FORGET THE BEANBAGS

HERE ARE THE REAL WORKPLACE TRENDS TO STEAL FROM TECH

JLL®

THE WORKPLACE IS CHANGING

The workplace is not just where work happens. It's *how* work happens. And that changes over time.

The reasons are numerous: a maturing (and very selective) workforce, pervasive internet access and mobile enthusiasm, an energetic (if wary) economy, newfound concern for worker wellbeing, rapid growth in the "contingent" workforce and the [alarming disengagement levels][1] of employees who can't shake the feeling that we're just not meant to spend 40 hours a week corralled in cubicles.

Fortunately, employers are largely on the same page. Companies are looking to their physical office as a strategic way to engage and attract talent, cultivate personality and stay competitive. It's imperative in a global, digital landscape where reputation, environmental footprint, employee perks, product efficacy and corporate character all precede you.

The technology sector is leading the charge in renewed workplace design, defying long-held workplace expectations. Perimeter offices and opaque, high-walled cubicles have been replaced with open floor plans and ambient lighting. Tech has catered to the emerging, collaborative work style and defined what the modern workplace looks like, albeit with a decidedly Californian vibe. The value of bean bag chairs is unique to a certain kind of culture, but the idea that the workplace can and should evolve to better support employees is resonating across industries.

TOPICS

Here we'll take you through the larger forces driving workplace change, the business lines that need to respond, and six practical workplace modifications that any company can use—no matter how traditional. We'll even show you how JLL, a commercial real estate firm dating back nearly 250 years, is putting them into practice at our corporate headquarters in Chicago's Aon Center. Plus, we'll detail mistakes to avoid and tangible results you can expect to gain from a renewed workplace strategy.

Learn more at OfficeRenew.com

CATALYSTS FOR CHANGE

What's driving workplace change? Why now?

Five distinct, but interrelated shifts are affecting the workplace on a grand scale. To better explain the evolution of the physical workplace, we identify the broad cultural and commercial themes that are changing the way we work—and thus how the office can deliver.

Learn more at OfficeRenew.com

ECONOMIC SHIFT

Simply put, when the economy is sluggish, so is real estate. Now, more than six years since the official end of the Great Recession, commercial real estate is feeling the effects of the U.S. economy's slow but steady recovery.

ECONOMIC SHIFT

Away from cost savings

In the depths of the recession, workplace strategy was not a top concern. Companies that were fortunate enough to stay in business were focused on surviving, and corporate real estate teams were under immense pressure to decrease costs. Now as GDP climbs higher, consumer confidence rises and the job market regains momentum, commercial real estate is humming.

Toward a lasting investment

Reducing spend is still a priority, but now that many companies are less strapped for cash, they're able to make strategic investments in the workplace. Instead of seeing real estate as a cost, top companies are looking at it as a way to deliver value. Driven by employee desires and data, CREs are helping their companies achieve employee-productivity gains that have deep financial impact.

What's the connection?

The following flow chart concept from CCIM Institute illustrates the direct connection between economic health and real estate. Specifically, how employment drives demand for space.

Commercial real estate demand cycle

Consumer Confidence → Consumer Expenditures → GDP Output ← Interest Rates ← Federal Monetary Policy ← Inflation

GDP Output → Corporate Profits

Business Confidence

Corporate Profits → Employment Growth → Industrial Demand

Office Demand

Employment Growth → Population Growth

Population Growth → Hospitality Demand

Residential Demand

Population Growth → Disposable Income → Retail Demand

Legend:
- Leading Indicator
- Coincident Indicator
- Lagging Indicator
- CRE Demand

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WORKFORCE SHIFT

Nationwide, we're seeing recovery in the labor markets. Unemployment is declining, more workers are looking for jobs and companies are competing for a shrinking talent pool. But who are all these new workers?

  Learn more at OfficeRenew.com

WORKFORCE SHIFT

Today's workforce is…

Multigenerational

Boomers are [retiring at 10,000 a day](#)[2], and there aren't enough Gen Xers to fill their shoes. Their under-30 counterparts are making up the difference in droves. Millennials are now the [largest generation in the workforce](#)[3], having surpassed Baby Boomers and Gen Xers in May 2015.

As the workforce skews younger, employers are left navigating opposing preferences. Older employees (for which many offices were designed) care least about what Millennials want most— [engagement](#)[4].

Discerning

Millennial workers are selective about their employers, wanting more connectivity, autonomy and [purpose in their careers](#)[5] than previous generations. Despite these expectations, or perhaps because of them, they're also more than [twice as likely to switch jobs](#)[6] within one to three years.

Their clout comes from consistent job growth. Employees now have greater advantages and leverage in terms of pay and job choice.

The question on everyone's mind, then, is: "How can we attract— and more importantly, retain— Millennials?"

Flexible

Contract employment is now almost as common as traditional employment. By 2020, more than 40% of the U.S. workforce will be made up of [contingent workers](#)[7]— freelance, temporary or contract workers.

These nontraditional workers in addition to regular, full-time employees make up an increasingly distributed workforce—able to work anywhere at any time. Because of [workshifting](#), they're not bound to a desk from 9-5. The focus is more on the work itself than the time and place it's completed.

Ideally, this independence makes for a more manageable work load. In practice, that isn't always the case, which is why so many employees put a premium on work/ life balance.

TECHNOLOGICAL SHIFT

One of the biggest reasons the workplace will never be the same is because, frankly, nothing will. Technology has changed the way we communicate, the way we shop, the way we travel, meet, learn, do business, and how we think about physical space. It's bringing us closer in some ways and comfortably apart in others.

