Welcome!

A Global Workplace Community within CREC and CFC focused on increasing Workplace Innovation and Consciousness

WE:binar-

November 21st, 11:00-12:00 EDT

workplace evolutionaries

2013 NewWOW
Alternative Workplace Benchmarking
Survey Results

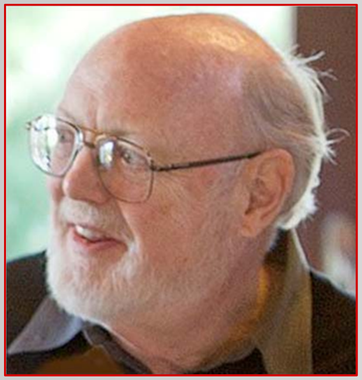
EMPLOYEE ISSUES DRIVE THE MOVE TO AN ALTERNATIV E WORKPLACE!

Cost has dropped dramatically as the primary driver for workplace programs.

Dr. Gabor Nagy & Dr. Jim Creighton will be revealing these fascinating findings what they could mean to your organization.

Introductions

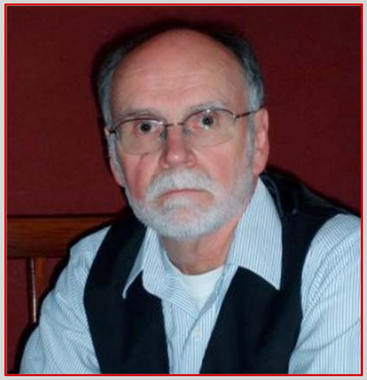
Presenters:



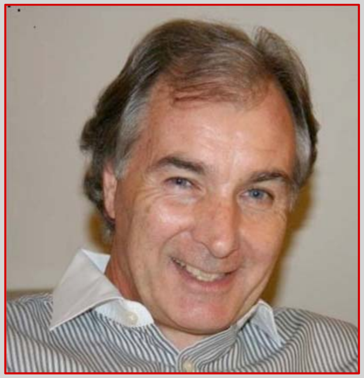
Jim Creighton, PhD.
Director
New Ways of Working

Gabor Nagy, Ph.D.
Ideation Manager
Haworth
WE member

Joining in the Discussions:



Glenn Dirks
VP Customer Success
Better Workplace



Chris Hood
Managing Director,
Workplace Innovation,
CBRE; Sr. WE Advisor

AGENDA

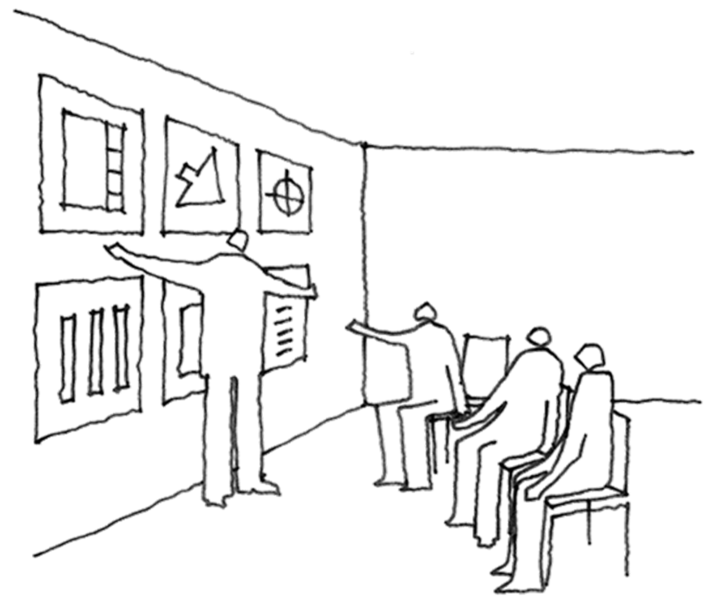
30 minutes: Presentation (Jim & Gabor)

About the survey (4th Biennial Global Benchmarking Study, 2013)

Top Trends, Key Takeaways

Discussions on top trends

Summary, Recommendations



30 minutes: Discussions / Q&A

Glenn Dirks & Chris Hood joining

ABOUT NEW WAYS OF WORKING

A forum for dialogue among peers who are implementing some aspects of new ways of working.

www.newwow.net

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New Ways of Working

Sponsored by:

HAWORTH® optimaze.net

ABOUT THE SURVEY

Survey Sponsors: HAWORTH® Byye Labs

Project Leads:

Dr. Gabor Nagy (Haworth, Ideation)

Dr. Jim Creighton (New Ways of Working)

Project Team:

Dr. Reza Ahmadi (Emergent Solutions)

Dr. Jay Brand (Andrews University)

Glenn Dirks (Better Workplace)

Chris Hood (CBRE)

Dr. Joe Aki Ouye (NewWOW Champion)

Eric Richert (Optimaze)

Cooperating Organizations:

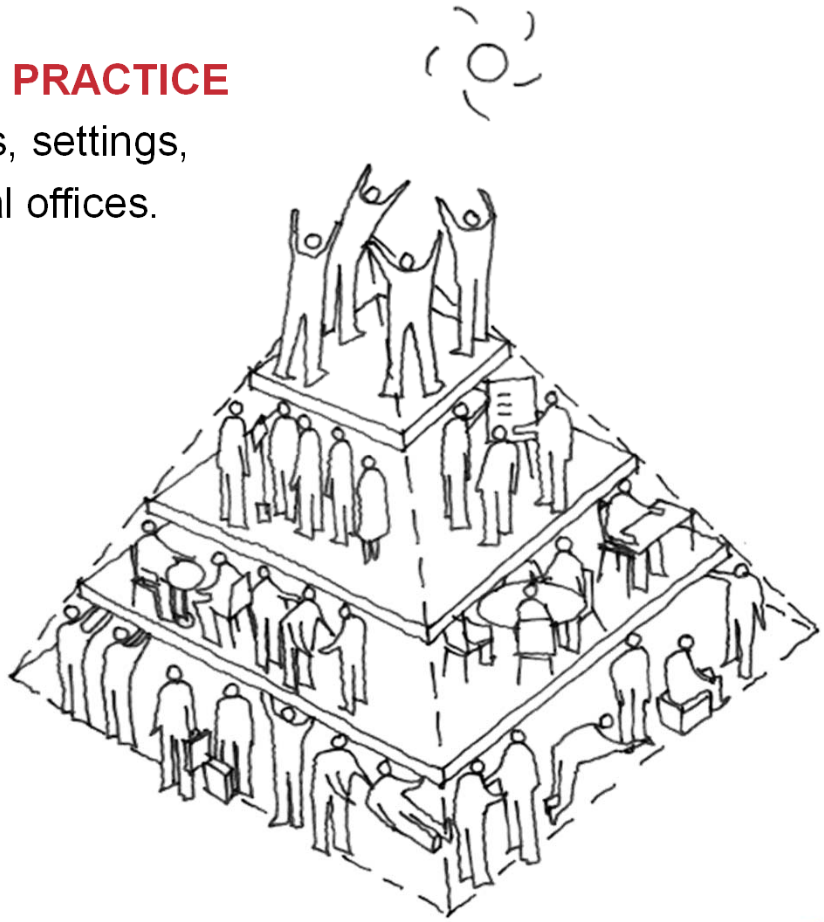
CBRE

IFMA

CoreNet Global

The survey provides a better understanding of *why* and *how* organizations are employing alternative workplaces.

ALTERNATIVE WORKPLACE (AW) PROGRAM / PRACTICE is the combination of non-traditional work practices, settings, and locations that *supplement* or *replace* traditional offices.



FORMAL PROGRAM:

An alternative workplace program supported by policies, tools, and technologies.

INFORMAL PROGRAM:

A collection of ad-hoc practices (example: no policies, but services and technology).

