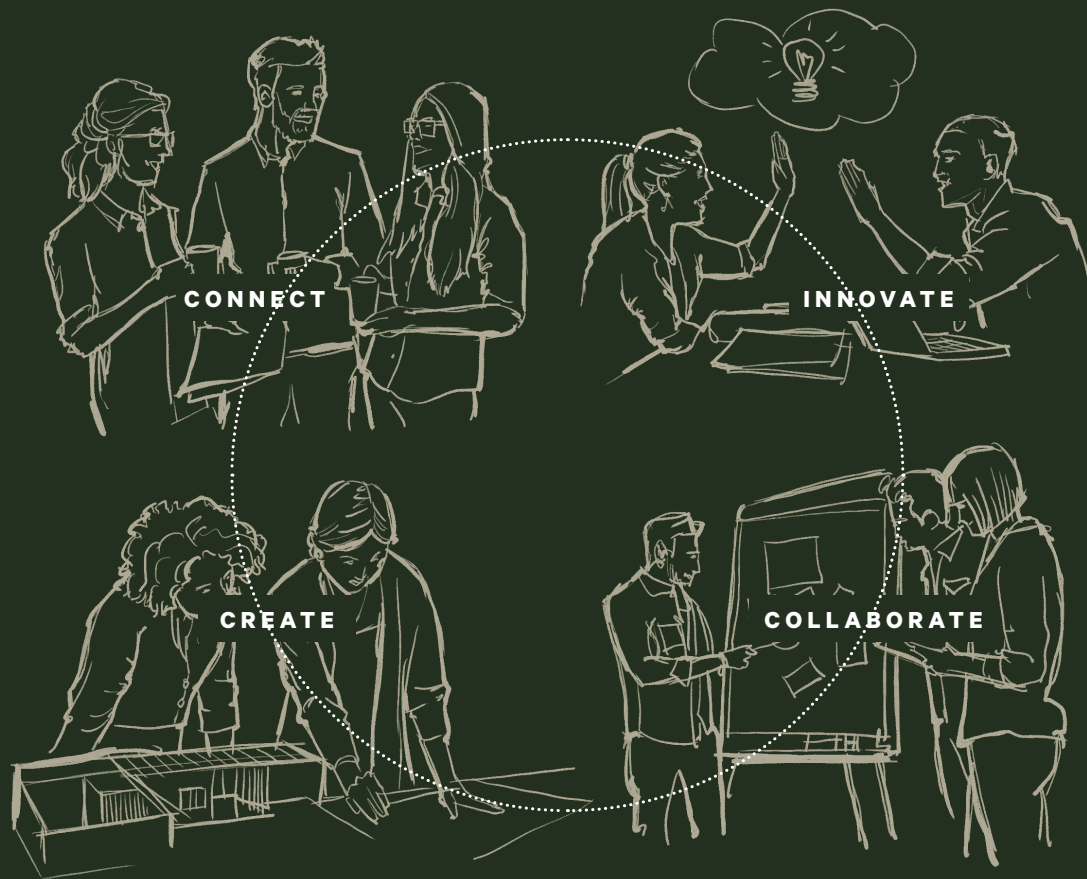


THE ADAPTIVE WORKPLACE

Designing the workplace of the future

LEARNINGS AND INSIGHTS FROM OUR LATEST EXPERIMENT



WHERE WE CO-CREATE AND CURATE
EXTRAORDINARY PLACES AND EXPERIENCES



REIMAGINING URBAN LIFE SINCE 1972

1. INTRODUCTION

More than 40%* of Australians found themselves working from home following the global COVID-19 pandemic, supercharging flexible work practices and creating one of the biggest workplace experiments of the century.



Organisations responded quickly, accelerating technology almost overnight so their workforces could transition to remote working without disruption. As the pandemic extends into its third year making working from home second-nature, we are entering the next wave of experimentation – hybrid work from home models.

Mirvac currently has a unique opportunity to rethink the nature of work; to improve remote support for a range of professional practices, and to use what we have learned so far to improve in-office and hybrid practices.

