



The world's best workplaces 2018

Lessons from the leaders
in employee experience

**The single biggest problem in design is finding out
from the client what it is that they really want.**

Syd Mead

What are the key components of an outstanding employee experience?

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

JTI Business Services | United Kingdom





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Excellent 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 attention.

Executive summary

In 2018, Leesman independently assessed the workplace experience of 151,770 employees across 971 workplaces worldwide, further bolstering what was already the largest available body of comparative data on workplace effectiveness.

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.

Understanding what makes the workplaces that achieve Leesman+ status distinctive, and how they differ to the vast majority of corporate workplaces remains a key focus for us. In 2018, 13 organisations were awarded Leesman+ certification across 28 workplaces, and their outstanding achievements are investigated and celebrated here.

With commentators now acknowledging employee experience provides the stepping stones to employee engagement, it is no surprise to see these 13 organisations remaining well clear of the global average workplaces on areas such as employee pride and the workplace being an enjoyable place to be. These workplaces are valuable assets in organisational development and performance.

This year's recipients have also had to provide additional research data to explore key variables such as occupant density, desk-sharing ratios and environmental certification. Here, our early analysis could well raise as many questions as it answers but does at least continue to disprove the much-peddled myth that open-plan workplaces are counterproductive or harmful to employee productivity, with all of the 28 Leesman+ workplaces predominantly open concepts. ☺



The following pages explore how the best are beating the rest with more insights and tools also available at leesmanindex.com/bestwork.

Perkins+Will | United States



These 13 organisations have also challenged the often-recycled idea that ‘work is a thing you do not a place you go’ by creating a series of work destinations where employees do, want to go. These spaces provide responsive, participatory work experiences that respect and support employees in the role they are employed to do.

It is this user-centric, evidence-based decision-making that is also pushing these organisations to do more to understand those employees and the findings and analysis in this report will hopefully help others realise they can achieve the same outcomes;

- ✔ Heightened employee experience delivers higher personal sense of productivity and significantly higher employee sense of pride.
- ✔ High employee workplace experience scores can be achieved irrespective of industry segment or geographic location.
- ✔ Workplaces that deliver outstanding employee experience superbly support both individual and collaborative activities.
- ✔ Choice remains a key ingredient in success with Leesman+ spaces consistently excelling with the availability of a ‘variety of different types of workspace’ and ‘informal work areas and break-out zones’.
- ✔ Outstanding employee experiences are being delivered in both large and small spaces and with both high and lower density occupation.
- ✔ But we do see that delivering high-performance unassigned seating workplaces requires around 20% more space per-person than the equivalent assigned workplaces.



