

The world's best workplaces 2019

Unpacking lessons from the top

**If you think good design is expensive,
you should look at the cost of bad design.**

Ralf Speth

What key aspects of a workplace constitute an outstanding employee experience?

The Leesman Index is the world's foremost employee workplace experience assessment tool. Since 2010, we have remained single-minded in a mission to arm the world with the insights necessary to build better workplaces.





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**Exceptional employee experience
doesn't happen accidentally —
it is the result of an approach that
puts the employee and their role
in the organisation at the centre
of leadership's attention.**

Executive summary

In 2019, Leesman independently assessed the workplace experience of 235,644 employees across 1,277 workplaces worldwide, further bolstering what was already the largest available body of comparative data on workplace effectiveness, to hold data on more than 726,000 employees across more than 4,800 workplaces, in 96 countries.

Our findings again expose a huge diversity in the operational effectiveness of employees' working environments, exposing the sometimes stark differences between what employers are providing and what employees need. They also reveal that a large number of organisations are simply not getting what they could from their workplaces. In too many spaces opportunities are being routinely overlooked, and the toxic impact on employees of poor physical and virtual infrastructure, grossly underestimated.

But an elite group of employers buck this trend, delivering individual workplaces that brilliantly support employee experience. Some of these spaces — ones that comply with strict qualification criteria — are awarded our coveted Leesman+ certification.

Increasing numbers of organisations are now setting Leesman+ certification as a corporate objective, integrating employee experience as a key performance indicator in their real estate scorecards.

In 2019, 22 organisations obtained the Leesman+ certification across 32 workplaces across 19 industry sectors. These outstanding workplaces, analysed and celebrated in this publication, accommodate nearly 40,000 employees across 17 countries.

The Leesman+ environments outperform their non-certified counterparts in the global Leesman database in nearly every way. These workplaces not only support individual productivity better than most other workplaces, but are also places that workers are prouder of, and that foster a greater sense of community among their employees.

This publication explores how the workplaces that were Leesman+ certified in 2019 managed to do that. Our independent analysis, summarised in the following pages, sought to extract the essence of these buildings' success, and communicate it so that others can achieve similar results. We aimed to understand what these exceptional buildings have in common, and what they do differently. Ⓣ



Key findings:

- ✔ High-performing workplaces are found across all industry sectors, geographical areas and building types.
- ✔ The key to their success is not a matter of spatial metrics – how big or dense the workspace is. The 32 workplaces include similar numbers of large and small, dense and spacious buildings, with no significant differences between their high Lmi scores.
- ✔ However different these exceptional buildings are in terms of size, this year, a recurring feature is their approach to workstation designation. In 22 of the 32 workplaces, most employees work from flexible workstations.
- ✔ The fully or predominantly flexible workplaces have, on average, less space per person, compared with those with a designated seating concept. However, they have managed to do so without compromising the variety of different types of work settings.
- ✔ The flexible concepts also obtained higher scores on satisfaction with most of the indoor environmental quality aspects measured in the survey.
- ✔ An emerging theme visible in the 2019 Leesman+ workplaces is an increase in the number of organisations who have pursued a wellbeing certification. Although still outnumbered, these workplaces deliver consistently higher scores on nearly all lines of enquiry.

ARUP

BCG

BHP



CommonwealthBank

Danske Bank



HIXSON
ARCHITECTURE ENGINEERING INTERIORS

Honeywell



ICA
GRUPPEN



Perkins&Will



RAPID7



2019 certifications

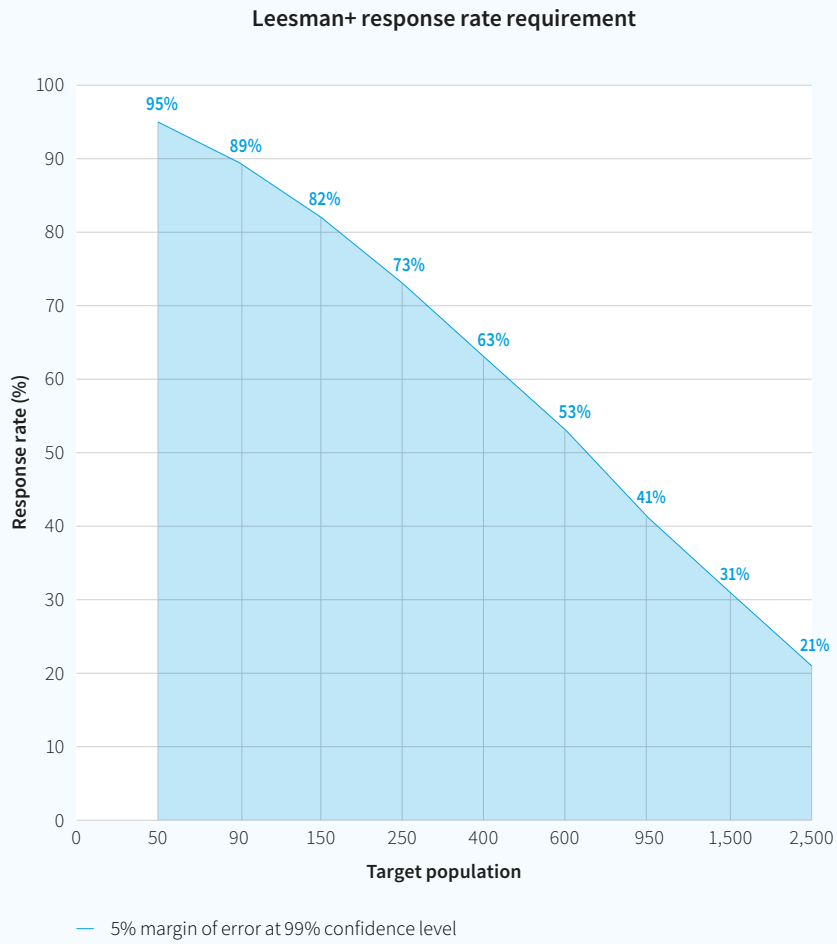
| Organisation | Sector | Location | Lmi | Type |
|--|-------------------------------------|----------------|-------|------|
| 1 BHP | Mining & Metals | Philippines | 89.6* | ● |
| 2 Honeywell | Electrical/Electronic Manufacturing | China | 84.8 | ● |
| 3 Rapid7 | Computer & Network Security | United States | 84.0 | ● |
| 4 Commonwealth Bank of Australia (CBA) | Banking | Australia | 81.9 | ● |
| 5 Edge Technologies | Commercial Real Estate | Netherlands | 81.7 | ● |
| 6 Goldman Sachs | Financial Services | India | 81.6 | ● |
| 7 Rapid7 | Computer & Network Security | United States | 81.5 | ● |
| 8 Danske Bank | Banking | Lithuania | 79.8 | ● |
| 9 Perkins+Will | Architecture & Planning | Canada | 79.7 | ● |
| 10 Goldman Sachs | Financial Services | China | 79.0 | ● |
| 11 Hixson | Architecture & Planning | United States | 78.4 | ● |
| 12 Arup | Design | Australia | 78.3 | ● |
| 13 Boston Consulting Group (BCG) | Management Consulting | United States | 78.2 | ● |
| 14 Johnson & Johnson | Pharmaceuticals | China | 77.0 | ● |
| 15 BHP | Mining & Metals | Malaysia | 76.8 | ● |
| 16 BNP Paribas Real Estate | Real Estate | United Kingdom | 76.3 | ● |
| 16 Grupo Construcia | Construction | Spain | 76.3 | ● |
| 18 Red Energy | Utilities | Australia | 75.6 | ● |
| 19 Danske Bank | Banking | Lithuania | 75.1 | ● |
| 20 Honeywell | Electrical/Electronic Manufacturing | Malaysia | 74.5 | ● |
| 21 Lendlease | Construction | Australia | 74.1 | ● |
| 22 Woodside Energy | Oil & Energy | Australia | 73.2 | ● |
| 23 ICA | Retail | Sweden | 72.9 | ● |
| 24 Johnson & Johnson | Pharmaceuticals | Czech Republic | 72.7 | ● |
| 25 Johnson & Johnson | Pharmaceuticals | Philippines | 72.3 | ● |
| 26 Johnson & Johnson | Pharmaceuticals | South Korea | 72.1 | ● |
| 27 Goldman Sachs | Financial Services | United Kingdom | 71.7 | ● |
| 28 Wärtsilä | Maritime | Finland | 71.6 | ● |
| 29 Philip Morris International | Tobacco | South Africa | 71.4 | ● |
| 30 Johnson & Johnson | Pharmaceuticals | Italy | 70.7 | ● |
| 31 Ford | Automotive | India | 70.1 | ● |
| 31 Jordbruksverket | Government Administration | Sweden | 70.1 | ● |
| Average Lmi across all Leesman+ certified workplaces to date | | | 74.6 | |

*Highest performing Leesman+ certified workplace to date

Data reported at 31.12.2019

Post-occupancy ●

Other ●



What is Leesman+

Our workplace employee experience assessment focuses on three main areas:

Activities

Which work activities are important to employees and how well each is supported by the workplace.

Impact

How the workplace impacts an employee's sense of productivity, pride, enjoyment, culture and community, etc.

Features

Which physical and service features are important to employees and how satisfied they are with these.

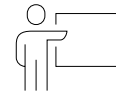
Responses from the activity and impact sections are used to calculate the Leesman Lmi experience score on a 0–100 standardised performance scale. The results from all sections are then processed using our advanced analytics tool. This provides an in-depth report that details employees' needs and assesses how well those are being met by the work environment provided.

Leesman+ certification is then given to an elite group of workplaces that score Lmi 70 or above and have received a statistically robust response rate. As a result, numerous organisations who value workplaces that make a proactive contribution to business effectiveness, are now setting Leesman+ as a strategic goal.

Our threshold for response rates for each location is purposefully set high, at a maximum 5% margin of error at a 99% confidence level. Whilst this recognises the challenges associated with achieving high response rates in larger buildings, it offers you the confidence that the findings presented here are statistically sound.

It is clear that the benefits of these workplaces extend far beyond their respective organisations. The aggregated experience data gathered from Leesman+ certified workplaces is available to all our clients and to the wider workplace community through our 'impact code' – offering all a unique window into which services and infrastructures are imperative to an excellent employee experience. The data is aggregated into a single data group, allowing clients to leverage this information, offering clarity to their workplace strategies.