As a company whose purpose it is to reimagine urban life, it's vital we understand and leverage the massive transition underway to help our customers successfully navigate this new era of work – and the new role of 'the office'.

In our research paper, *COVID-19 and the Changing World of Work*, we highlight that the experiences of 2020 have paved the way for some exciting changes to the business corporate landscape – not to mention the way we approach work and life itself. In the research below, we outline

the seismic shift taking place in work that is seeing traditional workplace models and metrics, flipped.

As companies have reopened their offices across the country, it is critical for organisations to focus on what the purpose of their office is within the workplace ecosystem – and to design a space that entices, energises and enables people to be their best.

* Source: <https://www.abs.gov.au/media-centre/media-releases/year-covid-19-and-australians-work-home-more>

2. PROGRESSION OF THE MODERN WORKPLACE

“

We depend on our surroundings obliquely to embody the moods and ideas we respect and then to remind us of them.”

”

Alain de Botton, 'The Architecture of Happiness' (2006)

Crammed, factory-like grids based on Winslow Taylor's theory that science-based meticulousness is the secret to productivity. Everyone goes to the same office at the same time to access tools for their work. Productivity is measured, outputs closely observed.

EARLY 20TH CENTURY



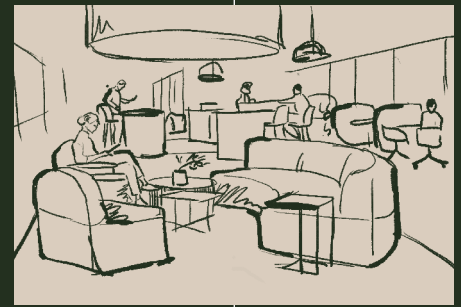
Welcome, partitions – borne of the demand for increased office space and cheaper furniture. With their 'three walls, obtusely angled and moveable', inventor Robert Propst's design led the way for cubicle farms and increased headcount.

1970s



As tech giants rise, the foundations of agile working emerge, as does new office designs by entrepreneurial companies with 'cool' factor creating a variety of spaces to suit employee needs. Staff are productive from workstations of their choosing, between socialising amongst beanbags, air hockey and vending machines.

2000s



1960s

Office design is reinvented, focusing on human-ness and collaboration – or 'Burlandschaft'. Employees have access to a variety of alternative work settings, increased freedom of movement and a greater degree of privacy.



1980S / 1990s

Technology affords workers mobility, ushering in a golden period for office design where new, flexible ways of working become increasingly popular. Its Activity Based Working (ABW) age.

With mobility comes office design to service 'hot desking', where staff aren't allocated space but rather choose from various workstation settings that are available.

3.THE OMNICHANNEL WORKER OR FLEXIBLE WORK

NOW, ONCE AGAIN, THE CONTEMPORARY OFFICE IS BEING REVISED

Research shows that flexible work has become a dealbreaker with 43%* of Australian workers saying they'd likely leave an employer that does not offer it. Hybrid workers, though, described feeling a low connection to their organisation, and low levels of meaning or purpose at work. And, the move to remote work was particularly hard on collaboration, creative work, "thinking big," and decision-making. So how can we get the best of both worlds?

While employees are demanding more flexibility over where and how they work, the role of the office has never been more vital. It is a place to facilitate culture, connection, collaboration, business productivity, innovation and learning – all the things that are enriched when people are together.

This hyper-flexible, new hybrid working model – and the growing need for spaces that facilitate human-centred activity – means we urgently need to change how we both design and use the physical workplace.

*Source: <https://www.swinburne.edu.au/news/2021/10/hybrid-or-the-highway-for-Australian-workers-Swinburne-research/>

“

Flexible work today means working from home more than one day a week. It's the ability to shift where and how you work, not only day-to-day but hour-to-hour. Start at 8am, work from the office for a brainstorm session, pick the kids up at 3pm; then head home to focus on that big report.

