

UNISPACE WHITE PAPER

People. Place. And what really matters...

Global Industry Insights

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Introduction

As creators of global workplace solutions, Unispace is constantly striving to understand changing business drivers, workplace paradigms and societal trends. To gain greater insights into what matters most to different business functions – each with its own role to play in the physical work environment – we have embarked upon a series of engagement sessions with leaders across human resources (HR), finance and technology, with additional business areas planned for the future.

To gather the first round of insights, in early 2017 Unispace interviewed HR leaders from more than 100 organisations across the globe to understand their views on topics such as flexibility, diversity, wellbeing and the impact that the work environment has on performance.

Unispace commenced by identifying senior level human resources professionals globally across a broad range of industries and geographies and then invited them to participate in our study. The method included a 30 to 60 minute interview held face to face or via phone and featured a series of predetermined and consistent questions, provided in advance to participants. If possible, our interviewers also conducted a walk-through of the participant's existing workplace to enable further discussion and insight gathering.

This white paper shares the insights that were uncovered through this interview program with highlights and recommendations presented across six core themes:

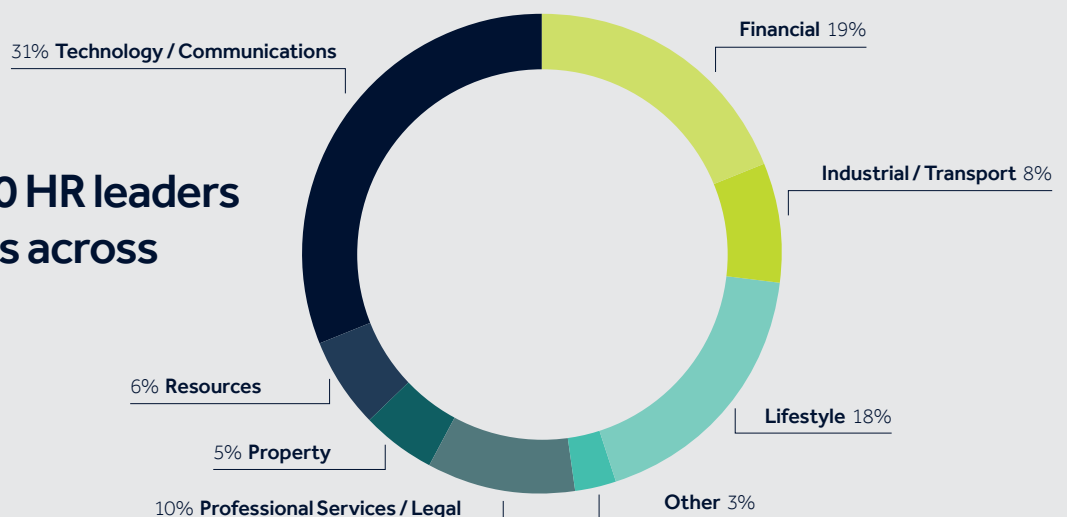
- Sharing knowledge
- Culture
- Employee engagement
- Wellness
- Attraction of talent
- Retention of talent

In addition, we look at the ever-increasing role HR is playing in workplace decision-making, a strategic approach to people-centric objectives through physical space and how organisations are measuring success.

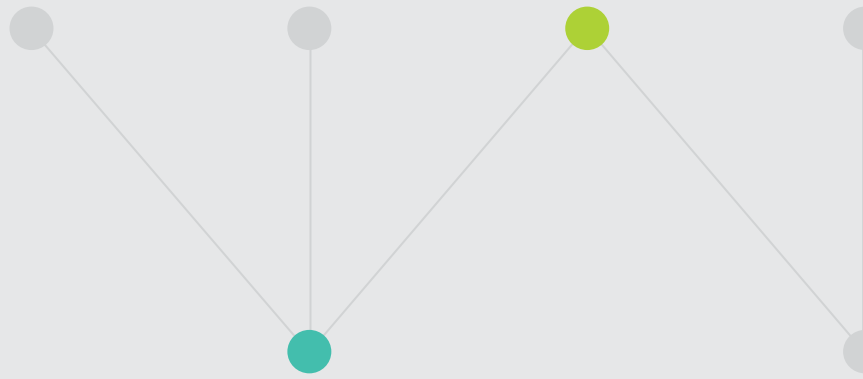
A sole focus on end-user opinions and the companies selected – from leading innovators to long-established Fortune 500 companies – presents a broad range of responses across diverse industries. To conduct the study, Unispace mobilised an internal team across Australia (31%), UK and Europe (16%), New Zealand (32%) and the USA (22%).

We warmly thank the HR leaders who participated in this program, freely giving their time, knowledge and experience towards a better understanding of what really matters in the people and (work)place equation.

We heard from 100 HR leaders from organisations across the globe.



Highlights and Recommendations



Following are the overall highlights gleaned from our series of interviews and post-interview analysis. We have included corresponding recommendations to support these key themes, offering an actionable, people-centric checklist for workspace change.

● ONE

Highlight

A change in workspace has a significant impact on knowledge sharing, culture and employee engagement.

Recommendations

- Advocate the potential of workspace at the start of a project. The greatest benefits are often the intangible aspects such as alignment to culture and brand.
- Where possible, co-locate your people into one workplace – this is regarded as highly beneficial due to a positive contribution to organisational culture and knowledge sharing.
- Leverage workplace to support desired behaviours.
- Explore the application of performance metrics both pre- and post-occupancy in relation to workspace.