Out of all Leesman+ certified buildings, no single sector, country or building type dominates the list, proving that there is no single underlying factor or workplace strategy that is applicable universally. Instead, high performing workplaces are the result of bespoke solutions which, at their core, prioritise the employees and their roles.



Activity



Impact



Leesman Lmi



BHP, Philippines



Lmi
89.6

BHP
Manila
Philippines
August 2019

In August 2019, a new Lmi record was set when BHP's Leesman survey in Manila closed. A few months prior, the 550 BHP employees had relocated from their former office (scoring Lmi 75.5) into a new space spanning across 5 floors in ArthaLand Century Pacific Tower. The unprecedented Lmi of 89.6 is testament to this truly exceptional workplace.

“Providing outstanding workplaces to our employees is absolutely paramount for us. Achieving the highest Leesman+ score to date in our Manila office tells us that we're on the right track and doing the right things for our people.” says Monica Klyscz, Head of Global Property and Workplace at BHP.

Looking at the satisfaction scores, it becomes clear that this workplace has been designed by a team who understood the employees' needs with visceral clarity.

Across all the Leesman+ workplaces of 2019 it received the highest satisfaction with 'Variety of different types of workspace' (nearly 98%), 'Quiet rooms for working alone or in pairs' (92%) and several other features, including 'Personal storage' (87%), despite offering a fully flexible working environment.

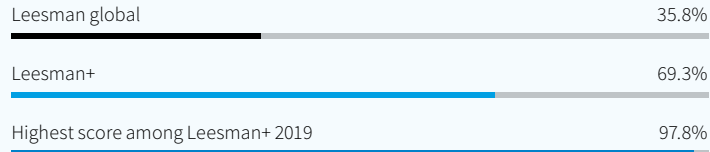
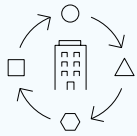
It also topped the ranking on several other features and activities, including a perfect score of 100% support with both 'Telephone conversations' and 'Business confidential discussions'.

It comes as no surprise then that this is a workplace that functions as a catalyst for organisational growth. BHP Manila scored the highest among all Leesman+ 2019 workplaces with nearly 98% agreement on whether the workplace enables the employees to work productively.

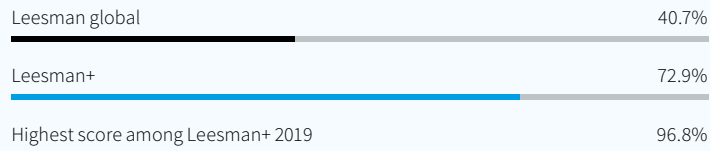
Evidenced by these exceptional scores, BHP have designed a workplace that reflects the employees needs to near perfection.

Top 5 differences between global and Leesman+ averages

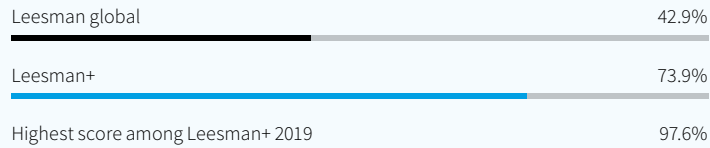
Variety of different types of workspace



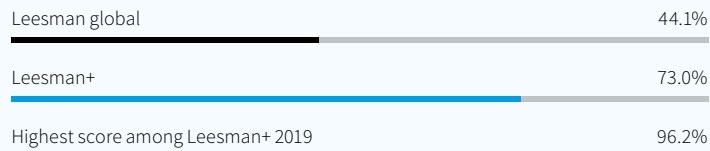
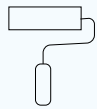
Informal work areas/break-out zones



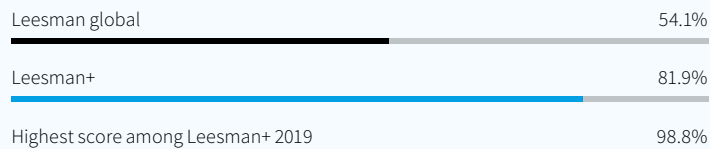
Atriums & communal areas



General décor



It's a place I'm proud to bring visitors to



Data reported at 31.12.2019

Measurable outcomes

Underinvestment in workplace strategies remains a far too common theme within the current corporate landscape. However, through comparing employee experience metrics in the world's best workplaces against those across the rest of our database, organisations can gain a unique insight into the tangible benefits of investing in better workplace strategies.

While all Leesman+ workplaces – now totalling 133 since 2012 – achieve best in class results, our analysis focused on identifying the key metrics that make them stand out from the rest. Placing these elite workplaces under the magnifying glass reveals the common ingredients of their success and the solutions they use to address key challenges. By extracting these lessons from the world's best, we offer clarity to organisations worldwide striving to cultivate extraordinary workplaces.

Across all buildings in the Leesman database, the average Lmi is 63.1 (data at 31.12.2019). The 133 Leesman+ buildings' average is 11.5 points higher, at 74.6, with the new highest Leesman+ value ever recorded topping the table at 89.6.

Our latest data shows that Leesman+ workplaces continue to excel across most of the aspects measured by the survey, with the top five biggest differences listed on the opposite page. Variety is a key ingredient of the Leesman+ workplaces: 69.3% of the employees working in Leesman+ workplaces report they are satisfied with the variety of different types of workspace provided, compared with only 35.8% of the employees surveyed globally. Among the 2019 Leesman+ workplaces, the highest score was of 97.8%, and five workplaces achieved a score of 90% or higher.

Leesman+ workplaces also excel at providing 'Informal work areas/break out zones': 72.9% of the employees in these workplaces are satisfied with this feature, compared with just 40.7% employees globally. In the Leesman+ workplaces surveyed in 2019, the highest score was 96.8%.

Pride is a core driver of employee engagement and Leesman+ workplaces inspire this feeling in their employees. While only 54.1% of employees globally can say that their workplace is a place they are proud to bring visitors to, 81.9% of employees in Leesman+ certified workplaces agree with the statement. In 2019, nine Leesman+ workplaces even scored above 90% and the highest individual result was near full points at 98.8%. For further contrast, the lowest pride score in any workplace measured in 2019 (with ≥50 respondents) was as low as 8.3%. Ⓣ

**Workplace Lmi range by when surveyed:
All workplaces (≥50 respondents) and Leesman+**



*Average Lmi. Data as at 31.12.2019.



A key test of whether a workplace is fit for purpose is its ability to support productivity. From day one, we've been clear that we do not measure productivity as such (we'd argue that it's impossible to measure productivity in knowledge work). What we can measure, though, is the extent to which employees agree that the workplace and its infrastructures enable them to work productively. Encouragingly and as we capture a greater proportion of post-occupancy data, we've seen an overall improvement in this score over the past years, with the global score now reaching a record-high 62.8%. Further improvement is nonetheless still needed, a fact exposed by the significant gap between the global score and the best workplaces. Across all Leesman+ workplaces, 78.2% of respondents agree that their workplace enables them to work productively, while the highest recorded score in 2019 was 97.9% - further demonstrating the art of the possible.

However, our analysis reveals that even in the world's best workplaces, some features could still be improved. Although Leesman+ scores are still higher than the global averages, aspects such as 'Dividers (between desk/areas)' (at 46.5% satisfaction), 'Noise levels' (44.8%), 'Temperature control' (44.2%), 'Archive storage' (42.5%) and 'People walking past your workstation' (39.3%) remain areas where progress is still very much needed.

'Noise levels' and 'Temperature control' remain especially hard to get right, even in the best of workplaces: the highest satisfaction scores in the Leesman+ workplaces were 71.7%, and 76.0% respectively, but while they are outstanding scores compared with what we typically see, they are also frustratingly uncommon. We continue to stress that isolated examples do achieve higher results and so clients and consultants should not yet resign themselves to the lower average baseline across the rest, somehow allowing them to accept that this is as good as it gets.

Across all Leesman+ 2019 workplaces, the highest proportion of employees who agree that their workplace enables them to work productively is 97.9%, compared with 62.8% across all workplaces.



EDGE Technologies, Netherlands

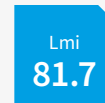
In 2015, real estate developer EDGE Technologies' groundbreaking new building, The Edge, was hailed by commentators as the 'smartest office space ever constructed.' In 2018 they unveiled their new head office in EDGE Olympic, a new 11,000m² building in Amsterdam's central business district. As a building supporting a digital infrastructure of unprecedented capabilities, EDGE Olympic is truly the next generation of smart workplaces that has been built around the employee's needs. Sandra Gritti, Product Excellence Director at EDGE, explains: "We are focusing on the health and wellbeing of tenants... We are fighting two problems – global warming and the need for better workplaces – and we approach these through the technology and the design of our buildings."

As part of that mission EDGE gained comprehensive insights into their employees' workplace experience through pre- and post-occupancy surveys conducted by Leesman in 2019. EDGE's HQ scored an impressive Lmi of 81.7, earning it a Leesman+ certificate. Respondents agreed almost unanimously that the building is a place that they are proud to bring visitors to (97.8%) as well as an enjoyable environment to work in (96.7%). This achievement adds to the project's WELL V2 Platinum certification, which scores workplaces on areas including water, nourishment, light, movement, thermal comfort, sound, materials, mind and community.

For Florijn Vriend, Product Lead Wellbeing at EDGE, boosting social interaction was of the upmost importance: "We truly believe that interaction in the workplace is of extensive value, but only when it occurs at the right time and place," she explains. "Today's office worker needs to get focused work done, alone."

EDGE Olympic is a workplace that has these principles embedded in its design. The building offers a solid variety of spaces so that people can withdraw from the hustle and bustle of the office when they need to focus. And this strategy is clearly working. Satisfaction with 'Individual focused work, desk based' climbed a massive 69.8 percentage points from the previous workplace to EDGE Olympic (26.7% to 96.5%).

Meanwhile, employees' sense of personal wellbeing also improved substantially. This was made possible by a series of purposeful additions to the new workplace: different zones to match employees' needs; open office space that boasts strong acoustic performance; a library for those who want to focus; an informal kitchen area; phonebooths for private conversations; and even a soundscaping area that plays natural sounds. The results speak for themselves. Satisfaction with 'Noise levels' has surged from a meagre 7.1% to 68.1%, while 'Air quality' and 'Natural light' both now sit above 70%.