ABOUT THE SURVEY

The survey investigated:

Types of alternative workplaces and work options used
Distribution of employee participating in work categories
Length and status of programs
Business drivers
Telework options
Nomenclature for AW programs
Management and executive endorsement of AW programs
Barriers to program development and expansion
Organizational change and employee involvement
Management policies and work practices
Common problems
Metrics for measuring success
Ways to measure employee productivity
Benefits of AW programs
Future plans

ABOUT THE SURVEY

Fourth survey – can look at trends:

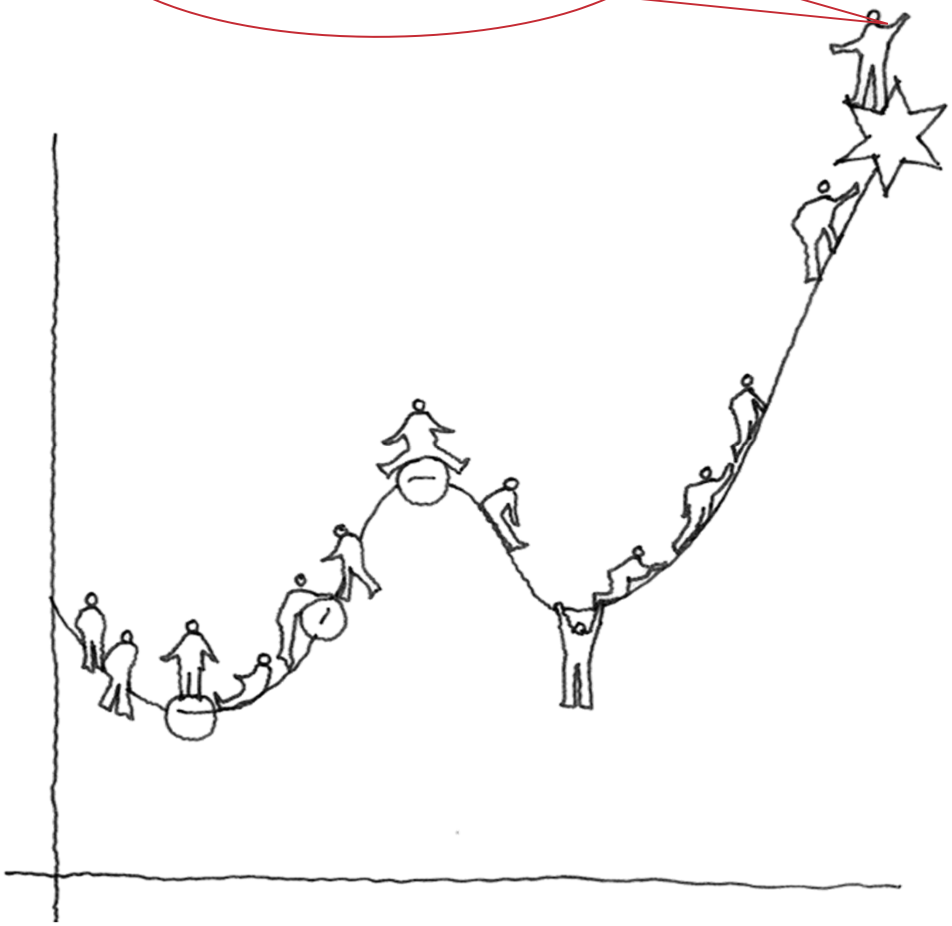
2008 survey: 32 organizations (mostly NA)

2009 survey: 103 organizations globally

2011 survey: 106 organizations globally

2013 survey: 169 organizations globally

169 organizations representing ***1.6 million*** *employees*



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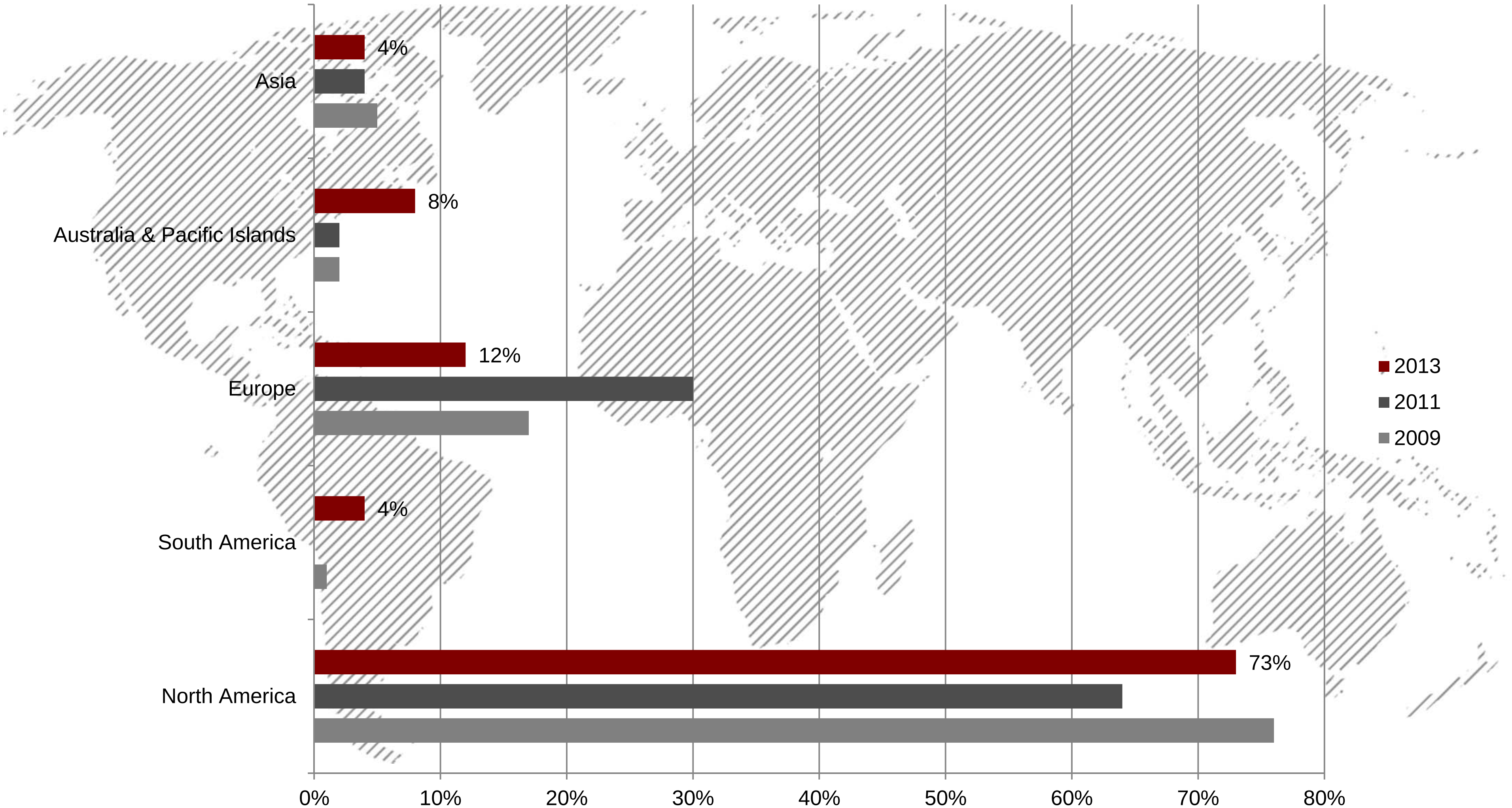
ABOUT THE SURVEY