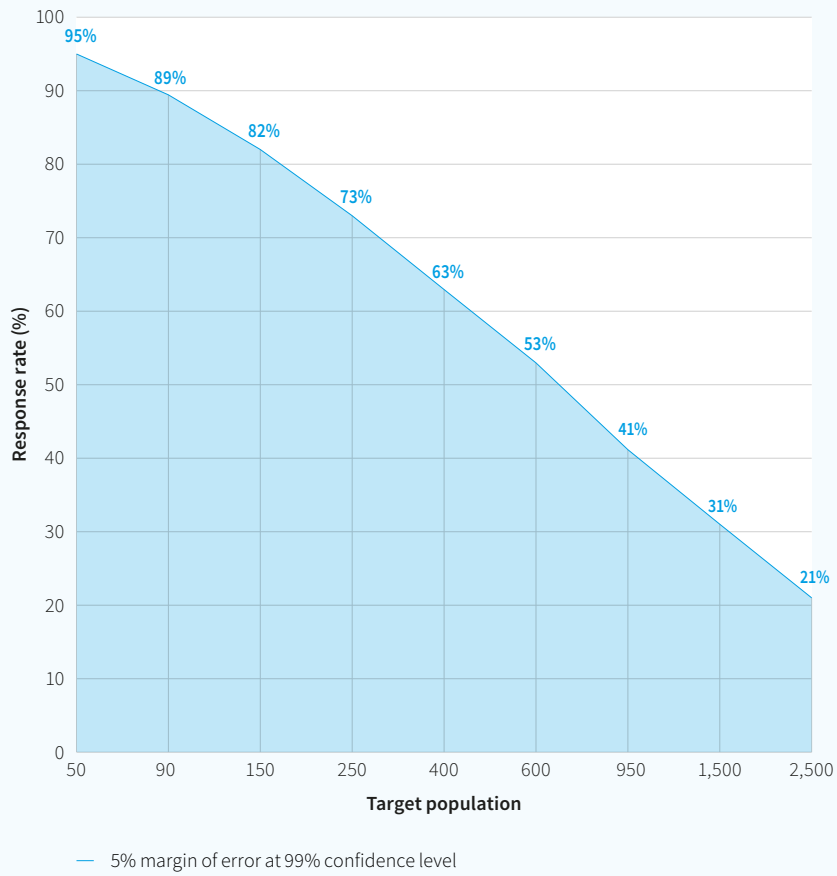
2018 certifications

Organisation	Sector	Location	Lmi	Type
Coca-Cola European Partners*	Food & Beverages	Sweden	84.4	●
*Highest performing Leesman+ to date				
1 Perkins+Will	Architecture & Planning	United States	83.6	●
2 Standard Chartered Bank	Banking	China	82.6	●
3 Johnson & Johnson	Pharmaceuticals	Colombia	82.3	●
4 Standard Chartered Bank	Banking	China	81.7	●
5 Morgan Stanley	Financial Services	United Kingdom	81.4	●
6 JTI Business Services	Tobacco	United Kingdom	80.8	●
7 Danske Bank	Banking	Lithuania	80.8	●
8 Standard Chartered Bank	Banking	China	80.2	●
9 Perkins+Will	Architecture & Planning	United States	79.0	●
10 Telenor	Telecommunications	Pakistan	78.6	●
11 Standard Chartered Bank	Banking	India	78.4	●
12 Commonwealth Bank of Australia	Banking	Australia	77.1	●
13 Standard Chartered Bank	Banking	Poland	77.1	●
14 Standard Chartered Bank	Banking	India	75.9	●
15 Trip Advisor	Leisure, Travel & Tourism	United States	75.7	●
16 Standard Chartered Bank	Banking	India	75.7	●
17 Perkins+Will	Architecture & Planning	United States	75.2	●
18 Juniper Networks	Computer Networking	India	74.7	●
19 IKEA Business Service Center	Retail	Poland	74.2	●
20 Standard Chartered Bank	Banking	Oman	74.1	●
21 Standard Chartered Bank	Banking	India	73.0	●
22 Standard Chartered Bank	Banking	South Korea	72.7	●
23 Standard Chartered Bank	Banking	India	72.3	●
24 Standard Chartered Bank	Banking	India	71.8	●
24 Standard Chartered Bank	Banking	India	71.7	●
26 Skellefteå Kommun	Government Administration	Sweden	71.5	●
27 Honeywell	Electrical/Manufacturing	Malaysia	71.5	●
28 Standard Chartered Bank	Banking	Philippines	70.6	●
Average Leesman+ score			74.0	

Data reported at 31.12.2018

Post-occupancy ●
Other ●

Leesman+ qualification response rate requirement



What is Leesman+

Our employee experience survey examines all aspects of how a workplace is functioning for employees, focussing on three main areas:

Activities

Which work activities are important to employees, how well each is supported and how needs differ across the organisation.

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.

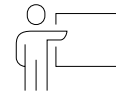
Responses from the activity and impact sections are used to calculate the Leesman Lmi effectiveness score on a 0–100 standardised performance scale. The results from all sections are then processed using our advanced analytics tool. This provides an in-depth report that details employees' needs and assesses 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 globally 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.

And there is much to learn from these workplaces; the data we gather from Leesman+ certified buildings offers a unique window into which services and infrastructures make the greatest difference to an employee's working day. The data from all Leesman+ certified workplaces is aggregated into a single data group and offered for comparison in all client reports, allowing all clients to leverage this data to fuel better business decision-making.

Importantly, no single sector, country or building type dominates the list of Leesman+ qualified workplaces, proving that there isn't one underlying factor or workplace ingredient guaranteed to deliver high performance. Success is more about tailored solutions built around a deep understanding of what employees do in their roles.



Activity

+



Impact

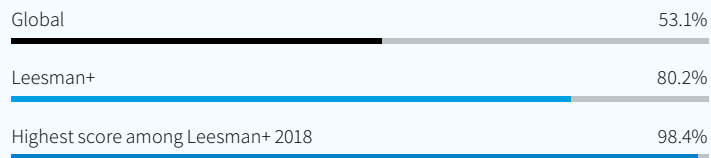
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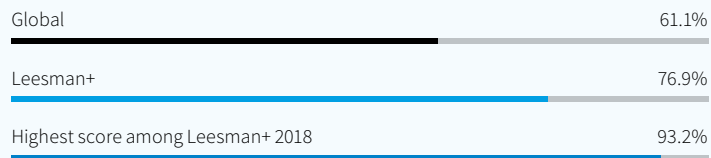
Lmi



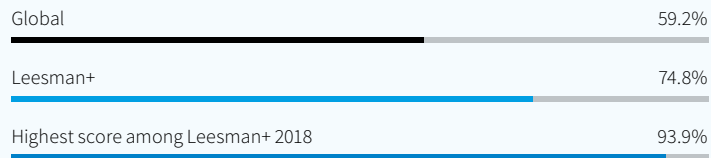
Pride



Productivity



Sense of community



Data reported at 31.12.2018

Measurable outcomes

The Leesman+ certification acknowledges outstanding employee workplace experience, so this group of elite, high-performance workplaces will, by definition, have higher scores across almost all lines of enquiry in the Leesman survey. But, by assessing the differences between the Leesman+ workplaces and those making up the rest of the Leesman global database, we can identify with greater accuracy than ever before the key components of success and, in doing so, help others achieve the same.

When we look at the activities employees state as important to them in their work, it is of note we see the largest differences between Leesman+ employees and global respondents around ‘thinking/creative thinking’ and ‘relaxing/taking a break’ with gaps of 21.4 and 20.7 percentage points respectively.

