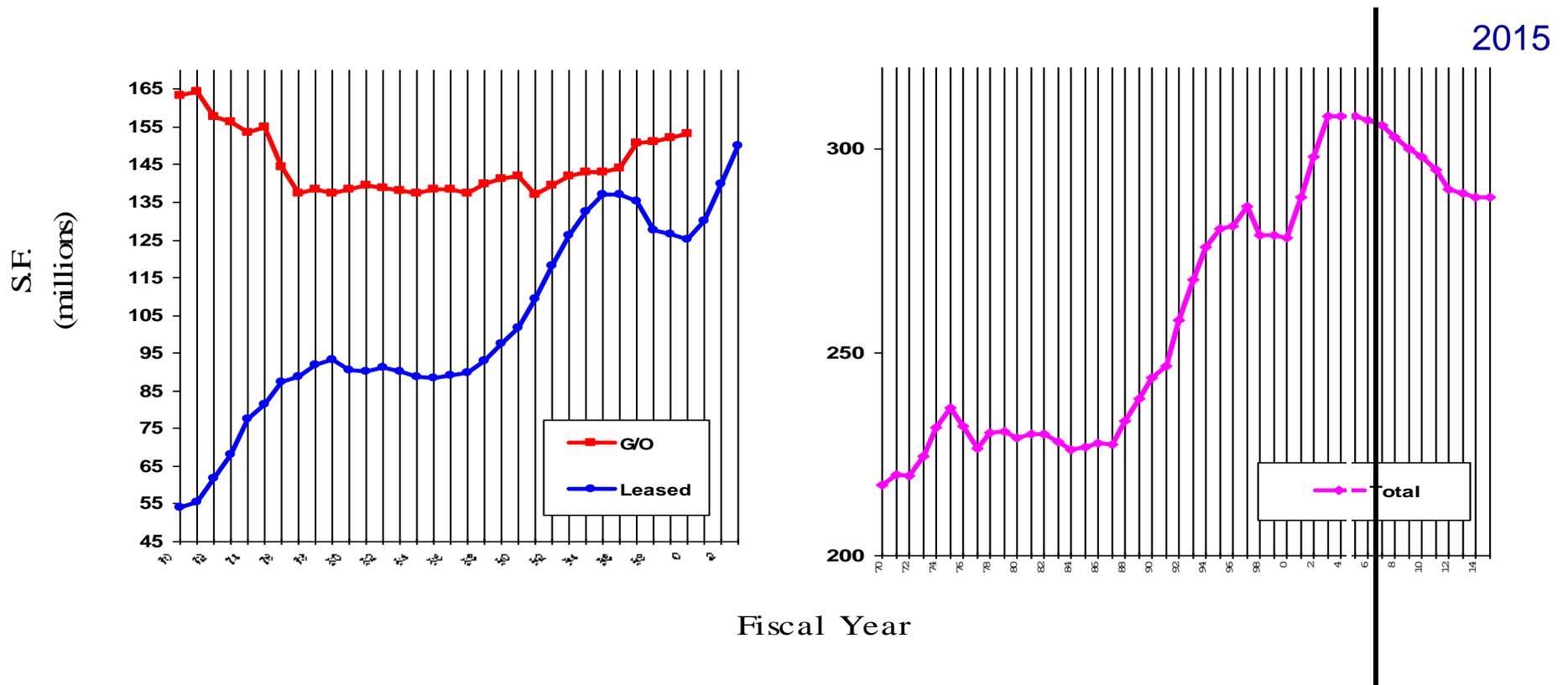


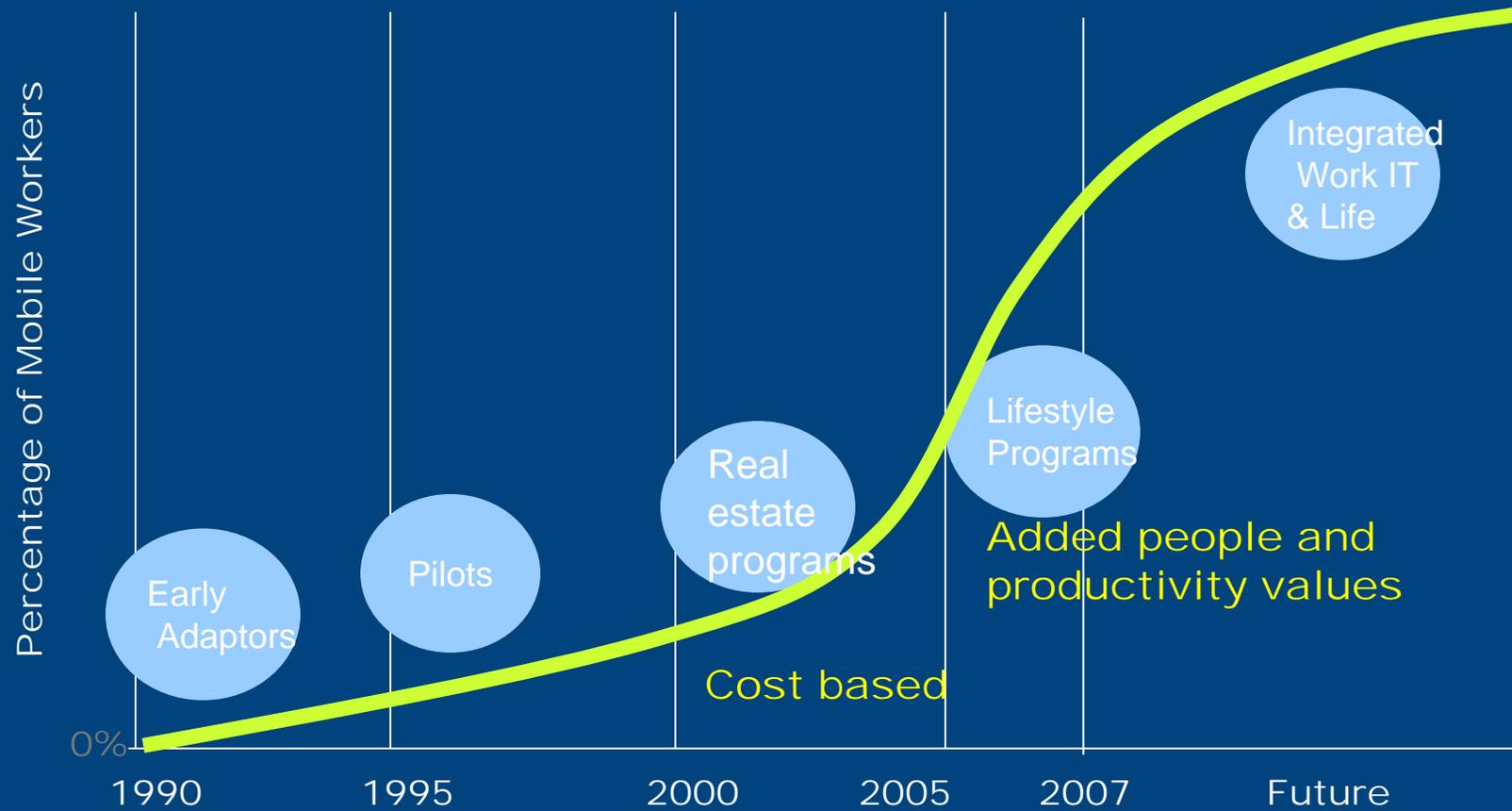
Wither the Office?