”

Paul Edwards, General Manager,
Strategy and Customer, Integrated Investment Portfolio, Mirvac.

THE OMNI-CHANNEL WORKER

“Employees have become more mobile than ever before, now having the freedom and tools (including virtual cloud-based platforms) to work wherever they feel they will be most productive including home, onsite, at a coworking space or supplier or client workplace, and in public spaces like cafes.”

‘The Rise of the Omni-Channel Worker’
by Mirvac and Worktech Academy, (2021).



4.THE ADAPTIVE WORKPLACE

Enter, the Adaptive Workplace.

The Adaptive Workplace is a highly flexible, dynamic work environment that responds in real-time to the specific task, people, or team using it. It is embedded with a kit of parts and design components that allow it to oscillate between a variety of settings based on the changing needs of a workforce in the short-term and over time, capturing insights and data that allow it to constantly evolve.

Mirvac's challenge is always to be a step ahead of the macro trends that impact people and the way they interact with spaces. Within the world of work, the physical environment still has a profound effect on the way people work together – perhaps now more than ever before.

As a leading developer and landlord, we are hearing from our partners that they're unsure of what the future looks like. And so, we have set out to test and pilot emerging design solutions, prototype technology, and new work models to assist your organisation to adapt to the new role of the office.

The pilot we're undertaking aims to define a new way of working and enable us to better support our partners in the move towards this next era of work.

We're not expecting to get it 100% right – the failings will be as valuable as the successes. What we do know is that we're moving towards a new era of working that will be worlds away from where we were in 2019.

Below, we have documented our process and results from our works so far. The findings highlight a number of challenges and opportunities in developing better workplaces.

Work will never be the same again and we share these learnings to help all organisations embarking on this journey.



WORKPLACE CHALLENGES

Mirvac recently conducted an informal survey of our top client partners asking them about the workplace challenges they're facing in 2022. The top five takeaways demonstrate the uncertainty about what's to come:

1. No one has the answer
2. What is the purpose of the office
3. Under pressure to downsize
4. How do you manage a hybrid workforce
5. Simplify workflows so the office is as easy to work from as home

5. THE PILOT

Repurposing, replanning and redesigning the workplace.

Mirvac's Adaptive Workplace pilot is located at its headquarters in 200 George Street, Sydney. One of the largest pilot spaces of its kind, it spans an entire level of the building reaching 1,300m² and is occupied as a real-life working environment by Mirvac employees.

The pilot will run over six to twelve months to assess the practicality of the design in terms of layout, utilisation, and settings. Mirvac will also review how people use the space, tracking behaviours and how different teams collaborate, create, connect, plan their week and manage their teams in

the environment. Key business sectors will rotate through the space approximately every four weeks, changing the workplace features (furniture, layout and set up) every two weeks in line with feedback and insights.



Mirvac, 200 George Street, Sydney

Mirvac undertook significant research of its workforce ahead of designing the pilot space, leading an extensive qualitative consultation and observational data collection process to best understand the wants and needs of the team, including:

- » Employee surveys
- » Qualitative research and literature reviews
- » Ideation sessions with over 100 people, through which 131 ideas were generated and 9 key themes/categories uncovered
- » Dedicated user group and executive workshops

A design brief was shared with three industry-leading architects and four furniture designers. In the submissions, Mirvac asked these partners to share their thinking and insights on the future of the office as well as to push the boundaries on traditional processes. Mirvac has applied this thinking in this report.

The process has uncovered a series of guiding insights that now underpin the space and work model that will be facilitated at the pilot. The findings were applied to an integrated design approach covering process, people, place and technology.

5. THE PILOT

The Process.

Hybrid working is based on a vision that puts the employee at the centre of everything, giving them the freedom to decide for themselves how to work, where to work, when to work, the tools to use, and with whom to collaborate to get work done. To design for this model, you need data, insights and research direct from your employees.



THE PROCESS INCLUDES

1

Gathering data to ensure you understand the user objectives, challenges and what success looks like for your workforce as well as workstyle typologies.