   Learn more at OfficeRenew.com
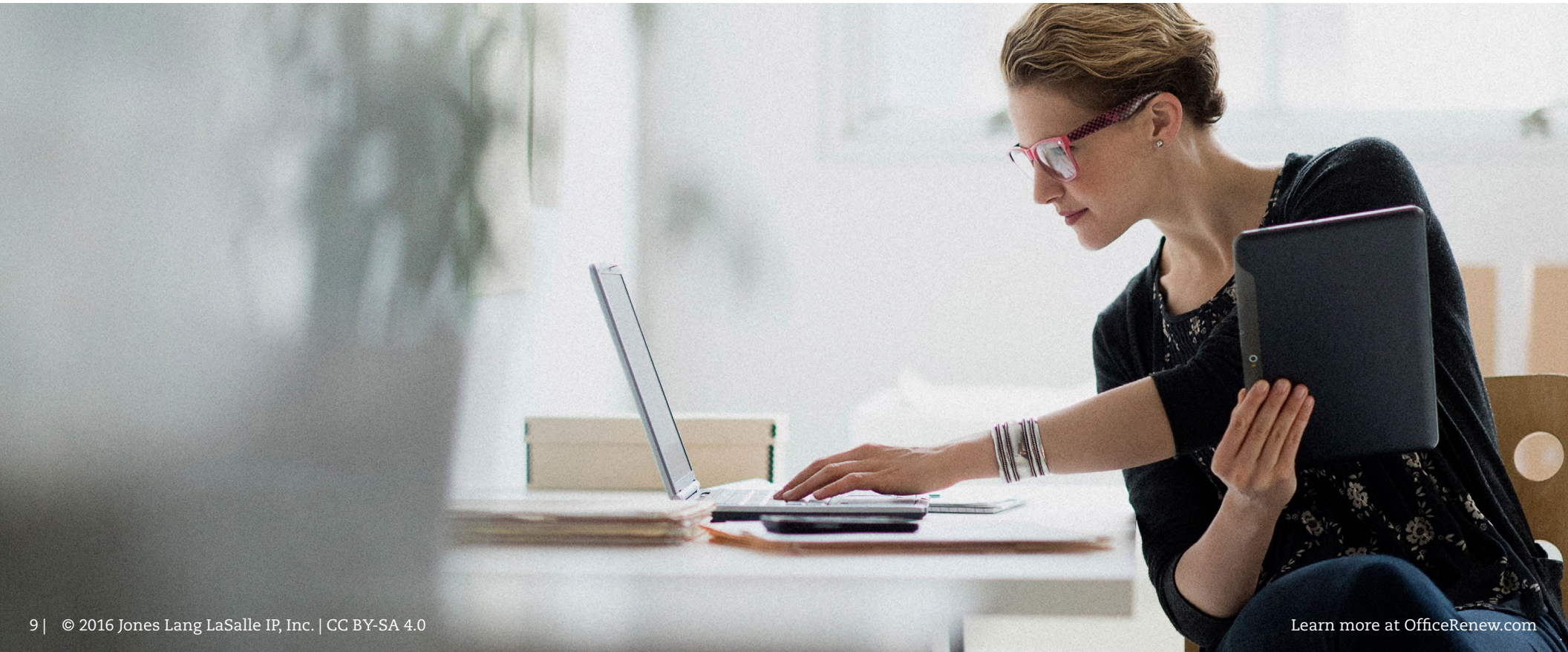
TECHNOLOGICAL SHIFT

Digital revolution

We're in the midst of an era of change not seen since the Industrial Revolution, argues economist W. Brian Arthur. The internet and digitization have created a [second economy](#)[8], says Brian. One that connects us globally and functions largely without our conscious input.

Many processes that formerly required human supervision and focus are happening automatically, intelligently and silently all the time. Our attentions are shorter, maybe; in higher demand, absolutely; but also freed from certain laborious, fixed routines.

It's time we thought strategically about the efficacy of the physical spaces, people and processes that can't be digitized.

Digital natives

The modern workforce—particularly new generations of employees—expect the flexibility to work from anywhere, be it home, the office or a coffee shop. Improved laptops, smart phones, tablets, voice over internet protocol (VoIP) and communications platforms such as blogs, wikis, podcasts, instant messaging, social networks and web conferencing make workshifting possible. We have an unprecedented ability to collaborate among employees and with external stakeholders.

Employees today are away from their desks more than ever. The population of non-self-employed teleworkers increased 103% since 2005 and 6.5% in 2014, with 80%-90% of the U.S. workforce indicating they would like to telework [at least part time](#)[9].

Digital expense

Not surprisingly, the cost of outfitting the modern worker with an arsenal of gadgetry and infrastructure is at an all-time high. The average IT spend per employee rose from $7,756 in 2000 to $9,149 in 2008 and over $13,000 [in 2013](#)[10].

Large investments in technology, however, can be offset by significant space savings and reduced attrition. 95% of employers say that teleworking reduces turnover, which can easily cost between $10,000 and $30,000 for [a single employee](#)[11].

 Learn more at OfficeRenew.com

WORKSPACE SHIFT

For a place that comprises the majority of our waking hours, the workspace has been largely underrated as a value-contributing asset. Once considered hard, fixed and costly, the office is finally getting the forethought it deserves.

 Learn more at OfficeRenew.com

WORKSPACE SHIFT

Merits of space

As virtual communication has soared, so has an appreciation for face-to-face interaction. Having feared its demise, we're reconnecting in person and defining the role of place in a digital world.

Now that we're able to work from anywhere, employers are compelled to create the best possible place to do the work. Technology frees us, but nothing is better than the connectivity, team building and community that a shared physical space affords.

Tool for recruitment

In a market where companies are competing for top talent—talent who have repeatedly shown their willingness to talk with their feet—you cannot overlook the importance of providing an enticing workspace.

The physical workplace is an excellent physical manifestation of an organization—so much so that some companies tour potential hires around the premises before even sitting down for an interview.

Productivity pressures

If an organization typically spends $3 per square foot on utilities, $30 on rent and $300 on payroll per year (as illustrated by the 3-30-300 rule[12]), then an optimized workspace gives the highest returns not in direct space savings but in indirect productivity gains. Now, a better office isn't a straight shot to productivity, but it does play a significant role in nurturing employee satisfaction and preventing dissatisfaction, which are prerequisites for engagement[13]. And engaged employees are always the most productive.

Where you work really does matter. Anyone who's worked in an office that was too hot or too loud or so unstimulating they found themselves daydreaming, knows it.
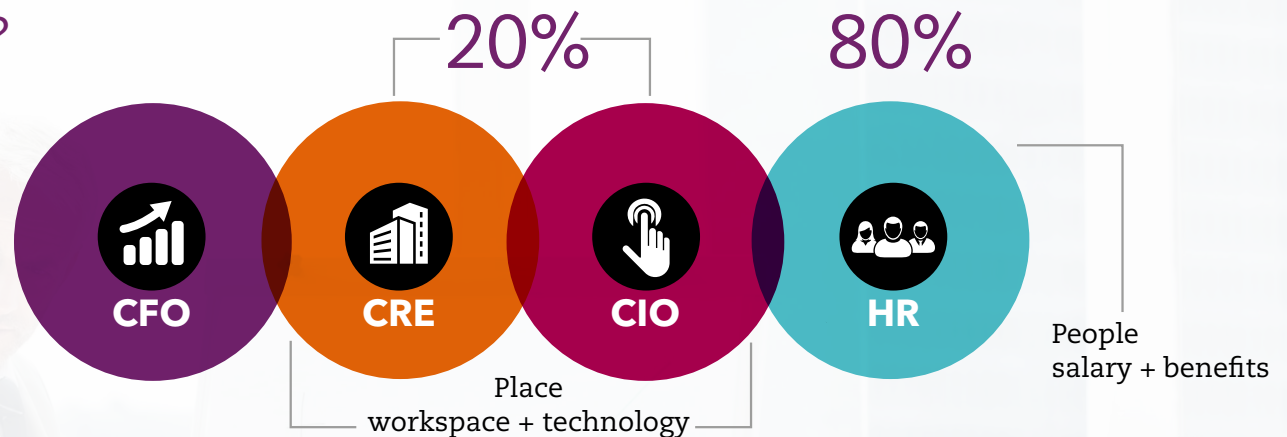
C-SUITE SHIFT

As the game changes, so do the players. Five years ago, the CFO and the head of corporate real estate (CRE) would meet to discuss reduction, underutilization and driving costs down. But they can no longer afford to work in isolation. Today, executive leadership is bringing them together with HR and IT (CIO) to connect the dots from place to people— a company's two most expensive assets.