1972 - 2003

Trends in Owned, Leased and Total Space

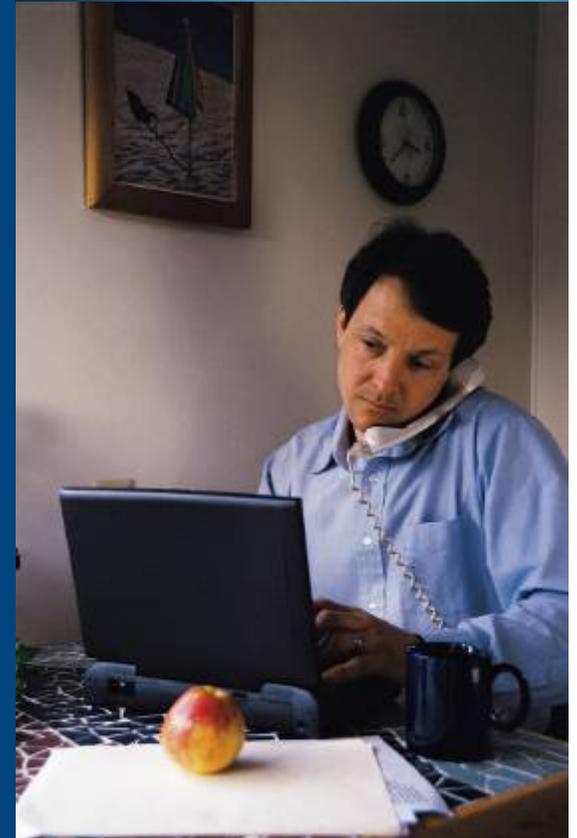


Mobility Adoption Curve



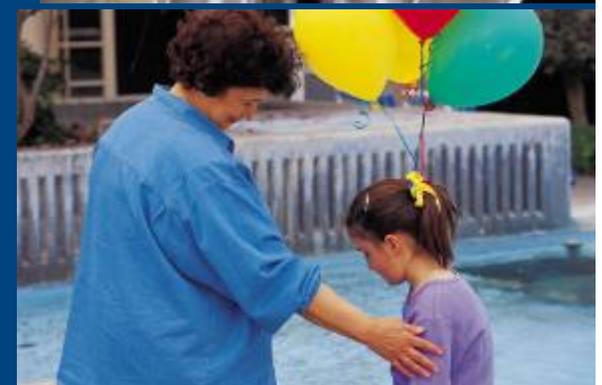
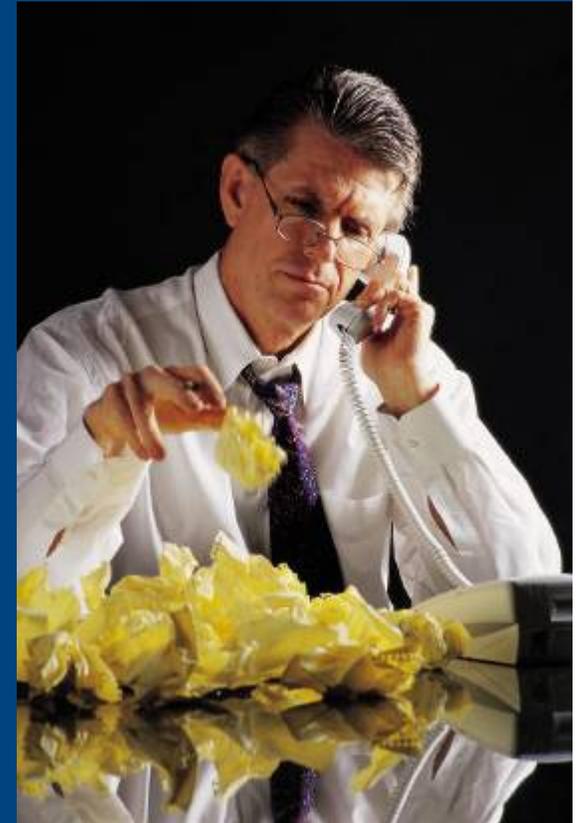
We are hooked!

- 100 million cell phones in North America
- 46,000 people sign up each day for cell phone service
- 10 billion e-mail messages are exchanged each day (expected to grow to 35 billion in 3 – 5 years)
- Time on web rivals time in front of television
- Emerging markets are adopting current technology and advancing very rapidly