2

Overlaying employee insights with your business objectives: There's not one formula for designing a successful workplace but it must map back to your business priorities and objectives. It's critical to review what is needed as a business and the ways of working currently.

3

Ongoing communication and engagement: You might be surprised about the level of ownership and protection some employees feel about a space or setting. You want to ensure that changes are empowering and not seen as just a directive from the top. Put in place a structured plan of engagement for employees using the space, including support systems, guidelines, etiquette and most importantly a structured feedback loop for users to evaluate the space and its use.

5. THE PILOT

People.

Ultimately the key to success will be delivering a space that allows your workforce to perform better, facilitates new experiences and connections, supports business outcomes, innovation, problem solving, and encourages people back into the office.

This encompasses the entire workplace strategy, from the physical space to hybrid working policies, virtual working etiquette, and curated events and activations.

For Mirvac's pilot, behavioural mapping of key worker typologies was undertaken using Mirvac's employee research and workshops. As a result, individual personas were created, differentiated by the employee's role, interaction with the office, the environments they move through to conduct work, and the wellbeing attributes they seek out.

This enabled Mirvac and chosen partner Davenport Campbell to map the design of the pilot space back to each different type of worker that would be using the space, ensuring it would reflect the people who would use it the most and also enable those individuals to perform at their best.

“

Space needs to be easy and intuitive, empowering the user to do their best work.

”

Elly Dalziel

Manager, Strategy and Customer, Integrated Investment Portfolio, Mirvac



Office-Based Worker



Hybrid Worker



In/Out Worker



Site-Based Worker



Freedom Worker

This analysis highlighted a major shift in workstyles at the office. Across four of the five personas there was a dramatic change in the ratio between individual/focused and collaborative team-based activities done at the office.

Mirvac's research shows a complete inversion of the ratio of static workstations to collaborative and flexible spaces from 80/20 to 30/70.

The hybrid worker was the most represented at Mirvac's 200 George

Street, meaning the physical pilot space was designed to match the activity type that this worker demands: 30% Collaboration, 30% team, 20% social, 10% focus, 10% individual. However, the adaptive nature of the workplace means that it will cater for a much wider variety of workstyles and uses.

A key enabler of the hybrid worker is the increased reliance on personalised devices over the traditional desk setup.

“People want the ability to plug and play anywhere in the office, often preferring to sit down and work at the more social spaces – like the breakout room or community space – so they also bump into colleagues. This needs to translate to the workflow and solutions in a space, so that it's easy and intuitive, empowering the user to do their best work wherever they are” – Elly Dalziel, Manager Strategy & Customer, Mirvac.