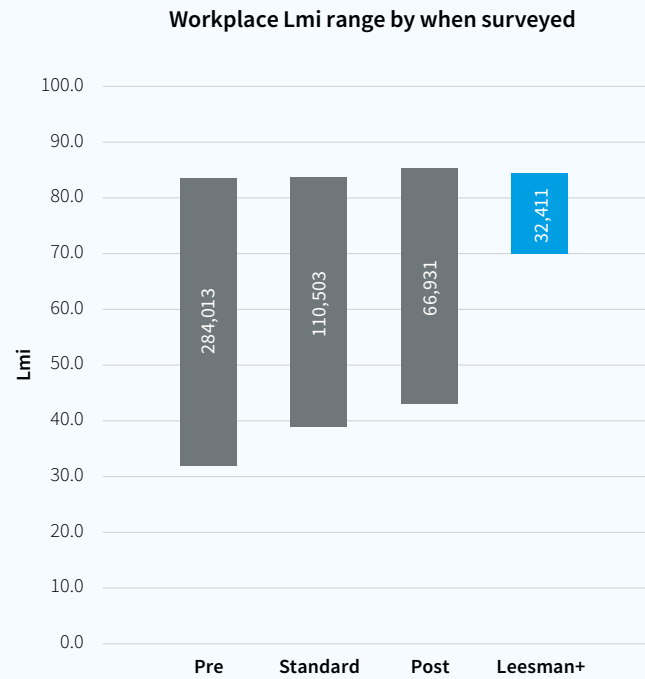
The Leesman+ workplaces consistently record exceptional scores in all Leesman workplace impact statements, including those relating to corporate image, workplace culture and employee productivity, leaving little doubt that these spaces are key assets in organisational performance, corporate resilience and competitive advantage. But we consistently find that the Leesman+ group of workplaces are furthest ahead of the rest when it comes to employee pride, with 80.2% of employees saying that they are proud to bring visitors to their workplace, compared to just 53.1% across all workplaces globally. This difference further validates the notion that the world’s most effective workplaces are an integral driver of employee engagement.

When we then come to look at the activities employees state as important to them in their work, it is of note we see the largest differences around ‘thinking/creative thinking’ and ‘relaxing/taking a break’ with gaps of 21.4 and 20.7 percentage points respectively. These two activities are among the five activity *sentiment super drivers* that our previous research identified as key drivers of all aspects of employee workplace experience.

Leesman+ buildings have an outstanding track record for providing infrastructures that support both of these activities. Too often we see collaborative activities being promoted at the expense of space to support the concentrative work, but a true catalyst workplace successfully supports both. ☺



80.2% of employees within a Leesman+ building are proud to bring visitors, compared to just 53.1% across all workplaces



Data as at 31.12.2018 and for buildings with >50 respondents

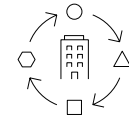
Delving further into the physical infrastructures, and as in previous years and previously published content, we find the highest satisfaction gaps between Leesman+ and the global benchmark are in 'variety of different types of workspace' (+31.8 percentage points), 'informal work areas/break-out zones' (+31.1 percentage points), 'atriums & communal areas' (+30.7 percentage points) and 'general décor' (+28.6 percentage points). This data shows how outstanding workplaces often provide features that others struggle to justify, serving then as a warning to those facing value engineering exercises: be wary of engineering out the very elements employees value most.

But perhaps of greatest interest to us as we longitudinally compare the progress of the Leesman+ qualified spaces is how specific workplace elements that our early research revealed as major blockages to excellent employee experience are no longer the obstacles they once were. When comparing the scores of the Leesman+ buildings in 2015 against those of 2018, the largest increases in satisfaction are in 'variety of different types of workspace' (up 21.8 percentage points from 46.7% satisfaction in 2015 to 68.5% in 2018) and 'quiet rooms for working alone or in pairs' (up 20.4 percentage points from 41.0% to 61.4% satisfaction).

This year-on-year improvement is exciting evidence that organisations are acting on the insights our research uncovers, confident in the knowledge they are extracted from a dataset of a magnitude never before available.

That said, some features have seen a decrease in satisfaction: 'ability to personalise my workstation' has the largest decrease compared to 2015, dropping 13.5 percentage points, almost certainly as a consequence of the increase of flexible and unassigned workplace solutions. As a result, there is practically no difference in employee satisfaction performance between all Leesman+ workplaces and the global database on both 'ability to personalise my workstation' and 'personal storage'.

The proportion of employees that consider their workplace to have a positive impact on the environmental sustainability of their organisation has increased by 16.7%.



31.8% percentage point difference for 'variety of different types of workspace' satisfaction between Leesman+ and global average

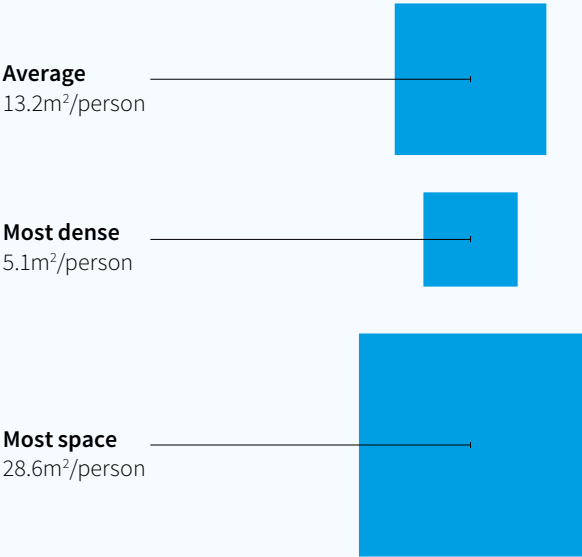
Commonwealth Bank of Australia | Australia



How the best do it

The strategies behind the world's best workplaces differ among clients, 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' not only being a thing you do, but also a place you actually want to be.

Size spectrum of Leesman+ workspaces



How – does size matter?