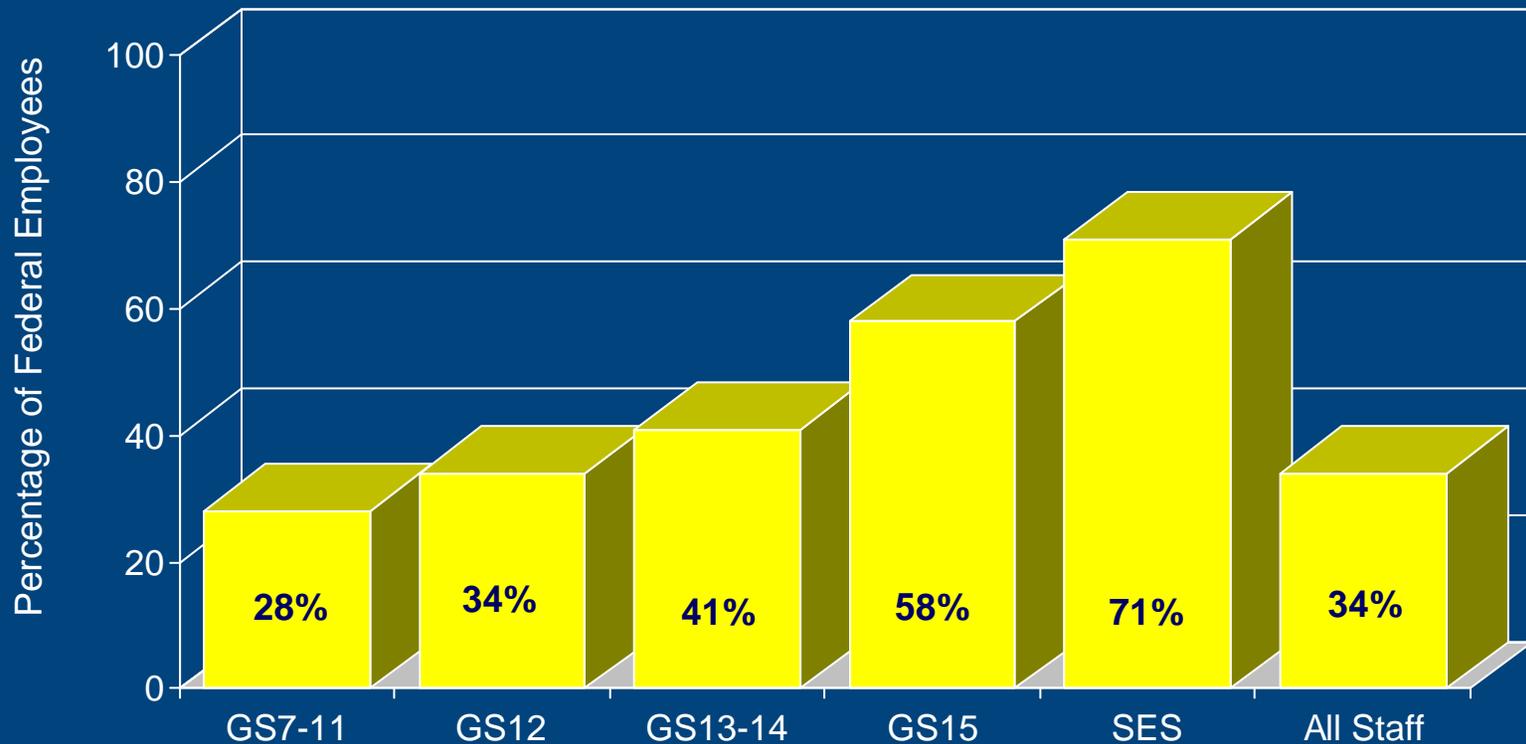


Work/Life Balance

- 24 x 7 Infrastructure and tools facilitate time management & flexibility
 - Critical for work/life balance
 - Cause for greatest job satisfaction and productivity (Families and work institute-US Report)
- Balance of work/life/ family in top two desired job profile attributes (Yankelovich)
- 80% professionals say flexibility would encourage them to stay in their jobs
- 90% would give up 40% of salary for work-life balance (Learning Technologies UKreport)



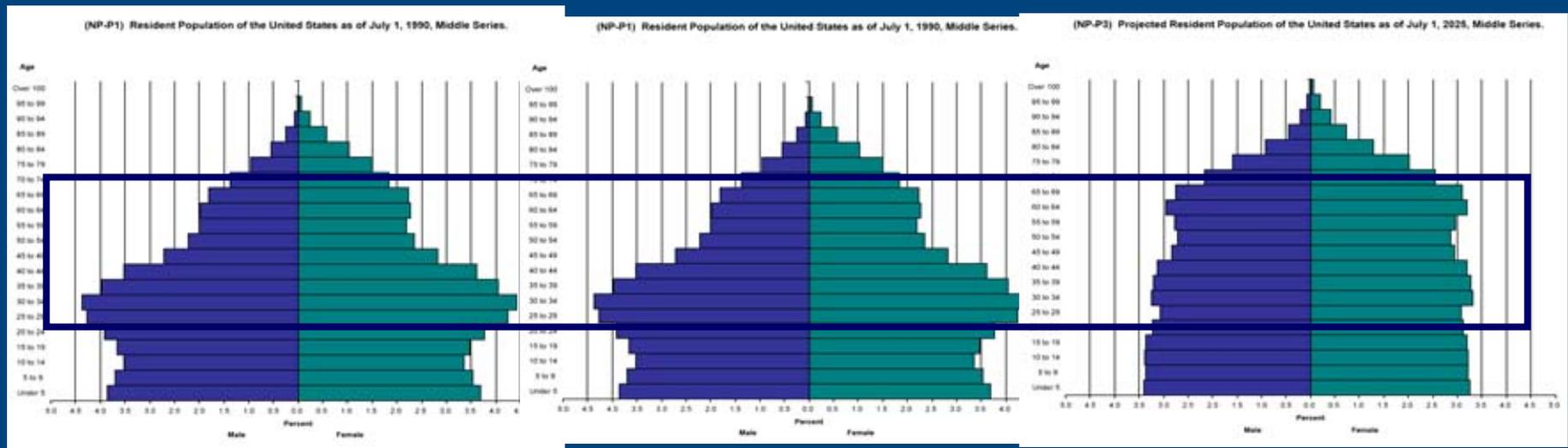
Challenges of the Aging Federal Workforce