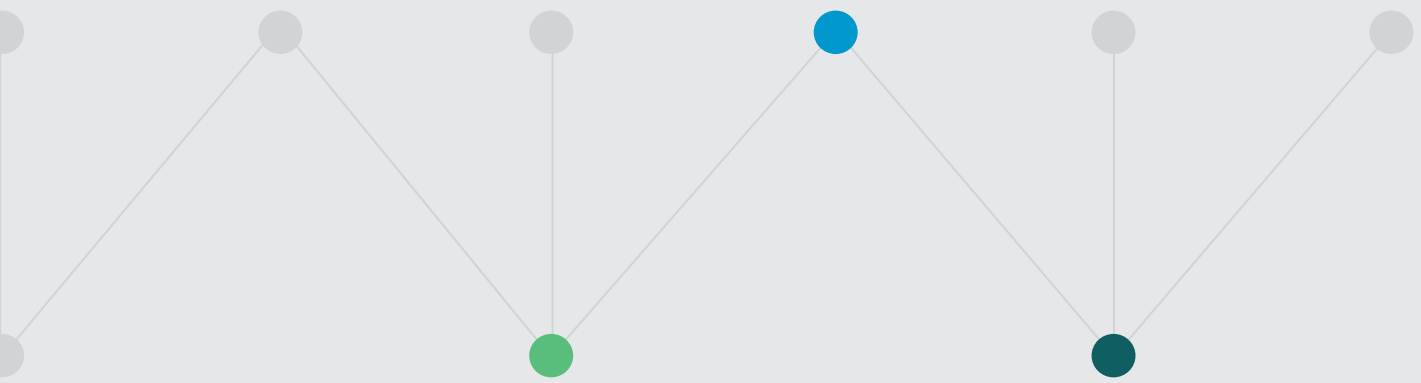
● TWO

Highlight

In future, there will be greater HR ownership of the physical workspace. This is reflective of a change in perspective from 'human resources' to the employee life cycle and experience, and a growing sentiment that employees are internal 'customers'.

Recommendations

- Make a commitment to take your people along with you on the workplace project journey.
- Develop a people-centric framework that runs in parallel to the physical project delivery and feeds information to support decision making, key milestones and change.
- Engage with your people to create shared understanding of needs, expectations and wellbeing as part of the workplace strategy.



● THREE

Highlights

Collaboration. Collaboration.
Collaboration.

- The no. 1 employee behaviour critical to organisational success is collaboration.
- The second biggest driver for workspace change (behind growth) is cross-team collaboration.
- Providing spaces for collaboration is viewed as the most important workplace design aspect today.

Recommendations

- The workspace should support collaborative activities. Make it easy, natural and comfortable.
- Think about how and where collaboration happens in your organisation. Is it at the desk? Should it be at the desk? Is it at a specific collaborative zone or setting?
- Consider co-locating cross-functional teams to enhance knowledge sharing and create synergies.
- Creativity and curiosity in the workspace is gaining momentum. Explore innovation and what it means for your organisation and culture, as well as workspace.

● FOUR

Highlight

Technology is an essential underlying theme contributing to employee performance, workspace flexibility and choice of how, where and with who to work.

Recommendations

- Continue the pursuit of creating a seamless technology experience for employees.
- Explore digital platforms and how these can enhance the employee/visitor experience in the workspace.
- Develop a technology framework that runs in parallel to the physical project delivery and feeds information to support decision making, key milestones and change.
- Consider digital privacy - security and information protocols - as ways of working become increasingly connected.

● FIVE

Highlight

Our understanding and ideas of diversity differ. The way workspace delivers to diversity is typically through the provision of mothers' rooms and prayer rooms. There is a feeling that diversity in the workspace is overdue for improvement.

Recommendations

- Diversity in the workspace could be included as part of a workplace strategy, where employees are empowered to choose where, when and how they work best.
- The workspace should provide a range of work settings that support various activities and preferences, from sitting in the most active noisy hub, to sitting in the quietest, most secluded spot.
- Attitudes towards workspace change vary greatly. Care should be taken to map stakeholders and design a change program that is relevant and appropriate for that stakeholder/group.
- Although generational preferences for work styles were observed, preferences exist across all employees regardless of age.
- Consider how to create (and nurture) a more inclusive workplace. What are the diversity impacts of moving towards a more agile workspace? Can enabling high levels of personal choice present challenges to individual employees and teams, ultimately impacting inclusiveness?

The convergence of people and place

As we interviewed participants, we themed our questions around culture, employee engagement and retention, knowledge sharing and wellbeing, and asked if these areas are impacted by physical workplace change and how strong that impact may be.

We have identified a clear consensus that culture, employee engagement and sharing knowledge are all substantially affected by a change of work environment. Similarly, while wellness, talent attraction and talent retention are less affected, there is still a significant perceived correlation with a change in physical space.

These findings highlight the immense opportunities organisations have to realise strategic HR objectives if they engage with their people during any workplace change.

This snapshot comparison shows culture, employee engagement and sharing knowledge are all substantially affected by a change of work environment.

While wellness, talent attraction and retention are less affected, there is still a significant perceived correlation between these areas and changes in physical space.

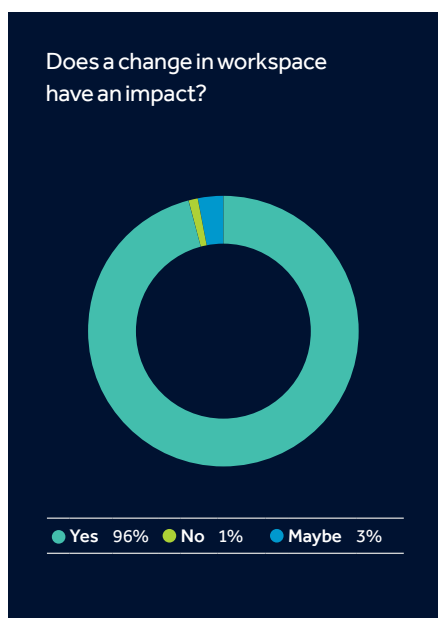
Following, we take a closer look at each of the six themes and the varying degrees of impact a change of workplace can generate in support of people and culture objectives.

