BGIS

A Case Study: "Are you done yet?"
CRE Leadership during Explosive Growth

Lorri Rowlandson
Our Industry

PROVIDING A FULL RANGE OF TECHNICAL, DELIVERY, MANAGEMENT AND CONSULTING SERVICES FOR OCCUPIERS OF REAL ESTATE
How We Grow
Chronology of Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Employees</th>
<th>Locations</th>
<th>S.F. (k)</th>
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<td>1,506</td>
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<td>2014</td>
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<td>2017</td>
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<td>2018</td>
<td>++</td>
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Priorities

Alternative Work for Survival
Enhance our Brand
“...you need money??!”
Location Expansion

- Add 20 Locations
- Move and expand Head Office
- Weeks vs. Months
- Leveraged terms
2 Mobility Standards

- Expanded Remote Work
- Collaboration areas
- Consistency by location
- Flexible Furniture
- Change in Ratios
- Neighbourhood Seating
- Designed for Us by Us

SUCCESS FACTORS
- Executive Support
- Fact Based
- Friendlies First
- Change Management
- Training
3 Rebrand HO to Innovation Center

REINFORCE:
- Our Brand
- Our People
- Our Leadership
Leverage Innovation Partners

Leveraging partners was key to managing costs.
Monitor Vacancy
Monitor Vacancy

- Actual % of Vacancy (actual vs. perceived)
- Actual $ of Vacancy
- Preference of Furniture Assets
- Meeting Room booking abuse and Management
5 “Living” Innovation Lab

The Innovation Center allows clients to see solutions in action and allows employees a place to “play”.

Command Center enables clients to see remote energy monitoring in action.
Case Study

Brookfield GIS

- Leading technology tools and thought leadership practices of the industry
- Change management through multiple platforms to increase employee awareness and engagement
- Implemented customized seat-to-employee ratios per office; site specific ratios of work type settings
- Design incorporated elements that were sustainable in alignment with Brookfield GIS’ philosophy, and also met cost effectiveness targets

Nominated for CoreNet Remmy Award
KEY LEARNINGS

• Creative Cost Management
• Use Fact based data to manage emotional decisions/perceptions
• Leverage goals in negotiations (speed, access, cost)
• Feature Your Brand and Solutions
• Change Management
• Leverage “Cool” and Fun; Employee input and Engagement
• Lack of Time makes you decisive, creative, and rely on others to achieve a vision. Don’t miss a great opportunity – you can do it.
QUESTIONS

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BGIS

WORKPLACE Evolutionaries