**Federal Personnel Eligible for Retirement
from 1999 through 2005**

The Aging of America

US Census Data - Population by Age



1990

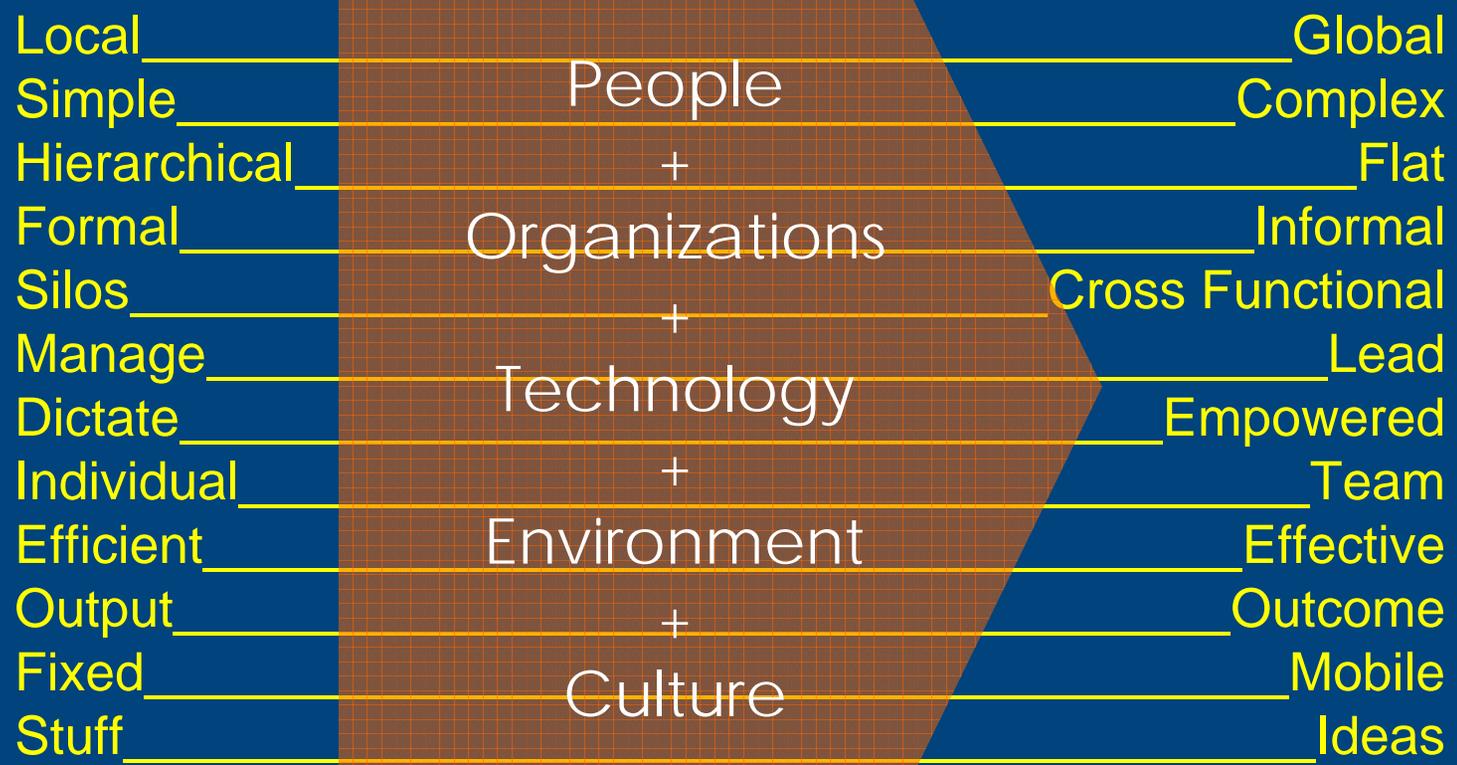
2000

2025

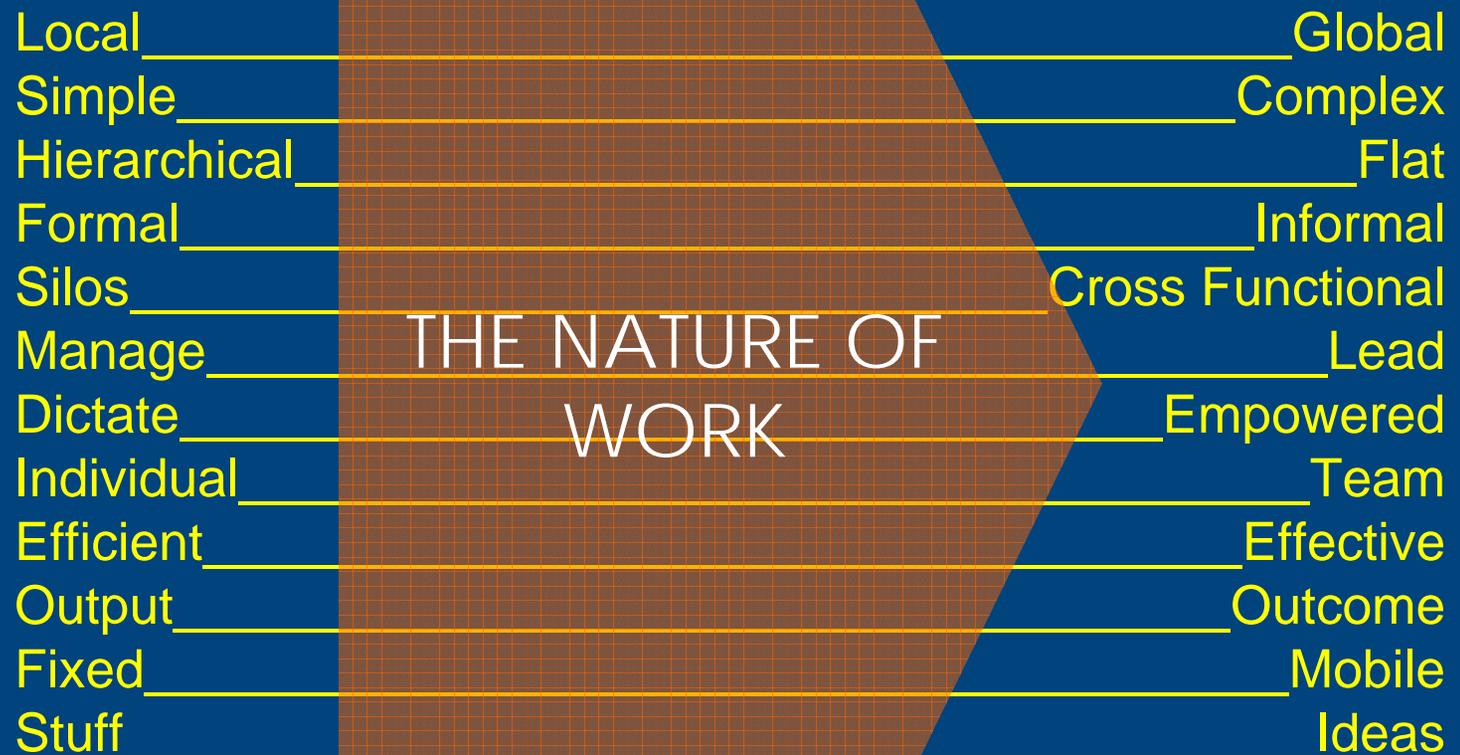
■ Males
■ Females

Approximate workforce age range (20- 70)
 (each horizontal bar represents five years)