Does a change in workspace have an impact? Snapshot Comparison



Sharing Knowledge

The ability of the work environment to support collaboration and knowledge sharing is widely accepted by our participants, with 96% stating it has an impact, and only 1% saying it doesn't and with 3% saying 'maybe'. Participants rated the level of impact as 'high' – this was the highest rated level of all six themes.



Regionally, our participants from Europe and Australia rated the possible impact workplace change can have on this driver at 100%, followed by New Zealand at 95% and the US at 87%.

The ability to drive innovation creation using the workplace as a lever is top of mind at one of the world's top FMCG brands says their HR leader. They are experimenting with innovation spaces that "really do have the ability to increase knowledge sharing - to have the 'Aha' moments."

Another New Zealand based participant stated that a workplace change can "absolutely" make a difference: "It impacts the sharing of knowledge, it impacts the speed of communication and speed of decision communication particularly."

"Absolutely. It impacts the sharing of knowledge, it impacts the speed of communication and speed of decision communication particularly."

GM People and Safety, Aviation Company

How would you rate the level of impact?



"Open spaces promote knowledge sharing. Enclosed spaces create barriers among people. Naturally, human beings tend to perform individually and have to make an effort to share knowledge. If the effort is made you note an amplification of your performance, but the natural attitude is to perform in isolation, and look for a place to concentrate. The availability of a proper space to meet near the open space helps sharing knowledge very much."

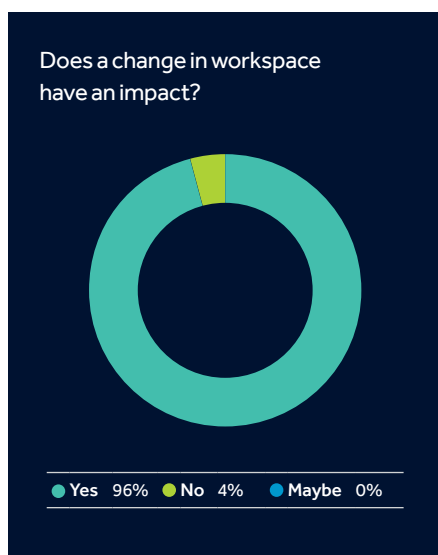
Chief People and Facilities Officer,
Digital Media Company

How does workspace design impact on sharing knowledge?



Culture

Globally, a resounding 96% of our participants said that a workplace change can have an impact on organisational culture, with only 4% stating that it doesn't. Participants rated the level of impact as 'high'.



"Culture is made of behaviours and behaviours take place in space."

- VP of People, Financial Services Firm

Our findings show that participants in Australia and the US see the highest possible impact at 100%, followed by Europe at 92% and New Zealand at 91%.

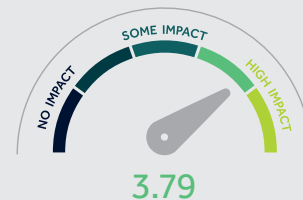
Describing how a desired culture can be embodied in the physical work environment, a US-based interviewee from a leading investment firm stated: "I think the physical environment in which people work is really important. There's a real need to provide a sense of consistency, security, familiarity as well as providing spaces that enable people to function how they work."

"If you want people to give direct feedback, don't make every single conference room glass because then everything that's ever said in the conference room is in full visibility of everyone. Thinking about how your environment really reflects your culture, and the kind of values you have, can influence how people operate within those guidelines that you set up."

"Whether we are deliberate in shaping the culture or not, people read into a change of environment. They see the symbolism of an executive floor or open spaces and will interpret this anyway."

Head of Talent, OD and Capability, FMCG Company

How would you rate the level of impact?



An HR leader in the health services industry discussed how the physical environment and visual body language play a significant role in the way humans communicate. Non-verbal communication can help generate and maintain trusting and committed interpersonal relationships, augment leadership messages and strengthen the influence of verbal communication, and promote social functioning¹. With 55% of our communication based on body language, 38% on tone of voice, and 7% the actual words spoken², can the design of the physical workspace also seek to support a positive culture through non-verbal communication?

Aligned with the continuing blurred boundaries we're seeing between workplace and lifestyle, one participant expressed the importance of the social space / café to culture: "If you want people to create bonds and get along, build a kitchen as everyone will always gravitate towards food...it's the heart of every home."

How does workspace design impact on culture?

Coming together over food and drink

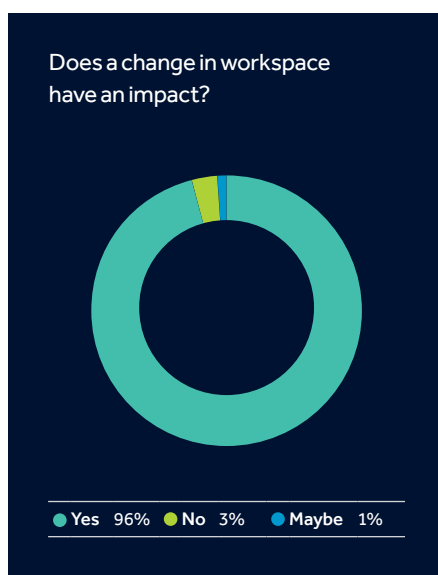
Symbolism of hierarchy

Reflection of vision and values

Brand expression

Employee engagement

Looking at the impact a workplace change can have on employee engagement, 96% of participants agreed that it does, with 3% stating it doesn't and 1% answering 'maybe'. Participants rated the level of impact as 'high'.