Global Distribution



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ABOUT THE SURVEY

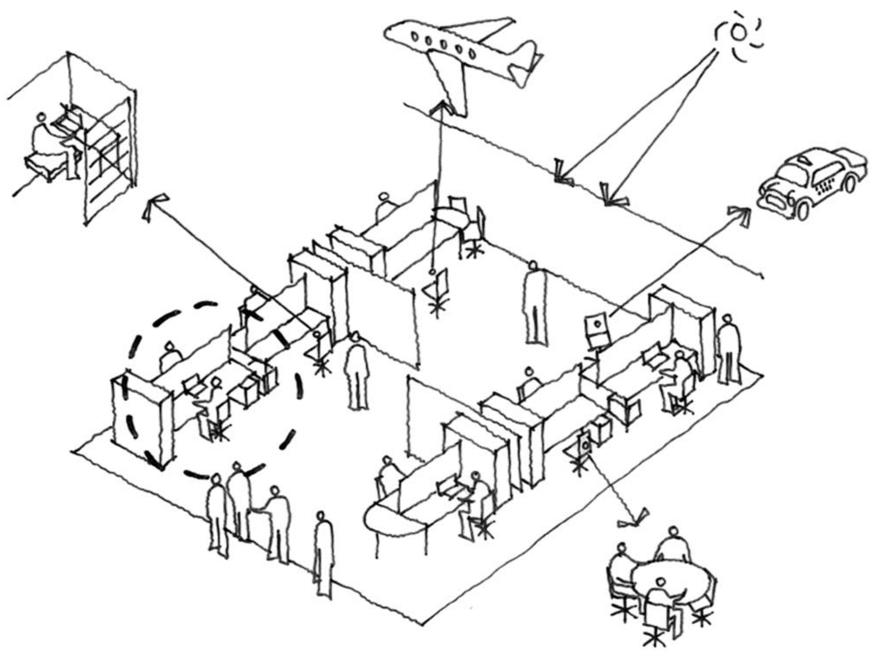
Top Four Industry Sectors

1. A&D / Construction / Real Estate (30%)

2. Professional Services (12%)

3. Banking / Investment / Insurance (9%)

1. Communications / Computers / Telecom / IS (8%)



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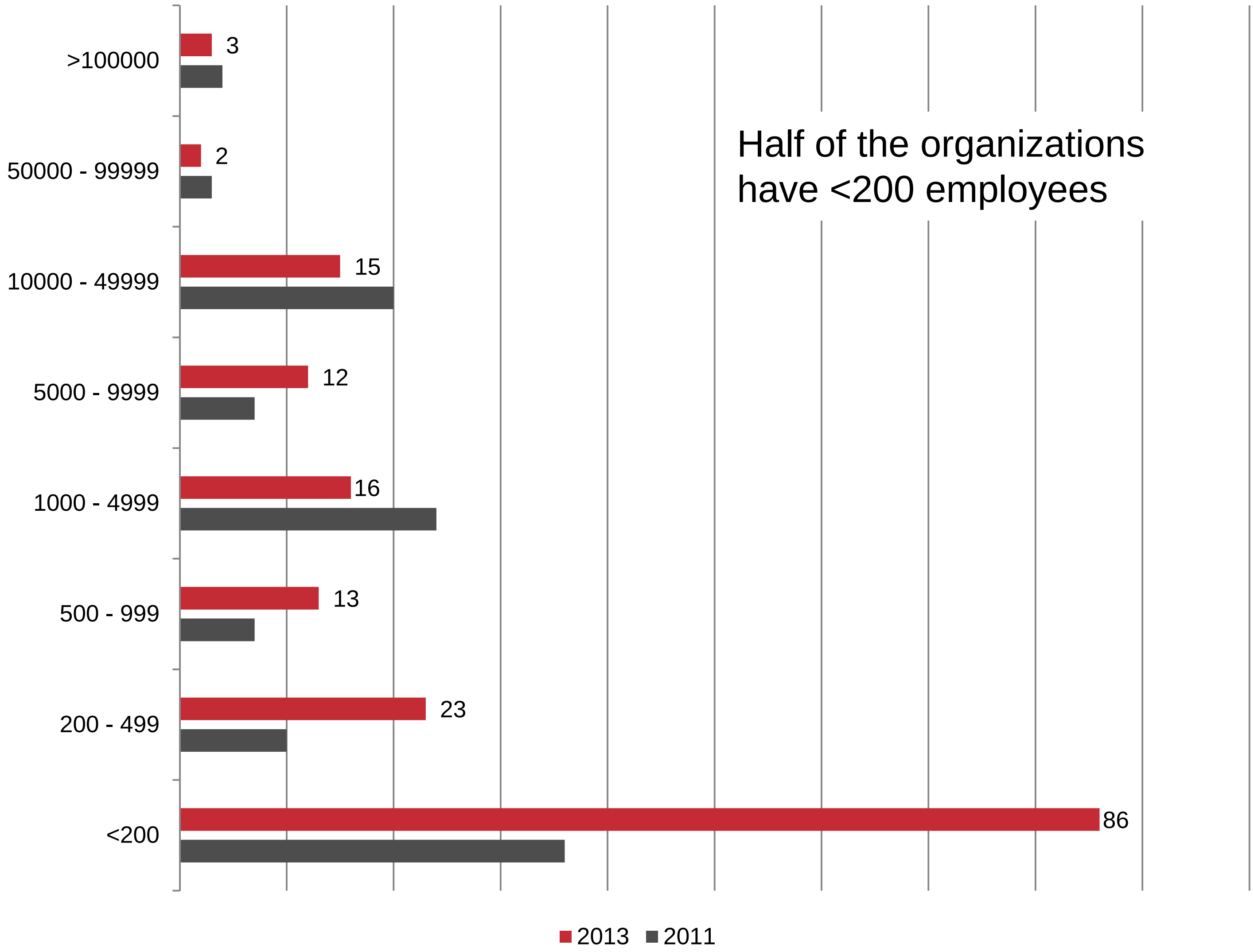
ABOUT THE SURVEY

Size of Participating Organizations



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ABOUT THE SURVEY

Sample of Participating Organizations

1762 Consultants
Albers Studio + Design, Inc.
Alternativ
AOS Studley
ATB Financial
BCBSNC
BICG
Big Bark Solutions
Boutique Apartments
CBRE
Cisco
Clarion Group
CMi
Co-Merge Workplace
Coalesse
College des Bernardins
Francis Cauffman
Gensler
Global Workplace Analytics
Granum A/I
GSA
Haworth
ICS
Innvire
Intex Solutions
Juniper Networks
Legrand
LifeWay
Medtronic
Now Forever
Office Principles
Orange Business Services
Plantronics
Progressive Insurance
Rapal Oy
Ratekin Consulting, LLC
Red Hat Inc
Rifiniti, Inc.
RKAS
Sargent
Select Office Suites
SideMark
Statoil ASA
STRABAG
Tactical Office Solutions
Teknion
TIAA CREF
Unisource Solutions
University Properties of Finland Ltd
VTT
Woods Bagot
Workspace Oy

All other organizations wish to remain anonymous.

ABOUT THE SURVEY

Top three departments represented by participants:

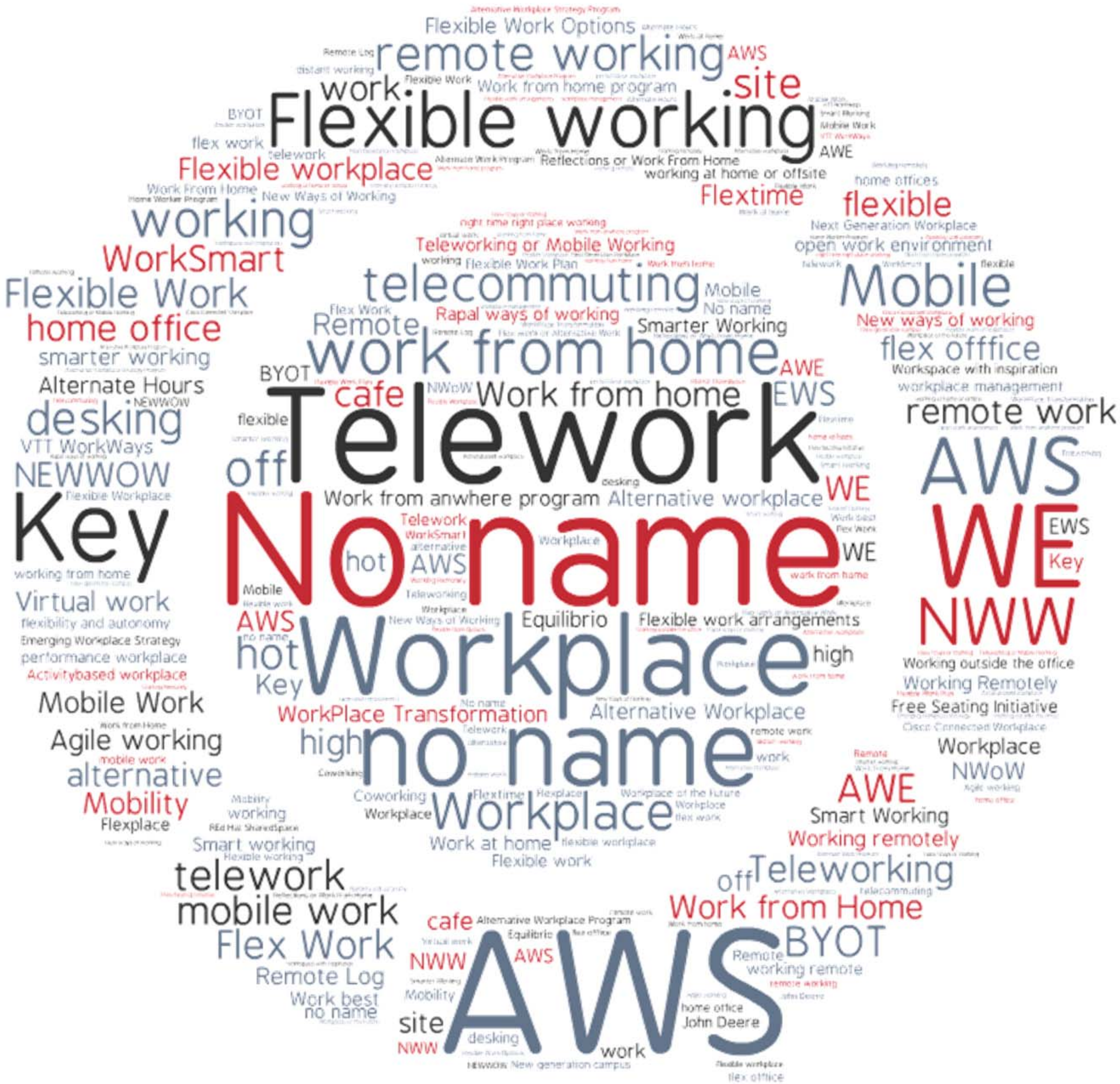
1. Real Estate/Facilities Management: 35%
2. Executive Leadership (e.g. CEO, COO, CFO): 18%
3. Workplace Strategy: 12%

Top five professional affiliations of participants:

1. International Facility Management Association (IFMA): 59%
2. CoreNet Global: 45%
3. New Ways of Working: 20%
4. International Interior Design Association (IIDA): 18%
5. Building Owners and Managers Association (BOMA): 15%

HOW PARTICIPATING ORGANIZATIONS CALL THEIR AW PROGRAMS

Most Frequently Used Names…



- No common name for AW
- Most frequently: "no name at all"
- For many, this new way of working has become their *normal* way of working
- No "one size fits all" program
- The variety reflects the diversity and individuality of programs tailored to each organization

