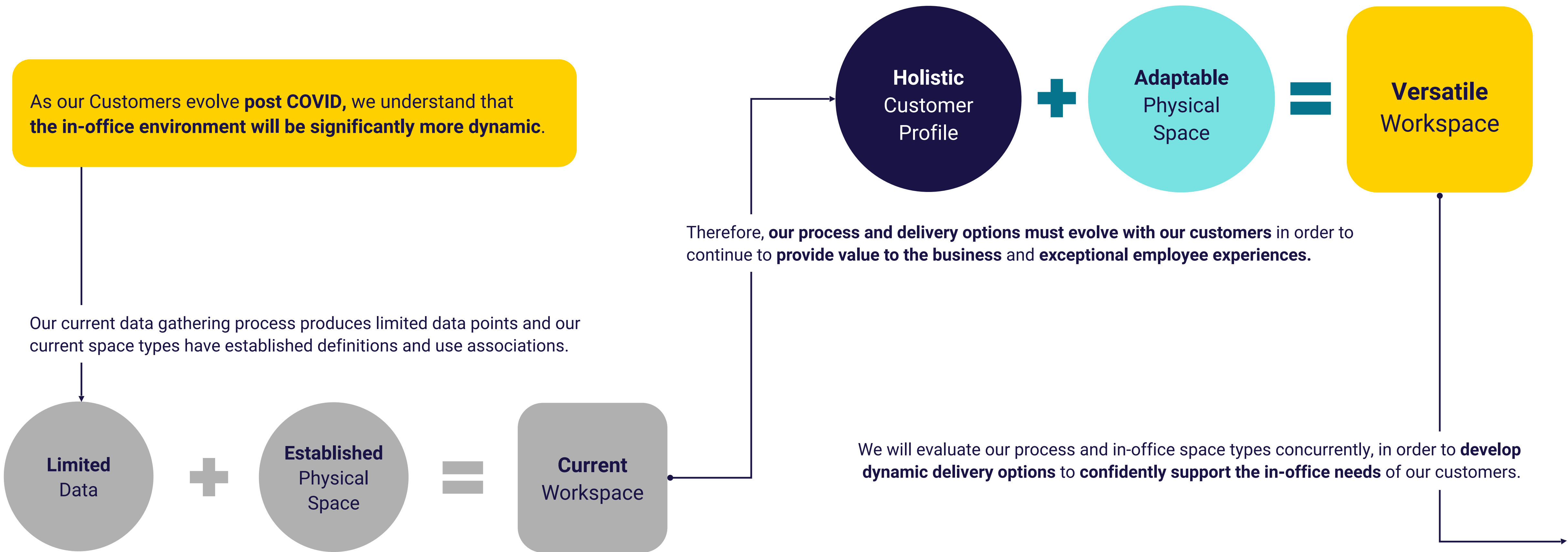


MODERN DELIVERY

Co-create the placemaking approach with our Customers, to ensure that their in-office workplace is aligned with their business strategies and workplace needs.

In-Office Environments [IOE] : Mission

*Co-create the placemaking approach with **our Customers**, to ensure that their in-office workplace is aligned with their **business strategies** and **workplace needs**.*



In-Office Environments [IOE] : Team

*Co-create the placemaking approach with **our Customers**, to ensure that their in-office workplace is aligned with their **business strategies** and **workplace needs**.*



Core *(strategic contact w/Customers)*

- **Real Estate Services**
 - *Design & Construction**
 - *Project Management*
 - *Transactions*
 - *Occupancy Logistics*
 - *Workplace Management*
 - *Customer Relationship Managers*
 - *Strategy & Insights*
- **Talent & Enterprise Services**
 - *Global Employee Experience*
- **Technology**
 - *GDS*