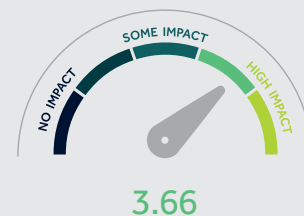
Regionally, participants from Australia and the US see the highest impact at 100%, followed by Europe at 92% and New Zealand at 90%.

Although agreeing that it can have an impact, one HR leader from a global FMCG company pointed out that there are many other factors contributing to engagement. "I think the most critical factors are about leadership and the way that we are together, as opposed to the space that we work in," she explained. "We can work in a hideously 'crap' space and still be very engaged and I think we could work in a beautiful space and be very disengaged... I think it's one small component."

"Previously you had your desk and that was all you needed. People's expectations around how they work have changed so much. The way people work is just so fundamentally different now in terms of flexible working and the need for sitting in different areas and with different teams."

Head of HR, Technology, Services and Operations,
Retail Banking Company

How would you rate the level of impact?



How does workspace design impact on employee engagement?



"We tend to down play it, but actually we need people to produce work while they're at work and we need to have an environment that supports that. Some people can do it really well in the middle of a humming, buzzing space but others need complete silence - we need to be able to cater for both."

Executive General Manager, People & Culture,
Insurance Company

Wellness

The World Health Organization has called stress the “health epidemic of the 21st century”, estimated to cost American businesses up to USD 300 billion a year³. To counteract this negative phenomenon, wellness is increasingly at the forefront of workplace thinking, with many organisations setting strategic wellbeing objectives to advance employee health, happiness, mindfulness and productivity.

We know from our Workplace 2020 industry insights that organisations are seeing increased collaboration between HR and Facilities Management, as the business functions work more closely to realise new wellbeing objectives through the use of the physical environment.

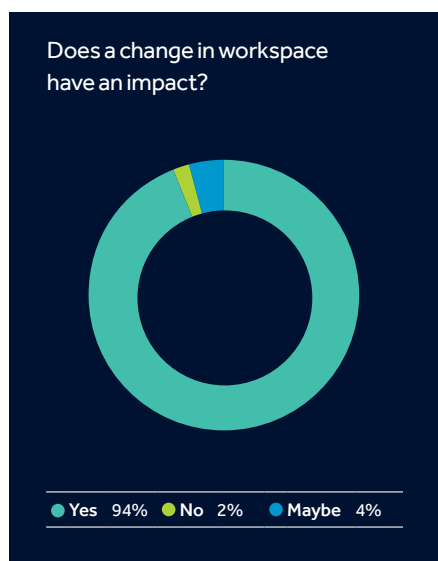
Globally, 94% of our participants said that a workplace change can have an impact on wellness, with 2% stating that it doesn’t and 5% stating ‘maybe’. Participants rated the level of impact as ‘high’.

Our participants from Europe and Australia rated the possible impact at 100%, followed by the US at 94% and New Zealand at 83%.

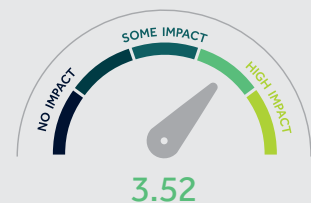
The HR leader of a British FMCG company is a firm advocate in using the physical environment to support wellness, stating: “A modern space, full of natural light, fresh air, ergonomic furniture, has the greatest impact on employee wellbeing”.

Interestingly, there has been a clear correlation identified between daylight and productivity gains due to elevated mood and/or health. In 1999, Californian architecture firm Heschong Mahone Group studied the effect of classroom lighting on achievement levels⁴. In the world’s first rigorous study into the effects of daylight on productivity, they discovered that students taking their lessons in classrooms with more natural light scored up to 25% higher on standardised tests than other students in the same school district.

Biophilic design - the innate relationship between humans and nature - is another area increasingly supporting wellness in the workplace. This can be achieved through design by using natural elements, colour palettes drawn from nature, views of greenery and indoor plants. A 2015 report published by Human Spaces found that workers with access to higher levels of sunlight and green spaces displayed a 15% higher level of wellbeing, were 6% more productive and 15% more creative⁵.



How would you rate the level of impact?



“A modern space, full of natural light, fresh air and ergonomic furniture, has the greatest impact on employee wellbeing.”

Human Resources Director, Organisation and Change Management, Insurance Company

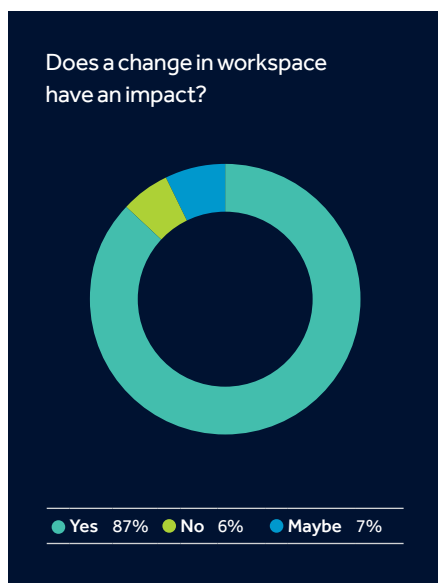
How does workspace design impact on wellness?



Attraction of talent

Attracting great people is a major driver for many organisations with the war for talent being fought on the frontline of many industries and geographies. In Deloitte's 2017 Global Human Capital Trends report, the third most important challenge identified for companies was talent acquisition with 81% of survey respondents calling it important or very important⁶.

When we asked our participants if a workplace change can have an impact on the attraction of talent, 87% participants agreed it can, 6% disagreed and 7% said 'maybe'. Participants rated the level of impact as 'high'.



Our findings show that US participants see the highest possible impact at 100%, followed by Australia (95%), New Zealand (81%) and then Europe (71%).