EDGE Technologies

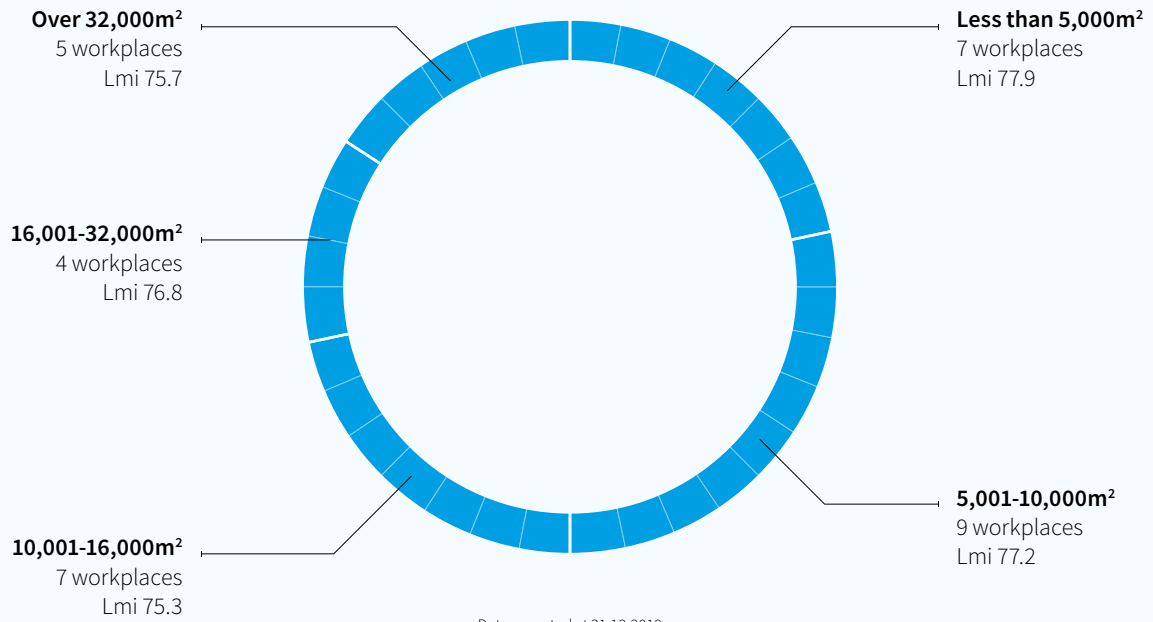
Amsterdam
Netherlands
April 2019



What makes a great workplace?

The strategies behind the world's best workplaces differ among organisations, regions and, of course, employee functions, but there are similarities in what these organisations are doing and how they approach the balancing act of 'work' being not only a thing you do, but also a place you actually want to be.

Net internal area (NIA) and Lmi in the Leesman+ 2019 workplaces



Can outstanding experience be achieved in workplaces of all sizes?

Data from the Leesman+ workplaces of 2019 has categorically shown us that a high-performing workplace isn't bound to a particular size, shape or layout. While the Leesman+ workplaces on average accommodated 1,163 employees, we found the smallest workplace housed only 65 employees, and the largest 6,000. What this tells us is that workplaces of all sizes can offer an outstanding experience and work as catalysts for organisational success.

The average net internal area (NIA) of the Leesman+ workplaces is 18,621m² spread across 7 floors, with an average floorplate size of 2,587m². However, these figures are derived from different combinations of areas and number of floors. To add further credence to size not being a factor when referencing outstanding workplaces, the largest workplace in terms of NIA is over 97,000m², and the smallest is approximately 760m².

While the largest vertical distribution in any of the Leesman+ workplace is across 30 floors, seven of the 32 workplaces spread over just one or two floors. As a result of building shape and typology, floorplate sizes range between about 760m² and 8,800m², respectively.

A high-level comparison of the smallest workplaces against the largest by NIA (less than 5,000m², and over 32,000m², respectively) shows that the average Lmi of the smaller group is Lmi 77.9, 2.2 points higher than that of the larger group. However, our detailed investigation reveals that there is much more to workplace experience than size.

When taking all aspects into account, it became increasingly apparent that the larger Leesman+ workplaces received significantly higher proportions of favourable views on the type of activities, physical and services features that are best supported by more space. Average satisfaction with the 'Leisure facilities onsite or nearby (e.g. gym, fitness/wellness centre)' was 15.1 percentage points higher within larger workplaces (77.0%, compared with 61.9% for the smaller ones). Employees working in larger workplaces also reported higher satisfaction with 'Quiet rooms for working alone or in pairs' (66.4% - an 8.7 point difference), and higher support for 'Private conversations' (76.6%, 13.2 point gap). ©

NIA of Leesman+ workplaces (m²)



Average
18,621m²

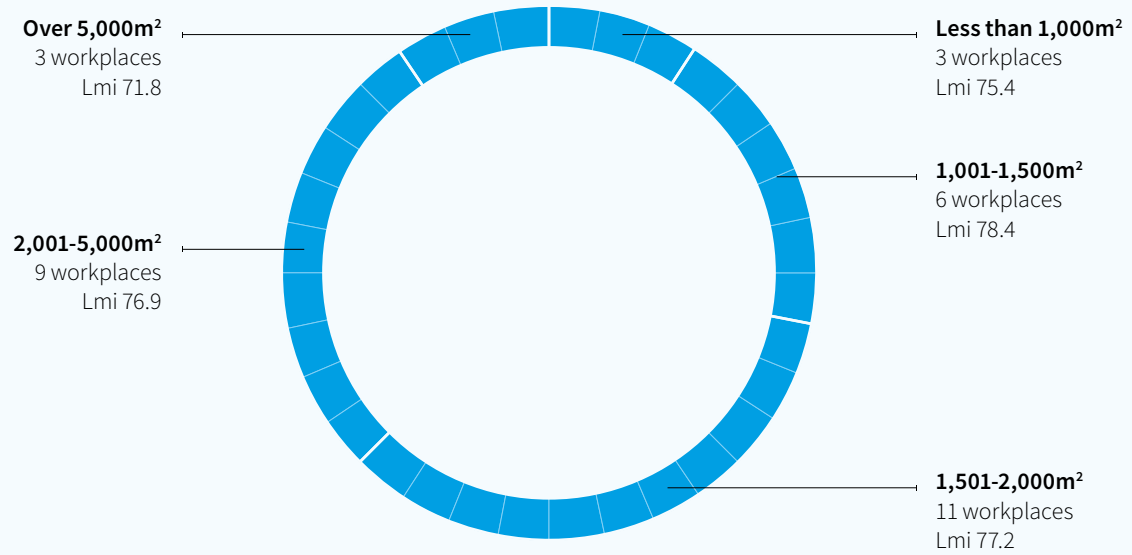


Largest
97,357m²



Smallest
762m²

Floorplate size and Lmi in the Leesman+ 2019 workplaces



Data reported at 31.12.2019

In contrast, smaller workplaces on average scored far higher on ‘Access (e.g., Lifts, stairways, ramps)’, with an 88.4% satisfaction level – 27.8 percentage points higher than large workplaces. Interestingly, satisfaction with ‘Tea, coffee & other refreshment facilities’ (86.9%) and ‘Restaurant/canteen’ (66.1%) were also higher by 21.5 and 18.1 points, respectively, suggesting perhaps that the distance travelled to access facilities in larger locations is an inhibitor. Notably, average satisfaction scores for ‘Dividers (between desk/area)’ (57.6%) were also higher by 23.6 points in smaller workplaces, as were the proportions of support for ‘Spreading out paper or materials’ (75.9%, a 22.1 point difference).

The data also suggests that it can be more challenging for larger workplaces to foster a strong sense of community: at 74.0%, the score is 10 percentage points lower compared with the smaller workplaces. While high in itself, the proportion of agreement with ‘It creates an enjoyable environment to work in’ (79.4%) is also lower by 8.2 points in the larger spaces.

All in all, our findings suggest that what makes a great workplace has very little to do with the size of space in absolute terms. Instead, exceptional workplaces use space to their advantage, catering to different employee needs. In larger workplaces, it is perhaps easier to allocate extra space to quiet rooms, supporting private conversations better, leisure facilities, and facilities in general, whereas smaller workplaces, where everything – and everyone – is much closer together appear to more favourably provide the context for social interactions.

Top satisfaction differences between Leesman+ 2019 workplaces with small and large NIA (under 5,000 / over 32,000 m²)



Leisure facilities onsite or nearby (e.g. gym, fitness/wellness centre)



Access (e.g. lifts, stairways, ramps)





Commonwealth Bank of Australia, Australia



Lmi
81.9

Commonwealth Bank of Australia

Axle
South Eveleigh
Sydney
Australia
October 2019

In 2019, Commonwealth Bank of Australia (CBA) relocated employees from six different sites into their new building, Axle, in Sydney's South Eveleigh.

Right from the start, the expectations for Axle were high. Before relocation these teams had already experienced top-tier working environments, with collective Lmi scores of 76.0. Yet, the CBA Group Property and Security team, exceeded all expectations and delivered one of the largest Leesman+ workplaces in 2019 and with an Lmi score of 81.9 – the highest in Australia.

The building spans more than 42,000m² and is capable of accommodating up to 4,000 people. Designed as a fully flexible workplace, Axle offers an expansive variety of formal and informal spaces to support a plethora of work activities.