5. THE PILOT

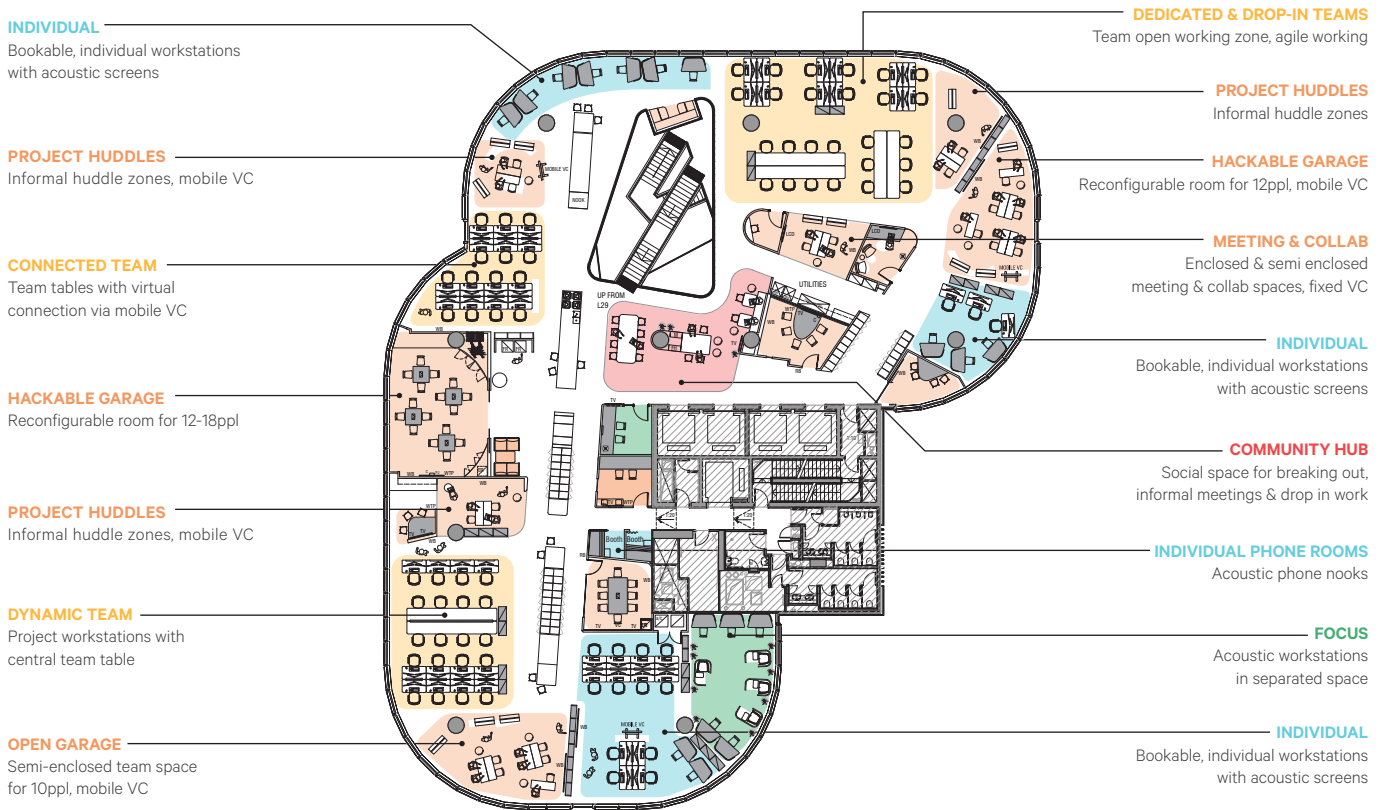
Place.

The physical pilot space is manifested from Mirvac's research insights, hybrid working needs, and the role of the workplace in enticing people back into the office.

The Adaptive Workplace can be changed depending on the type of work being undertaken, it can accommodate cross-functional teams, and can easily flex when needed.

A workplace of the future that is intuitive, changing, curated, allowing employees to engage with it, shape it and adapt it to suit their needs and the work they're doing.

MIRVAC - THE ADAPTIVE WORKPLACE SPACE PLAN



5. THE PILOT

Place.

“

A place to connect, collaborate and concentrate.
To foster connections, and nurture culture with each other, our partners, our community, and our planet.

”

Davenport Campbell



COLLABORATION



TEAM

SOME KEY DESIGN FEATURES:

- » The space is designed to test, measure, learn and respond over time to ensure the highest and best use of settings and spaces. It's not a set and forget design.
- » All settings are designed as a kit of parts and are flexible & adaptable enabling key user groups, teams and divisions to 'hack the space' and design the space for themselves and their needs, this means:
 - It is able to be hacked whenever a workforce needs it to be - real time or overnight or in 6-months - with no additional costs
- It can expand and contract various zoning based on demand
- It can accommodate unexpected workforce changes in use and volume
- It can respond to COVID or future pandemic requirements without overcompensating the size or location of the furniture
- » It includes a variety of spaces encouraging users to choose different settings based on the task at hand, comprising of:
 - **Individual** – typical workstation setup, all workstations height adjustable
 - **Team** - more activated pockets of spaces with tables that are tech-enabled, as well as 'no tech' tables for team work to encourage more at desk collaboration
 - **Collaboration** - spaces in a variety of low, high and lounge settings – all user hackable with roaming AV, whiteboards and flexible partitions to segregate spaces from workstations