SMEs *(to Core team)*

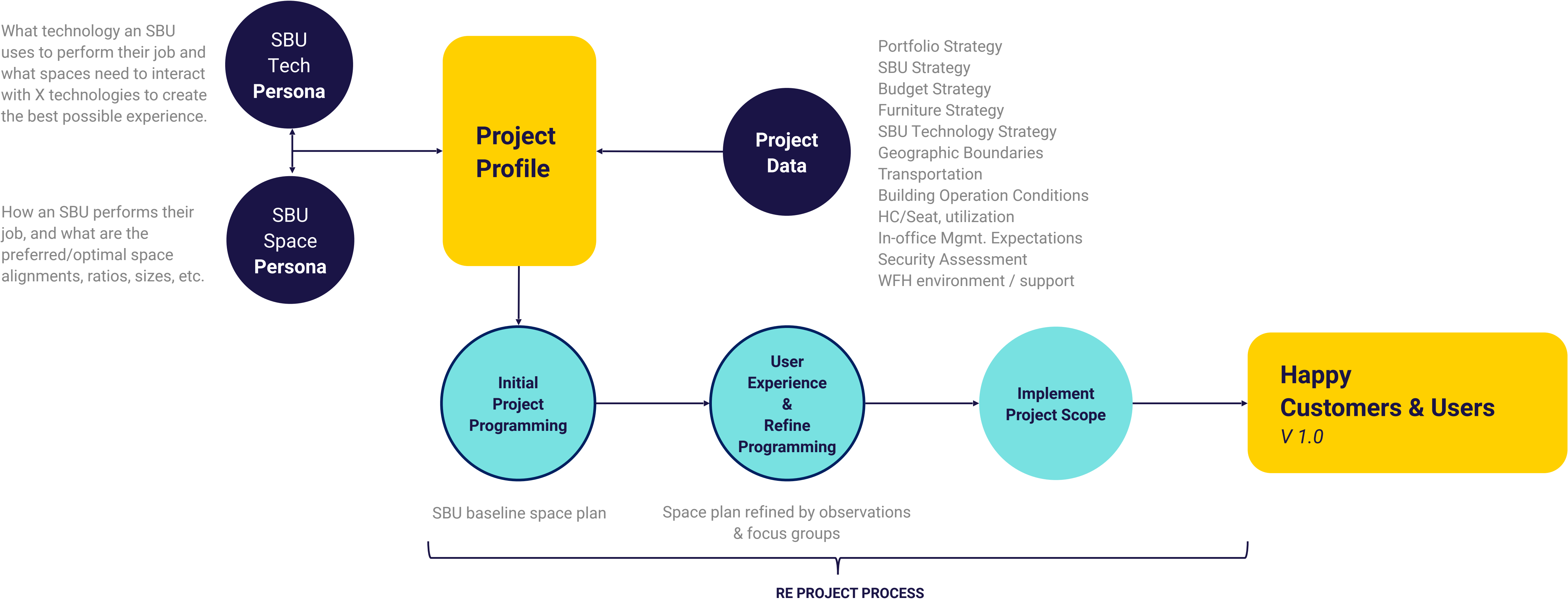
- **Corporate Safety & Security**
- **Architects & Engineers**
- **Furniture Designers**
- **Others TBD**