The 2018 Leesman+ buildings include both small and large workplaces, with the smallest just over 900m² net internal area (NIA) and the largest at 35,000m². This contrast shows that it is absolutely possible to offer an outstanding workplace experience in workplaces irrespective of their given size.

Perhaps more surprisingly though, the 2018 Leesman+ workplaces reveal a large variation in the amount of space provided per employee: the densest workplace has 5.1m²/person whilst the least-densely occupied has 28.6m²/person. The average across all 28 is 13.2m²/person.

It is also worth considering that the amount of space per person varies significantly between geographical regions; all of the workplaces with less than 8m²/person are located in Asia, averaging 11.1m²/person, while the North-American Leesman+ workplaces have the highest, averaging at 18.4m²/person.

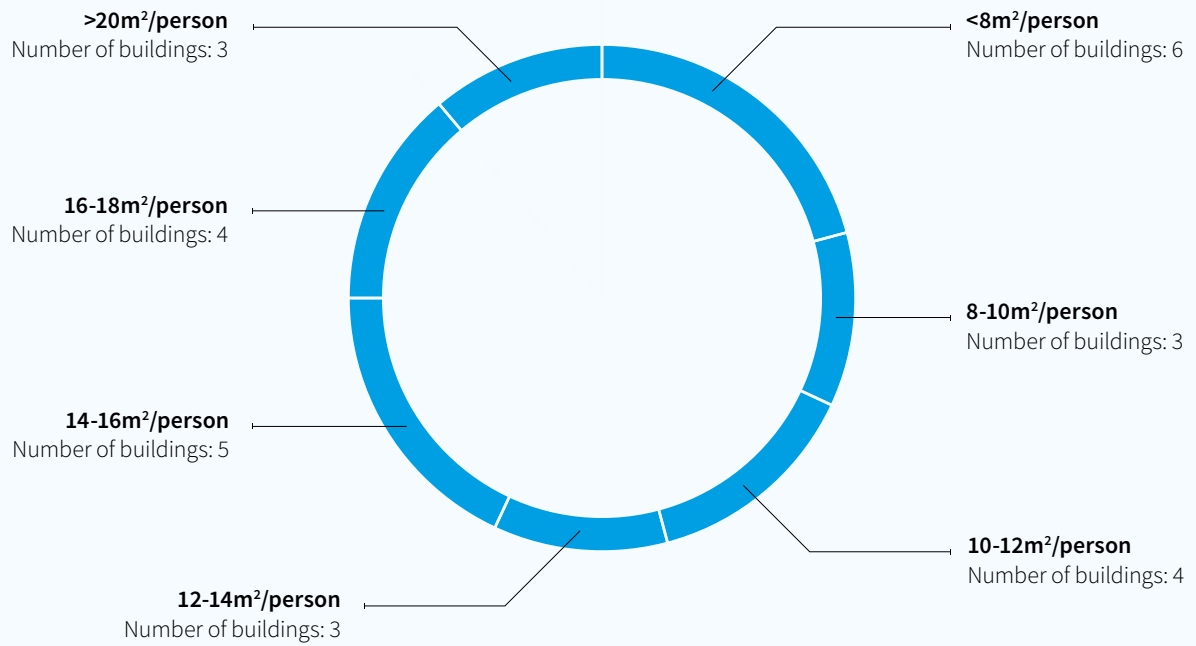
The amount of space that is required in order to not hamper the experience is different depending on geographical location.

Workplace experience is impacted by variations in our expectations, so, whether or not it would be possible to create an outstanding experience with 8m²/person in countries where the norm is significantly higher than that remains to be seen, but the data suggests that the amount of space that is required in order to not hamper the experience is different depending on geographical location. What leads to a good experience in India may not be the same in the US. ☹



All of the workplaces with less than 8m²/person are located in Asia, averaging 11.1m²/person, while the North-American Leesman+ workplaces have the highest, averaging at 18.4m²/person.

Distribution of Leesman+ 2018 workplaces by amount of space per person



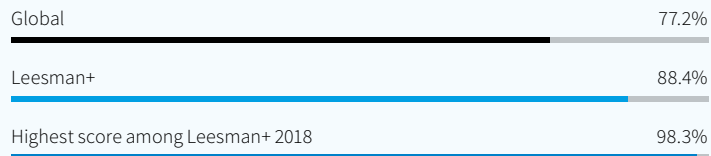
With that in mind, no clear pattern could be found between the amount of space provided per person and the experience scores across the 28 2018 Leesman+ buildings. Both the Lmi scores and other key indicators, such as productivity, are evenly distributed; among the densest workplaces there are Lmi scores just above 70 but also some Lmi 80+ scores, and the same applies to the workplaces that are more spacious.

Employees in a wide range of office densities can still be highly productive.

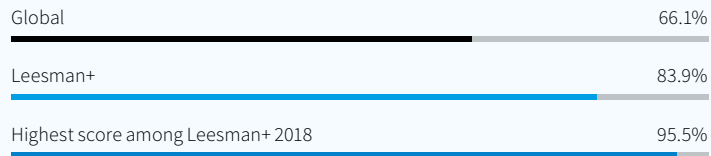
We also found that employees in a wide range of office densities can still be highly productive: four Leesman+ 2018 workplaces achieved a productivity agreement of above 90% and the amount of space in these ranges from 10.5m²/person to 28.6m²/person. The Leesman+ 2018 workplace that scores highest on whether the workplace enables people to work productively (93.2%) is also the workplace with the highest satisfaction (89.5%) with 'space between work settings'. And interestingly, it does so with 14.8m²/person, while the lowest satisfaction with 'space between work settings' is reported in a workplace with 16.3m²/person. When it comes to experience, both the perception of space and the expectation of the space play vital roles in how a workplace will be received.