5. THE PILOT

Place

- **Focus** - dedicated quiet zones for deep thinking work. Mix of workstations, focus pods and multi-use pods (i.e. meditation)
 - **Integrated** – spaces that are VC enabled allowing people to join Teams and Zoom meetings in the office easily, ensuring a consistent experience for all meeting participants
 - **Social and Community Hub** - Intentionally designed at the heart of the space to encourage ad-hoc interactions and socialisation
 - » All spaces are power enabled, providing easy, accessible options for users to quickly power their devices and catch up on emails between meetings.
 - » Acoustics, neurodiversity and accessibility are considered throughout
- so that employees have options for louder versus quieter, brighter versus neutral spaces, equality in furniture offering and mix i.e. low versus high settings.
- » There was also an increase in non-bookable spaces and more spaces to have VC meetings with new phonebooths and adapting existing spaces to be more suitable.



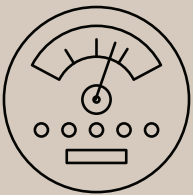
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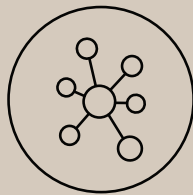
FOCUS

THE PILOT PURPOSE

Create a live test and learn environment to:



Measure space utilisation and provide real-time feedback.



Trial hybrid working models and space to support distributed teams.



Test various levels of flexibility and agility.



Evaluate collaboration types and the settings required to support them.



Understand associated issues such as access to amenity and acoustic control.

5. THE PILOT

Technology

Technology that is seamless, adaptable, and easily accessible is an expectation of today's workforce. Post-COVID, the behavioural changes in how people want to work will mean this is more important than ever.

The technology delivered in an adaptive workplace not only needs to make work easier in the office than at home, but it also needs to capture data on utilisation and workplace performance in order to continually re-evaluate the hybrid workforce and better enable their flexible workstyle. Alongside this, there is the human shift of managing a dynamic, hybrid workforce. For organisations and HR teams there will be significant changes to processes and employee engagement, and for the individual there is a growing need to manage their own time with a greater focus on where to work that will optimise their activity.

This means increasing the technology provided on the floor, which can be challenging when working with existing building infrastructure.

KEY CONSIDERATIONS INCLUDE:

- » **Wi-fi first:** Solving the data solution can be tricky. Working on a wi-fi first strategy has enabled Mirvac to reduce the amount of cabling and increase flex on the floor, however wi-fi is typically less reliable and harder to configure.
- » **A power strategy:** Power is the last anchor holding a desk or screen to a location, so we reimagined how we could create genuine mobility in the workplace. Solutions include a mix of floor boxes near the perimeter and retractable power in high traffic spaces as well as wall mounted USB-C ports and mobile units for collaboration spaces.
- » **Booking platform:** A frustration in the current agile workplace is the task of meeting room bookings. Rescheduling and finding the right room is often hard; there's little flexibility if meetings run over time, and no way to manage high demand. Mirvac partnered with Condeco, creating an application that uses AI to overcome these challenges and is able to suggest alternative spaces with similar qualities for ease of booking.
- » **Hybrid meetings:** With a hybrid workforce, comes hybrid team collaboration and often hybrid meetings – where some of the team are in the office and others will join virtually. This means meeting spaces in the office need to be AV enabled with a strong focus on virtual meeting etiquette to ensure an inclusive and equal experience for all. Mirvac is trialling mobile and interactive AV screens in the pilot – allowing a more immersive experience.



PARTNERSHIP:

Steelcase Flex Power – Mobile power units

A smart mobile power solution that gives teams freedom to work anywhere they want. Steelcase is the first-of-its-kind enterprise level, high capacity power solution. This means in collaboration spaces, teams can grab a battery and use wherever they are meeting to remove need and risk of having cables everywhere.