 Learn more at OfficeRenew.com

C-SUITE SHIFT

Where does the budget go?

20%   80%

CFO   **CRE**   **CIO**   **HR**

Place
workspace + technology

People
salary + benefits

How do they connect?

CRE

CRE has long felt C-suite pressure to reduce costs, because real estate is a logical place to save money: a better lease, leaner utility bills, fewer desks. But workspace is more than a line on the balance sheet. CRE teams are being better empowered to drive change and work with other business functions. By collaborating with HR, CRE is able to disconnect physical space from headcount, and base it instead on task and location with support from IT. This way every square foot of office space is put to good use.

CIO

Technology, of course, is the lifeblood of the workplace and is what makes smart space allocation possible. With seamless connectivity, employees can work from anywhere with the tools they need to stay in touch. Consolidated space savings can then be redirected to large investments in new technologies that enhance the employee experience and make work processes easier.

HR

More than 87% of companies report culture and engagement as their top challenge[14]. HR is trying to quell disengagement before it morphs into a productivity problem, particularly in traditional offices. The CFO and CRE know the workplace impacts productivity, but they need measured activities from HR that give insight on workforce patterns. How are employees using the space? What are the perceived barriers to efficiency? What would make them more engaged?

HOW ARE COMPANIES RESPONDING?

As these forces combined over the last few years, we've seen a lot of fads pop up, specifically from early adopters in the tech industry.

Steep cost concerns, limited space, advanced technology needs and a very competitive Millennial talent pool led to creative workplace solutions among the Silicon Valley elite and startups alike. Yes, some tech companies are well-funded, but those investments are tempered by low revenue streams, expensive office rental rates in top tech markets and an often unpredictable outlook for success. Why invest in an elaborate office setup when you don't know what the next six months will bring?

Those that graduated from startup status have maintained the young, creative, collaborative and flexible style we've come to expect from tech offices. Likely driven by the success of these frontrunners, others have followed suit with increasingly modern workplaces.

[But this has left more traditional companies in stable industries without a model to work from. Wanting to evolve the workplace, their only reference is far too bold. Until now.]

In the following pages, we offer six practical workplace decisions that can add value to any company—and be tweaked individually to match your culture and needs.

We'll even show you how we, a nearly 250-year-old commercial real estate firm, are putting these tips into practice in our own #OfficeRenew project.

CREATE A WORKPLACE THAT WORKS

Design a space that balances the diverse needs of people with the functional use of place. Whether you're looking for new space or modifying an existing one, update your workplace strategy to include one—or several—of these modern trends.

1. **Tear down the walls**
2. **Zone out in a good way**
3. **Plan for the future**
4. **Remove barriers to technology**
5. **Be a brand ambassador**
6. **Go beyond recycling**

Learn more at OfficeRenew.com

1

TEAR DOWN THE WALLS—BUT ONLY SOME OF THEM

Major changes in business culture are affecting the way offices are configured, demonstrated by the rapid uptick in open office environments. Companies are striving for more collaboration when they opt for open office design, but their efforts often miss the mark.

Learn more at OfficeRenew.com

1
TEAR DOWN THE WALLS—BUT ONLY SOME OF THEM

YOUR PLACE

Wanting an open office isn't a poor instinct on the surface. Open spaces can be beautiful, energizing, flexible, collaborative and cost-effective, and make a statement about your corporate culture. However, designing an effective open office is far more subtle and complex than just sitting everyone at tables in one big room.

What are the two biggest sources of dissatisfaction in (poorly designed) open offices? Distractions and lack of privacy. These triggers can easily be addressed with careful space allocation and appropriate furniture.

For example, the individual workstation, or cubicle, has contracted, but the walls don't have to come down completely. A series of small, personal work booths with walls no taller than ear height feels communal and personal at the same time. This setup allows for interaction if desired, but provides acoustic and visual relief between workers who report feeling uncomfortable for unintentionally eavesdropping and "spying" on others' work in true open seating.

Consider curved walls and furniture, which—aside from being pleasant to look at—minimize sight lines so you're not continually distracted by what's happening 200 feet away. Curved layouts have even been linked with positive emotions, greater creativity and productivity[15].

Lastly, get the glass. Clear, partial privacy or fully frosted. Natural light is a big draw in open workspaces, and glass lets the light in, but keeps the noise out.

    Learn more at OfficeRenew.com

1
TEAR DOWN THE WALLS–BUT ONLY SOME OF THEM

○ **YOUR PEOPLE**

When you break down the physical silos, it tends to weaken the mental ones, too. Done correctly, a semi-open workspace creates a collaborative community of cross-functional workers.