Key findings

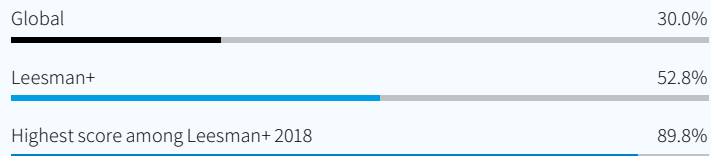
Support for 'Individual focused work, desk based'



Support for 'Individual focused work, away from your desk'



Satisfaction with 'Quiet rooms for working alone or in pairs'



How – open or enclosed?

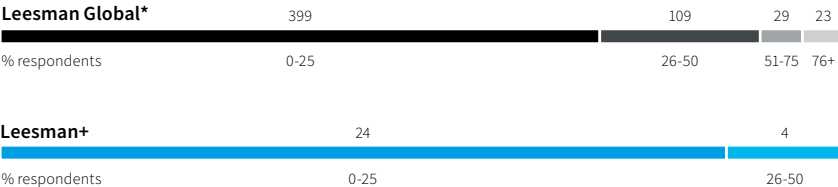
While the 2018 Leesman+ workplaces represent a range of sizes and workplace concepts, they have one thing in common: openness. All of the 28 Leesman+ workplaces are predominantly open concepts where the majority of employees work in a setting other than a private or shared enclosed office, further disproving the popular claim that open environments do not work. Just four of the 28 Leesman+ buildings have 25–50% of the employees reporting that their main work setting is in an enclosed office.

All of the 28 Leesman+ workplaces are predominantly open concepts.

Just 9% of the 560 workplaces of ≥50 respondents surveyed by us in 2018 had greater than half of their employees accommodated in shared or private enclosed offices, but none of these 52 workplaces qualified for a Leesman+ certification. Private or shared offices are simply not a common feature of the world’s best workplaces. Across the 28 Leesman+ 2018 workplaces, the space with the highest proportion reporting having a private office was 11% of respondents, while the proportion is less than 6% in all the 27 other spaces. Of the 11,760 respondents in the 2018 Leesman+ workplaces, just 2% have their own private office and their collective Lmi is beaten by the Lmi of those with a designated workstation in an open-plan office area, as well as by those working from a flexible setting.

Our research continues to challenge the common misconception that a more open concept without private offices will automatically be devoid of options for visual and acoustic privacy for those who sometimes need it. This scenario is clearly not the case if the workplace solution is properly considered and the solution is well crafted. Ⓣ

Distribution of workplaces surveyed in 2018 by % of employees working in shared/private offices



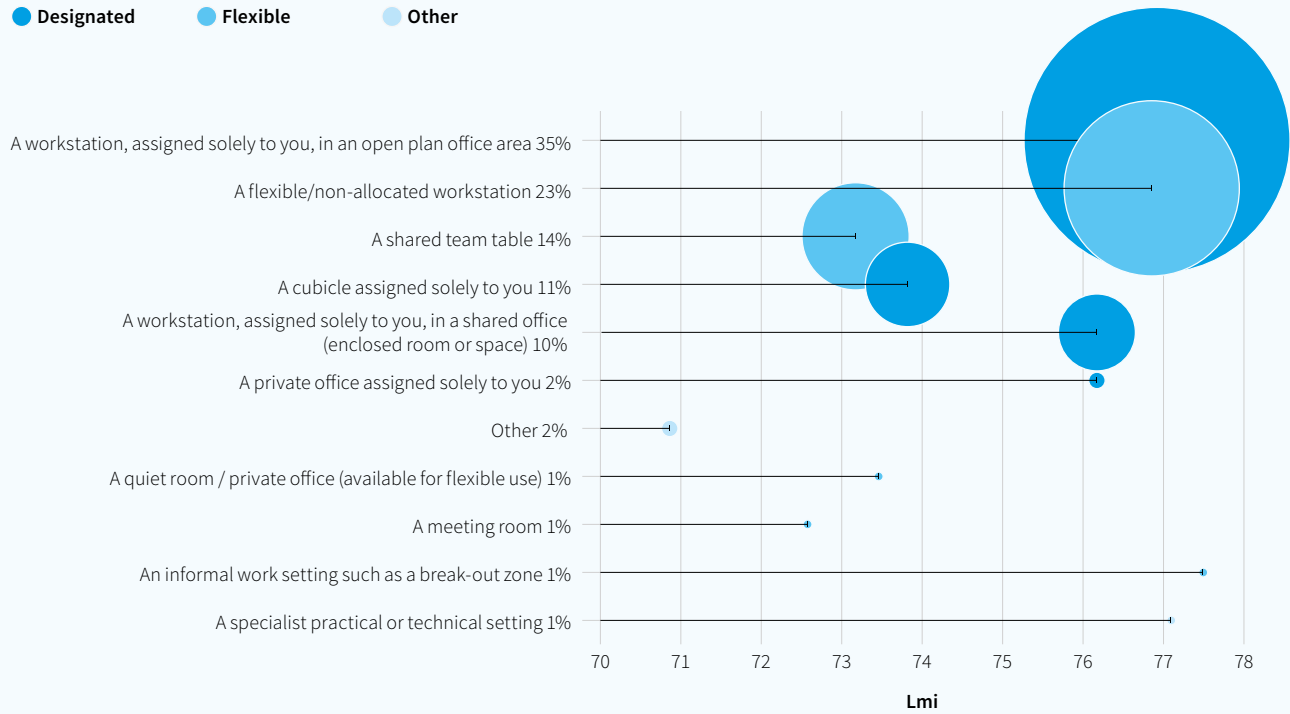
* ≥50 respondents



11% highest proportion of respondents selecting private offices from any Leesman+ 2018 workplace