The HR leader from a leading Asia Pacific bank pointed out the importance of aligning physical space with flexible working practices: "Employee preferences are changing around what's important to them when going to work for an organisation. There was a stark lead being remuneration and line managing, but working flexibly seems to be now top of the list."

The workplace also has a role to play in shaping brand perception, with an HR leader from a global accounting and management consulting firm saying that he has personally witnessed how an old, outdated 'family' brand was reimagined through a new workplace, leading to a shift in Millennial brand perceptions.

A number of interviewees also commented on the need to consider the location of the workspace to ensure they don't lose talent. A significant relocation can impact access to public transport, car parking, lifestyle and other community facilities.

How would you rate the level of impact?



"The ability to have a workspace that caters for different employees and the way they want to work is really important. You've got to have a really good proposition as an employer to attract talent, and you've got to meet lifestyle needs more than previously before."

Head of Human Resources - Technology, Services and Operations, Retail Bank

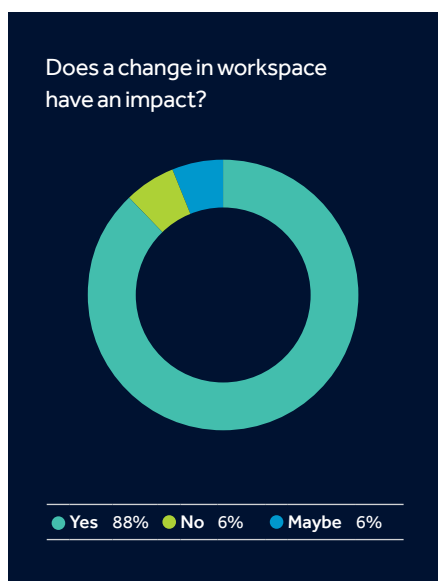
How does workspace design impact on attraction of talent?





Retention of talent

Millennials have a “reputation for job-hopping” and moving freely from company to company, more so than any other generation⁷. A 2016 Gallup report revealed that 21% of Millennials stated they had changed jobs within the past year - more than three times that of other generations - and this Millennial turnover is estimated to cost the US economy USD 30.5 billion annually. Because of this generational shift, we predict that talent retention strategies will be an increasing focus for many organisations.



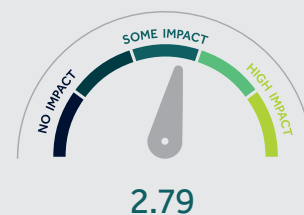
When it comes to the ability of a change in the work environment to support retention of talent within organisations, 88% of our participants agreed it can, while 6% disagreed and another 6% said ‘maybe’. Participants rated the level of impact as ‘Some’ – this was the lowest rated level of all six themes.

There were varying levels of agreement across our respondents, with some pointing out that preferences are more likely related to personality than age, such as those that are more reserved, may “prefer a quiet space regardless whether they’re 20 or 40”.

Our findings show that Australian participants see the highest possible impact at 95%, followed closely by the US (93%) and Europe (92%), then New Zealand rated this significantly lower at 74%.

The HR leader of a major aviation organisation pointed out the importance of ‘belonging’ when it comes to talent retention: “It just has to be somewhere where people feel that they can belong, where they can feel comfortable, where they’re going to have the type of, and amount of interaction, with people that they do or don’t want.”

How would you rate the level of impact?



“It just has to be somewhere where people feel that they can belong, where they can feel comfortable, where they’re going to have the type of, and amount of interaction, with people that they do or don’t want.”

HR leader, major aviation organisation

How does workspace design impact on retention of talent?



⁷ Adkins, A 2016, ‘Millennials: The Job-Hopping Generation’, 12 May 2016, Gallup Business Journal.

A FOCUS ON EMPLOYEES IS REACHING NEW HEIGHTS, PREVIOUSLY RESERVED FOR CUSTOMERS.

“Yes, I think more and more HR are looking at the general experience of work. So our intention of inspiring this debate absolutely feeds into taking a more active interest in how the buildings are set out, how people work together, how they meet, how they engage. Does the building help or hinder that?”

Director of HR, FMCG Company

HR and the work environment

Increasing ownership of space

A recurring theme identified during our interviews is an increasing cross-function collaborative approach to the workplace. The overall decision-making process around physical space, previously the remit of property and facilities management, now includes HR representation as standard practice in large organisations.

Bringing people-centric project goals to the table enables the working environment to embody organisational values and contribute towards achieving strategic 'people' business objectives such as the six themes outlined in this research.

We asked participants if they foresee greater people and culture ownership of the physical workspace. Globally, 80% said yes. The regional responses were varied, with Australia the strongest response (86%), followed closely by New Zealand (85%), then the US (73%) and Europe (67%).

One of our participants asserted that HR involvement is the necessary way of the future; that a focus on employees is

reaching new heights, previously reserved for customers. "It is really heartening that people are starting to talk about employees as 'customers' of the organisation. They actually are; we refer to them as the first and most important customers. Everything starts at home and home is our people."

Another interviewee agreed: "Traditionally we value the voice of the customer over the voice of the people, but I think that's shifting - and certainly shifting at our organisation. Part of the feedback that people are giving is about their physical work environment and the extent to which that affects their enjoyment of working here. And those comments are taken very seriously, so I would say yes, there's increased visibility and interest at the C-suite level."

The growing importance of employee experience was raised by one interviewee: "I think more and more HR are looking at the general experience of work. So, our intention of inspiring this debate absolutely feeds into taking a more active interest in

how the buildings are set out, how people work together, how they meet, how they engage. Does the building help or hinder that?"

"Our HR Director is accountable for property, but more through a property lens than through an experience lens - not for want of trying. But it's just in terms of where we are right now, we've got a real estate question, as opposed to a 'how is this space is working for us' question. There's no doubt that will come. We are definitely in the mindset of owning experience for our employees, so that's part of the mix."