Without barriers to brainstorming, impromptu meetings are sprinkled throughout the day, fostering a lively cross-pollination of ideas. Open floorplans can dissolve physical hierarchies, encourage transparency and enrich and mold office culture.
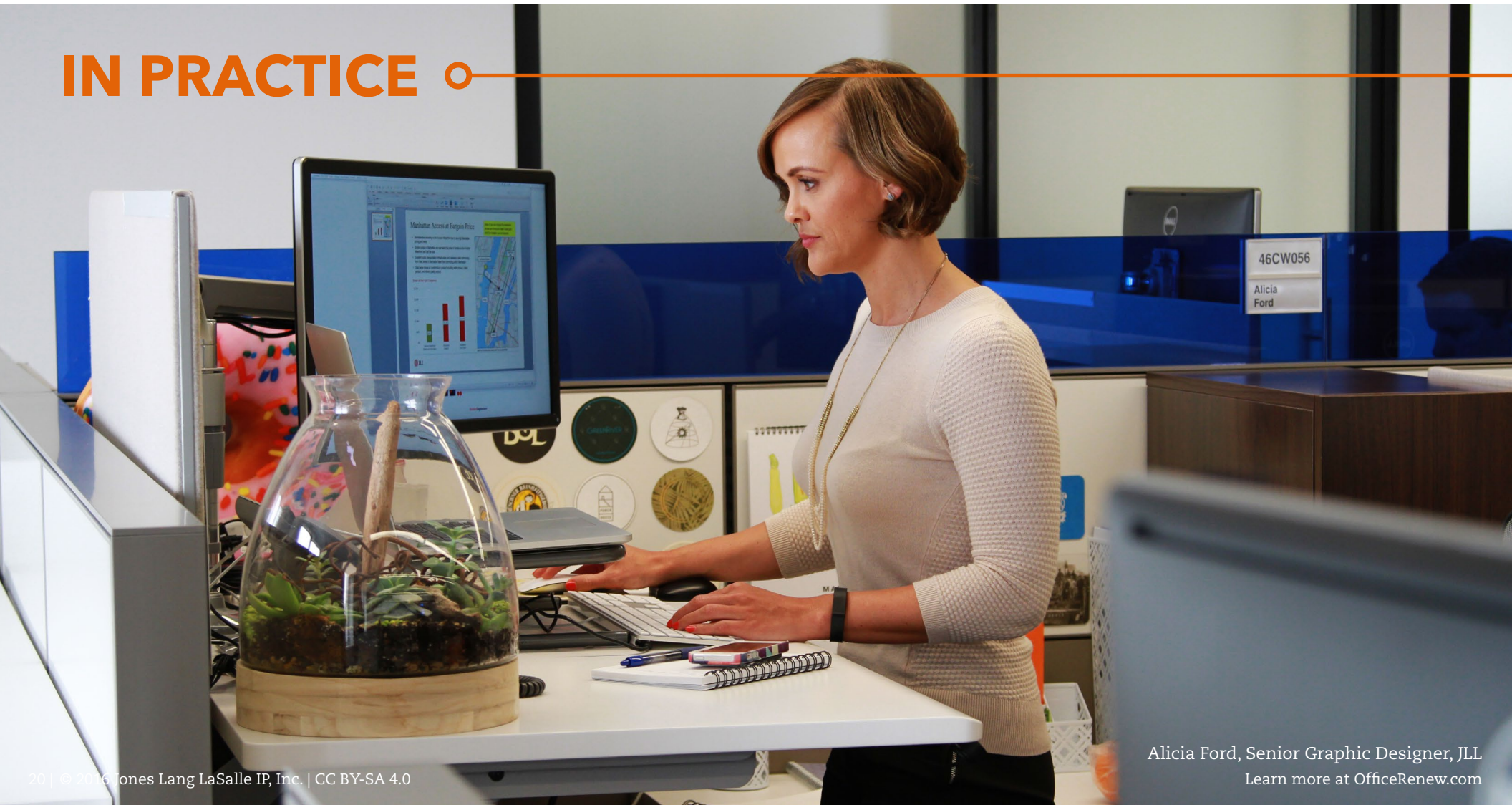
[Collaboration is important, but so is concentration. Don't sacrifice "me" for "we."]

As employees seek more connected ways of working, companies should respond with space to fit their needs. But making it easier to work in tandem should not come at the expense of heads-down focus.

                    Learn more at OfficeRenew.com

1
TEAR DOWN THE WALLS—BUT ONLY SOME OF THEM

IN PRACTICE

Alicia Ford, Senior Graphic Designer, JLL

Learn more at OfficeRenew.com

1
TEAR DOWN THE WALLS—BUT ONLY SOME OF THEM

○ AT JLL'S CORPORATE HQ

We used the Adams Curve to lay out our core work areas, which we call Studios—clusters created for 15- to 22-person teams that work together. The concept comes from an M.I.T. study showing that people collaborate best and use resources like collaboration rooms, phone rooms and print centers when they're within a 40-foot radius of one another—and that they're unlikely to travel farther than that.

Personal work areas within the Studios feature adjustable-height desks, 27-inch monitors and sound-absorbing, movable privacy panels. Employees can raise or lower uniformly sized desks, so they'll feel right at home and enjoy the health benefits of standing. Ideally proportioned monitors move up and down as people change positions, putting an end to hunching over laptops.

Additionally, modular design allows people to shape their own space as they need it for that particular moment, versus being confined and "stuck" in the same configuration all the time.

 Learn more at OfficeRenew.com

2

ZONE OUT IN A GOOD WAY

Not everyone works the same way. Even more obvious: not every task has matching constraints. The reason so many open offices flop is because they fail to account for different work styles between employees and among tasks.

2
ZONE OUT IN A GOOD WAY

YOUR PLACE ○────────────────────────

An open floorplan certainly makes it easier for employees to interact. But just because they can see and hear each other better doesn't mean they're more likely to collaborate. The answer is to create a variety of thoughtfully conceived work spaces—or zones—that are conducive to different needs. What kinds of work are completed on a regular basis? What type of setting would be best for each?

Organize by function

Try shifting from an ownership to a membership model. The most productive workplaces are no longer one-person-per-desk, but, rather, they create non-territorial neighborhoods by function. Diverse settings support the different ways they work, whether that's alone, in pairs or in groups of various sizes.

- Formal conference rooms
- Casual brainstorming spots
- IT/mobile stations
- Huddle rooms

- Private enclosed spaces
- Quiet zones
- Social "magnet" areas

Maintain proximity

Different types of work areas should be acoustically isolated but still close in proximity. Employees need to be able to transfer between work modes quickly. Otherwise they'll make do where they are in order to save time, potentially enduring distraction or becoming one to others.

ZONE OUT IN A GOOD WAY

○ **YOUR PEOPLE**

It may sound counterintuitive, but people are more engaged and loyal to an organization that works this way. Why?

[When people have greater choice about how and where they work, they are empowered to choose the space that is most productive for the task at hand.]

Autonomy breeds trust and accountability with employees and promotes a feeling of control. Though seating choice may seem small, it creates a sense of ownership over personal process.

     Learn more at OfficeRenew.com

2
ZONE OUT IN A GOOD WAY

IN PRACTICE

Peter Kroner, Senior Research Analyst, JLL

Learn more at OfficeRenew.com

2
ZONE OUT IN A GOOD WAY

AT JLL'S CORPORATE HQ

To design the kind of workplace where our people can excel, we gathered and analyzed data from employee surveys, and also studied employee movements. We found that not only was our space outdated, there wasn't enough of it, and it didn't suit the way our people want to work. We were especially lacking in collaborative spaces for quiet work, private calls, and both scheduled and impromptu meetings.

So we changed all that with our #OfficeRenew.

For meetings—whether formal or impromptu—employees can slip into small phone rooms, mid-sized huddle rooms, larger conference rooms or shared "neighborhood" spaces. Comfortable cafés throughout the space will replace outdated employee kitchens, and be fully equipped with refrigerators, vending machines, microwave ovens and large monitors to keep everyone up-to-speed on company or world news and entertainment.

We're also building a Club—an uber café/company pub of sorts where any employee can pop in for a drink to work solo or catch up with colleagues. There will be a variety of furniture styles so people can work and socialize as they prefer.

After hours and for special events, the Club's bar can be used by caterers to serve food and drinks, and other furnishings can be brought in to transform the setting.