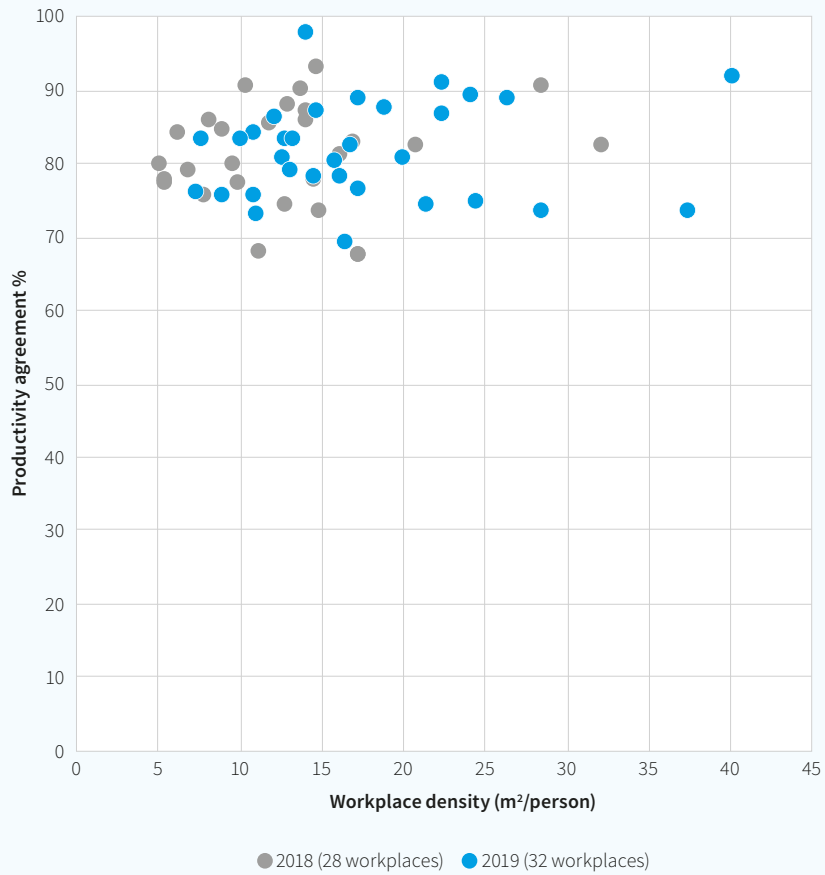
Meeting rooms are equipped with state-of-the-art technology to support CBA's distributed teams. The 'Retreat' space on the ground floor also supports individual focused work, while offering employees a place to 'recharge and reflect'. Open 24/7, CBA have cultivated an environment which affords people the freedom to find their ideal space to work in at any time of the day.

CBA started this project with the intention of "providing an innovative workplace that offers an outstanding experience to our people" said Jennifer Saiz, Executive General Manager, Group Property and Security, Commonwealth Bank of Australia. "Our workplace design principles are underpinned by wellbeing, sustainability and connectivity."

And they certainly lived up to their promise, with Axle recording among the highest scores across the Leesman+ workplaces for a number of work activities, including collaboration and relaxing / taking a break. Axle also bucked Leesman+ trends, despite being one of the larger workplaces; on average, it scored higher than the other Leesman+ workplaces on both accessibility of colleagues and sense of community.

CBA's emphasis on wellbeing can be found throughout the building. With on-site consulting rooms and health hubs, healthy food options, three multi-purpose sports courts, a gym and access to two on-site child care centres, Axle is truly the innovative workplace that CBA intended.

Workplace density (m²/person) and Productivity:
data from 60 Leesman+ workplaces



Data reported at 31.12.2019

Does more space lead to a better experience?

The shape and size diversity of this year's Leesman+ workplaces is mirrored by their density, which ranges from 7.5m² per person, to 40.3m² per person. The average figure across the workplaces is 17.6m² per person, while the amount of space per workstation ranges between 7.4m² and 32.9m², with an average of 16.1m².

However, some of the Leesman+ workplaces have been designed to accommodate organisational growth and are therefore not necessarily yet at full capacity. So, the densities reported here do not in all instances showcase the design intent, but rather how densely populated the Leesman+ workplaces were when they provided the occupants with an outstanding workplace experience.

While half of the Leesman+ workplaces had at least 16m² per person, employees working in higher density workplaces were just as likely to report that their workplace enabled them to work productively. An update of last year's scatter chart looking at workplace density and productivity agreement – which now includes the 60 high-performing workplaces certified in 2018 and 2019 – confirms there is no association between the two.

This notion is further supported by a comparison of the two extremes – the densest and most spacious workplaces (of less than 12m², and over 24m² per person, respectively). There is practically no difference in their average Lmis (75.5 for denser workplaces, compared to 75.1 for the spacious ones). Therefore, looking at density alone does not explain why some workplaces are delivering a better workplace experience.

But this, of course, doesn't mean that we can dial up densities and utilisation rates without the risk of dialling down employee experience – some individual features may nonetheless be impacted. For example, the most spacious workplaces received more favourable views on 'Temperature control' (14.3 percentage point difference compared with the densest workplaces), 'Air quality' (8.7 point gap), 'Accessibility of colleagues' (7.6 point gap), and 'Noise levels' (5.9 point gap).

This may well suggest that there is a density tipping point where the building services provisions have not been well matched with the increased building services loads in the more densely occupied spaces.

In other words, we can only conclude that when it comes to density, there is simply no sweet spot. Outstanding workplace experience can be achieved with more, or with less, space per person. At the end, it comes down to understanding the employees' needs and offering an infrastructure and variety of spaces that meet their requirements and work with the space available to the organisation.

Density of Leesman+ 2019 workplaces (m²/person)



Average
17.6m²/person



Most spacious
40.3m²/person



Densest
7.5m²/person



Grupo Construcia, Spain



Lmi
76.3

Grupo Construcia

Oficinas Corporativas
Madrid Grupo Construcia
Madrid
Spain
June 2019

In the previous section, we stated that half of the 2019 Leesman+ workplaces had a density of at least 16.0m² per person, and that density has no effect on productivity. To further illustrate the latter point, Grupo Construcia's Oficinas Corporativas in Spain achieved an Lmi of 76.3 and several of this year's highest scores on an average density of 12.3m² per person. How did they do it?

By most measures, Grupo Construcia's new Madrid office is one of the smallest amongst this year's Leesman+. Nonetheless, what it lacks in terms of space, it more than makes up for in terms of its ability to support teamwork and interactions.

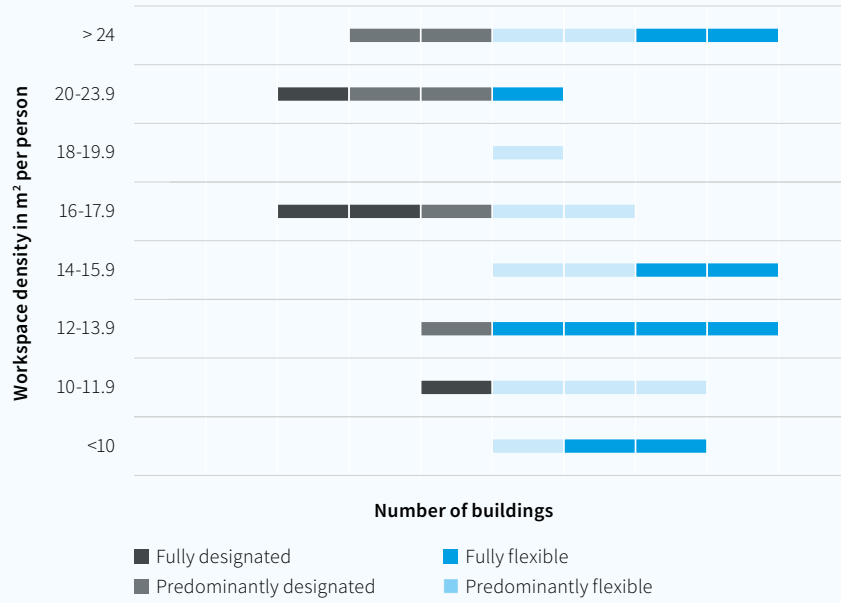
It tops the 2019 list on support for 'Learning from others' (97.9%) and has the third highest scores on 'Informal social interaction' (98.0%) and 'Collaborating on creative work' (96.9%), respectively.

The pattern becomes even clearer when other social dimensions of the workplace experience are taken into account. A considerable proportion of the Grupo Construcia's employees working here agreed that their workplace supports them in sharing ideas/knowledge amongst colleagues (91.9%) and contributes to a sense of community (85.1%).

These outstanding social dynamics may be supported by the workplace's predominantly flexible philosophy: with three-quarters of the workstations being non designated, the workplace is more interactive, and the silo effect is avoided.

In our overall analysis, we found that satisfaction with some of the indoor environmental quality aspects tended to be lower in denser workplaces. This did not apply to Grupo Construcia's Madrid office, which achieved some of this year's highest scores on satisfaction with 'Natural light' (95.7%) and 'Noise levels' (60.5%).

Distribution of Leesman+ 2019 workplaces by density and workstation designation



Data reported at 31.12.2019

Are designated workstations the secret ingredient?

Irrespective of sector or industry, workstation flexibility has become widely embraced as the go-to contemporary workplace solution. It then comes as little surprise that, however different the 2019 Leesman+ workplaces were in terms of size and density, we found the majority of them had one thing in common: their approach to flexibility.

Of the 32 workplaces, 11 embraced a fully flexible concept (with no designated workstations), and 11 predominantly flexible policies. Six workplaces adopted predominantly designated strategies while the figure for fully designated workplaces was a mere four.

What this also means is that in a notably high number (17 workplaces), the organisation has chosen an approach where some employees have a designated workstation, while others work from flexible settings.

We found that the workplaces with a fully or predominantly flexible policy had an average Lmi of 77.3, 2.0 points higher than the designated workplaces at 75.3. This slightly higher Lmi for the flexi-leaning workplaces was also achieved with less space available (16.2m² per person on average, compared with 20.6m² in fully or predominantly designated workplaces).

Moving into the detailed comparison, the impact questions – which in previous research have highlighted conclusive disparities – offered little in terms of clarity. For example, productivity is just 2.2 percentage points higher for flexible workplaces, while sense of community is 2.1 points lower.