5. THE PILOT

Technology.

» Measurement and analytics:

Data to better understand workspace performance and business impact has become a crucial way to optimise working environments, helping to drive enhanced employee experiences, lower energy costs and increase sustainability. We have explored systems that use sensors, wireless access points, Bluetooth beacons, data scraping, location devices, security passes, tags and video cameras.

For the pilot, Mirvac leveraged XY Sense privacy-preserving occupancy sensors to capture and analyse real time space utilisation data from across the pilot space. By geofencing locations and furniture configurations, these wide coverage area sensors will reveal patterns of utilisation across different space types and allow Mirvac to test specific evaluation criteria and measure the success of pilot against measurable KPIs.

PARTNERSHIP:

Condeco booking system - a new type of booking platform.

Condeco offers a mobile application where users will be able to view their daily desk and meeting space bookings in a single screen format in the palm of their hands. Integration with one touch meeting room panels allows real time updates from app to panel. The platform will also adapt to Mirvac's changing work environment, supporting

activity based working spaces, offering a view of a variety of seating configurations within meeting spaces and equipment, ultimately improving productivity and employee engagement. Updates to desk configurations and meeting spaces are quickly and easily executed through an administration portal.

It will also enable planning for the future in our evolving workplace. The platform will assist in optimising our office performance providing analytics with insights into occupancy, meeting behaviour, booking behaviour and attendance patterns.



6. EARLY LEARNINGS

Mirvac will collate the results and lessons learned at various stages throughout the pilot's lifecycle, capturing real-time feedback and data on the space – even applying early learnings to some of its new office designs across the country. At the end of the pilot, the executive team will reconvene and review the impact across a set of evaluation criteria that map back to the initial research outcomes and provide insights on the success of the space.



FROM THE INITIAL CONCEPT INCEPTION TO DESIGN, THERE HAVE ALREADY BEEN SIGNIFICANT LEARNINGS, INCLUDING DISRUPTIONS TO SOME TIGHTLY HELD TRADITIONAL OFFICE MANDATORIES:

- » **Not every workstation needs to have a monitor and mouse** – Mirvac significantly reduced the number of screens and complete desk setups in the space, as more focused work has moved to the home for most. There are now many different work settings on offer beyond the traditional workstation to allow users to choose how and where they work.
- » **The locker is no longer sacred** – Mirvac reduced the size and the amount of locker storage. Although many people might feel they 'need'

their locker, Mirvac's data review of the utilisation says otherwise, and often these are barely accessed. Mirvac is repurposing locker real-estate for valuable collaborative space, while still offering day storage for people to drop items off as needed. The business has also seen significant reduction in the traditional file storage as businesses digitally transform.

- » **Furniture procurement doesn't have to be transactional** – Mirvac pushed the boundaries on traditional agreements with furniture partners, testing alternate solutions for a mutual partnership that supported the testing of innovative work types. This meant working on different options like leasing for large costly components to trial, and buy backs which will enable future reconfiguration and flexibility of the space based on learnings.

- » **Less static workstations does not always mean less square metres** – The flexible open-plan agenda has become a cost-saving exercise for many companies. Density has been prioritised over real choice, but now this model is being turned on its head. In fact, collaborative spaces can often need more space than traditional desk settings.
- » **We need a rethink of the metrics** – the old measurement of office value revolved around the idea of one person per 10 m² or workstations. However, when evaluating the commercial outcomes and business impact of an adaptive workplace the metrics need a rethink. Alongside employee satisfaction, reviewing levels of innovation, collaboration, engagement, team tenure, and creativity should all be considered.