3

PLAN FOR THE FUTURE (EVEN IF YOU CAN'T PREDICT IT)

One of the best workspace investments you can make is in a setup that will grow (or contract) with you into the future. When designing the layout of your space, invest in the most flexible infrastructure you can, knowing that it's going to change.

3
PLAN FOR THE FUTURE (EVEN IF YOU CAN'T PREDICT IT)

YOUR PLACE

Workspace and construction decisions are often permanent and fairly binding (short of renovation), which is why your furniture and layout shouldn't be. Flexible workspace options enable quick and painless adjustment for short- and long-term use.

- Furniture on casters: Highly portable without assembly

- Movable partitions: Provide privacy, boundaries and visual relief when and where it's needed

- Modular pieces: Furniture built on like dimensions can be rearranged into a couple of workstations, a huddle room or cube space

Anticipate that you'll need to make changes, and select an infrastructure that is equipped to handle it with minimal effort and expense.

                    Learn more at OfficeRenew.com

3
PLAN FOR THE FUTURE
(EVEN IF YOU CAN'T PREDICT IT)

YOUR PEOPLE

In a fast-moving, ever-changing economy, organizations that can adapt to market and economic forces succeed.

[Companies that are built on a flexible workspace model have the advantage because their culture is wired into fluidity.]

In the event of major change, such as rapid onboarding, reorganization of teams, or merger/acquisition, employee disruption is minimized if your office layout can flex with you.

                    Learn more at OfficeRenew.com

3

PLAN FOR THE FUTURE (EVEN IF YOU CAN'T PREDICT IT)

IN PRACTICE

Sarah Henry, Senior Research Analyst, JLL

Learn more at OfficeRenew.com

3
PLAN FOR THE FUTURE
(EVEN IF YOU CAN'T PREDICT IT)

AT JLL'S CORPORATE HQ

The lease on our headquarters space in Aon Center is for 15 years. But we know that employee needs and technological advancements will move much faster than that.

A core concept of our #OfficeRenew was to invest in place with the knowledge that everything within it will continue to evolve and change. So we thought a lot about functionality and user experience.

A major element of our new design that will keep us fit for the future is that the entire space is constructed in a modular fashion. Every major area and common unit is built on a 6-foot dimension. This means every wall, every workstation, every huddle room, team room, conference room and more can be measured at 6, 12, 18 or 24 feet, and so on.

Think of the possibilities this opens up. We can take a section of cube space down and create a huddle room. Pull down a huddle room and put a couple of workstations there. Expand a community area by removing a row of workstations. The options are nearly limitless.

Anticipating that we may make these changes, we created an infrastructure that will minimize expenses and effort when groups expand and contract. When new business units are created. And when anything else changes that we can't predict.

4

REMOVE BARRIERS TO TECHNOLOGY

There are plenty of hurdles to success and productivity, and technology shouldn't be one of them. As it becomes more ingrained in our work lives, technology should be largely unnoticed. In fact, the more invisible, the better.

Dwight Stephenson, VP, Capital Markets, JLL

Learn more at OfficeRenew.com

4

REMOVE BARRIERS TO TECHNOLOGY

YOUR PLACE ○───────────────────────────

Workplace technology should do one of two things: maintain your workflow or enhance it. Unobtrusively.

Maintain your workflow

You have to stay connected. Strong, reliable mobile reception and wireless internet access are a must. No excuses.

Perhaps the most important, yet most overlooked technology (and top offender in terms of productivity) is power. As in outlets. Or lack thereof. You'll have sprawling cafes and community spaces just begging to be used as mobile workstations, but employees are still tethered to where they can plug in. Data and voice are sophisticated, but power is lagging behind. Until we have ubiquitous, wireless power, we need outlets. And we need a lot of them.

Then enhance it

Support teleworking: provide remote workers with file access, seamless conferencing and implement a BYOD (Bring Your Own Device) policy that integrates their personal phones, tablets and computers.

- Think mobile first: Make every task possible (and easy!) to accomplish from a phone or tablet: printing, presenting, conferencing, etc.

- Know where you're going: Smart conference rooms integrate with calendars to show the current and future status of all meeting spaces, a digital concierge tracks workforce patterns to determine which stations are available for hoteling.

- Meet smarter: Simplify face-to-face and virtual presentations. Sophisticated video conferencing offers real-time viewing, editing, file sharing and gesture control.

                                    Learn more at OfficeRenew.com

4
REMOVE BARRIERS TO TECHNOLOGY

○ **YOUR PEOPLE**

If you asked an average employee about their biggest barriers to productivity, they might say, "I waste 15 minutes a day, every day, looking for a meeting room. And once I find it, I waste another 10 minutes trying to get the technology to work."

The most expensive activities occur when teams get together.

[A group of eight worth roughly $50 per hour will blow through $67 in lost productivity during a frustrating 10-minute delay. And that's just in one conference room.]

But one of the biggest losses from troublesome technology is neither cost nor convenience. It's innovation. When employees are unencumbered by connectivity issues and unrestricted by physical distance, they're able to collaborate, be productive and innovate beyond their specific job duties.