But although the impact questions did not reveal major gaps, when activities were put under the microscope, a clearer picture presented itself. The flexible workplaces received slightly higher average support scores on most activities compared with the designated solutions, with one of the largest gaps found in ‘Reading’ (7.7 percentage points in favour of the flexible solutions). Quite expectedly, the designated solutions scored higher on ‘Spreading out papers or materials’ (6.5 percentage point gap at 70.3% vs. 63.8%). However, with organisations shifting towards paperless offices, supporting this activity will undoubtedly lose its significance. ☹️

Proportion of 2019 respondents who used flexible / designated work settings

Leesman+ workplaces

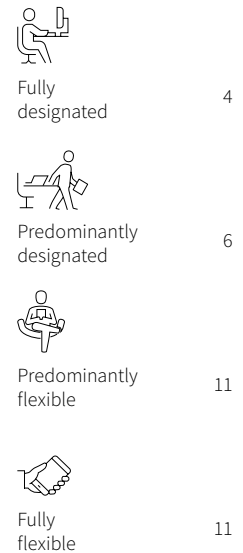


Leesman global

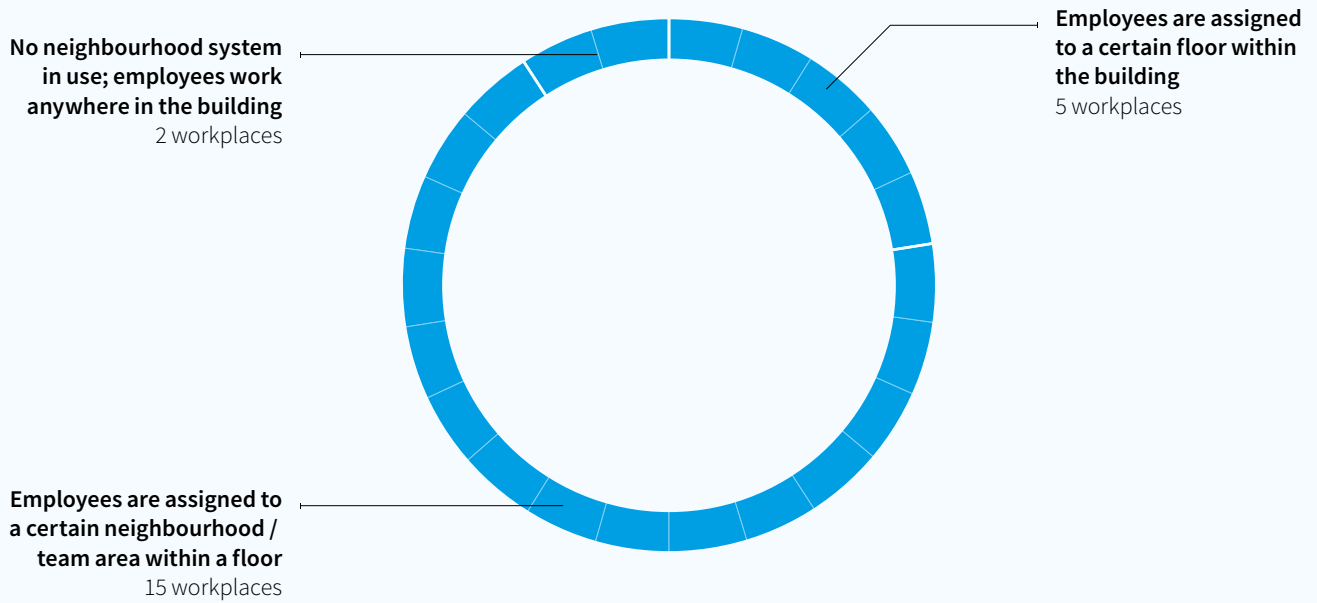


■ % Flexible ■ % Designated

Leesman+ 2019 Workplaces



Neighbourhood systems in the predominantly flexible Leesman+ 2019 workplaces



Data reported at 31.12.2019

Patterns became even clearer when investigating physical features. We found that employees who worked in flexible workplaces reported higher levels of satisfaction, especially with most of the indoor environment quality features (IEQ): 'Noise levels' (16.5 percentage point gap), 'Natural light' (13.6 point gap), 'Air quality' (9.0 point gap), and 'Temperature control' (8.4 point gap). While at face value the numbers would suggest otherwise, we can't categorically say that flexible workplaces are the secret to optimum IEQ. Flexible workplaces afford the individual the freedom to choose their setting. So, for instance, while employees in flexible workplaces may not be able to actually adjust the temperature, the freedom to choose a place that is either warmer or cooler could make all the difference.

However, the flexible solutions did not score higher on all points of enquiry. Unsurprisingly, designated workplaces got significantly higher average satisfaction scores with the 'Ability to personalise my workstation' (16.9 percentage point gap). The designated workplaces scored higher on 'Accessibility of colleagues' (10.3 point gap), which perhaps tells us that finding your colleagues may be more challenging in flexible environments.

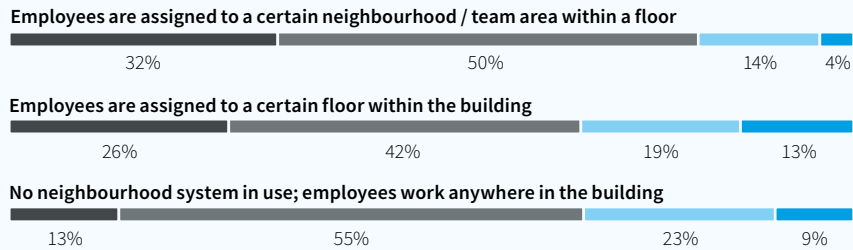
Perhaps most importantly though, the data shows that Leesman+ certified flexible workplaces are not merely ill-conceived hot-desking solutions. Instead, they have proven to be designed around their employees, offering outstanding experiences that have been achieved by investing in a variety of different settings. The flexible solutions have an average satisfaction score of 80.5% with 'Variety of different types of workspace', 13.1 percentage points higher than the designated solutions at 67.4%.

A more detailed look at the fully or predominantly flexible solutions shows that a successful flexible concept can be delivered in workplaces of all sizes. In fact, both the smallest (760m²) and the largest (97,000m²) Leesman+ workplaces of 2019 are fully flexible.

One of the bigger questions around flexible workplace concepts is the right desk-sharing ratio. Here, the 22 fully or predominantly flexible Leesman+ workplaces show that there is not really one ideal ratio that will work for all. The average desk-sharing ratio among these outstanding workplaces is 1.1 persons per desk, the highest reported ratio is 1.6 persons per desk, while a number of the workplaces in fact have more desks than employees assigned to the workplace – in some cases to accommodate for future growth.

Which then brings us on to another pertinent question around flexible workplaces: whether or not teams or functions should be assigned to specific neighbourhoods. Most of the flexible Leesman+ workplaces have chosen an approach where employees are assigned to a certain neighbourhood or team area within a floor – a resounding 15 of the 22 have implemented this strategy. In five workplaces, employees were assigned to a certain floor within the building, while in only two workplaces, employees could work wherever they chose in the building. ☺

Neighbourhood systems and mobility profiles in the predominately flexible Leesman+ 2019 workplaces



- **Profile 1**
I perform most / all of my activities at a single work setting and rarely use other locations within the office
- **Profile 2**
I perform the majority of my activities at a single work setting but also use other locations within the office
- **Profile 3**
I perform some of my activities at a single work setting but often use other locations within the office
- **Profile 4**
I use multiple work settings and rarely base myself at a single location within the office

Data reported at 31.12.2019

In our previous research, we've seen how internal mobility, such as whether or not the employees are utilising the variety of different settings in a mobile way, has a strong bearing on how the workplace is experienced. The general rule of thumb has been that higher mobility is connected to a better overall experience. We've previously witnessed differences as large as 20 points on the Lmi scale when comparing the most sedentary employees to the most mobile.

This notion applies also in the flexible Leesman+ workplaces, with the exception that the difference in experience is not as significant. Instead, in the flexible Leesman+ workplaces, all mobility groups report an outstanding experience – the least mobile group with Lmi 75.7 and the most mobile with Lmi 79.0.

How employees are distributed into the different internal mobility profiles is nonetheless interesting to assess. What we find is that a large proportion of employees work in a rather sedentary way – 29% of employees in the flexible Leesman+ 2019 workplaces perform most or all of their activities at one single setting, 49% report using a single setting but sometimes also other locations within the office, 16% often use other locations, while only 6% report that they rarely base themselves at a single setting.

What became apparent is that these numbers vary further, depending on which neighbourhood system is in use. The data suggests that employees are least likely to adopt a more mobile behaviour when they have been assigned a certain neighbourhood within a floor. In contrast, in the workplaces where no neighbourhood system is in use and instead, employees work anywhere in the building, we find the smallest proportion of employees who tend to camp at one setting.

Yet, this could come with a trade-off, in the form of additional challenges in fostering a sense of community. We found that the two workplaces with no form of neighbourhood system scored an average of 56.1% agreement on the workplace contributing to a sense of community, compared with 76.1% across all fully or predominantly flexible workplaces.

In 2019, the majority of the Leesman+ workplaces are either fully or predominantly flexible. But as we've stated in previous research, there is no one size fits all when it comes to workplace, and flexible solutions aren't necessarily going to suit every organisation. In 10 of the Leesman+ 2019 workplaces, the strategy has been to go with a workplace concept where all or most employees do have a designated workstation, and this evidently works well in those organisations.

The most important thing is to critically assess what is best for each organisation and its employees. Once again, the Leesman+ workplaces show the art of the possible through workplace strategies that they have expertly tailored to their organisations.

Mobility profiles in flexible Leesman+ 2019 workplaces



Profile 1
29% | Lmi 75.7



Profile 2
49% | Lmi 78.0



Profile 3
16% | Lmi 77.9



Profile 4
6% | Lmi 79.0



Rapid 7, United States

While many of the 2019 workplaces adopted flexible workplace strategies, some organisations bucked this increasingly popular trend: Rapid7 have chosen a 100% designated solution for both the Boston and LA offices. We asked them why.

Andrea Diieso, Senior Workplace Experience Manager at Rapid7 said: “Through our work with Leesman and the insights that have been shared, we knew that one size does not fit all when it comes to desk assignment.” A key benefit of going fully designated is that “it is a solution that is familiar to most employees, and there is little downside for employee experience with this tried and tested approach. We want to ensure that we start with a frictionless solution, and then use the data gained from Leesman surveys and workplace utilisation sensors to continue to find the best solutions for overall employee experience.”

Indeed, both workplaces have generally obtained above average approval ratings on numerous aspects. Between the two of them, the Rapid7 offices achieved 14 of the highest scores this year, including the ‘Ability to personalise my workstation’ (82.9%, Boston office) and ‘Accessibility of colleagues’ (97.4%, LA office).

Encouragingly, for Rapid7, being completely designated hasn’t led to them compromising on variety. The Boston office boasts a cafe, a number quiet/focus areas, and open collaboration areas, while scoring a 92.5% satisfaction with ‘Variety of different types of workspace’, which happens to be the 4th highest this year.

Yet satisfaction with variety – although still high, at 76.2% – lags behind in the LA office. While both buildings are based on the same design principles, the difference may come down to scale: spread over less than 2,000 square meters, the LA office is whole seven times smaller than the Boston office.

Is a fully designated workplace the obstacle-free path to great employee experience, then? Far from it. As an expanding tech business, Rapid7 are constantly challenged with accommodating new employees. Increasing desk capacity would seem a logical solution in most cases however Rapid7 have learned that their employees actually spend a lot of time away from their desks.

In the Boston office, an unusually small proportion of the employees (17%) belong to the internal mobility profile 1 (‘I perform most / all of my activities at a single work setting and rarely use other locations within the office’) and in LA the proportion is 33%. The real challenge therefore is to “understand where they are spending their time and the activities they are performing so that we can continue to adapt our workplace design. We want to ensure that we are continually learning from our employees and making the space productive for their needs.”

