

WORKPLACE TRANSFORMATION:
GSK AT THE NAVY YARD
MAY 2013



ABOUT FAITHFUL+GOULD

Faithful+Gould is a leading project management consultancy protecting and maximizing our clients' interests in the planning and delivery of projects. Operating at the forefront of our industry, we have been providing quality support services and our constructive expertise to the public and private sectors for more than 60 years.

We pride ourselves on collaborating with client teams and developing long-term relationships, while striving to optimize our clients' project planning, delivery and operations. Time and again, we are complimented on our depth of resources and expertise across multiple geographic markets coupled with the ability to provide the personal service of a local firm.

Faithful+Gould is a member of the Atkins group of companies, one of the world's leading engineering and design consulting firms. Being a part of the Atkins network enables us to support our clients' projects from additional offices across the globe.

WORKPLACE SOLUTIONS

Real estate is the second highest operating cost for many businesses, after payroll. Faithful+Gould's Workplace Solutions service supports the way organizations do business by aligning workplace assets with the client's needs.

As a result of rapid growth or contraction, many organizations find a disconnect between their operational needs and real estate assets. Our team develops workplace solutions that support the way organizations do business and are right-sized for their needs. This service is not simply just about bricks and mortar – our workplace strategists and asset management consultants help clients assess their strategic real estate needs and develop plans for more efficient, collaborative workplaces.

5 CRESCENT DRIVE

In February, global pharmaceutical and consumer healthcare company GlaxoSmithKline (GSK) officially moved into a new home at Five Crescent Drive in Philadelphia's historic Navy Yard. GSK's goal was not only to provide a great building for its 1,300 employees, but also to change the way its organization works. The building features an open floor plan, shared workstations, formal and informal meeting spaces, quiet rooms and social areas – but no individual offices, cubicles or barriers. The transition to an open plan has led to a more vibrant and collaborative work environment, with substantially lower operating costs.



COLLABORATIVE WORK SPACE

On a global basis, GSK is transitioning to collaborative workspaces whenever possible to foster better communication and idea sharing. GSK is taking down office and cubicle walls so employees can see and talk to one another. Five Crescent Drive is the first GSK building built from the ground up to meet the company's needs for a collaborative and sustainable building.

GSK's collaborative workspace was designed to:

- break down hierarchical barriers
- reduce emails and formal meetings
- speed decision-making
- enhance collaboration and trust
- promote more physical movement during the day
- enables GSK to better serve its patients

COLLABORATIVE WORK SPACE

GSK adopted this program for collaborative work space in response to the realization that due to shifting work patterns and technology advances 85% of its office space was used less than 35% of the time, representing a large unnecessary operating expense. GSK found that agile working environments speed decision-making and increase group effectiveness, while drastically reducing its square footage. Over the past ten years, Faithful+Gould has helped GSK implement SMART Working environments at locations throughout the United Kingdom; North, Central and South America; Africa; and Asia.

The building features open floor-plates with shared work stations for all team members and a range of meeting and social areas. Based around the principles of “communities” or “neighborhoods,” this layout promotes communication and boosts efficiency, while offering employees more freedom and variety in their working environment. This change also allowed GSK to significantly reduce its office square footage and associated operating costs. With this project GSK was able to relocate the entire population of 1,300 employees from their former location in downtown Philadelphia while reducing their office space by circa 600,000 square feet.



AMENITIES

Five Crescent Drive features a number of amenities to support GSK workers, including a state-of-the-art cafeteria, gymnasium, IT and HR help lounge, health center, a bike share program, and a rooftop garden and seating area. The entryway features a dramatic glass atrium designed as a high energy gathering area for visitors and employees, complete with a visitors center, coffee bar, wellness center and company store. Energy-efficient glass interior and exterior walls provide ample daylight and offer views of the city skyline. The Navy Yard development also features a shuttle to Center City Philadelphia.

FURNITURE

GSK's innovative workplace design required a flexible approach to furniture selection. Because none of the workspaces in the office are dedicated, furniture at the Navy Yard needed to be flexible enough to accommodate every work style and worker in the office. For this reason, the office includes not only work stations but also a range of team tables, soft seating, quiet rooms to support four to six, and larger conference spaces.