4

REMOVE BARRIERS TO TECHNOLOGY
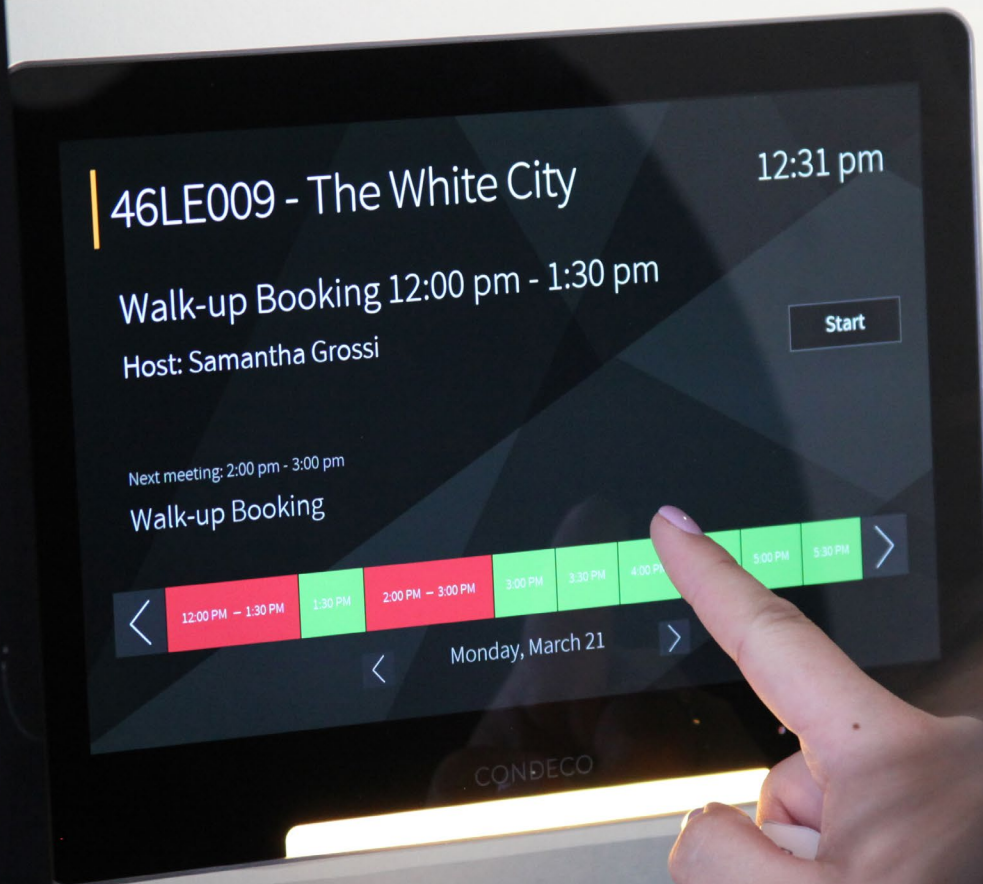
4

REMOVE BARRIERS TO TECHNOLOGY

AT JLL'S CORPORATE HQ

How often do you miss calls because you're not at your desk? We hear you. That's why our new space is enabled with "first-ring hunts." When enabled, incoming calls will ring an employee's desk phone first, then go to their cell phone.

For meetings, employees can reserve rooms of various sizes via Outlook meeting invitations, from their personal devices or via touchscreens outside the rooms themselves. If someone is looking for a space on the fly, a green light on the touchscreen outside each meeting room lets them know it's available, a red light if it's reserved.

Within those rooms are monitors for collaboration, electronic whiteboards and easy-to-use video conferencing technology.

And remember what we said about the need for outlets? Powerful Wi-Fi and plentiful power sources in meeting rooms and throughout community spaces like the cafés and Club will make it easy for employees to maintain productivity from anywhere within our walls.

Learn more at OfficeRenew.com

5

BE A BRAND AMBASSADOR

Leadership is most responsible for fostering a sense of connection at work, but your physical space can go a long way in setting the tone. The work environment's configuration and expression are becoming critically important in communicating messages about a company's culture and brand.

5
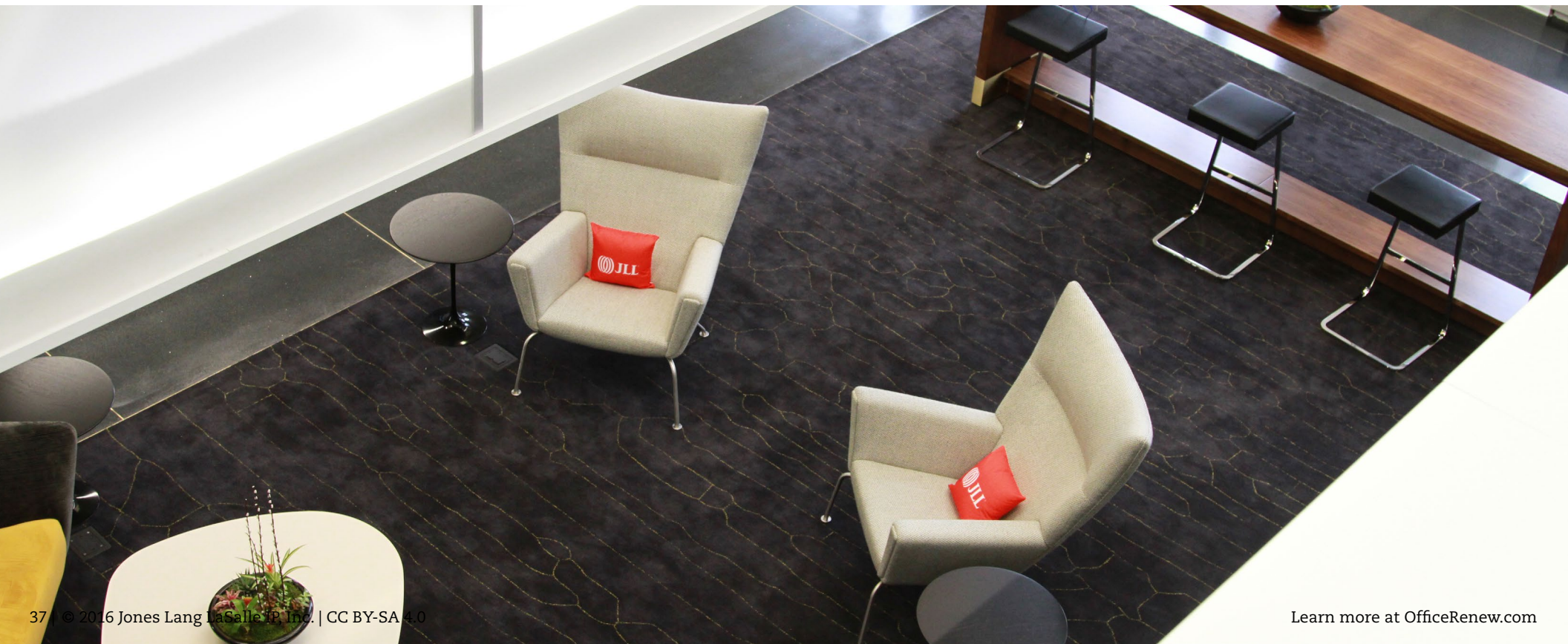
BE A BRAND AMBASSADOR

YOUR PLACE

Would you bring a friend to the office? Do you bring clients to the office or prefer to do business at a restaurant/café, where you find it more convenient? What message do these scenarios send? If your organization has a standard, corporate, "pleasant-but-bland" office environment, then who's to say your company itself is going to be any different?

In a survey of 3,000 workers, Gallup found[16] that only 41% of employees felt they knew what their company stood for and how it differed from the competition.

It becomes even harder to differentiate yourself when you consider technology's impact on comparison shopping. Customers and employees alike are comparing not only your products and services but your salary package, management style and break room to those that are "best in class."

Whatever makes your brand stand out in the marketplace should be seen and felt in the workplace, too. You don't have to plaster your logo on the walls, but a great workplace should feel like the company it's home to and be aligned with its values. If not, you're losing your best first impression: the one you make internally.

5
BE A BRAND AMBASSADOR

YOUR PEOPLE

A branded workplace presents a strong identity and shows the importance of employee experience. It connects employees to their purpose by reminding them of the organization's values and their role in that journey.

When employees feel valued, they do their best work, especially when they support company goals. Branding and consistent messaging are what get them there.