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HOW PARTICIPATING ORGANIZATIONS CALL THEIR AW PROGRAMS

Most Unusual Names…

Workplace360

Café

Equilibrio

A2

Workspace with Inspiration

Free Seating Initiative

WorkWays

Mobility 3.0

TOP TRENDS / KEY TAKEAWAYS

1. **People issues overtake costs as top business drivers and benefits**
   - “Soft” benefits are back to pre-recession levels
   - “Hard” drivers are pushed to lower priorities
   - Measuring success primarily with people issues

2. **Trend of dropping barriers continue**
   - Organizational culture and funding dropping fastest
   - People issues remain top barriers

3. **Alternative Workplace developing as a sustainable strategy**
   - Rate of adoption remains high as trend to move towards mobility continues
   - Number of companies with mature AW programs growing
   - AW programs move beyond simple telecommuting (+greater use of third spaces)

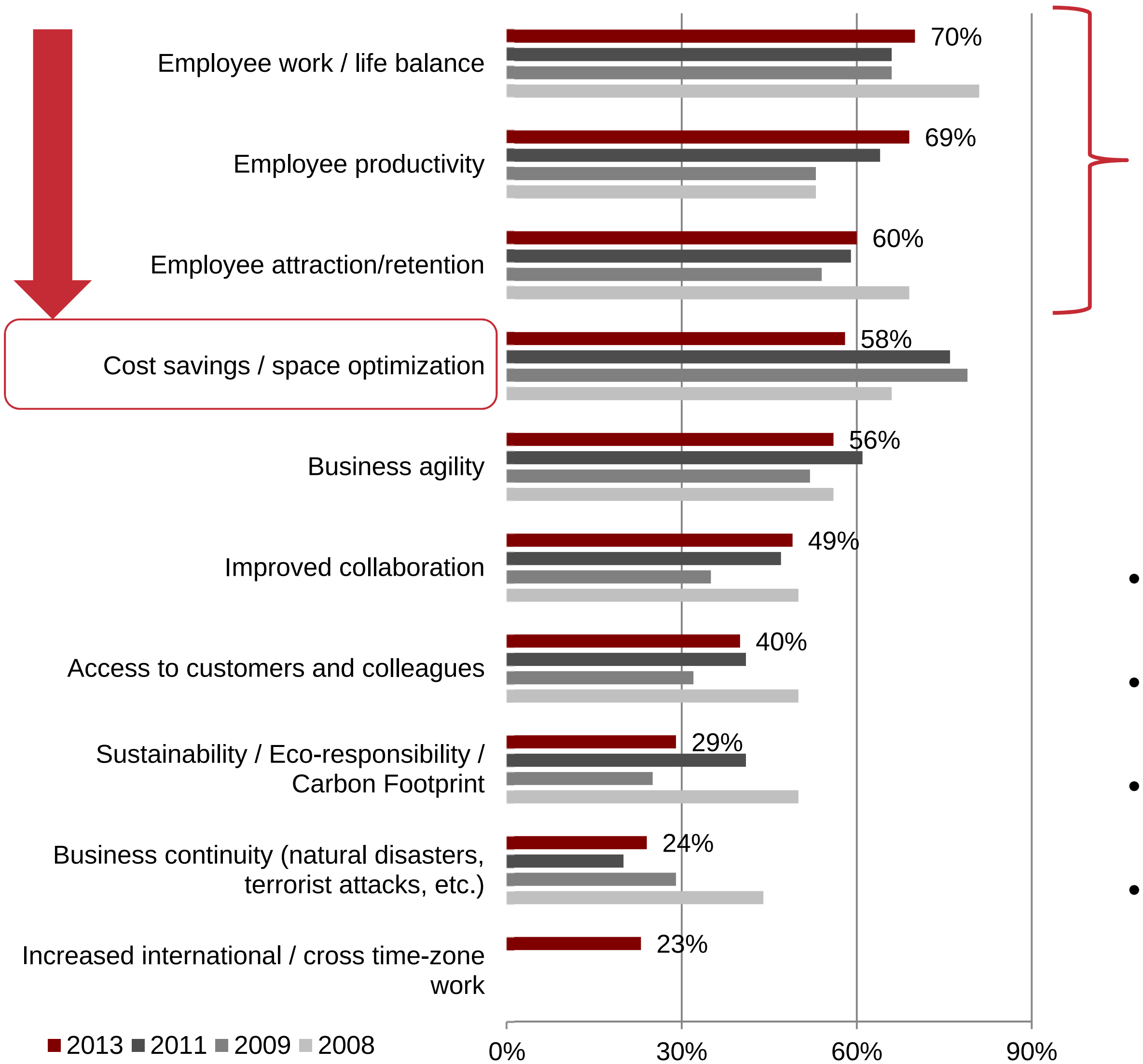
4. **Trend towards informal programs continues to grow**
   - Informal programs outnumber formal programs

5. **Trend of growing executive involvement continues**
   - HR more involved in running / managing the program
   - RE/FM less involved

DISCUSSIONS ON TOP FIVE TRENDS

1. PEOPLE ISSUES OVERTAKE COSTS AS TOP BUSINESS DRIVERS AND BENEFITS

Business Drivers – All Organizations



- 2013 - significant trend reversal
- Cost savings dropped from #1 to #4
- People issues back as top 3 drivers
- Sustainability and business continuity still relatively low

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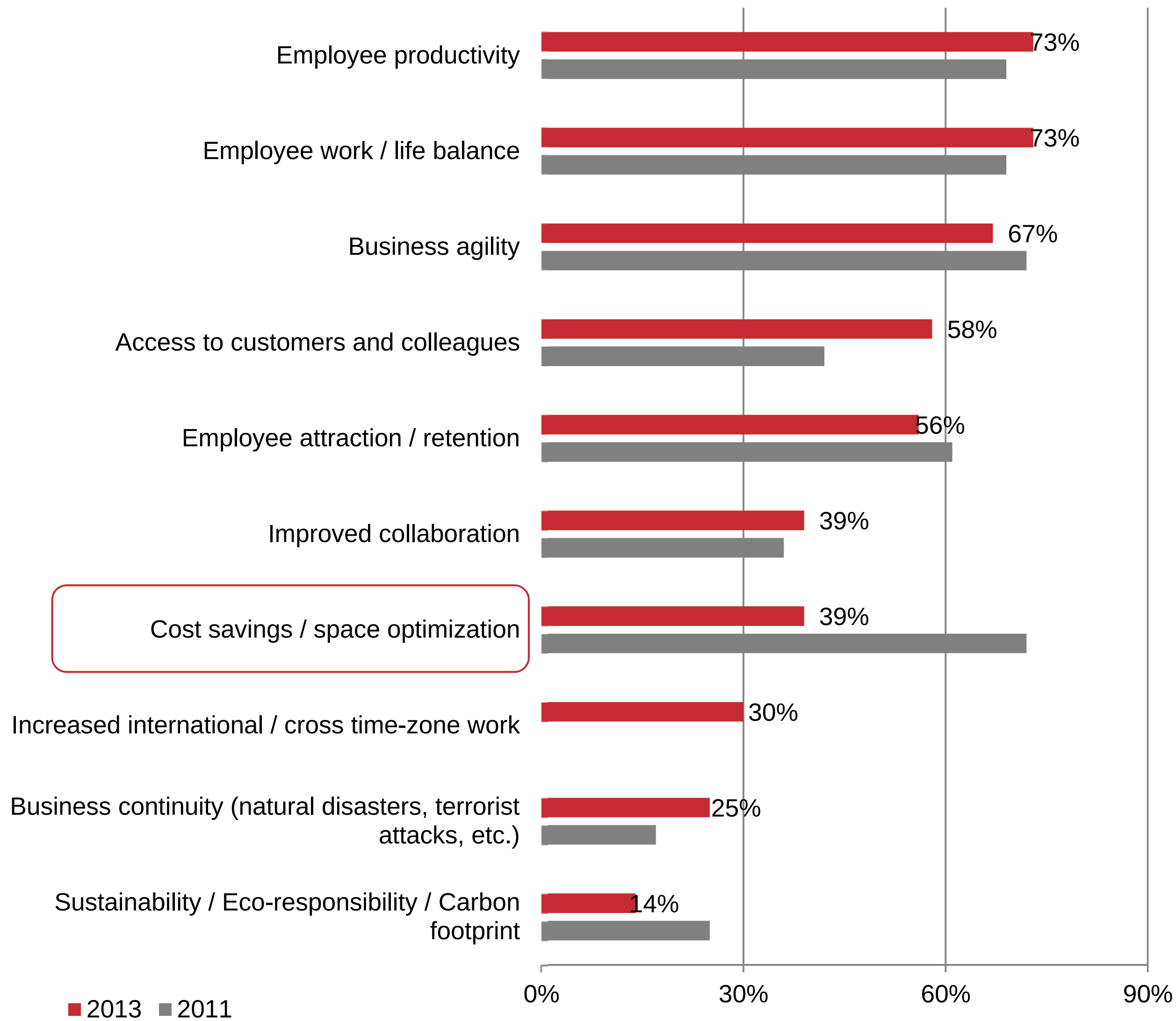
1. PEOPLE ISSUES OVERTAKE COSTS AS TOP BUSINESS DRIVERS AND BENEFITS