Adjustable workstations offer crank-and-motor style adjustable seating, to allow the user to work from sitting to standing. Adjustable task chairs and monitor arms support an ergonomic working environment. GSK Employee Health and Safety representatives are also available on-site to assist ergonomic and other medical needs. In total there are enough workstations to support 80% of GSK employees. However, with the addition of informal seating areas and meeting rooms there are always more seats than employees in the building at any one time.



TECHNOLOGY

The vast range of work and collaboration spaces at Five Crescent Drive required a mix of technologies. Each meeting room supports electronic and data technology connections through the furniture, as well as 360-degree panoramic cameras for videoconferencing. Innovation suites include smart boards for collaborating with colleagues across the globe.

The use of softphones –software for making telephone calls over the Internet using a general purpose computer, rather than using dedicated hardware – eliminates the need for individual desk phones at work stations. “Pull printing” allows workers to print documents at any GSK site. The building-wide Wifi network is accessible from the rooftop garden.

SUSTAINABILITY

Five Crescent Drive has been awarded LEED-CI (Commercial Interiors) Platinum Certification under the 2009 version of the Rating System. The owner and developer of the building, Liberty Property Trust, who will lease the building to GSK, also achieved LEED-CS (Core & Shell) Certification under the 2009 version of the Rating System.

A few of the features that contributed to the LEED-CI Platinum Certification were energy savings, water savings, monitored volatile organic compounds (VOCs) and waste management. Energy savings were achieved by using natural lighting to help offset the amount of interior overhead lights that need to be on during the day. Low flow fixtures used in public restrooms use less than half of the water typically required, this savings largely contributed the water savings.

The building's interior materials were selected based on their lack of harmful levels of VOCs. More than 75% of the total construction waste was diverted from landfills by separating easily recyclable materials from the rest of the debris.



CULTURE

Constructing the physical workplace is often less challenging than changing employees' mindsets and behaviors. People who have known only a traditional office environment with cubicles and dedicated space are understandably skeptical of change. Preparing GSK employees for the move to a collaborative working environment was key to this program's success. To ease this transition, GSK led employees through a structured training program that included:

- Facilitating a series of town hall style meetings to address staff concerns
- Identifying change champions to disseminate information
- Development of visuals, pilot areas and survey stations showcased the look and feel of the new workplace.

The new building is a vibrant, dynamic workspace with a "buzz" and an energy that wasn't present in the former location. Post-occupancy surveys from other SMART Working projects indicate an increase among GSK employees in workplace satisfaction (15%), team productivity (17%) and individual productivity (16%).

PROJECT TEAM

- Faithful+Gould: Project Management / Workplace Solutions
- Interior Architect: Francis Cauffman
- Architect - Base Building: Robert A.M. Stern Architects, in association with Kendall/Heaton Associates
- Developer: Liberty Property Trust & Synterra Partners
- Sustainable Design (Interiors): Atkins US
- Sustainability Engineer: Buro Happold

PHOTO CREDITS

- Front Cover, 1-2: Francis Dzikowski / Esto for Robert A.M. Stern Architects, LLP
- 3-1: Eric Laignel for Francis Cauffman



AGILE WORKING AT FAITHFUL+GOULD

Perhaps the strongest testament to our Workplace Strategies practice is the fact that Faithful+Gould has implemented it at our own offices. In early 2012, our team moved from its former location in Ewing, New Jersey to a new space in downtown Philadelphia. By adopting an office plan that features shared desk space, open collaboration areas, and a mix of large and small conference rooms, Faithful+Gould was able to reduce its square footage by more than half, reducing our property costs by nearly 75%. As a result, our new office is a vibrant, collaborative space that is “right-sized” for our staff.

Throughout our offices we are changing the environment in which we work to be more flexible, collaborative and open. This new initiative focuses on an agile workplace that modernly incorporates shared workstations, space and cost efficiencies, quiet rooms and many more benefits for staff.

Our Phoenix office have recently adopted this solution, with our Chicago and Washington, D.C. offices following this summer. Our goal is to adapt the majority of our offices to this positive working environment over the next several years.



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