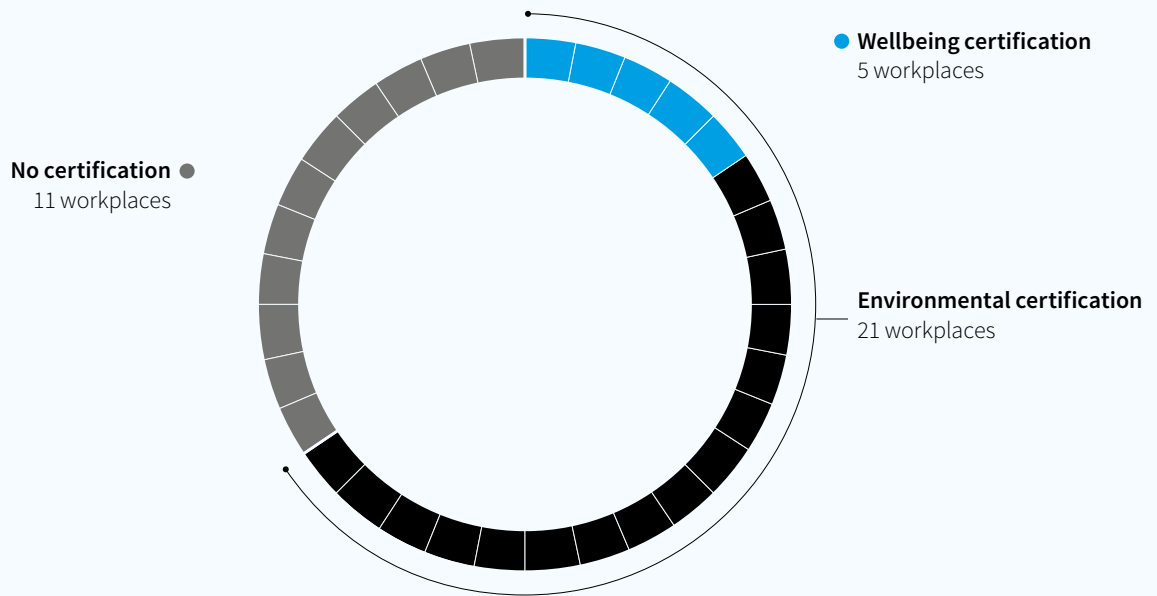


Rapid7
Boston
United States
October 2019



Rapid7
Aviation Blvd
El Segundo
United States
March 2019

Building certifications in the Leesman+ 2019 workplaces



Data reported at 31.12.2019

Is wellbeing worth the investment?

An interesting dimension, compared with last year's Leesman+ workplaces, was the increased number and variety of building certifications. Out of the 32 workplaces, 21 had pursued environmental certifications. We found that 10 were LEED certified, five were BREEAM certified, an additional five had Green Star ratings, and one had been audited by GBI (Green Building Index).

The 2019 results also saw a higher number of workplaces that had wellbeing certification. Four had been certified by WELL and one by Fitwel. This offers a unique opportunity to put wellbeing certified workplaces through their paces and gauge how they stand up to other Leesman+ workplaces.

A comparison of the two groups did indeed show a higher average Lmi score across wellbeing certified workplaces (Lmi 79.1 compared with 76.2). But the difference, only a marginal 2.9, offers little in terms of a comparison.

A more detailed analysis paints a different picture. In nearly all lines of enquiry, the wellbeing certified workplaces surpassed their non-certified counterparts. Most notably, we found a staggering 28.4 percentage point difference in average satisfaction levels with 'Restaurants/canteen' (78.0% vs. 49.6%). The disparity in satisfaction levels with 'Plants & Greenery' was also notably high with a 25.9 point difference. Standards of WELL and Fitwel certifications when it comes to both variety of food choices and biophilia.

Moving further into our analysis, we also found a 14.5 percentage point difference in 'Shower facilities' (83.2% vs. 68.7%), 13.0 point difference in 'General cleanliness' (92.4% vs. 79.4%), 12.8% in 'Tea, coffee and other refreshment facilities' and the ever problematic workplace 'Noise levels' is at a 7.5 point difference (50.6% vs. 43.1%).

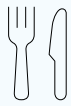
While the disparity in satisfaction levels with workplace features was notably high, interestingly, when comparing the two groups on how well workplace activities were being supported, the gaps were not quite as large.

The largest difference is found in support for 'Larger group meetings or audiences', with wellbeing certified workplaces recording an 8.8 point difference (92.8% vs 84.0%). This, however, proved to be the largest difference across the board. Point differences remained comparatively low to the workplace features enquiry. For instance, 'Relaxing/taking a break', which was the third highest, only recorded a 6.4 point difference, with both groups scoring highly (89.4% vs. 83.0%), suggesting that creating spaces for employees to mentally refresh is a priority across all Leesman+ workplaces – wellbeing certified or not. ☹️

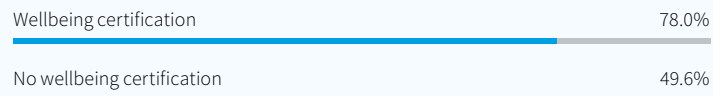


Creating spaces for employees to mentally refresh is a priority across all Leesman+ workplaces.

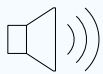
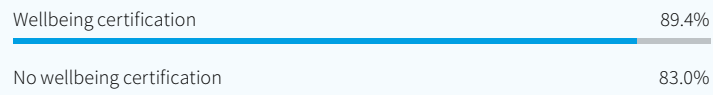
Key differences between Leesman+ 2019 workplaces with and without wellbeing certification



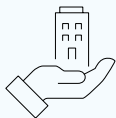
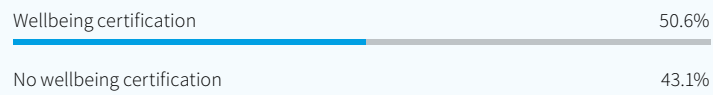
Satisfaction with 'Restaurant/canteen'



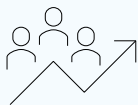
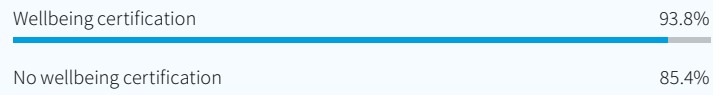
Support with 'Relaxing/taking a break'



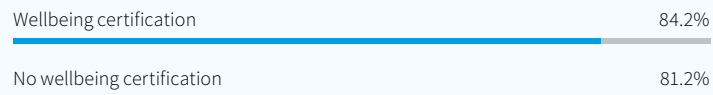
Satisfaction with 'Noise levels'



My workplace is a place I'm proud to bring visitors to



My workplace enables me to work productively



Data reported at 31.12.2019

What is then the organisational outcome of these satisfaction differences? In brief, the wellbeing certified workplaces score higher than those with no wellbeing certification on all Workplace Impact questions.

The largest difference (12.3 percentage points) is found in the statement about whether the workplace has a positive impact on 'Environmental sustainability' (86.6% agreement in wellbeing certified vs. 74.3% in those not certified) followed by an 8.4 point difference in the average pride score (93.8% vs. 85.4%).

Employees in the wellbeing certified workplaces are also more likely to say that the workplace has a positive impact on 'Workplace culture' (7.6 point difference in the average scores at 86.8% vs. 79.2%) and they also more often consider their workplace creates an enjoyable environment to work in (7.2 point difference at 89.0% vs. 81.8%).

Perhaps surprisingly, the smallest difference was found in the two questions about whether the workplace enables 'us' and 'me' to work productively. The wellbeing certified workplaces still have higher scores on average compared to the workplace without a wellbeing certification, but the gap is merely 5.4 and 3.0 points respectively.

Generally speaking, the data does suggest that wellbeing certified workplaces, where design decisions evidently have been taken with employee wellbeing in mind, had succeeded in facilitating outstanding workplace experiences more consistently – as was particularly evident in the workplace features enquiry. One caveat to this argument is that these comparisons have been made on only a few individual cases, which means that the findings should not be widely generalised at this point.



Arup, Australia

Arup's 2018 move into One Melbourne Quarter was fuelled by straightforward reasoning – in recent years they have grown and evolved, warranting a new workplace that reflects their organisational development. This provided them with an opportunity to implement their future thinking and reimagine their workplace.

In line with Arup's regional workplace strategy, developed with HASSELL, employee experience, wellness, and sustainability were key drivers of the Melbourne workplace project. And the Platinum WELL, 6-star Green Star, and Leesman+ certifications are fitting testaments to the success of this ambitious new workplace.

For Arup's Senior Principal, Joseph Correnza, responsible for the project, "Using Leesman, WELL or other standards gives another lens through which to judge not only the performance of a particular workplace but also how we might improve it," he explains. "If you're genuine about understanding why you're doing something, then hopefully the rating tools become outcomes rather than drivers."

Arup's workplace at One Melbourne Quarter is a space where experience, wellness and sustainability converge – recording exceptional results in air quality, nourishment, lighting, fitness and comfort. Which comes as little surprise when the internal features are discussed.

Inside more than 600 plants oxygenate the office, while a fully programmable lighting system mimics the body's circadian rhythm. An onsite wellness centre and sizable bike storage facility cater for the more active employee and monitoring systems for air quality and water ensure the highest standards for all.

And these efforts have not gone unnoticed by Arup's staff, with 85.3% of employees' developing a positive view of the company's environmental sustainability in the post-occupancy survey compared with 49.8% in the pre-occupancy study, and 92.5% agree that One Melbourne Quarter is an enjoyable environment to work in, compared with 62.2% – both emphasising the extent of this project's success.

But Arup have not only focused on internal features as a means to cultivate a workplace that supports wellbeing. As Joseph Correnza explains "One of the things we learnt is that people still want to belong to a community – a smaller community, a home, a family, a group of likeminded or like-skilled people. So we created neighbourhoods, with Activity Based Working across the entire office." The results speak for themselves. 82.3% of Arup staff reported a positive sense of community compared to 66.7% in the previous space. In One Melbourne Quarter, Arup has designed a workplace that truly embodies their commitment to both sustainability and wellness.



Arup

One Melbourne Quarter
Melbourne
Australia
September 2019



Conclusions

This publication explored some of the world's best workplaces, building on observations made in our previous research, while also uncovering new trends amongst the world's best.