Business Drivers – Organizations with Informal, Ad-Hoc Programs



Cost savings / space optimization even lower priority (#7)

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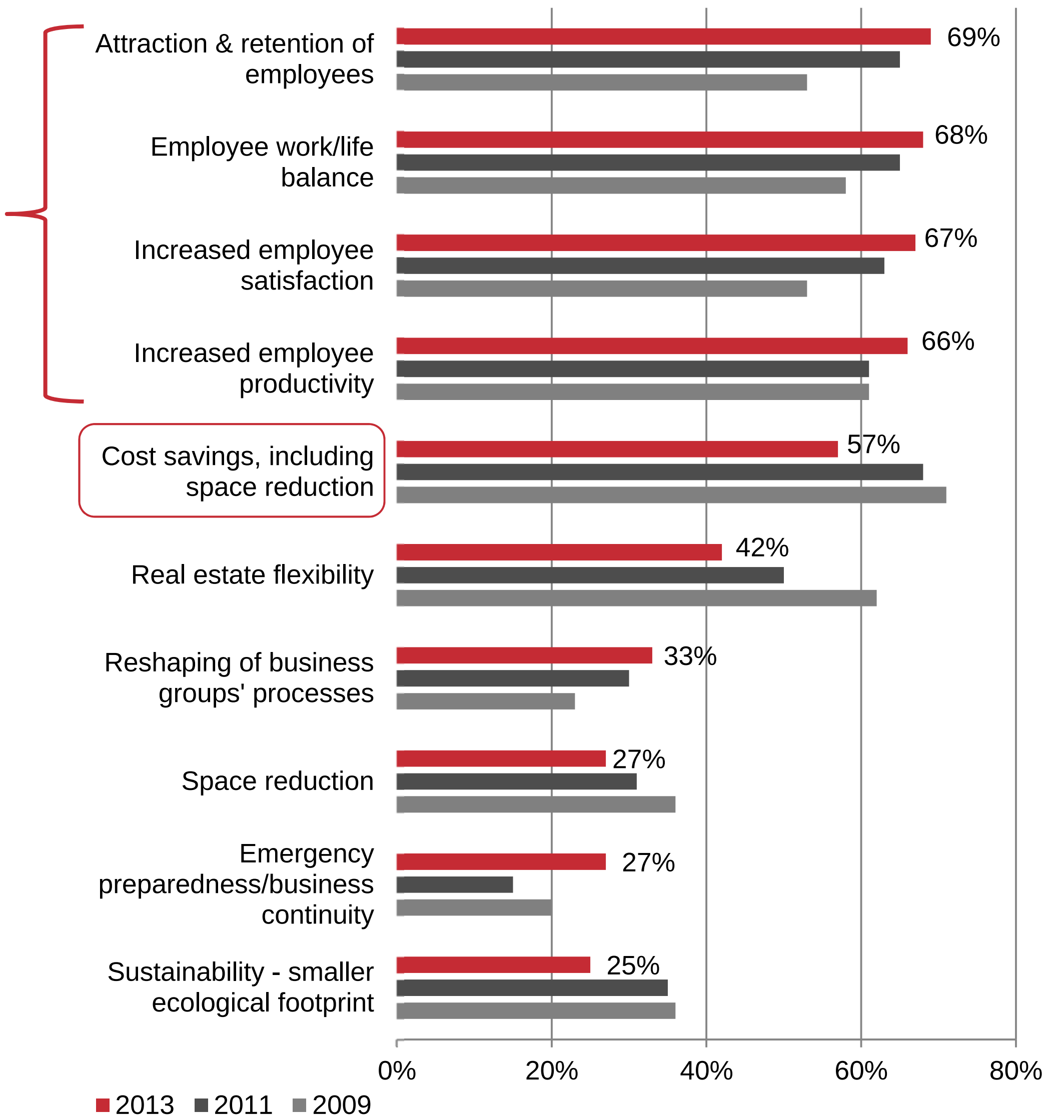
1. PEOPLE ISSUES OVERTAKE COSTS AS TOP BUSINESS DRIVERS AND BENEFITS

Benefits of Alternative Workplace Programs



'13

1. ***Attraction & retention of employees***
2. Employee work/life balance
3. Increased employee satisfaction
4. Increased employee productivity
5. Cost savings, including space reduction*

'11

1. Cost savings, including space reduction
2. ***Attraction & retention of employees***
   Employee work/life balance
3. Increased employee satisfaction
4. Increased employee productivity
5. Real estate flexibility

'09

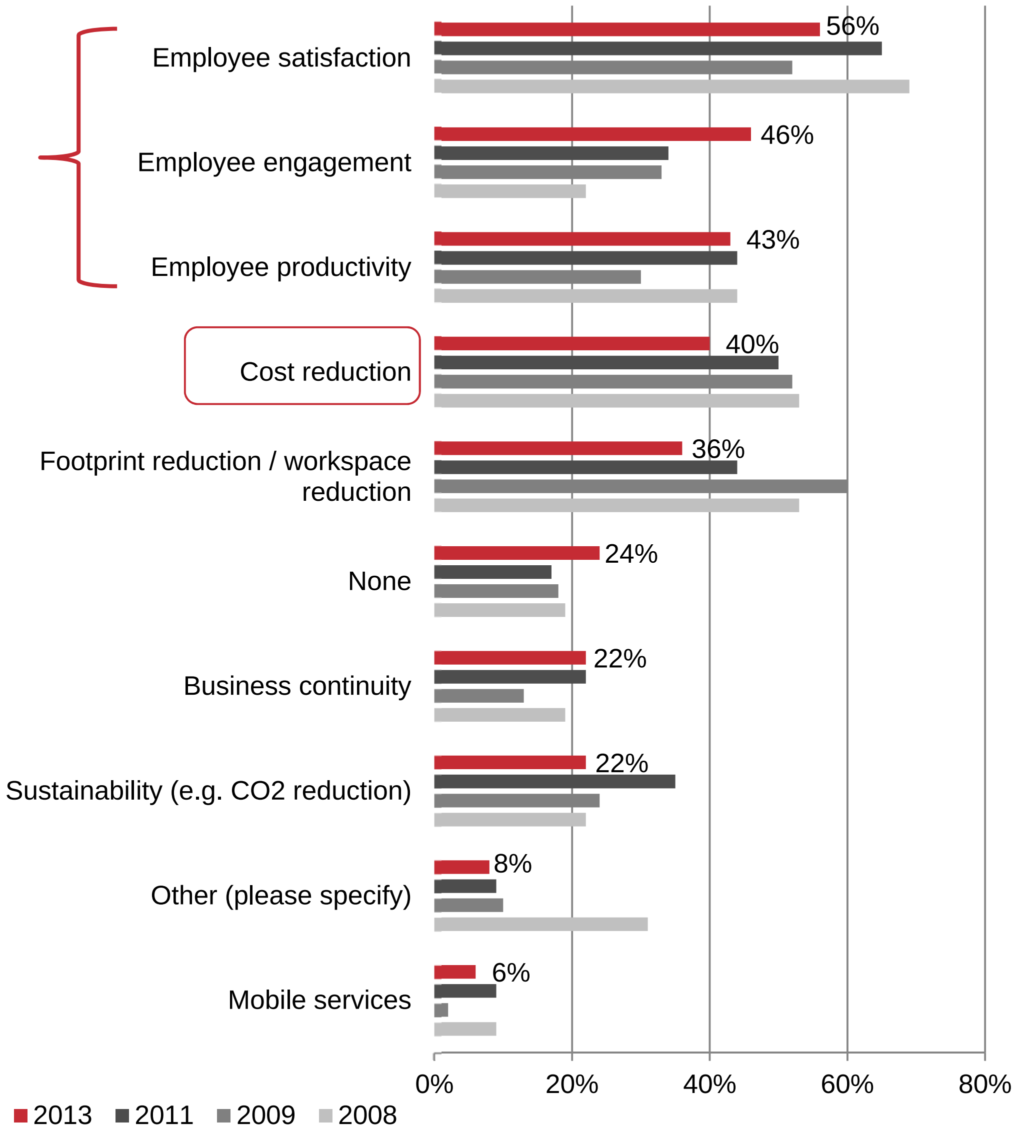
1. Cost savings
2. Real estate flexibility
3. Space reduction
   Increased employee productivity
4. Employee work/life balance
5. ***Attraction & retention of employees***

'08

1. Cost savings
   Employee work/life balance
2. Sustainability
3. Increased user satisfaction
   Increased employee productivity