** Team leaders*



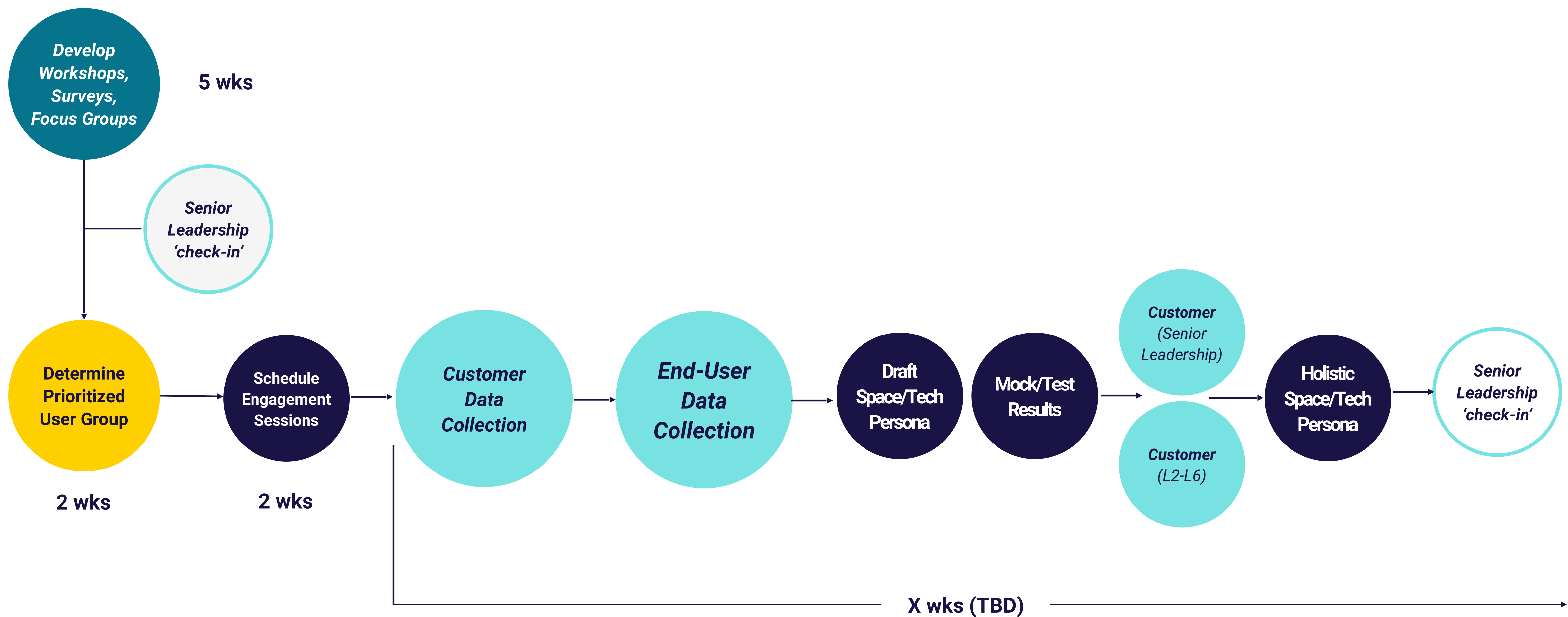
IOE : User-Centric Approach *Process Map*

Co-create the placemaking approach with *our Customers*, to ensure that their in-office workplace is aligned with their *business strategies* and *workplace needs*.