7. CONSIDERATIONS

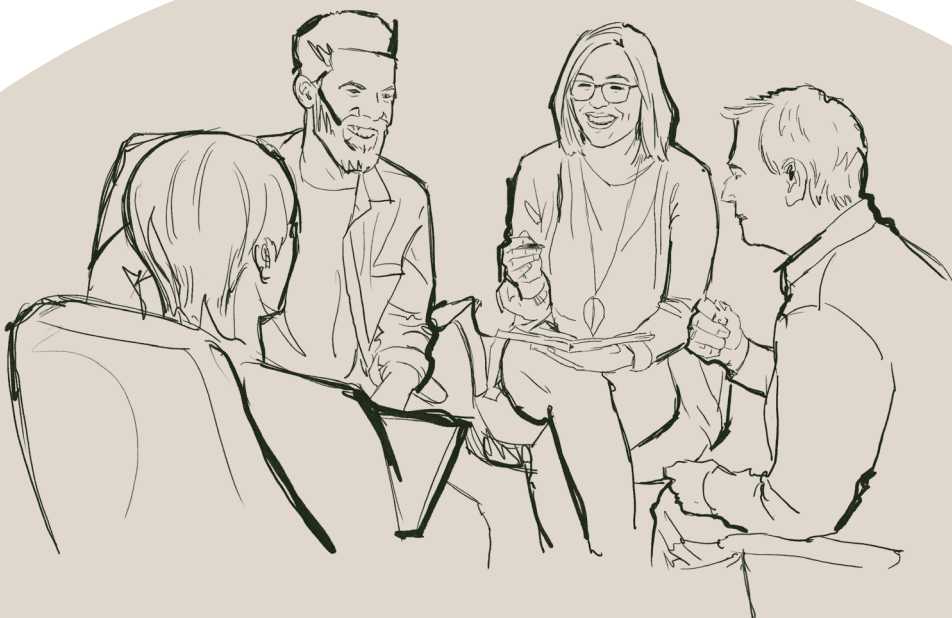
So what's the top seven factors for a successful workplace redesign?

If you're reviewing how your workforce will return to the office and wondering where to start, these are the seven key areas to consider:

- » **Talk, talk, talk (and listen!)** – engagement is key. It's not us and them, it's working together. Listening to and acting on needs, being crystal clear on changes, timings and rationale, providing forums for feedback and discussion, and above all managing expectations. If you leave the speech bubbles empty, someone else will fill them.
- » **Nurture your culture** – how do you want your team to feel? What is the energy you're nurturing? Is it calm and reflective, is it high energy and buzz? Think about the culture and nurture it through aesthetics, acoustics, scent, touch and feel.
- » **Flex everything**– this is the future, with teams and spaces flexing to embrace change, different roles, and different tasks, and with objects, like furniture, flexing for different uses. It's not starting from scratch, it's flexing with the old and the new –sustainably reusing what you can. It needs to be intuitive and simple to succeed.
- » **Plug and play** – the tech experience has to be seamless; simple, consistent, intuitive. It's as simple as that. Aligning with building tech is critical. If you barely notice the tech, you're winning.
- » **All for one, one for all** – function, comfort, safety for all. Are spaces equitable and inclusive? Who is using what space and when? What's working, what's not working, and why? There should be a variety of spaces that suit all workstyles and meet the needs of your entire workforce.
- » **Form follows function** – what is the nature of your business? What ways of working are required from your workforce to succeed? It's vital to explore the ways of working your team requires to successfully execute on your business strategy and tailor your space and design to reflect those uses. For example, as an integrated and diversified business a huge component of Mirvac's success is based on the capacity for collaboration. This means the pilot space includes a range of tools to ensure effective collaboration spaces for a variety of teams.
- » **Measure and iterate** – you can't manage what you don't measure. Setting up systems to capture and analyse data on occupancy and utilisation trends helps you to identify 'hot' and 'cold' zones across your workplace, understand the most popular configurations of space for your team and provides hard quantifiable metrics to forecast future space requirements.

The new era of work is breeding a new type of workplace. One that supports a business to respond to economic, social, and technology shifts. The value of a workplace is its ability to facilitate the most meaningful and impactful activity for a business. It's not static. It's everchanging.

We look forward to sharing updates on the Adaptive Workplace pilot as it progresses.





REIMAGINING URBAN LIFE SINCE 1972