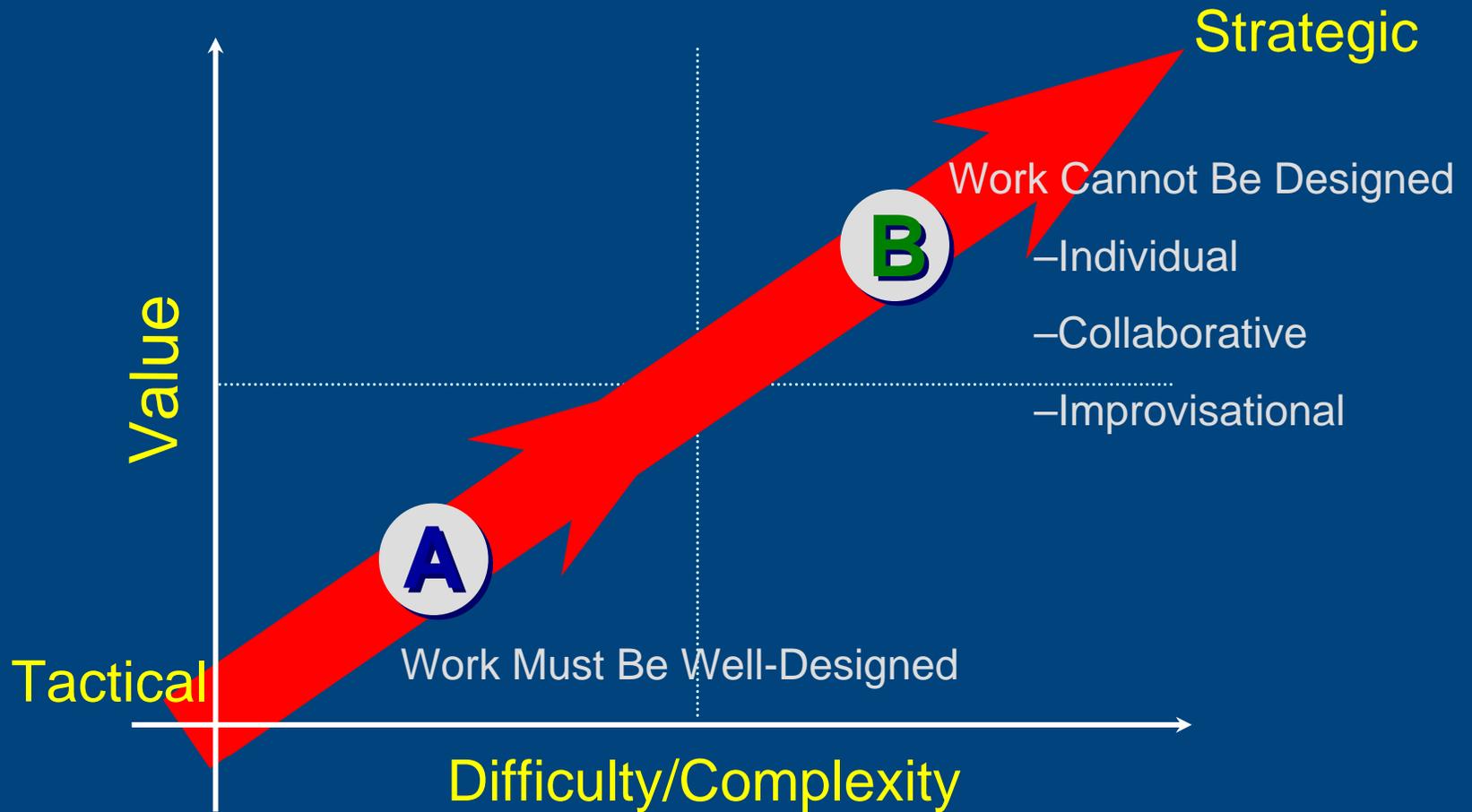
What's Changing in the Workplace?



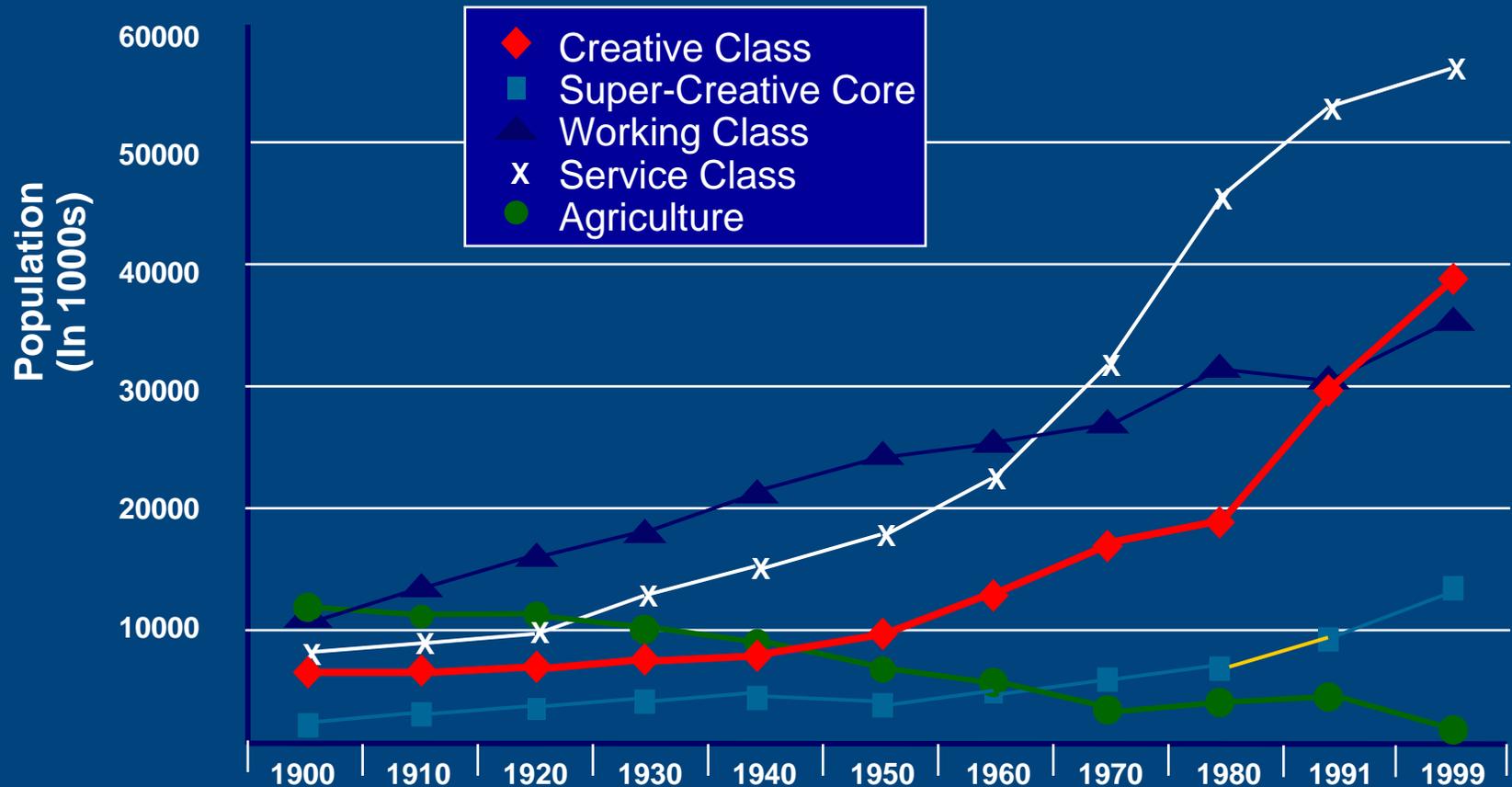
What's Changing in the Workplace?