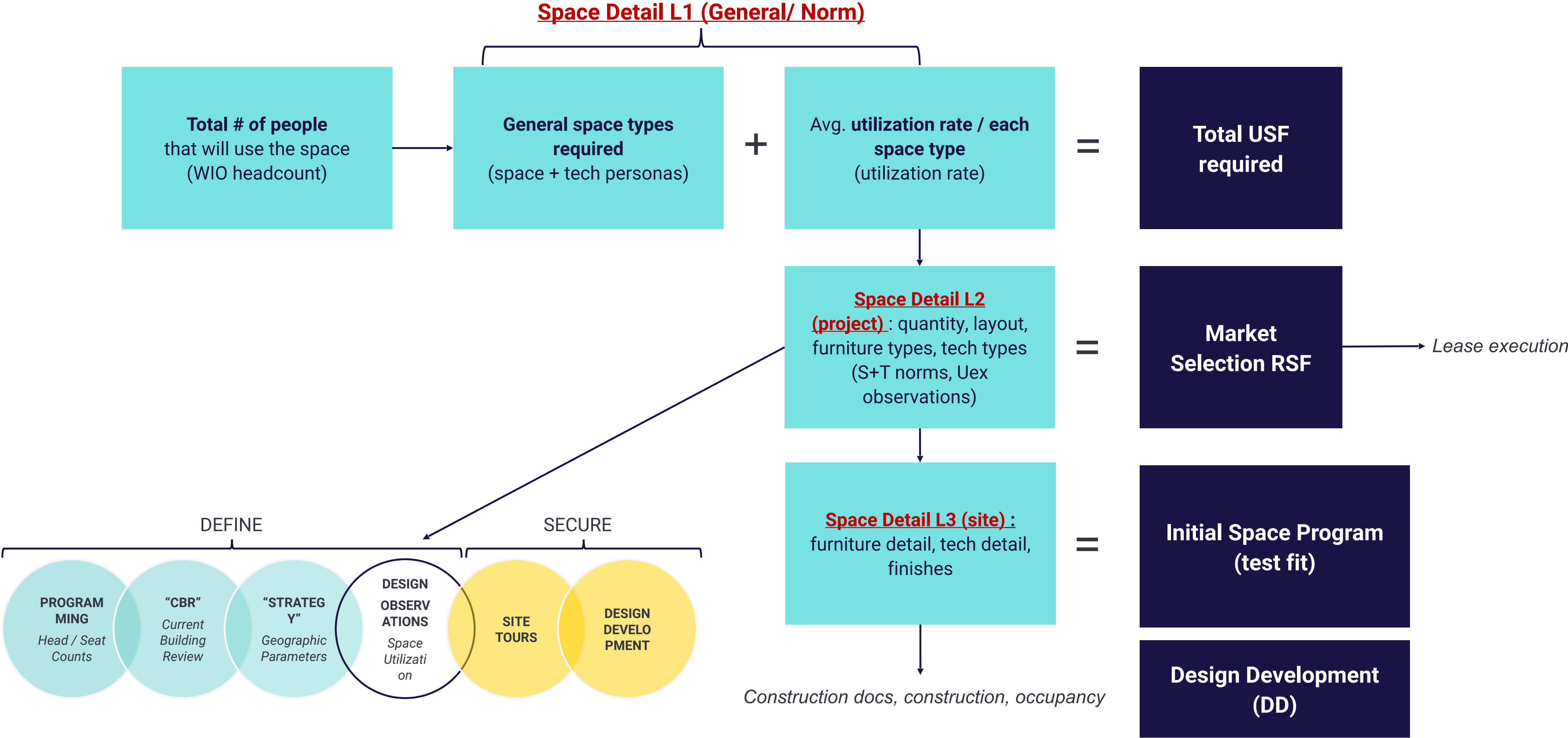


IOE : Persona *Development Plan*

Co-create the placemaking approach with **our Customers**, to ensure that their in-office workplace is aligned with their **business strategies** and **workplace needs**.



Space Types + Programming : *Brainstorm*



SERVICE PRINCIPLES

Develop workplace principles, assess current state, and document a 'workplace standards' deliverable that provides a foundational and synthesized resource for designing innovative and effective workplace environments that The Enterprise's brand, culture, and workplace aspirations.

Discovery phase activities



Review of existing materials



Business leadership interviews



Plan analysis



Site tours of representative typologies



Brand + Global Employee Experience workshop

Interviews



Brand Strategy
Manager



Marketing
Director II



Enterprise Services
Manager



Real Estate
Manager,



Technology
Senior Director



Market Leader
Chief Financial Officer



Sustainability
Chief Sustainability Officer



Enterprise Talent Acquisition
Manager



Employee Experience
Global Employee Experience Officer



Experience Leader
Manager



Market Leader
President & Chief Operating Officer



Market Leader
Chief Claims Officer



Market Leader
General Manager



Market Leader
President



Market Leader
President

Synthesized highlights

There is opportunity to **better reflect the perspective, needs, and voice of the employee** in workplace environments.

Strategies around workplace need to be **anticipatory and responsive** to the changing demographics and preferences of the workforce.

Strategic co-location of businesses and community hubs can **maximize synergies across the organization.**