Head of Talent, OD and Capability,
Global FMCG Company

80%

of HR leaders foresee a greater HR ownership of the physical workspace.

86%

Australia

85%

New Zealand

73%

America

67%

Europe

Getting involved early

To gain further understanding of the process involved in planning a new workplace or relocation, we asked participants how far in advance they would anticipate HR being involved. Unsurprisingly, the majority from every region answered 'as soon as possible'.

The good news is that the growing trend identified is that organisations are getting the HR team in early to perform preventative maintenance, not simply trouble shooting after the problems arise.

One of our participants stated that at their organisation, planning for a workplace change starts up to 18 months in advance and their HR team are involved right from the start. Another said their organisation generally involves the HR team only a couple of months in advance.



68%

of HR leaders believe that they would be involved from the start of a workspace change project.



80%

America



79%

New Zealand



63%

Australia



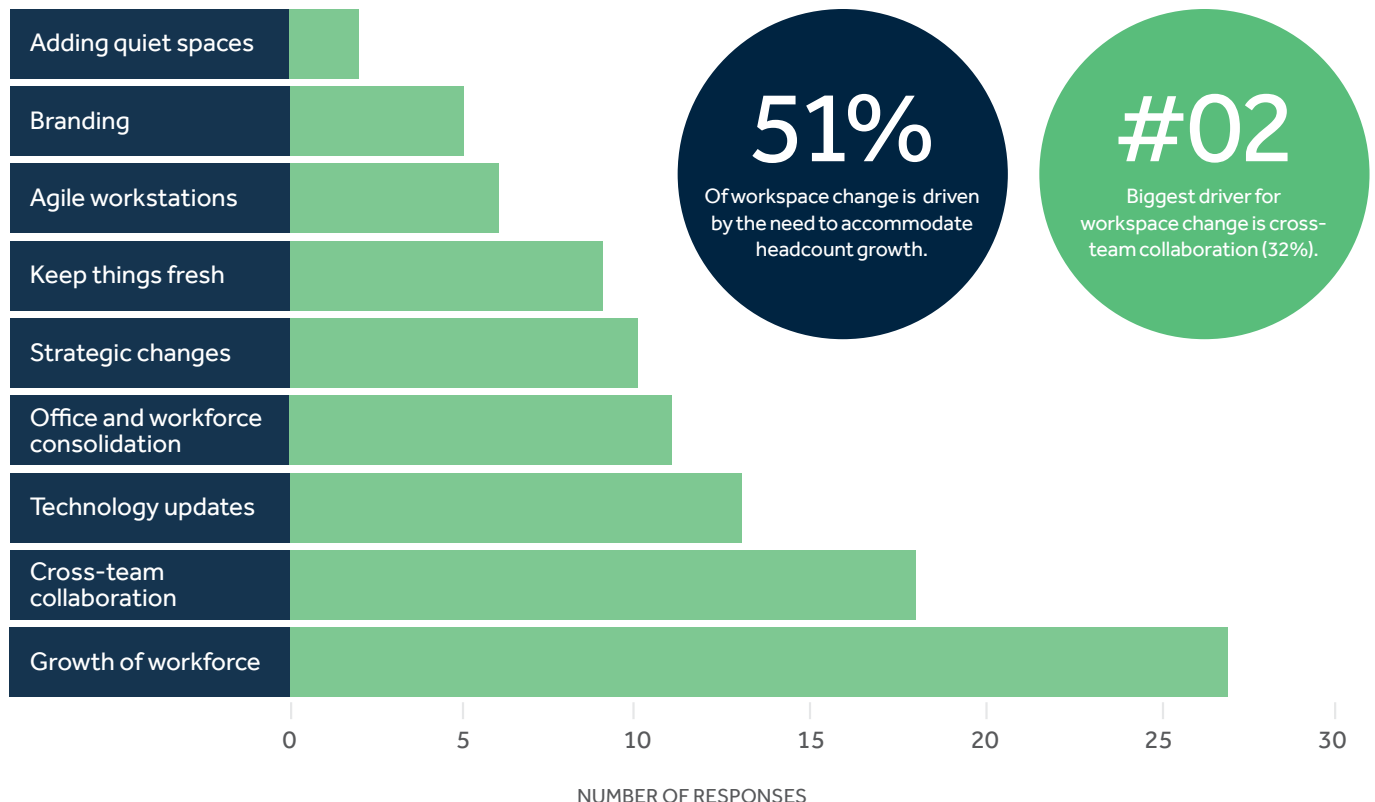
45%

Europe

Change drivers through an HR lens

Next, we asked our interviewees their views on the most common drivers for future workspace changes at their organisations. We wanted to gain deeper insights through an HR lens into the overall objectives for refurbishment or relocation.

The most significant driver identified in every region was the ability to support growth (51%). This was followed by cross-team collaboration (32%), new technologies (24%), office/workforce consolidation (20%), strategic changes (19%), keeping things fresh (17%), moving to agile work styles (11%), branding (9%) and finally adding quiet spaces (4%).





A people-centric approach to space

Delving deeper into alignment between the physical environment and strategic objectives, we asked HR leaders a series of questions around productivity and performance, critical behaviours, diversity and design.

Space influencing performance

When we discussed the physical factors that can influence performance, the highest response was having the right spaces to do the 'job properly' including providing adequate meeting areas. This was followed by technology / connectivity and access to colleagues, both in and out of the office.

"Having the ability to sit with whoever you want when you need to rather than go into a conference room really drives people's willingness to collaborate versus feeling like they have to make it a special occasion using a conference room."

VP of People, Financial Services Firm

Globally, the physical factors impacting performance mentioned least were staff amenities, reduced costs, connection to brand and ergonomic furniture.