1. PEOPLE ISSUES OVERTAKE COSTS AS TOP BUSINESS DRIVERS AND BENEFITS

Metrics for Measuring Success



- Top 3 metrics people-related "soft" issues
- Cost reduction dropped #2 → #4
- Footprint reduction dropped #4 → #5
- Sustainability dropped #5 → #7
- Cost savings still #1 for organizations:

  >200 employees

  >6 years of program experience

  with formal programs

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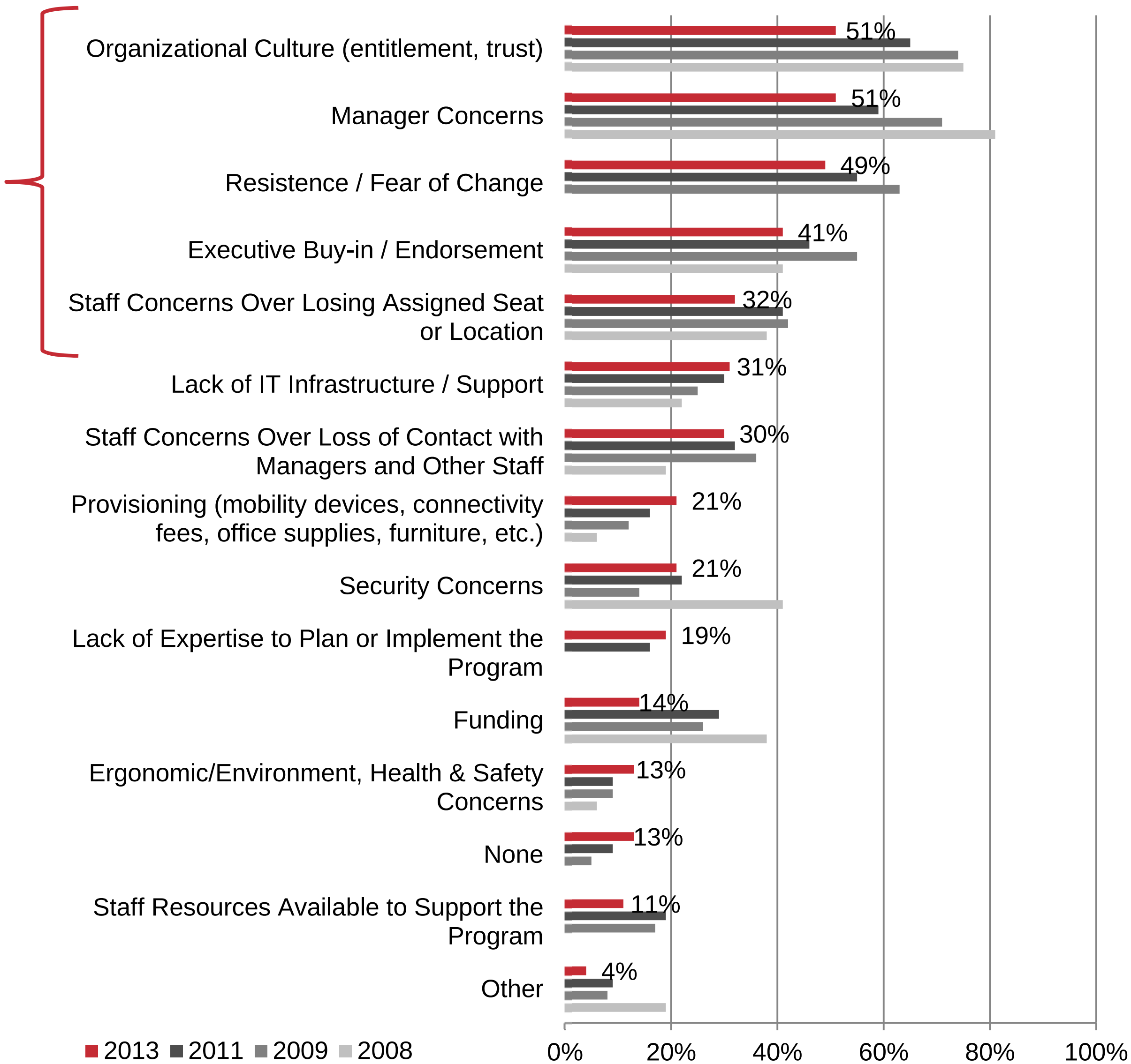
2. TREND OF DROPPING BARRIERS CONTINUE

Barriers to Program Development & Expansion



- Trend: barriers continue to drop
- Organizational culture and funding dropping fastest
- People issues remain top barriers
- Trend: lack of IT support increasing

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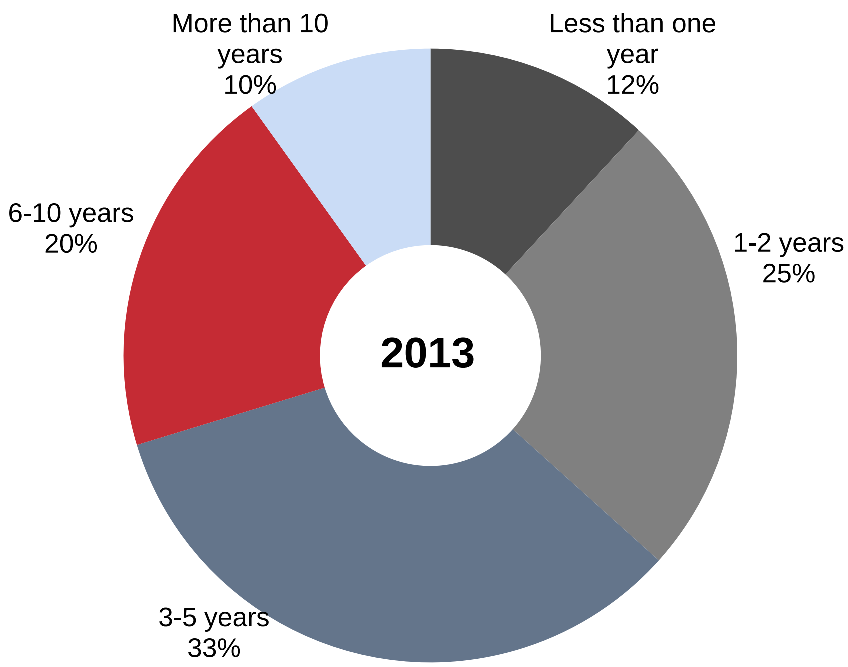
3. ALTERNATIVE WORKPLACE DEVELOPING AS A SUSTAINABLE STRATEGY