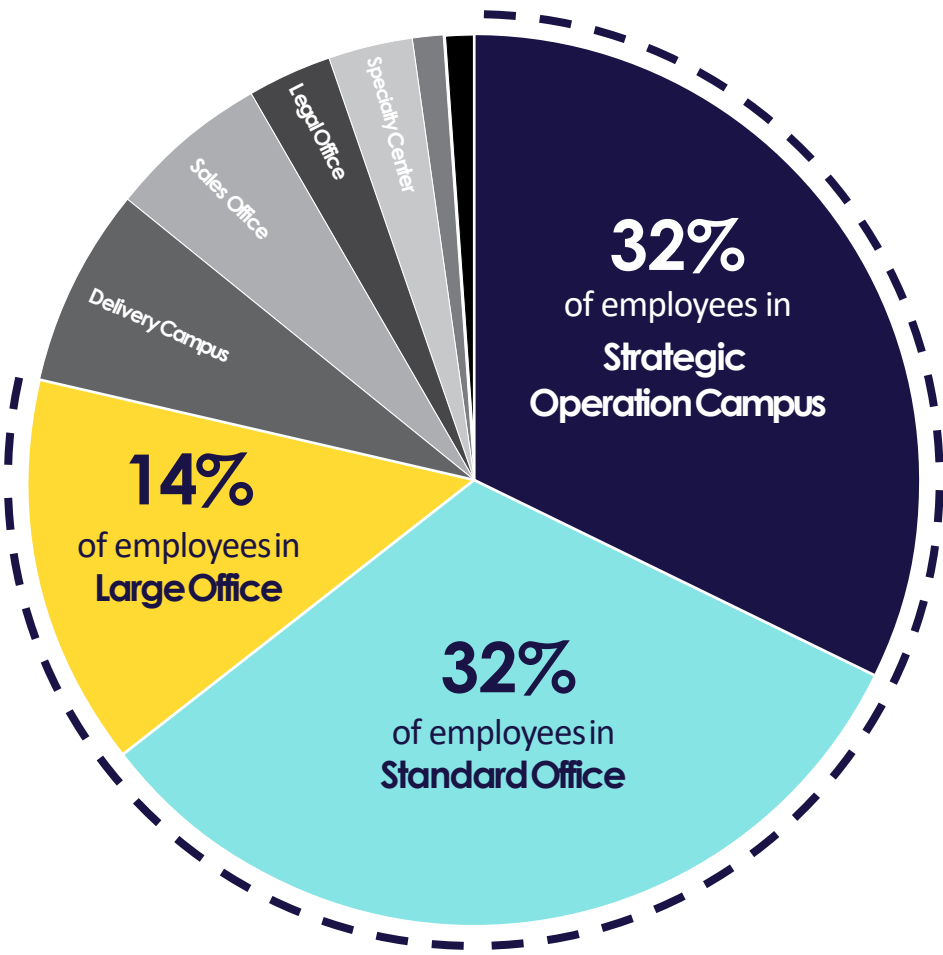
The organization needs to continue to be **fiscally responsible with investments in the workplace** and prioritize baseline workplace functionality and security needs.

Site tours

Portfolio majority site typologies

Portfolio population distribution

- Strategic Operation Campus
- Delivery Campus
- Specialty Center
- Standard Office
- Sales Office
- Legal Office



78%
of total employees are assigned to these three typologies
XX,XXX total employees



The site typologies selected for observation were a **representative sampling** of The Enterprise’s domestic portfolio and prioritized the typologies that represent majority workforce populations.

Synthesized highlights

Arrival areas communicate professionalism, but **lack expression of The Enterprise’s distinct brand and energy.**