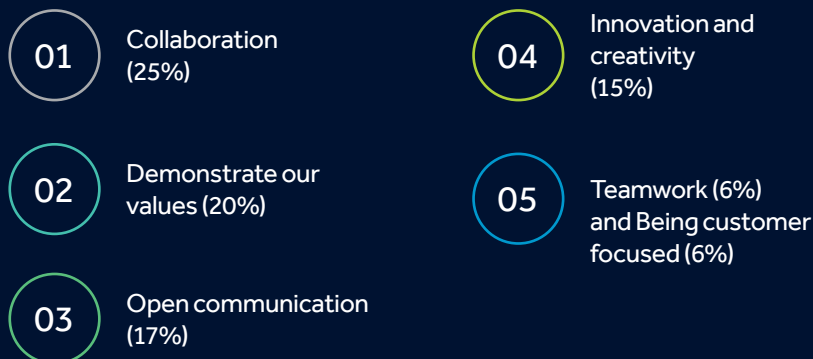
One HR leader from a leading Asia Pacific bank, said that their organisation is committed to the creation of innovation hubs and new technologies to support performance. "When you look to invest more in innovation and strategy, you'll be bringing people together, cross-functional teams, putting a problem in front of them and giving them the challenge of coming up with ideas to innovate quite differently," he explained. "You need a physical environment to support them and that might mean [putting] some machines and robots in there."

Another participant discussed the importance of co-location and open space to create trust across all levels of the organisation. "We made a decision to co-locate all of the leadership team so we took them away from their functional teams, put all the leadership team together in one place, and it was fantastic. Decision making became far more seamless, because if you needed to discuss something everyone was right there. We got to know each other a lot better, it was very 'high trust'."



What employee behaviours are critical to organisational success?

TOP FIVE BEHAVIOURS



Behaviours supporting success

From a more holistic people perspective, we asked participants to identify the employee behaviours critical to the success of their organisations. Globally, the most significant behaviour identified was collaboration (25%), followed by demonstrating the company values (20%), open communication (17%), and innovation and creativity (15%).

It is interesting to note that collaborative themes feature in three of the top 5 identified behaviours: #1 collaboration, #3 open communication and #5 teamwork.

The Europe-based HR leader of a global sports brand outlined the importance of an employee's ability to communicate and collaborate across geographical borders and through uncertainty. "Things change on a

daily basis; the organisation changes, people around you change, you need to be aware of this and react, be flexible and responsive. We move quicker than other companies."

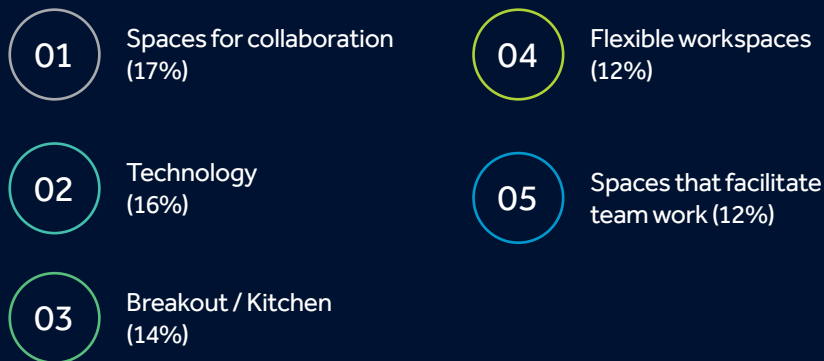
"We want more employees to be innovating and feeling they have the permission to innovate."

Global Director People Engagement and Experience, Healthcare Company



What are the most important design aspects of the workspace?

TOP FIVE ASPECTS



Does design matter?

We wanted to gain a greater understanding into the most important design aspects of our participants' physical workspace and what is having a meaningful impact on people. As workplace designers ourselves, Unispace was very interested in the responses to this one: just what importance do people and culture professionals around the world place on space and design?

Similar to responses received around behaviours critical to business success, spaces for collaboration received the most comments (17%), followed closely by technology in the work environment (16%). Breakout / kitchen spaces (14%), flexible workspaces (12%) and healthy spaces that facilitate good teamwork (12%) were the next most common responses.

When it comes to the key aspects of the physical space that HR leaders are seeing impact upon their people, technology was the most common response (23%), followed by flexibility in working (21%), openness of space offering increased interaction (18%) and a mix of open and private spaces (15%).

Despite early predictions that new flexible work practices and the growth of technology enabling us to work anywhere and anytime, would bring about the end of the office as we know it, countless people across the globe still make the trek to and from the office each day. This comes down to an innate desire to share knowledge, generate ideas and simply create connections. As Carlo Ratti and Matthew Claudel described in their 2016 Harvard Business Review article:

"Far from making offices obsolete, as the digital pioneers of the 1990s confidently predicted, technology will transform and revitalize workspaces. We could soon work in a more sociable and productive way, and not from the top of a mountain. The ominous "death of distance" may be reversed with the "birth of a new proximity."⁸

⁸ Ratti, C & Claudel, M 2016, 'If Work Is Digital, Why Do We Still Go to the Office?', 13 April 2016, Harvard Business Review.

HR leaders believe that technology has the most impact on people in the workspace today, followed closely by flexibility in the workspace and open plan and the increase in interactions as a result.

88%

Of organisations are incorporating agility, self-directed teams and flexible working practices into workspace design, especially through:

- 01 Agile desk positions (43%)
- 02 Work from home (25%)
- 03 Plug and play technology (21%)

Co-location of teams was a recurring theme in our discussions, as was moving away from offices into more open, transparent environments. One of our participants explained the benefits of both these aspects: "In my team, I've got health and safety, human resources and corporate communications, and the leverage that each of those functions is able to apply to the other to get a better result for both is astonishing. I very deliberately got that portfolio and co-located them in that way. They feed off one another; there's a really synergistic relationship."