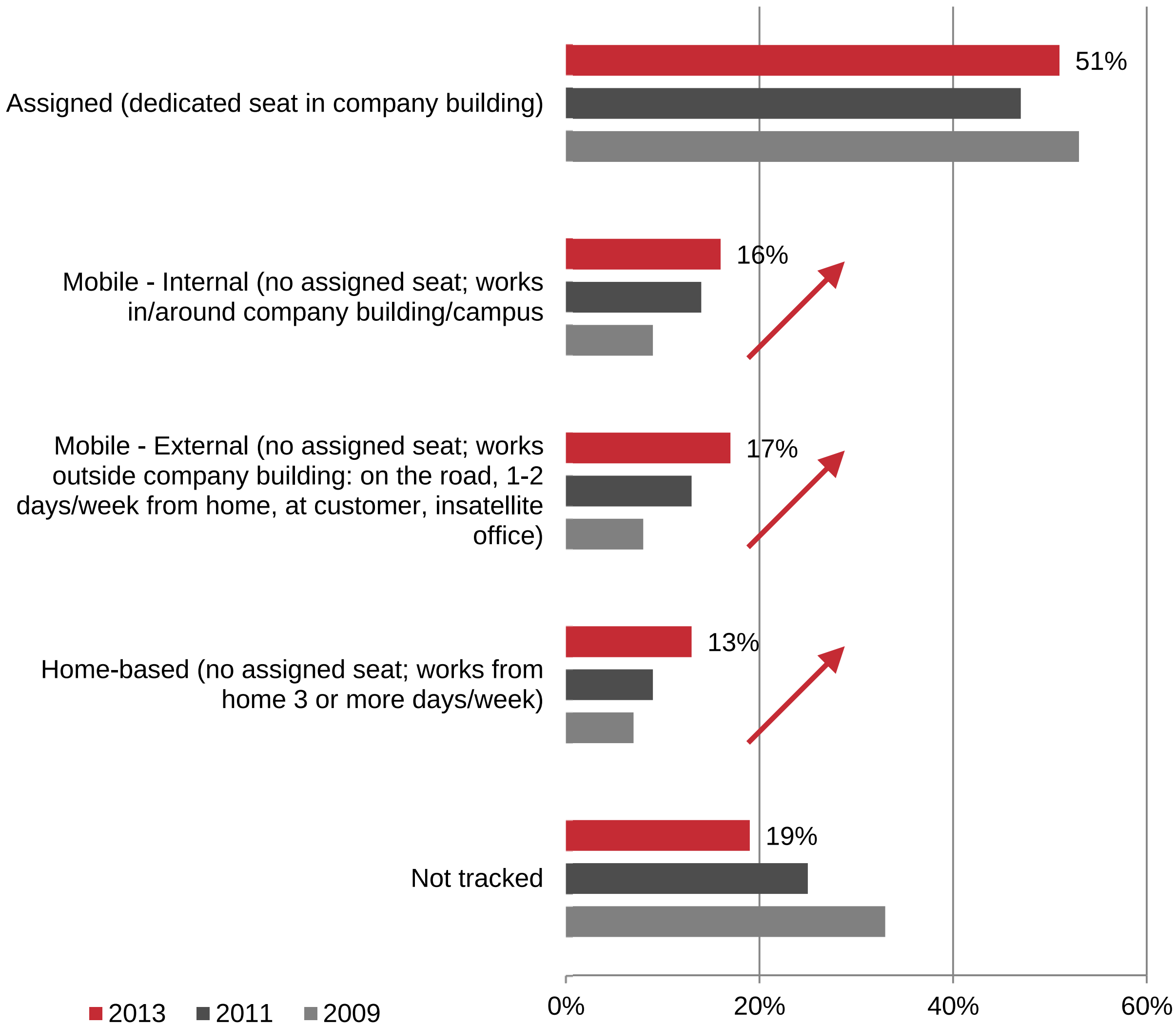
Length of Program



- Trend: rate of adoption remains high
- Number of companies with mature AW programs growing

3. ALTERNATIVE WORKPLACE DEVELOPING AS A SUSTAINABLE STRATEGY

Distribution of Employees Participating in Work Categories (Actual Usage)



- Trend to move towards mobility continues
- More and more companies track their employees

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3. ALTERNATIVE WORKPLACE DEVELOPING AS A SUSTAINABLE STRATEGY

Number of Days Working from Home

	2009	2011	2013	
1 day / week	18%	32%	41%	INCREASED
2 days / week	23%	23%	25%	no change
3+days / week	59%	45%	34%	DECREASED

- AW programs move beyond simple telecommuting as days working from home decreases
- While companies are less concerned about where/how their employees work when they're away from the office, they want them in the office at least 3-4 days a week

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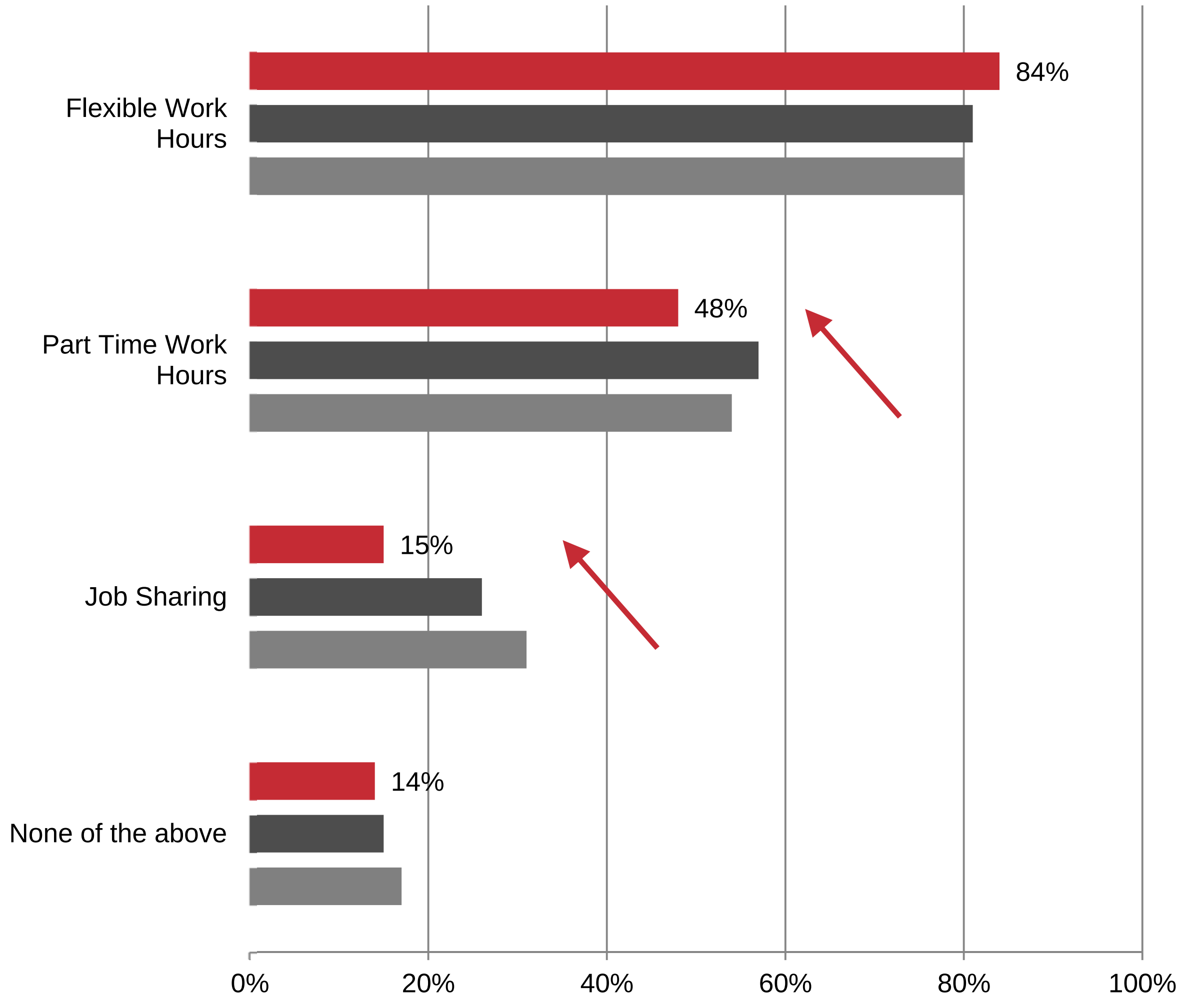
3. ALTERNATIVE WORKPLACE DEVELOPING AS A SUSTAINABLE STRATEGY

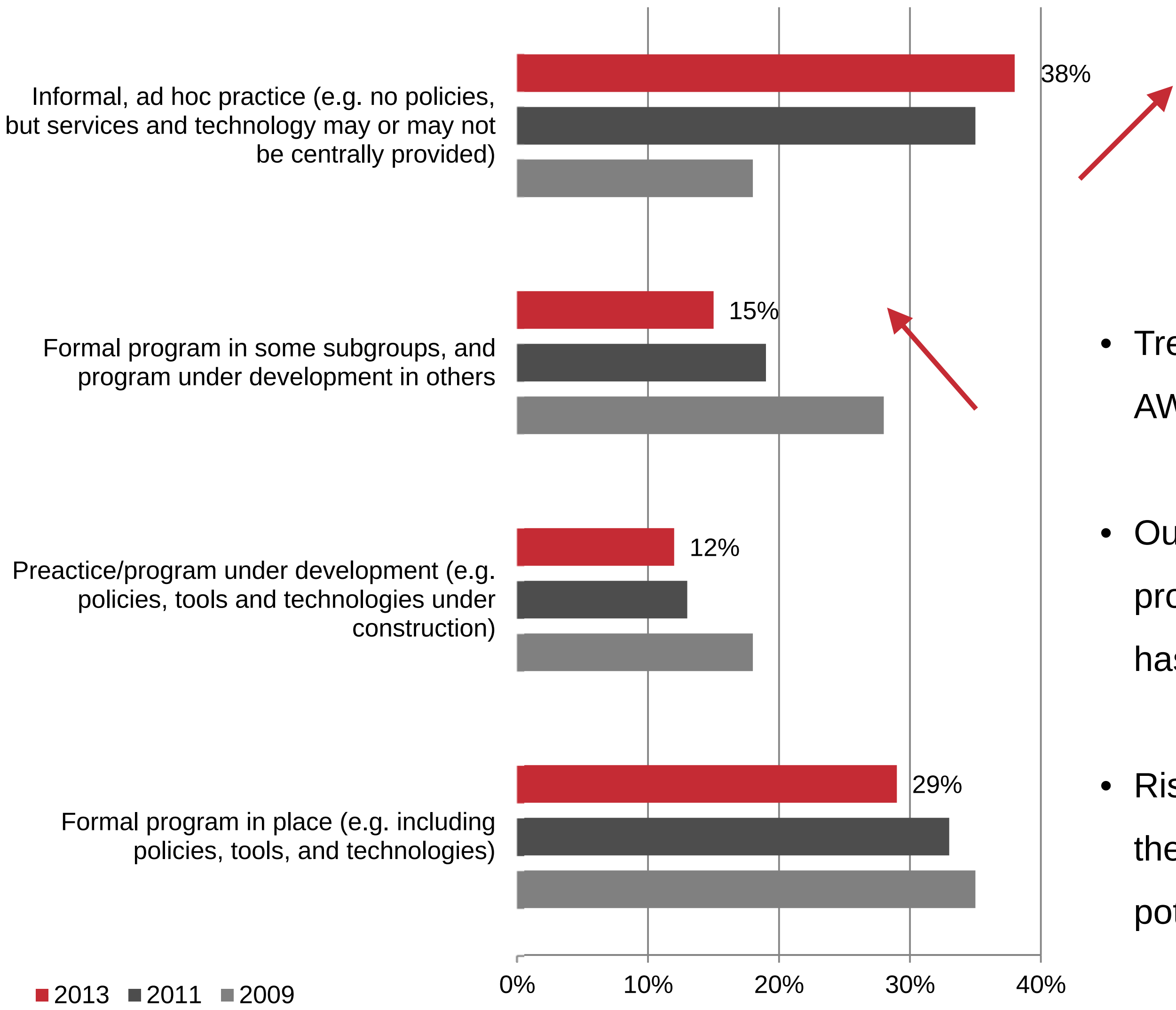
Types of Work Options Used (Actual Utilization)