The considerable diversity of the 32 workplaces that obtained Leesman+ certification in 2019 lends credence to our contention that outstanding workplaces come in all shapes and sizes. Once again, our research has shown that there is no magic solution or ratio indicative of high productivity and strong sense of community amongst employees.

Instead, the exceptional results delivered by the Leesman+ workplaces clearly stem from a philosophy shared by all the great workplaces we have surveyed: that a deep and granular understanding of employee experience is a top priority.

These high-performing workplaces understand the needs of their employees with absolute clarity, demonstrated by the high scores achieved under most of the aspects measured by our multifaceted enquiry. They are environments that actively support employees in their activities and have been designed from the employee outwards to make their experiences better.

The result of this user-centric approach to workplace, is quite clearly a healthier, happier, prouder and more productive employee, who works more closely with colleagues in a tighter community where knowledge and ideas flow more freely.

| | |
|----------------|---------------|
| 719,789 | Respondents |
| 4,771 | Workplaces |
| 600+ | Organisations |
| 96 | Countries |

Data as at 31.12.2019

Strength in numbers

The organisations that achieve Leesman+ certification are not afraid of understanding how they are performing and knowing where they could do better. They see value in a depth of understanding and continuous improvement. They welcome change rather than loathe it.

The impact code

The data here shows the overall performance figures across all lines of standardised data for the entire database and highlights the differences between the Leesman global (all data) and the Leesman+ high-performance group, all of whom have achieved a Leesman Lmi of 70 or above*.

The Global/Leesman+ gap column shows the percentage point differences, while the gap ranking to the right shows where that Activity or Feature would sit if the data was ranked by the gap. The higher the number in the Global/Leesman+ gap column, the greater the difference between the Leesman global data and the Leesman+ workplaces. These high-ranking Leesman+ differences are arguably where and how these workplaces are delivering the greatest benefit to their employees and so ultimately contributing most to employee performance.

● Doing ● Seeing ● Feeling ⚙ Super driver

* A Leesman+ certification is granted to those individual workplaces with a minimum of 50 respondents that achieve an Lmi of 70 or above, and also meet the response rate criteria of a maximum 5% margin of error at a 99% confidence level.

Data based on 719,789 respondents as at 31.12.19

Workplace Impact

Q1. How much do you agree or disagree with the following statements about your current workplace?

| | | % agreement global | % agreement Leesman+ | % global/Leesman+ gap | Gap ranking |
|-----|---|--------------------|----------------------|-----------------------|-------------|
| 1.1 | The design of my workplace is important to me | 84.9 | 88.6 | 3.7 | 7 |
| 1.2 | It supports me sharing ideas/knowledge amongst colleagues | 69.7 | 81.0 | 11.3 | 6 |
| 1.3 | It enables us to work productively | 64.3 | 81.1 | 16.8 | 3 |
| 1.4 | It enables me to work productively | 62.8 | 78.2 | 15.4 | 4 |
| 1.5 | It creates an enjoyable environment to work in | 59.9 | 79.3 | 19.4 | 2 |
| 1.6 | It contributes to a sense of community at work | 59.6 | 74.3 | 14.7 | 5 |
| 1.7 | It's a place I'm proud to bring visitors to | 54.1 | 81.9 | 27.8 | 1 |

Workplace Activities

Q2. Thinking about the work that you do, which of the following activities are important and how well are they supported?

| | | % importance global | % supported global | % supported Leesman+ | % global/Leesman+ gap | Gap ranking | Doing | Seeing | Feeling | Driver |
|------|---|---------------------|--------------------|----------------------|-----------------------|-------------|-------|--------|---------|--------|
| 2.1 | Individual focused work, desk based | 91.4 | 77.8 | 88.5 | 10.7 | 17 | ● | ● | ● | ⚙ |
| 2.2 | Planned meetings | 73.6 | 80.2 | 89.7 | 9.5 | 18 | ● | ● | ● | ⚙ |
| 2.3 | Telephone conversations | 69.4 | 64.8 | 79.2 | 14.4 | 14 | | | | |
| 2.4 | Informal, un-planned meetings | 57.2 | 63.7 | 84.0 | 20.3 | 2 | ● | | ● | |
| 2.5 | Collaborating on focused work | 55.5 | 74.1 | 89.4 | 15.3 | 12 | ● | | ● | |
| 2.6 | Relaxing/taking a break | 50.4 | 61.5 | 81.6 | 20.1 | 3 | ● | ● | ● | ⚙ |
| 2.7 | Audio conferences | 46.9 | 70.7 | 86.0 | 15.3 | 12 | | | | |
| 2.8 | Reading | 46.2 | 61.4 | 77.1 | 15.7 | 11 | | | | |
| 2.9 | Individual routine tasks | 45.8 | 87.8 | 93.3 | 5.5 | 21 | | | | |
| 2.10 | Informal social interaction | 42.9 | 74.6 | 88.0 | 13.4 | 15 | ● | | ● | |
| 2.11 | Thinking/creative thinking | 41.9 | 54.5 | 75.1 | 20.6 | 1 | ● | ● | ● | ⚙ |
| 2.12 | Learning from others | 41.8 | 78.2 | 86.7 | 8.5 | 19 | ● | ● | ● | ⚙ |
| 2.13 | Private conversations | 41.0 | 50.7 | 70.5 | 19.8 | 4 | | | | |
| 2.14 | Business confidential discussions | 40.3 | 57.4 | 76.1 | 18.7 | 6 | | | | |
| 2.15 | Collaborating on creative work | 37.0 | 65.7 | 83.5 | 17.8 | 8 | | | | |
| 2.16 | Video conferences | 36.6 | 64.3 | 83.2 | 18.9 | 5 | | | | |
| 2.17 | Larger group meetings or audiences | 34.3 | 62.8 | 80.6 | 17.8 | 8 | | | | |
| 2.18 | Hosting visitors, clients or customers | 34.1 | 64.8 | 83.0 | 18.2 | 7 | | ● | ● | |
| 2.19 | Spreading out paper or materials | 31.9 | 59.9 | 65.7 | 5.8 | 20 | | | | |
| 2.20 | Individual focused work away from your desk | 31.3 | 67.1 | 84.3 | 17.2 | 10 | | ● | | |
| 2.21 | Using technical/specialist equipment or materials | 21.5 | 66.6 | 78.4 | 11.8 | 16 | | | | |

Workplace Features

Q3. Thinking about the work that you do, which of the following physical/service features are important and how satisfied are you with them?

