Open Workspaces

Collaborative Workspaces

Work Café

Virtual Concierge

Branded Experience

Examples
Technology integration

- Telepresence
- Virtual Concierge
- Electronic Whiteboards
- Mobile Print & Print Release
- Hosted Virtual Desktop (HVD)
- Next Gen WiFi
- Video/Media Walls
- Digital Signage
- USB Headsets with Extension Mobility
- Universal Connect Stations – 22” monitor
- Unified Communications
- Wireless Charging

*Technology is Mobile, Accessible, Wireless, Pervasive, Seamless*
User Experience Roadmap

Socially oriented workspace will begin to draw staff together
2010 - 2012 Current

Tethered to desk
2010

Highly collaborative, mobile, agile, social, and minimal paper.
2013-2020
Day in the Life

1. Employee enters floor & swipes badge at virtual concierge to reserve focus room
2. Utilizes Day Use Locker to store personal items
3. Enters room, connects via WiFi & begins focused work
4. Charges phone via wireless station & has lunch with colleagues at Work Café
5. Grabs presentation via badge release and reviews with peers in soft seating area
6. Presents work to team in conference room, utilizing eWhiteboard & TP
7. Attends a town hall with peers at the Town Center
8. Notarizes & mails document via concierge, grabs personal item from Locker and leaves for day

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Looking Forward…2015 - 2018

- Virtualizing the experience
- Variable-izing the real estate (pay as you go)
- Incorporating BigData
- Optimize Wellness & Health in Workplace Model
- Integrating Retail and Hotelier support models
- Communication & Collaboration Convergence
  - (UCC, Pervasive Video, GigWiFi, M2M & CD)
Enhancing the Social & Experiential components of Workplace Platforms

Developing “Shape-shifting” & Multiple Use Case Spaces.

Promote:
- Purpose Driven Interactions
- Disciplined Collaboration
- Cross Disciplinary Connections

Creating a “Shape Sifting” Environment

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Your Turn!
Global Workplace Analytics’ Free Resources

• Employer/Environmental Savings Calculator
• Employee Workplace Savings Calculator™
• ROI of Alternative Workplace Strategies white papers
• Results-Based Management white paper
• New Ways of Working best practice article
Jones Lang LaSalle
Free Resources

- What makes a workplace great?
- Forget the workplace … for now
- Three workplaces for the future
- Delivering a successful workplace strategy
Gensler Free Resources

- Happiness by Design–A Capital Idea
- Gensler Design Forecast 2014
- Design Thinking: Design and the Metropolis
- Design Thinking: Reworked
We’re Here To Help

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