Leesman+ 2018 respondent distribution across work settings

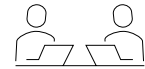
● Designated ● Flexible ● Other



The Leesman+ 2018 buildings brilliantly showcase how to successfully provide privacy in the form of quiet rooms that are for flexible use. Once again, and perhaps as a consequence of our early identification of this issue, this feature is where we have seen one of the largest increases in satisfaction among Leesman+ buildings in the past years, suggesting that quiet rooms are becoming a standard part of the best workplaces. An annual comparison reveals scores from Leesman+ buildings in 2018 are at an all-time high with 61.4% of respondents satisfied, an increase of 20.4 percentage points since 2015.

The management of noise levels is also often viewed as a challenge to open concepts; however, in 2018 we witnessed some remarkable results. The highest satisfaction with noise levels across the Leesman+ 2018 buildings is 72.3% and was reported at a workplace with more than 1,000 employees. In this space only 0.7% of the respondents work in a private office and 8.1% have a designated desk in a shared enclosed office, but the majority of the employees have a designated desk in an open-plan office area. This example is further evidence against the binary open-plan witch hunt, which so often sweepingly claims that all open concepts are plagued by noise and disturbances.

Building on the excellent satisfaction scores with noise levels this year, we have also seen outstanding supports scores for individual focused work. Individual focused work, both at and away from the desk, are at an all-time high across Leesman+ in 2018 compared to previous years. Out of all Leesman+ respondents in 2018, 91.4% say that their workplace supports desk-based individual work while 86.3% also feel supported in individual focused work that is done away from the desk. Our previous analysis has shown that individual focused work is the foundation stone of workplace effectiveness and the strongest driver of whether employees experience their workplace supporting getting things done. The 2018 Leesman+ open space concepts are definitely striking the balance.



20.4 percentage points increase in satisfaction with 'quiet rooms for working alone or in pairs' in Leesman+ spaces 2015 to 2018

Work settings groups

● Designated

● Flexible

● Other

6,764

respondents at designated work setting

Overall
Lmi 76.2

4,600

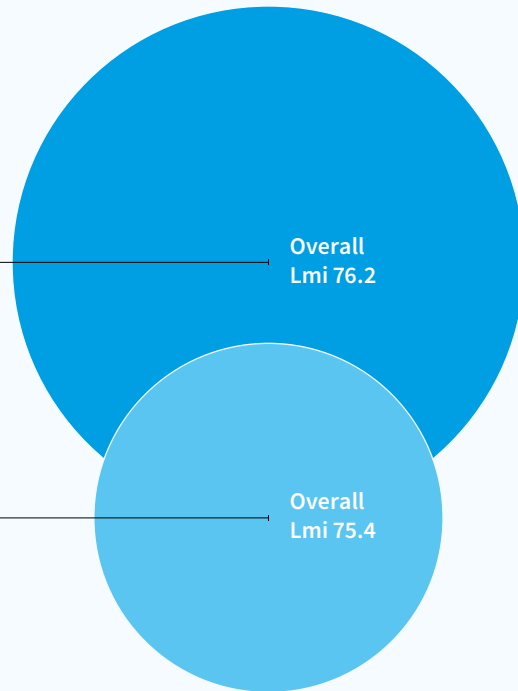
respondents at flexible work setting

Overall
Lmi 75.4

262

respondents at other work setting

Overall
Lmi 72.4



How – assigned or flex?

The 2018 Leesman+ buildings show that flexible working, when done well, can be a contributing factor to outstanding experience. Of the 28 2018 Leesman+ buildings, 8 are reported to have a fully flexible arrangement where no workstation is assigned to a particular individual, 10 have a fully designated arrangement, while 10 workplaces are reported to have a mix of both flexible and designated workstations.

Interestingly though, when comparing the intended proportion of designated and flexible settings in each building against the perception that the respondents have of the type of setting they use, we do see some misalignment. While an organisation might consider all workstations to be unassigned, we typically see a proportion of employees who believe they have a workstation assigned solely to them.

One explanation may be that the predominantly flexible Leesman+ workplaces do not typically have aggressive desk-sharing ratios. Although one space reported a ratio of 1.75 persons to a desk, all others flex solutions have a ratio below 1.35 and a few even had more desk-based positions than employees assigned to the workplace. Even though desks in these spaces are unassigned, employees can probably 'own' a desk for the day and, with relative certainty, know that they can sit in the same place when they return the following day.

The 2018 Leesman+ spaces also evidence that flexible solutions can be successfully delivered in workplaces of all sizes. The smallest, predominantly flexible workplace among the group is just over 900m² and accommodates approximately 70 employees, while the largest one is a building of 35,000m² accommodating nearly 3,000 employees.