"Less offices means that more leaders are visible and are more likely to have those critical conversations with the people that work for them. So, there's more visibility of leadership. The bosses that see coming out of offices as a major inconvenience are perhaps not fit for the new era of leadership. I'm sure everyone needs a quiet space from time to time, but I think leaders who respond violently to that are perhaps not of the mindset we need to inspire. Yes, you're 'bosses', not leaders."

HR leader, Global Insurance Company



● Yes 88% ● No 12%



Understanding generational shifts

With Millennials now accounting for a majority of many company generational makeups⁹, we asked HR leaders if they are seeing different work style preferences across the generations in their workforce.

The traditional notion of the 'office' was an area that many participants viewed as relating to generational preferences. One HR leader stated, "Employees with more seniority would still prefer working in enclosed offices, especially to meet their team members. Seniors still prefer an enclosed space for confidentiality reasons

and for management style. Having to book a meeting room for this purpose is not seen as an improvement yet."

The idea of cross-generational collaboration was raised in two significant ways: technology as a potential separator between the generations, and 'reverse mentoring' to share knowledge with younger employees. "We have a number [of employees] over coming years who are going to face retirement, so part of our challenge is ensuring we don't lose that expertise, experience and passion that these guys emulate every day [with customers]," explained one participant.

"The two key things older workers want if they are to remain productively employed are recognition and respect and flexible working."

Professor of Work and Organisation, Massey University.

Generations and the workplace

Have you perceived generational preferences in work styles in your workforce?

67%

Of respondents have perceived generational preferences in work styles in their workforce.

22%

Have not.

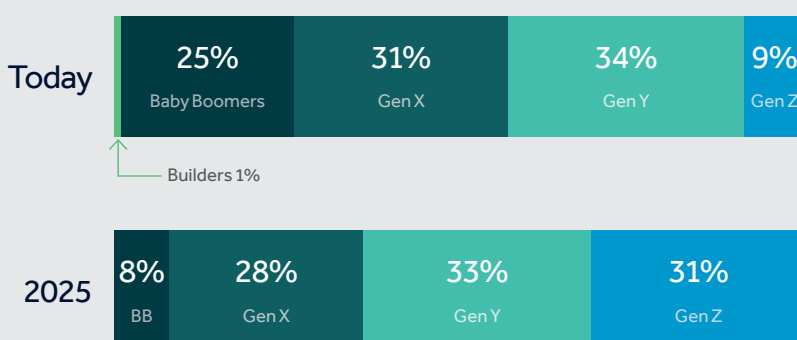
11%

Have, but they're unsure whether generation is the key factor.



The future workplace

Source: Claire Madden, McCrindle, 2015



"With a younger generation, many of whom don't realise that our organisation is steeped in heritage and steeped in custom that has made us the trusted brand that we are and how do we share that knowledge and how do we build relationships? Partly it's around mentoring and buddying up the older more experienced guys with the younger whipper-snappers who are coming in."

Executive GM People and Culture, Insurance Company

⁹ Meister, JC & Willyerd, K 2010, 'Mentoring Millennials', May 2010, Harvard Business Review.



Measuring success

When we asked participants if they have observed a perceived correlation between level of space expenditure and influences on company culture and employee engagement, 61% said yes and 39% said no.



● Yes 61% ● No 39%

"Yes I think it needs to play a stronger role. There's a lot of unwinding and redesigning still to do and we are still not deliberately inclusive in a lot of the things we do."

Global Director People Engagement and Experience,
Healthcare Company

"We try and pride ourselves on having our workforces reflective of our community and customers that we serve."

Executive VP, People and Learning,
Computer Software Company



Throwing diversity into the mix

We asked our participants if diversity plays a role in the design of their current work environments and, if not, were there plans to change this in future.

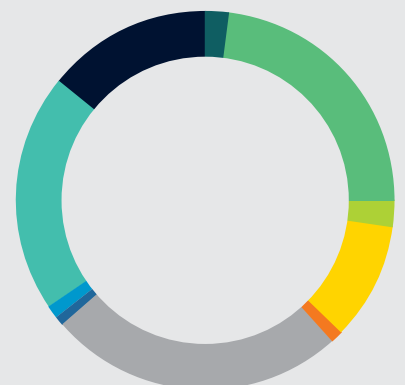
A quarter of our global respondents said that a Mothers' Room plays a role in supporting diversity in their workspace. Not far behind at 20%, was the inclusion of Prayer Rooms and then cultural event access and calendars at 14%.

Interestingly, 23% stated that diversity does not play any part when it comes to the design of their workplaces.

We should be thinking about diversity inclusion and how workspace can support it.

What role does diversity play in the design of your workspace?

Unclear on the role of diversity	2%
No role	23%
Access for better shower and room equipment for women	2%
Workforce reflective of community and customers	10%
Access to specially prepared food (diets, allergies, religious beliefs)	1%
Mothers' room	25%
Disability access	1%
Charitable programs	1%
Prayer room	20%
Culture event access & calendar	14%







Conclusion

We hope you found the information in this white paper insightful and that the highlights and recommendations identified have provided you with food for thought to apply to your next workplace project. Undertaking this process of HR discovery serves to provide a greater understanding within the holistic 'people, place, technology' formula universally applied to the design of the workplace.

As we continue along our business function interview expedition and evolve our global understanding of changing business drivers and workplace paradigms, we look forward to publishing our insights. Our vision for each workplace we create is to not only support our client's strategic and financial objectives for the long term, but to support each individual user through an inclusive approach to wellness, engagement and productivity, supported by technology as an enabler.

Think Create Make