| | | % importance global | % satisfaction global | % satisfaction Leesman+ | % global/Leesman+ gap | Gap ranking | Driver |
|------|--|---------------------|-----------------------|-------------------------|-----------------------|-------------|----------------------|
| | | | | | | | Doing Seeing Feeling |
| 3.1 | Desk | 83.2 | 71.4 | 81.2 | 9.8 | 31 | ● ● ● ⚙ |
| 3.2 | Chair | 82.0 | 65.9 | 74.8 | 8.9 | 33 | ● ● ● ● ● ⚙ |
| 3.3 | Tea, coffee & other refreshment facilities | 76.6 | 60.7 | 73.3 | 12.6 | 26 | ● ● ● ● ● ⚙ |
| 3.4 | Meeting rooms (small) | 76.2 | 54.3 | 75.6 | 21.3 | 6 | ● ● ● ● ● ⚙ |
| 3.5 | Temperature control | 75.9 | 31.8 | 44.2 | 12.4 | 28 | ● ● ● ● ● ⚙ |
| 3.6 | General cleanliness | 74.3 | 62.7 | 80.6 | 17.9 | 16 | ● ● ● ● ● ⚙ |
| 3.7 | Toilets/W.C. | 72.6 | 50.2 | 68.7 | 18.5 | 14 | ● ● ● ● ● ⚙ |
| 3.8 | IT Help desk* | 71.8 | 58.7 | 72.7 | 14.0 | 20 | ● ● ● ● ● ⚙ |
| 3.9 | Natural light | 70.3 | 58.0 | 73.6 | 15.6 | 18 | ● ● ● ● ● ⚙ |
| 3.10 | Noise levels | 70.0 | 31.6 | 44.8 | 13.2 | 24 | ● ● ● ● ● ⚙ |
| 3.11 | Personal storage | 68.7 | 56.4 | 57.7 | 1.3 | 49 | ● ● ● ● ● ⚙ |
| 3.12 | Restaurant/canteen | 67.8 | 47.8 | 54.1 | 6.3 | 42 | ● ● ● ● ● ⚙ |
| 3.13 | Printing/copying/scanning equipment | 66.7 | 72.3 | 78.8 | 6.5 | 41 | ● ● ● ● ● ⚙ |
| 3.14 | WiFi network connectivity in the office* | 66.5 | 59.6 | 68.5 | 8.9 | 32 | ● ● ● ● ● ⚙ |
| 3.15 | Air quality | 66.4 | 43.8 | 64.3 | 20.5 | 8 | ● ● ● ● ● ⚙ |
| 3.16 | General tidiness | 65.8 | 65.6 | 83.9 | 18.3 | 15 | ● ● ● ● ● ⚙ |
| 3.17 | Meeting rooms (large) | 65.4 | 53.6 | 72.2 | 18.6 | 13 | ● ● ● ● ● ⚙ |
| 3.18 | Office lighting | 61.2 | 59.6 | 74.9 | 15.3 | 19 | ● ● ● ● ● ⚙ |
| 3.19 | Computing equipment, mobile (e.g. laptop, tablet)* | 59.2 | 67.9 | 76.0 | 8.1 | 36 | ● ● ● ● ● ⚙ |
| 3.20 | Telephone equipment | 58.7 | 67.3 | 74.3 | 7.0 | 40 | ● ● ● ● ● ⚙ |
| 3.21 | Quiet rooms for working alone or in pairs | 58.3 | 31.2 | 56.8 | 25.6 | 5 | ● ● ● ● ● ⚙ |
| 3.22 | Security | 54.5 | 75.9 | 84.1 | 8.2 | 35 | ● ● ● ● ● ⚙ |
| 3.23 | Desk/room booking systems | 54.2 | 47.8 | 60.3 | 12.5 | 27 | ● ● ● ● ● ⚙ |
| 3.24 | Parking (e.g. car, motorbike or bicycle) | 53.5 | 50.0 | 57.9 | 7.9 | 37 | ● ● ● ● ● ⚙ |
| 3.25 | Remote access to work files or network | 52.7 | 65.8 | 72.0 | 6.2 | 45 | ● ● ● ● ● ⚙ |
| 3.26 | Ability to personalise my workstation | 52.7 | 47.1 | 46.7 | -0.4 | 50 | ● ● ● ● ● ⚙ |
| 3.27 | General décor | 51.8 | 44.1 | 73.0 | 28.9 | 4 | ● ● ● ● ● ⚙ |
| 3.28 | Plants & greenery | 50.5 | 33.9 | 54.8 | 20.9 | 7 | ● ● ● ● ● ⚙ |
| 3.29 | Informal work areas/break-out zones | 50.3 | 40.7 | 72.9 | 32.2 | 2 | ● ● ● ● ● ⚙ |
| 3.30 | Accessibility of colleagues | 49.5 | 70.8 | 77.0 | 6.2 | 44 | ● ● ● ● ● ⚙ |
| 3.31 | Access (e.g. lifts, stairways, ramps) | 49.5 | 65.9 | 71.7 | 5.8 | 47 | ● ● ● ● ● ⚙ |
| 3.32 | Wired in-office network connectivity | 48.5 | 71.4 | 78.4 | 7.0 | 39 | ● ● ● ● ● ⚙ |
| 3.33 | Space between work settings | 47.8 | 48.0 | 61.7 | 13.7 | 23 | ● ● ● ● ● ⚙ |
| 3.34 | Leisure facilities onsite or nearby (e.g. gym, fitness/wellness centre) | 46.9 | 39.5 | 58.8 | 19.3 | 11 | ● ● ● ● ● ⚙ |
| 3.35 | People walking past your workstation | 45.0 | 30.5 | 39.3 | 8.8 | 34 | ● ● ● ● ● ⚙ |
| 3.36 | Health & safety provision | 44.9 | 67.4 | 79.3 | 11.9 | 29 | ● ● ● ● ● ⚙ |
| 3.37 | Dividers (between desk/areas) | 44.8 | 39.4 | 46.5 | 7.1 | 38 | ● ● ● ● ● ⚙ |
| 3.38 | Computing equipment, fixed (desktop) | 44.7 | 66.3 | 76.5 | 10.2 | 30 | ● ● ● ● ● ⚙ |
| 3.39 | Mail & post room services | 43.8 | 69.1 | 75.4 | 6.3 | 42 | ● ● ● ● ● ⚙ |
| 3.40 | Hospitality services (e.g. guest reception/services, catering, meeting services) | 41.0 | 58.8 | 72.8 | 14.0 | 20 | ● ● ● ● ● ⚙ |
| 3.41 | Atriums & communal areas | 39.4 | 42.9 | 73.9 | 31.0 | 3 | ● ● ● ● ● ⚙ |
| 3.42 | Reception areas | 38.4 | 62.5 | 79.3 | 16.8 | 17 | ● ● ● ● ● ⚙ |
| 3.43 | Art & photography | 38.1 | 29.6 | 48.5 | 18.9 | 12 | ● ● ● ● ● ⚙ |
| 3.44 | Audio-Visual equipment | 33.9 | 49.2 | 69.4 | 20.2 | 10 | ● ● ● ● ● ⚙ |
| 3.45 | Variety of different types of workspace | 33.1 | 35.8 | 69.3 | 33.5 | 1 | ● ● ● ● ● ⚙ |
| 3.46 | Shared storage | 31.0 | 42.5 | 48.5 | 6.0 | 46 | ● ● ● ● ● ⚙ |
| 3.47 | Internal signage | 30.0 | 51.6 | 65.5 | 13.9 | 22 | ● ● ● ● ● ⚙ |
| 3.48 | Shower facilities* | 29.8 | 37.2 | 57.7 | 20.5 | 8 | ● ● ● ● ● ⚙ |
| 3.49 | Guest/visitor network access | 28.4 | 45.2 | 58.2 | 13.0 | 25 | ● ● ● ● ● ⚙ |
| 3.50 | Archive storage | 24.9 | 38.3 | 42.5 | 4.2 | 48 | ● ● ● ● ● ⚙ |

*Added in March 2015

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3XN
 Aalto University
 ABB
 ABF
 ABNAMRO
 Academic Work
 Accenture
 Access Group
 AECOM
 Aedas
 AFA Försäkring
 ÅF Consult
 AFK Studios
 AGAREN
 Airbus
 AJ Bell
 Akademiska Hus
 Allen & Overy
 Alliander
 Allianz
 Allina Health
 Altea Cogedim
 Ameriprise Financial
 Amey
 AMF Fastigheter
 Amgen
 AM Red
 AON
 AOS Paris
 AOS Studley
 Apave
 APG
 ARCEP
 Aremis
 Ark Academy
 Artillery
 Arup
 ASML
 Aspire Housing
 AS Scenario
 Aster Group
 Astorg S.A.
 AstraZeneca
 Atlas Copco
 ATOS Consulting
 Aurizon
 Aviva
 AXA Assistance
 AXAXL
 Axis Capital
 Baker McKenzie
 BAE Systems
 BAM FM
 Banco De Credito Del Peru
 Bane NOR
 Baufest
 BB&T
 BBC
 Beazley
 Beiersdorf
 Bergen Kommune
 Bethpage Federal Credit Union
 BHP Billiton
 Bledina
 BLM
 BMC
 BNP Paribas
 Bodø kommune
 Bonduelle
 Bosch
 Bosch Rexroth
 Boston Consulting Group
 Bouygues E&S
 BP
 BPost
 Bravida
 British American Tobacco

British Council
 Broadgate Estates
 BSH Huishoudapparaten
 BT
 Bupa
 Burges Salmon LLP
 Buro Happold
 Business Interiors by Staples
 Buzzacott
 Cadillac Fairview
 Caisse d'Epargne de Midi-Pyrénées
 CAK
 Caltex
 Canada Government
 Cancerfonden
 Capio St Görans Sjukhus
 Capita
 Capital Group
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 Catlin Group Limited
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 CD&B
 CDS
 Channel 4
 C. H. Robinson
 CHS
 Ciena
 CLEVER*FRANKE
 Clifford Chance
 CMS
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 Coastal Credit Union
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 Coca-Cola European Partners
 Colliers International
 Colt Technology Services
 Commonwealth Bank of Australia (CBA)
 Compass Group
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 Conseil National de l'Ordre des Médecins
 Constructora Alianza
 Corporación Favorita
 Corporación Maresa Holding
 Covance Central Laboratory Services
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 CPEG
 CPMG Architects
 CQL
 Contract Workplace
 Crédit Agricole
 Cresa Orange County
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 Dentsply
 Dentsu
 Department for Work and Pensions
 Department of Health
 Derwent London
 Desmone Architects
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 DeVono
 DFFRNT Media
 Diners Club
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DPR Construction
 Dr. Oetker
 Duke University
 DUO?
 Easyjet
 Ebbinge
 EBRD
 ECO Intelligent Growth
 Edge Architecture
 EDGE Technologies
 EE
 eHälsomyndigheten
 eHealth NSW
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 Energimyndigheten
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 Entra
 E.ON
 EpaMarne
 Epic Games
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 Ericsson
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 ESPN
 Essex County Council
 Europcar
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 European Chemicals Agency (ECHA)
 Eurosport
 EV-Box
 Expedia
 ExxonMobil
 EY
 EY Sweden
 F.Iniciativas
 Federal Home Loan Bank of Chicago
 Federal Reserve Bank of New York
 Ferring Pharmaceuticals
 Fidelity International
 Fire and Rescue NSW
 FNV
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 Fortum
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 Giant Leap
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 GlaxoSmithKline
 GMW Architects
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 GRT Gaz
 Grupo Construcia, S.L.
 Grupo Falabella
 Grupo Superior
 Guide Dogs for the Blind Association
 H&M
 Haandverkerne
 Hachette
 Hafslund E-CO
 Handelsbanken

Harry's
 HASSELL
 Havenbedrijf Rotterdam
 Haya Real Estate
 HB Reavis
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 Heineken
 HEITMAN ARCHITECTS INCORPORATED
 Helsedirektoratet
 Henigan Consulting Group
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 Hey Day
 H. Hendy Associates
 Hilti Group
 Hilton
 Hirschbach Motor Lines
 Hitachi
 Hixson
 HLW International LLP
 HM Marievik
 Hogskulen i Volda
 HOK
 Honeywell
 Housing Authority Australia
 HRA Pharma
 Hufvudstaden
 Husqvarna Group
 IAG
 IBM
 ICA
 Icade
 ICRC
 IF Norge
 Ikano Bank
 IKEA
 IKO
 Imerys
 Impact Hub (Kings Cross)
 Inera
 InfoVista
 ING
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 Management (IWFM)
 Institution of Engineering and
 Technology (IET)
 Interite
 International Air Transport Association (IATA)
 International Committee of The Red Cross (ICRC)
 International Olympic Committee (IOC)
 Interxion
 IOC
 IP-Only
 iPWC
 Irwin Mitchell
 Isapre Consalud
 ISO
 ISS World
 Itoki
 Ivori
 JAC Group
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 Jefferies
 JMAB
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KPN
 Krafringen
 Landgate
 LandSec
 Länsförsäkringar AB
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 Momentum
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 Morgan Lovell
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 MWH Treatment
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 National Bank of Belgium
 Nationwide Building Society
 National Museum of Art, Architecture
 and Design (Norway)
 National Nuclear Laboratory
 NAV (Ny arbeids- og velferdsforvaltning)
 NCC
 Nesta
 Nestlé
 Network Rail
 Neuca
 Newell Brands
 Newmark Knight Frank/Cantor Fitzgerald
 NHS Property Services
 NIRAS
 NN Group
 Norconsult
 Nordea
 Norges Automobil Forbund
 Norix
 Norsk Filminstitutt
 Norwegian Embassy Washington
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 and Technology (NTNU)
 Novartis
 npower
 NSI
 Nuffield Health
 Nutrien
 NZA
 Office cantonal des systèmes d'information
 et du numérique (OCSIN)
 Office des Bâtiments - Etat Genève
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 Satec
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 The Crown Estate
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 The Prostate Cancer Charity
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 Thinking Strategy
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 Tieto
 Tillväxtverket
 Tishman Speyer
 TLV
 TomTom
 Toronto Transit Commission
 Towers Watson
 Trader Media Group
 Transformed Teams
 TripAdvisor
 Trygg-Hansa
 TSK Group
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 TTSP
 TU Delft
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