Knowledge Work

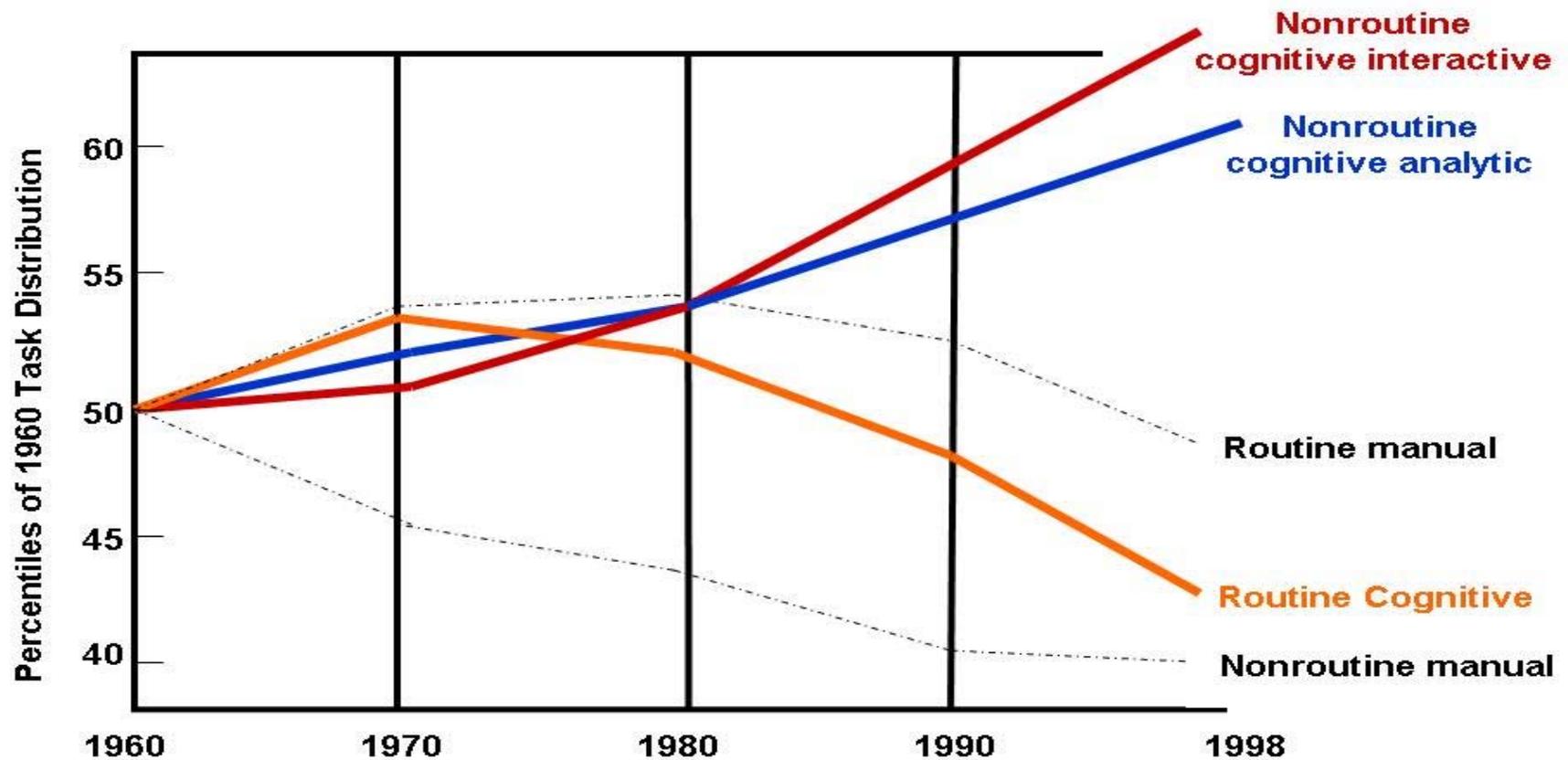


The Rise of Knowledge Workers*



* Richard Florida, *The Rise of the Creative Class*, Basic Books, 2002 (Figure 4.1, p. 73)

Tasks Performed



- ***The Workforce***

From 1980 To 2000 The US Labor Force Grew By 50%;
From 2000 To 2020 It Will Grow Only 16%

Implication: 35+% Of New Labor Will Be Off-shore Sources

- ***Working Arrangements***

Soloists: 16 - 20 Million In The United States Alone

Temps: 3 - 4 Million In The US; 8+ Million Worldwide

- Adecco Places 700,000 Temps Daily
- 70% Of All Temps Work Full-time

Implication: HR Policies & Management Practices Must Change

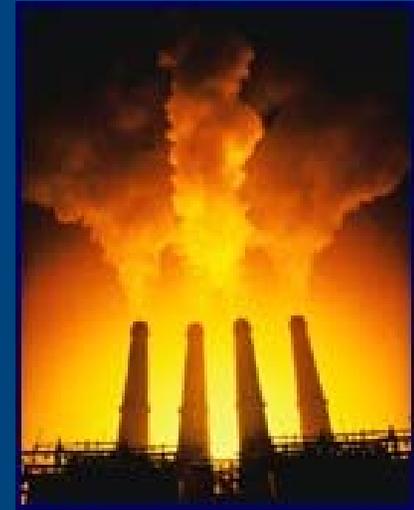
* Data from *Free Agent Nation*, by Daniel Pink, and *Managing in the Next Society*, by Peter Drucker

Changing Generational Focus

- 4 Generations @ Work
—*First Time in History*
- Different Attitudes
- Different Rates of Acceptance
- Different Assumptions
- Vastly Different Ways of “Multi-Tasking”
- Age Is Not the Only Characteristic of Membership

Environmental Impacts of Conventional Building

- 40% of annual US energy use
- 30% of CO₂ production
- 40% of ozone depletion
- 35% of municipal solid waste
- 30% of wood and raw materials use
- 25% of water use
- 30%+ of buildings have poor indoor air quality
(most people spend about 90% of their time indoors)



- Energy Efficiency, Recycling & Use Of Environmentally Sound Products Make Good Business Sense
- Tenants Demanding Healthy Space To Produce Work
- Better Performing Assets
- 30%+ of Buildings Have Poor Indoor Air Quality
- & Most People Spend About 90% Of Their Time Indoors

Benefits of Green Buildings

- Sustainable enterprises focus on:
 - financial success
 - environmental impact
 - community impact
 - workforce impact
- A “triple bottom line”
 - financial profitability
 - environmental sustainability
 - community and social impact
- Sensitivity to sustainability is good business
 - the Dow Jones “Sustainability Index”