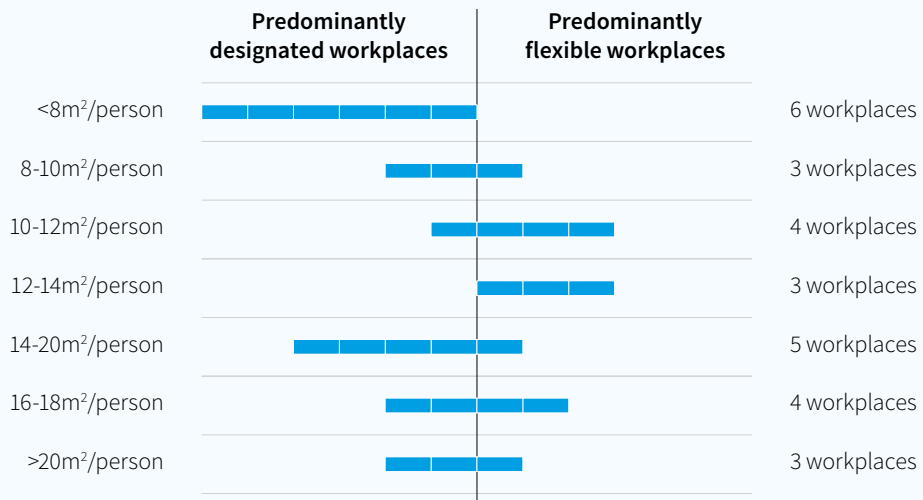
Interestingly, the success of the flexible spaces may relate to the physical space made available. Our high-performing, flexible workplaces tend to have slightly more space than their designated workspace solution peers, with an average of 14.8m²/person, compared to 12.2m²/person, respectively. However, averages can sometimes be misleading; the designated Leesman+ workplaces distribute between rather dense space utilisation with less than 10m²/person, or more generous space allocation with more than 14m²/person. Meanwhile, the flexible Leesman+ workplaces are more evenly distributed in the mid-range.

Our data nonetheless shows that desk sharing does not necessarily mean less space. Successful employee experience outcomes are using unallocated desk strategies complemented by a variety of other types of settings, giving employees choice of where best to undertake the activity they are about to do. Across the high-performance flexible workplaces, all have scored above 70% satisfaction on 'variety of different types of workspace' and the average satisfaction across these buildings is 86.5%. ☺

86.5%

Average respondent satisfaction with 'variety of different types of workspace' across the high-performance flexible workplaces

Designated vs flexible space needs



This figure is significantly higher compared to the designated Leesman+ workplaces with an average satisfaction of 57.9%. This points to ‘variety of different types of workspace’ being a powerful counteragent to the negative perceived impact of removing employees’ individual desk allocation. The overall satisfaction with variety across the entire global database is just 33.7%.

There are some assigned-desk Leesman+ buildings that have also achieved outstanding satisfaction scores with ‘variety of different types of workspace’, but most notably the workplace with the highest satisfaction score at 95.8% is one of the fully flexible workplaces. This workplace, accommodating more than 700 employees, scores the highest on many key indicators: including productivity (93.2%), sense of community (93.9%) and corporate image (98.6%). Despite being fully flexible, it also has the highest satisfaction with both ‘desk’ and ‘chair’ (95.9% and 94.2% respectively). These two features often face additional challenges in flexible environments, with employees having to accept limitations to the extent to which they can personalise their setting.

This leading, fully unallocated workplace also scores highest on ‘quiet rooms for working alone or in pairs’ (89.9%) and ‘informal work areas/breakout zones’ (96%). With a satisfaction score of 88.5% for ‘accessibility of colleagues’, it also demonstrates that this aspect of experience does not necessarily have to be compromised in flexible workplaces.