- Percentage of full-time employment increasing
- It is perhaps the improvement in the economy that is tilting working hours categories

4. TREND TOWARDS INFORMAL PROGRAMS CONTINUES TO GROW

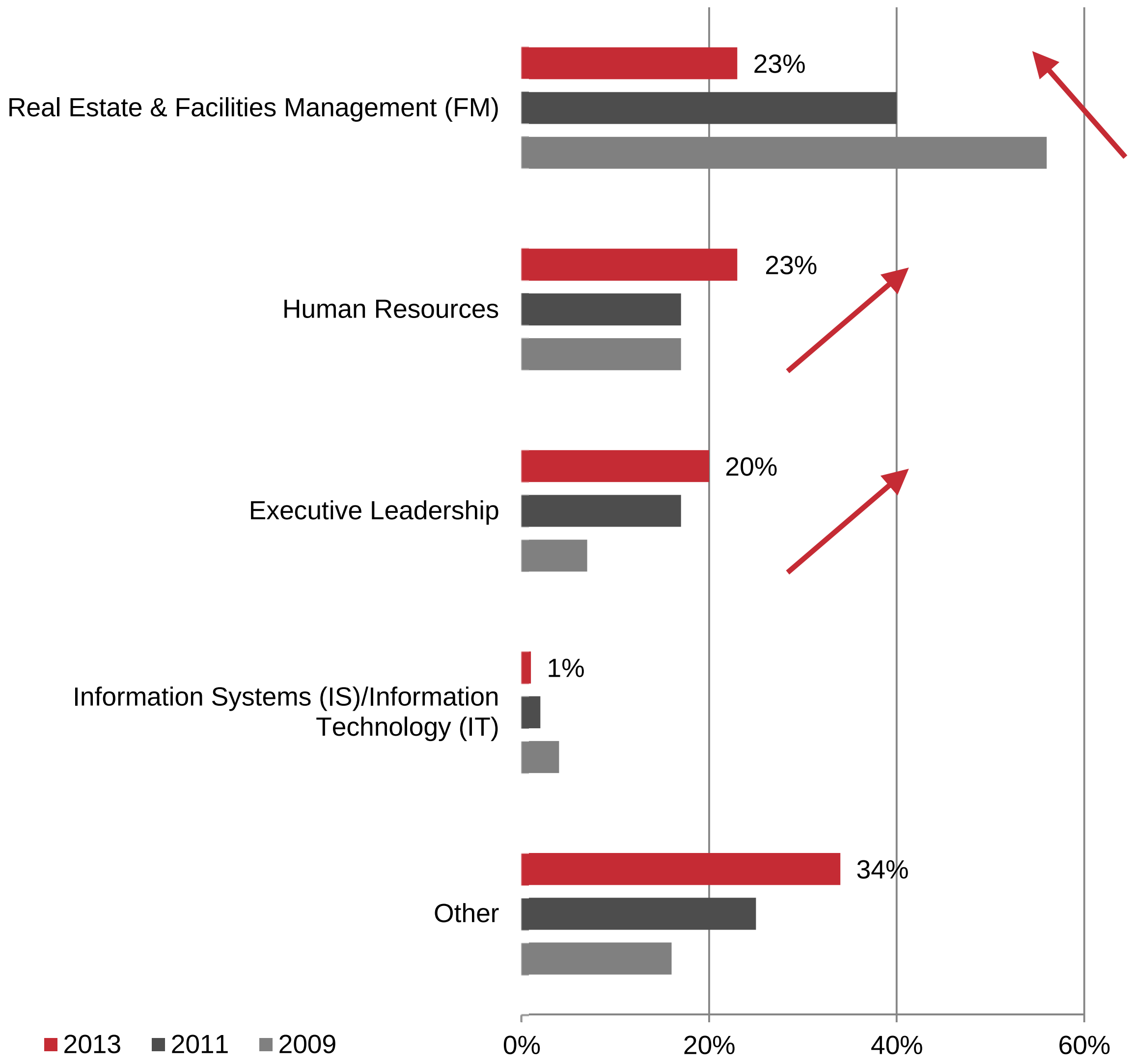
Status of Program



- Trend: informal implementations of AW continue to increase
- Our prediction in 2011 that informal programs might transform to formal has not realized
- Risk: informal programs may lack the full commitment to realize full potential

5. TREND OF GROWING EXECUTIVE INVOLVEMENT CONTINUES

Departments or Business Units Running/Managing the AW Program



- Trend: executive leadership involvement continues to grow
- HR more involved
- RE/FM less involved
- This is consistent with the shift in business drivers from cost savings to people issues

KEY TAKEAWAYS / RECOMMENDATIONS

1. **People issues overtake costs as top business drivers and benefits**
   - Assure your organization understands and is committed to your key business drivers and the role AW programs play in your overall capital plan
   - Try to use “soft” issues to support AW programs or partner with HR to introduce broad-based changes in workplace strategy
2. **Trend of dropping barriers continue**
   - Base decisions on data and assure stakeholders understand the behaviors, needs, and preferences of managers and employees in order to make informed AW program decisions
3. **Alternative Workplace developing as a sustainable strategy**
   - Provide a rationale for why employees need to work in the office a minimum number of days per week
   - Offset such mandates by offering more options for employees when they do work away from the office (e.g. mobile technology)

KEY TAKEAWAYS / RECOMMENDATIONS

4. **Trend towards informal programs continues to grow**
    - For informal programs, try to establish some structure to assure that employees across the organization can participate as needed and desired

5. **Trend of growing executive involvement continues**
    - Executives are critical stakeholders in AW programs, thus should be fully engaged from the early planning stages
    - Engage any new stakeholders, such as HR for a more sophisticated, integrated approach

If you did not see your organization's name on the list…

Next survey (5th): Spring of 2015 – open to any organizations

Only participating organizations will receive the 40+ pages full report, free of charge.

To put your organization's name on the list:

Please send inquiries to: Jim.Creighton@NewWOW.net and visit www.newwow.net

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THANK YOU FOR YOUR ATTENTION

Glenn Dirks and Chris Hood will join us for discussions

and we will take questions

jim.creighton@newwow.net

gabor.nagy@haworth.com

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WE Thank YOU for joining us!

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To be a part of WE, please join either CREC or CFC

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A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

Workplace Strategy Summit 2014

WHEN: June 8 – June 10, 2014

WEHRE: Wokefield Park, England

SPEAKERS:
- Frank Becker, Cornell
- Alexi Marmot; University College of London

SPONSORS:
- IFMA
- IFMA Foundation
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WORKPLACE STRATEGY SUMMIT 2014: RESEARCH IN ACTION

BERKSHIRE, ENGLAND JUNE 8-10, 2014

The second Workplace Strategy Summit will be held on June 8-10, 2014 at Wokefield Park in the United Kingdom. The Summit will be sponsored by the IFMA Foundation, IFMA and University College London.

Presenters will include leading thinkers from the fields of design, facility management, organizational ecology, technology, and management.

Building on the success of the first Workplace Strategy Summit held at Cornell University in 2012, this event will be a way to further the conversation on how the office environment can best serve the activities of today's organizations and to define next steps for serious research needed by the profession.

The conference will facilitate an exchange of views of experts and practitioners with emphasis on the issues of where the field of workplace strategy is, where it is going, and what research is needed to help organizations create effective workplaces.

Attendance at the conference is limited to 160 people in order to facilitate an exchange of experience between all participants. The mix of experts and practitioners will provide a wide range of perspectives grounded in experience of developing and implementing innovative workplace strategies in diverse industries, organizations, and national contexts

OGRAM

e conference will include presentations by leading thinkers in the areas of workplace and organizational ecology, nels on critical topics, and round-table breakout sessions that will facilitate a vigorous exchange of views by ference attendees. Confirmed speakers include Frank Becker from Cornell University and Alexi Marmot from iversity College London.

more information visit www.ifmafoundation.org.

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