[
When you present the same message internally as you do externally, you boost employee buy-in because your message is authentic.
]

Employees are more engaged with the brand and their work that supports it. That shared mission—not specific policies—creates a resilient, high-performance organization.

 Learn more at OfficeRenew.com

5

BE A BRAND AMBASSADOR

IN PRACTICE

 Learn more at OfficeRenew.com

5
BE A BRAND AMBASSADOR

○ AT JLL'S CORPORATE HQ

Teamwork, integrity and excellence are core values at JLL. And while we do a great job walking the walk in client engagements, we were strolling right past an untapped opportunity in our own hallways.

When designing our renewed office, we thought a lot about how our space could reflect these values, tell stories about our business and give everyone a shared sense of purpose.

The new space incorporates bold portrayals of our visual identity and weaves in storytelling videos, murals about the company history and digital signage that conveys our accomplishments. All serve to remind our employees and visitors what we stand for—and what sets us apart from the competition. Upon arrival in Reception, everyone is greeted by a professional and friendly guest services rep, bringing JLL's personal touch to every in-person interaction.

Employees' workdays are punctuated by subtle reminders about our core values, the strength of the brand and the community they are a part of. This is embodied in touches like sleek furniture design, nods to early JLL innovations, exposed ductwork, artful depictions of Chicago scenes and conferences rooms named after local institutions. Even the wayfinding system speaks to the setting, using the directional touchpoints of Lake, City, Park and River.

Our hope is that our new space at Aon makes our people feel good about being there, great about being a part of JLL and proud of what we stand for.

6

GO BEYOND RECYCLING

Until recently, "greening" the office and creating one where employees are inspired to do their best work were seen as different activities. Now we're beginning to draw a direct line from "green" to "productive" through management practices and physical characteristics that contribute to both.

 Learn more at OfficeRenew.com
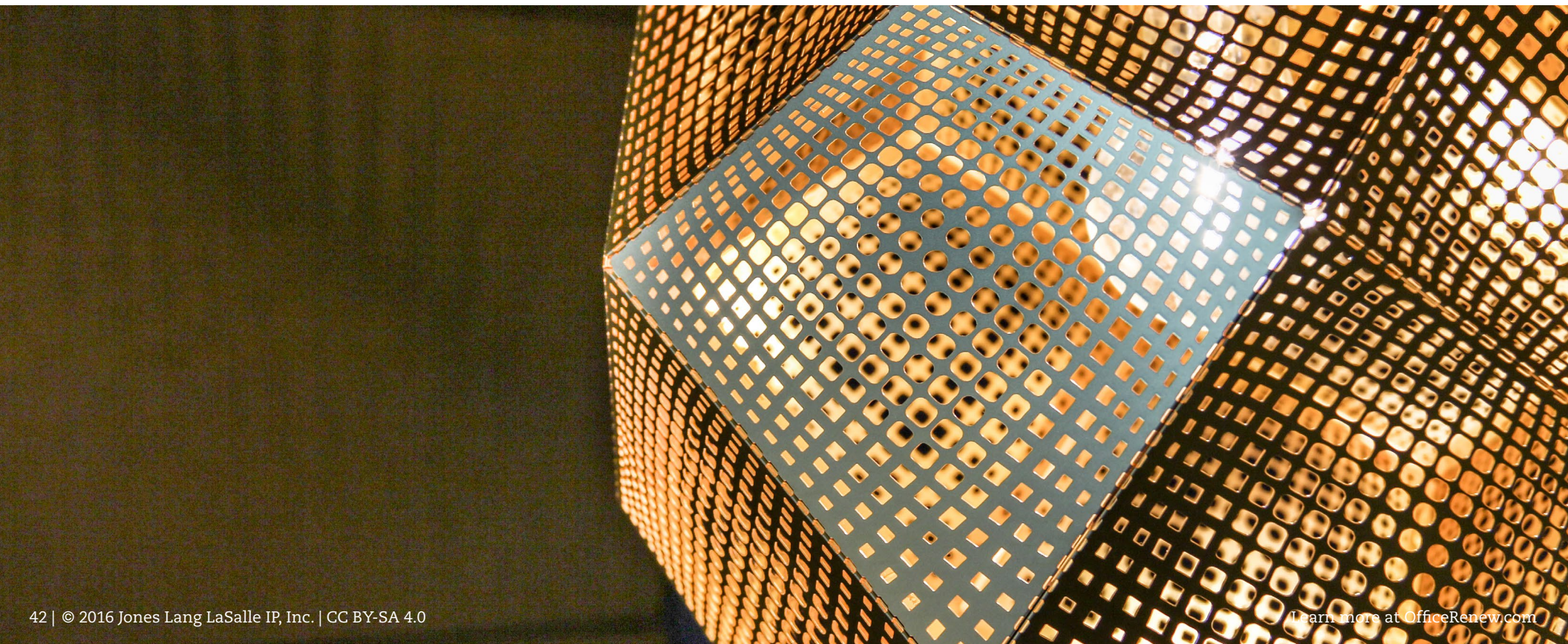
6
GO BEYOND RECYCLING

YOUR PLACE

On a base building level, greening generates numerous savings through features like energy-efficient systems and materials. But since most companies don't own the buildings they work in, they are hesitant to invest in building improvements, even if they reduce energy costs.

Leaders in sustainability understand that a building is only as green as its occupants. After all, your people are the ones who consume the most energy, turn on the lights, generate waste and so forth.

> [Instead of looking at up-front expenses tied to green initiatives, sustainability leaders are asking, "What is the employee experience and how does our corporate footprint support it—or hinder it?"]

For example: 40% of your staff works remotely? Consolidate space and pay less to cool and heat it. Provide everyone with laptops rather than desktops for a more mobile experience. A 30W notebook with LCD screen uses around 80% less energy than its desktop counterpart. Even with an external monitor, the savings are well over 50%.
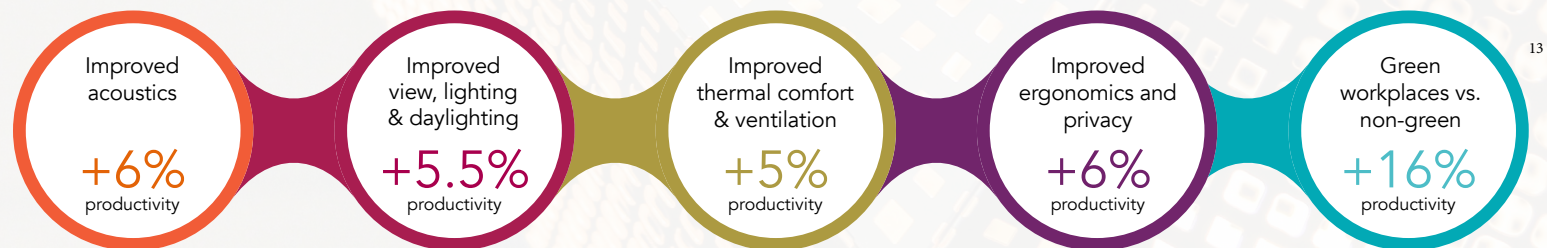
                    Learn more at OfficeRenew.com

GO BEYOND RECYCLING

YOUR PEOPLE

Of course, a technically efficient building can still be wildly unproductive if employee comfort isn't considered. When you're thinking about sustainability in your space, you have to think about the people inside it.