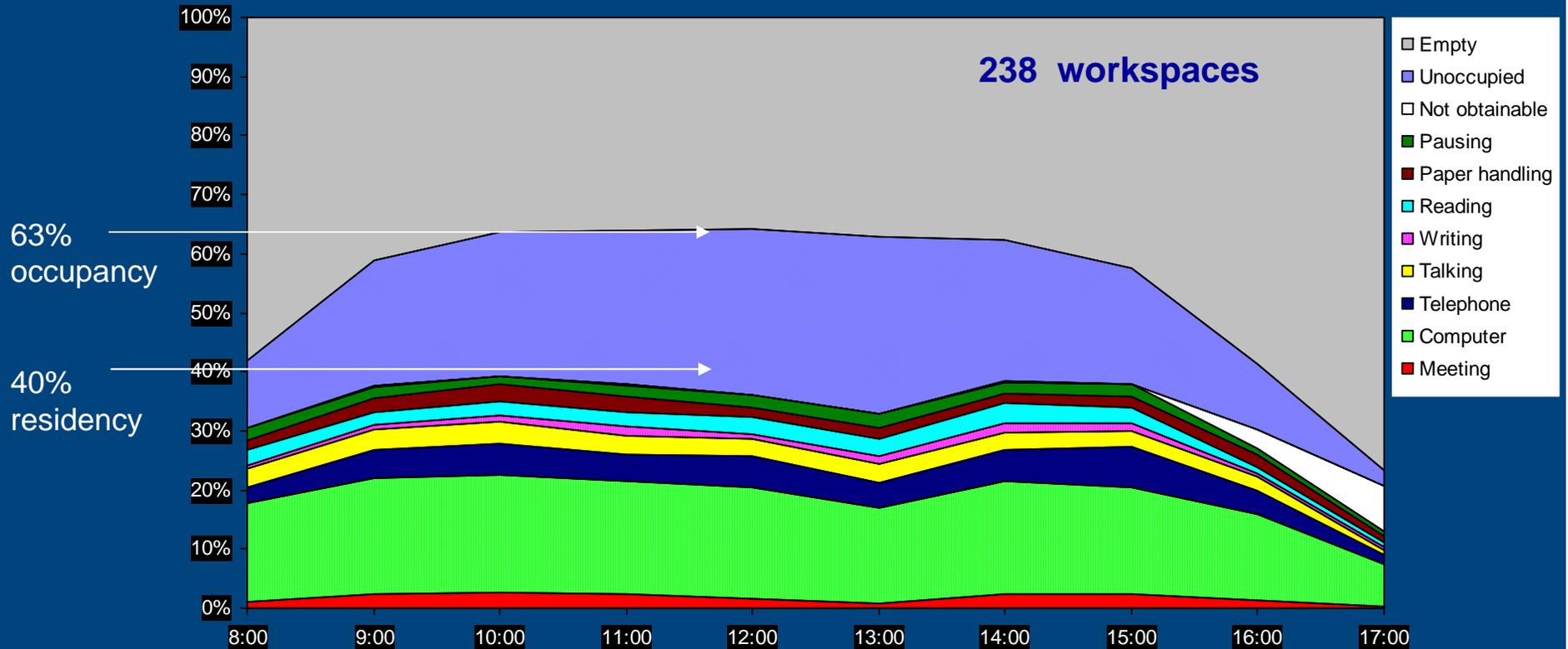
Why Is Workplace Important?

- The Work Environment Affects:
 - Satisfaction and Health
 - Hiring and Retention
 - Productivity
 - The Bottom Line
- Any Organization Should Use Workplace as a Business Tool

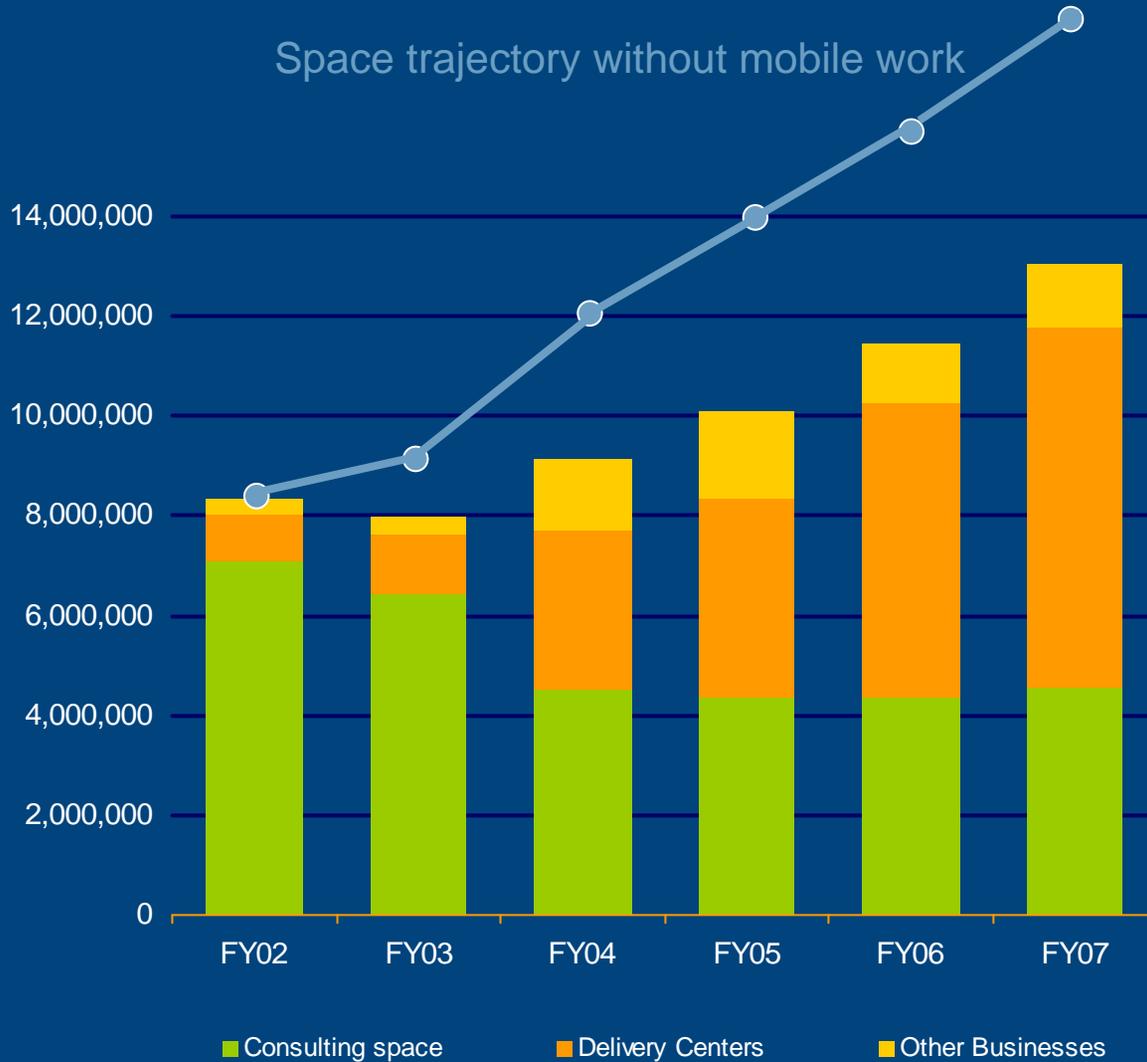
A World-Class Organization NEEDS to Use Workplace as a Strategic Tool.