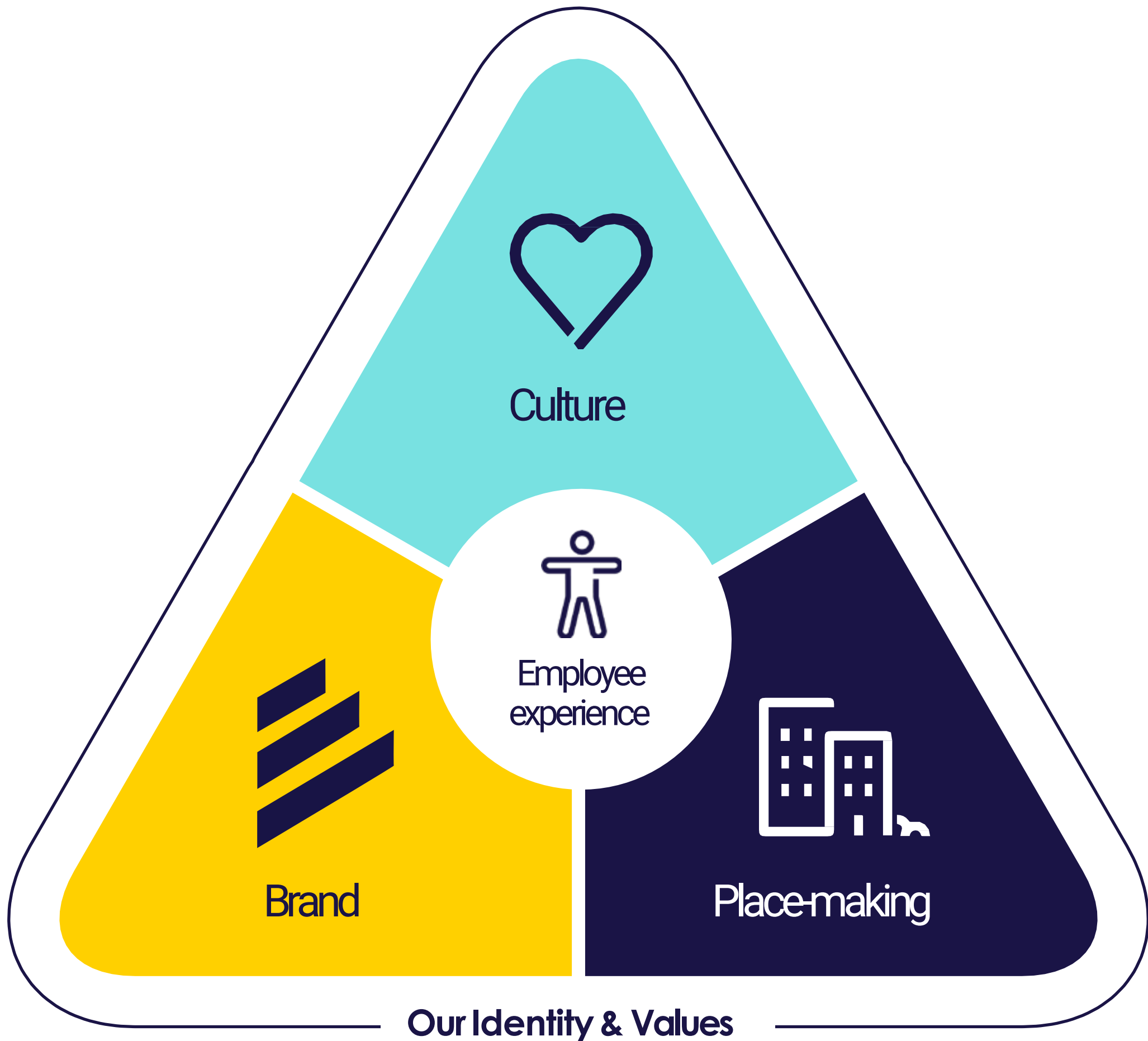
Workplace neighborhoods could better accommodate for evolutionary changes in workstyles and team needs by providing a more **flexible planning approach and kit of parts.**

There is a real opportunity to integrate tools and technology into existing community spaces to **better support cross-organizational synergies across the work day.**

Some of the more successful workplace sites were facilities that **prioritized team engagement and functionality over refreshed finishes,** underlining the importance of strong leadership role-modeling and community.

Branding + Valuesmapping

Workplace experience is beyond the built environment



Synthesized highlights

The Enterprise’s recent initiative in brand communicates **consistent messages** focused on individual connection, engagement, and clarity across the organization.

Aspirational language emphasizes the **importance of The Enterprise’s mission**, while clear graphics reinforce the transparency and accessibility of these objectives.

The Enterprise’s values and purpose are the foundational elements of workplace and are intended to be **materialized by, not conflicting with**, employee engagement programs and workplace initiatives—inclusive of Workplace Principles.

Our values

Act responsibly

Do what's right and follow through

Keep it simple

Be clear and transparent

Put people first

Act with empathy, dignity and respect

Be open

Engage with all people and possibilities

Make things better

Be proactive and challenge the status quo

We live our values by engaging
our workplace principles

Align with key priorities and emerging needs of our people to **bring value to the business.**

Empower our people with tools and resources that make them feel secure and supported.

Cultivate community and seamless connection across teams, business, and technology.

Integration and Realization of the Workplace Principles



Engage

our people & teams

- Series of **discussion forums** across RES & ES
- Chart the **integration path** into our current standard work.



Align

our guidelines & processes

- Cross-functional RES **evaluation teams**
- Identify the **current gaps** and align their integration.



Implement

our new methodology

- **Evolving resource** platform
- Continued **employment** of Principles



Integrate

with our methodology



ENGAGEMENT

ALIGNMENT

INTEGRATION

Teams resource
platform introduction &
FLM preliminary
integration discussions

Focus areas

Functional integration
plans

Governance structure

Integration flow
diagram, governance &
measurement structure
roll-out

Q4 2020

2021





Engage

key points



No significant gaps were identified in terms of aligning our current guidelines and processes to the Workplace Principles + their Elements.