Consider lighting: now that more tasks are done on computers with back-lit screens, overhead lighting levels can be reduced from 750-1000 lux (designed for paper-based reading tasks) down to 300-500 lux. This not only uncovers cost savings, but employees also prefer it. Over-illumination has been linked to increased instances of headaches, fatigue, stress and anxiety.

Here are some other sustainable office updates that can have a remarkable impact on employee comfort, health, happiness and productivity:

Improved acoustics
+6%
productivity

Improved view, lighting & daylighting
+5.5%
productivity

Improved thermal comfort & ventilation
+5%
productivity

Improved ergonomics and privacy
+6%
productivity

Green workplaces vs. non-green [13]
+16%
productivity

There are ways to be sustainable that simultaneously support comfort and health. Look for the sweet spot where green and productive overlap. Within it you'll find reduced absenteeism and boosted engagement.

6

GO BEYOND RECYCLING

IN PRACTICE ○

6
GO BEYOND RECYCLING

AT JLL'S CORPORATE HQ

To create a healthy environment that uses resources with care and supports long-term ecological balance, our renewed office will achieve LEED Certification, a designation of the U.S. Green Building Council.

We're also enabling LEED® Dynamic Plaque™ (LDP), a building performance monitoring and scoring platform that delivers annual LEED recertification and global benchmarking. This allows us to continually monitor and benchmark sustainability performance in five areas: energy, water, waste, transportation and occupant experience.

We're also using the JLL Green + Productive Workplace tool to benchmark and measure green productivity enhancers in our workplace, and see how we compare to other JLL offices and industry peers.

Across the office, daylighting controls will help our space operate more efficiently. If employees are sitting close to a window, for example, the lights don't turn on as brightly as elsewhere. On a more personal level, adjustable LED lighting will give employees control to change the brightness above their desks as requirements change.

With these tools and enhancements, we're continually investing in the green solutions that provide the greatest environmental impact, are most important to our people and best drive bottom-line value.

AVOID THE FADS

There is no ideal workplace. The right work environment isn't constant for each company, each employee, or even for the same person on different days. It's easy to get swept up in the excitement of it all, so here are a few things to remember when you're considering a change.

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DOs & DON'Ts

DO extensive workforce research

Conduct workstyle profiling to determine your staff's resistance to change. How flexible are they currently? Mostly mobile, always anchored or somewhere in between? Compare their ability and appetite for activity-based work. Is their current workstyle conducive to change or will they need both enablers and change management support to successfully transition? Your answers will vary among demographics and departments.

### DO take your time and explore a spectrum of solutions

Some companies are quick to change and like to refresh every five years. Others are more resistant. Many very large corporate organizations take a lot of time—sometimes years—to understand that they need to adjust their working environment. But the evolution toward a tailored, collaborative workspace is not slowing down.

Traditional, individual offices where everyone comes to work every day (250-300 sf/person)
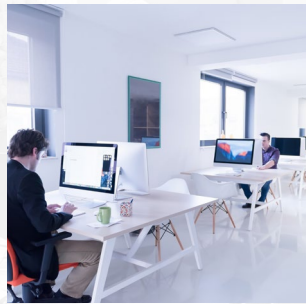
Open plan with fully assigned workstations (200-250 sf/person)
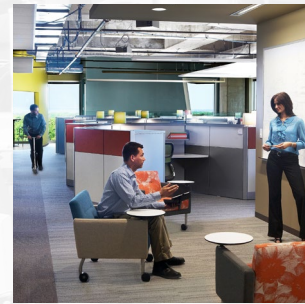
Mix of unassigned and assigned workstations with space for a more mobile workforce (100-150 sf/person)

Fully unassigned workstations and support space (50-100 sf/person)

[Some of these solutions may fall outside your company's comfort zone. The key is to find what works for you. Through careful planning and thoughtful design, your workplace can deliver the right space at the right time for the right individual.]

 Learn more at OfficeRenew.com

DOs & DON'Ts

DON'T succumb to workplace fads

What happens all too often is a company will see a cool tech campus, hear the open space buzz and start gutting their office without considering their individual employee footprint.

[In a fervid quest for productivity, companies end up with employees who are more distracted than before[17].]

Their mistake? Not aligning workplace strategy with business goals. It's not enough to want to save money or be on trend. The rewards of an improved workplace are in proportion to how well it's tailored, so a shared strategy simply won't do.

DON'T cater to one group

As much as Millennials might like it, an uber-modern workspace isn't practical for every company—or every employee. A business that thrives on energy and creativity might find a pingpong table beneficial for brainstorming, but a 100-year-old corporate law firm might not.

No one generation is more important than another, even if they happen to make up the majority of your workforce. To be most successful, the workplace should celebrate the needs and desires of all your employees.

DON'T get carried away with technology

More than ever, technology is a key enabler of business. But don't adopt a new technology for the wrong reasons. (Or worse, no reason at all.) Rather than implementing every new gadget, purchase technology based on business use cases.

It's not so much about adding to your arsenal as it is simplifying it. Beneath the surface of what the technology actually does is the foundation of what you're trying to achieve. Ask, "Is what we're improving aligned with our goals?" Select only the solutions and services upon which your people, processes and strategies can be built.

JUSTIFY YOUR INVESTMENT

Prioritize your people

In making your workplace a desirable destination, you communicate that the employee experience is just as important as the customer's. And it is. People are your only asset with unlimited potential. To unlock their potential is a tall order, but a reasonable ask is to remove the obstacles. Companies that optimize their physical space understand something important.

[The office is an incentive. It should be the place you want to go to work. Not the one you have to.]

Impact your bottom line

Not only is it good for your people, but there is also significant financial advantage in companies where employee engagement is high. Companies recognized as the 100 Best Companies to Work For consistently outperform those that are not. On average they enjoy half the rate of employee turnover and annual stock returns nearly two times that of the general market[18].

There are numerous studies[19] that link employee engagement to better service, sales, quality, safety, retention, profit and shareholder returns. To paraphrase New York Times author Kevin Kruse, the "employee engagement profit chain"[20] states that engaged employees lead to higher service, quality and productivity, which boosts customer satisfaction, leading to increased sales (through both repeat business and referrals), which results in higher profits and ultimately higher stock price.

We posit that a carefully crafted workplace is a catalyst for the engagement profit chain, leading beyond shareholder returns to a robust and valued brand presence.

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