Daily Activity Pattern

- Workspaces are temporarily unoccupied 23% of the time on average
- Consistent workflow throughout the day, minimal lunch dip
- Computer work is the dominate activity at the desk – approximately half the time

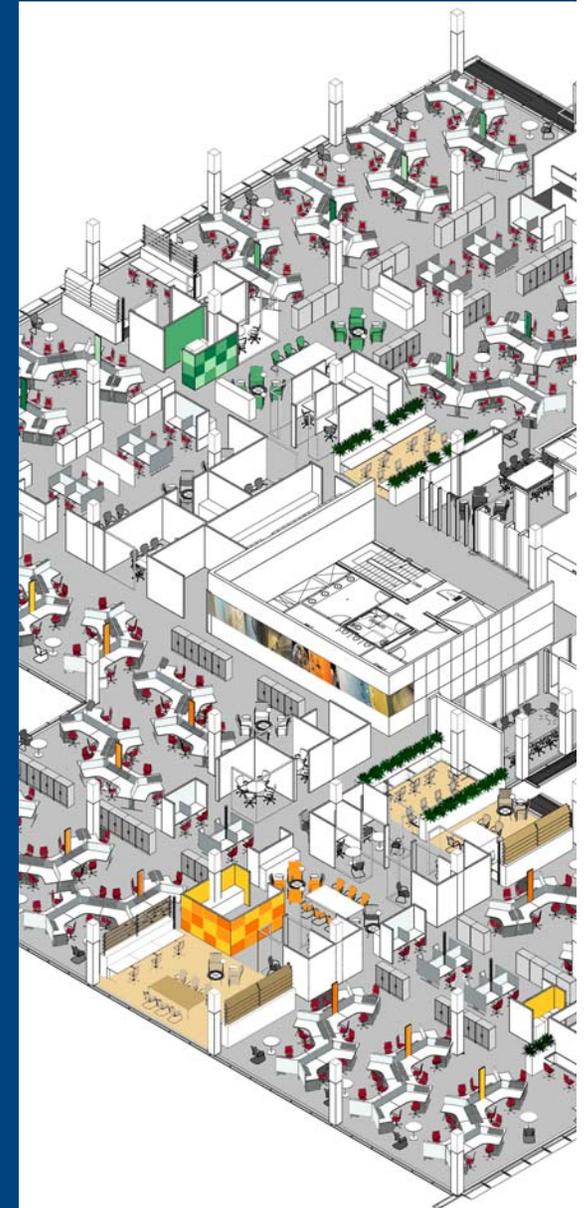


Portfolio Implications

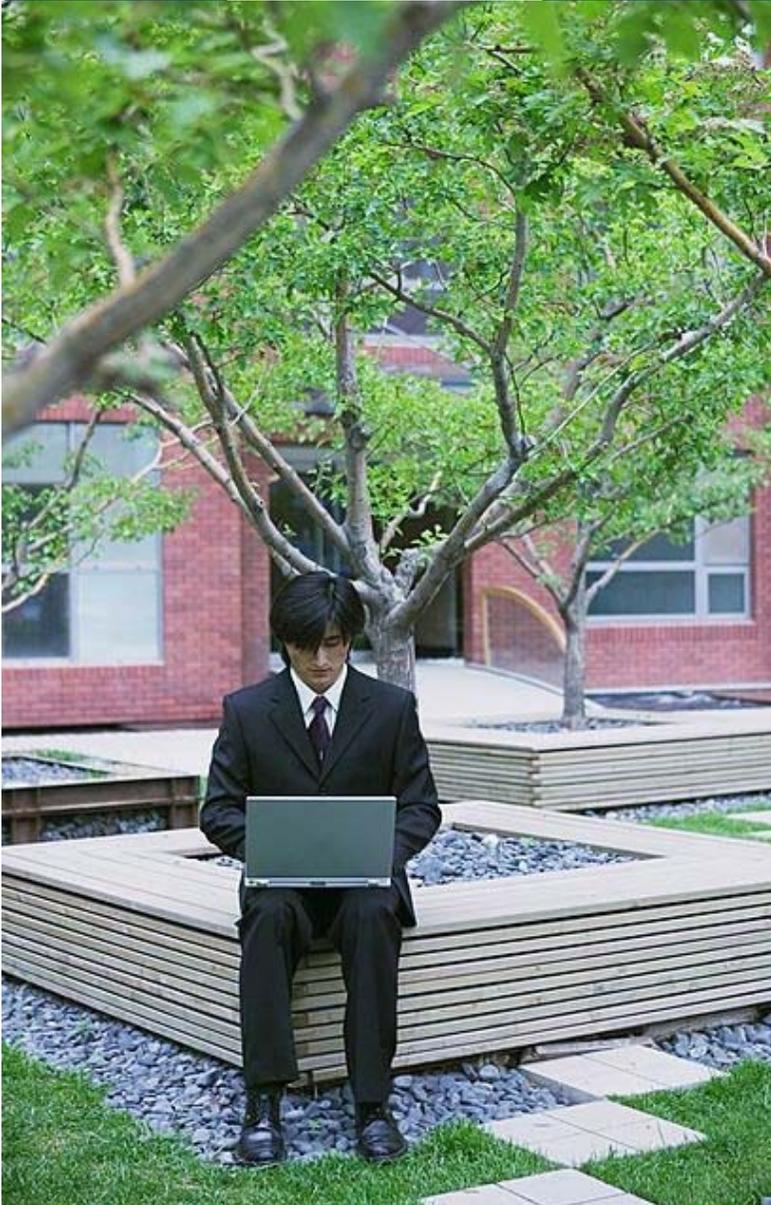


Space

- Well-equipped office with all the tools to get the job done
- A new set of work setting choices to meet changing work patterns
- Office is where people come together: heavy emphasis on face-to-face collaboration or enabled virtual collaboration
- Branded physical environment



GSA



ation, Kevin Kampschroer, 2008

GSA



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Changes in Infrastructure

- Space/Physical
- IT
- HR
- Support
- Management Practice

DRIVERS: NEW WORKPLACE

One Size Misfits All: Different Environments For Different Functions, Not One Space For Everything

Work/Life Balance: 50% Of Federal Workforce Eligible To Retire Today; 4 Generations In Workplace

Collaborative Work: Observation Finds That 50-80% Of The Time, People Are Interacting With Others

Cubicle Is Expensive Name Plate Holder: Shared Space Is Growing As A Proportion Of The Space Budget

Involve Me And I Understand: Change Management As Organizational Opportunity

- A Practice That:
 - Is New; Must Be Created
 - Is Rare; Most Firms Don't Know How
 - Must Be Practiced
- Not a New Clause in a Contract or Specification
- Has Uncertain & Unclear Boundaries

.....A Repertory of Improvisation

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It Was
Not
Suppose
d
To Lean