The discussions emphasized the importance of our existing Continuous Improvement workstreams in areas such as **team dynamics, communications, and keeping it simple.**

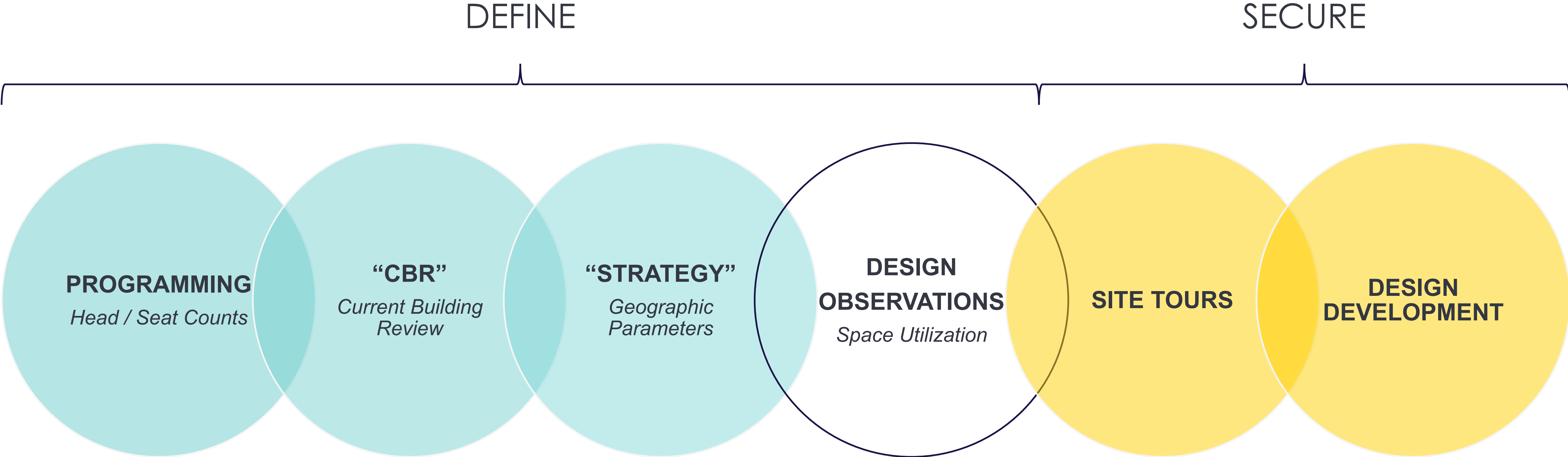
The discussions revealed the potential for gaps between RES and IT in relation to the **rapidly evolving integration of technology and our workplaces.**



USER-CENTRIC DESIGN

Enhance alignment with business partners on priorities and value of services; define and scale a more nimble process to better understand and meet customer needs

UEx : Observation Integration



UEx : Testing Framework

IDENTIFY



RES staff identifies a problem with no existing solution

Problem :
Sales offices with less than 25 WIO HC and under 5,000 RSF reporting acoustic struggles in the FLEX environment

ANALYZE



RES staff analyzes problem and develops a proposed solution

Analysis :
Density of WS, reduction in SF, high utilization rates, lower WS panels, and ineffectiveness of sound masking systems (due to small SF)

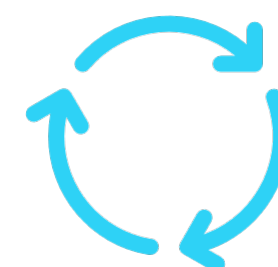
PROPOSE



RES staff proposes solution to test to testing council

Proposed Solution :
Strategically place acoustic wall panel(s) in WS area to absorb excess noise ... in lieu of sound masking

TEST



Test is implemented, monitored and evaluated

Test Area(s) :
Two LSOs in same region with similar WIO HC and SF will receive panel intervention designed accordingly per floorplan

IMPLEMENT



If successful, standard is proposed to the SC and implemented

Guidelines :
based on success of test and adjusted per feedback