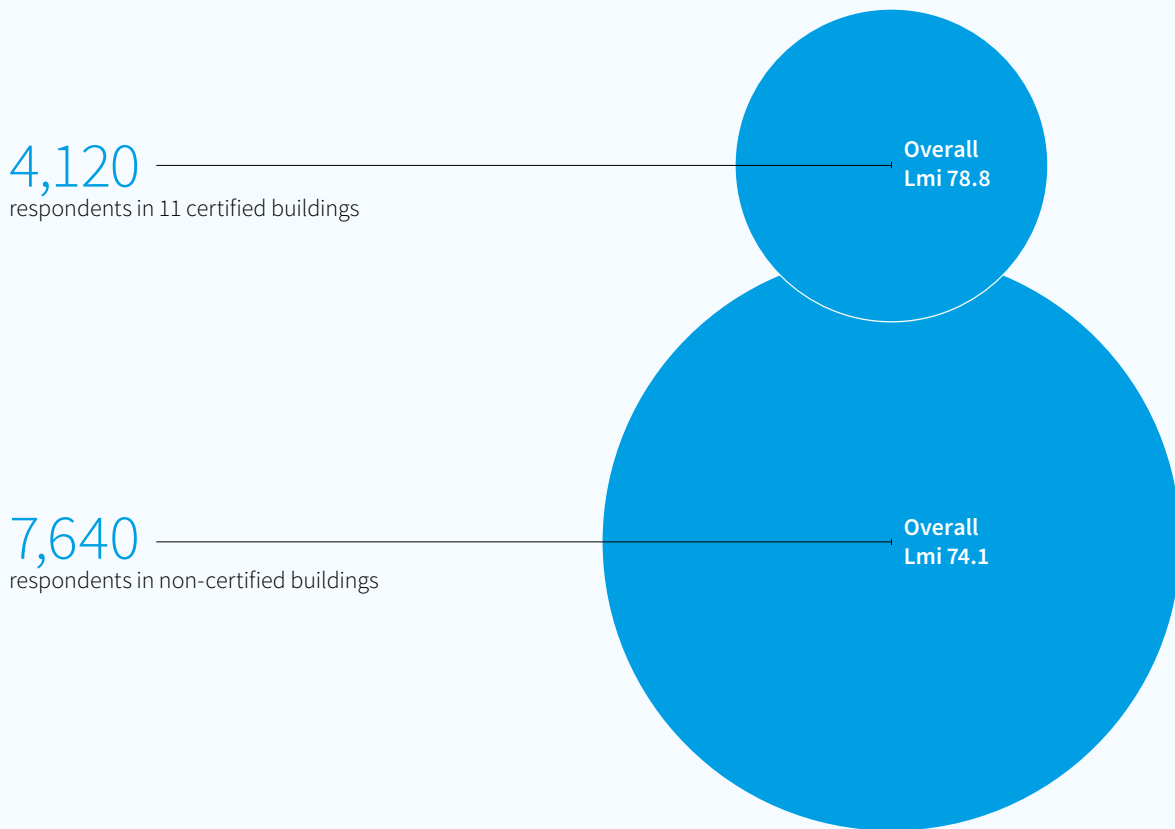
Most Leesman+ workplaces with flexible seating reported the adoption of solutions with some sort of neighbourhood system, where the employees have a home base or team area assigned to them. Of the 11 workplaces with a majority of work settings in flexible use (based on design intent), eight have chosen to allocate employees to a neighbourhood or team area within a floor, while one has chosen to assign each employee to a certain floor rather a specific part of the floor. Only two of the predominantly flexible workplaces do not have any sort of neighbourhood system in use; however, these two are among the smaller offices (1,000–2,000 m² in total).

How people use the space they’re given also plays a role in how they view the space. A look at the internal mobility profiles, i.e. how sedentary vs. mobile the respondents are within their office, shows that those employees who utilise the widest range of settings generally have a better workplace experience. Across the Leesman+ 2018 respondents who work from flexible settings, the group who say that they perform most/all of their activities at a single work setting have the lowest Lmi at 73.0, while the Lmi for those who say they use multiple settings and rarely base themselves at a single setting is at 80.1. The higher score for the more mobile employees is in line with results we most often see in all activity-based workplaces, with the difference that the most sedentary group often has a significantly lower Lmi. In other words, it seems as if the flexible Leesman+ buildings set themselves apart by also being able to offer a good experience to those employees who do not work in a mobile way.

33.7%

Average respondent satisfaction with ‘variety of different types of workspace’ across global database

The value of building certifications



How – does environmental certification make a difference?

Across the 28 buildings that qualified for Leesman+ in 2018, 11 reported receiving environmental sustainability certifications. However, 16 of the Leesman+ buildings do not have any other certifications and one reported tracking LEED best practice but not having officially gone through the certification process.

Of the 11 with certified environmental sustainability certifications; 6 are LEED certified, 4 BREEAM and 1 Green Star. Two of the certified workplaces have, in addition to the environmental rating, also received wellness certifications; both are Fitwel certified while one of them is also WELL certified.

In total, there are 4,120 respondents in the 11 certified buildings and 7,640 respondents in non-certified buildings. A simple comparison between the two groups shows that the overall Lmi is slightly higher in the certified buildings—Lmi 78.8 on average compared to Lmi 74.1 across the non-certified buildings, pointing to the overall employee experience being marginally better in the certified buildings.

A more detailed comparison suggests that the largest benefits of building certifications show not where you might think amongst the more engineering aspects of workplace, but in the less tangible areas around pride and image; the proportion of employees that are proud of their workplace is 14.8 percentage points higher in the certified buildings compared to the others, while it is 13.4 percentage points higher for image.

In fact, the certified Leesman+ workplaces struggle to outperform the non-certified features where we might expect them to shine. In comparison to the non-certified buildings, the largest negative difference is in temperature control – 39.5% of employees in the certified buildings are satisfied compared to 56.7% in the non-certified buildings.

The certified buildings do score higher than the non-certified buildings on all Leesman workplace impact indicators although, surprisingly, the proportion of employees who perceive that the workplace has a positive impact on the environmental sustainability of the organisation is not where the gap is the largest; the score among the respondents in certified buildings is only 7.4 percentage points higher compared to non-certified.

One exciting development is that the score for environmental sustainability across all Leesman+ buildings has improved year on year since 2015, likely as a result of an increased corporate awareness regarding environmental sustainability. While only 61.3% of the respondents in the Leesman+ buildings of 2015 agreed that their workplace had a positive impact on the environmental sustainability of their organisation, the 2018 result had increased to 78.0%.

35%

Proportion of 2018
Leesman+ respondents
in environmentally
certified workplaces

Danske Bank | Lithuania



Sharing competitive advantage

Nearly 100 workplaces have achieved Leesman+ certification since 2012. Those who have delivered these projects can be rightfully proud of the elite status of their achievements. Here, Johnson & Johnson, TripAdvisor and Standard Chartered Bank offer their views on what their 2018 additions to the list mean for them.



Creating meaning through moving

Jon Sheh, Director of Workplace Strategy at J&J, talks about how J&J Bogotá enhanced culture and community through relocation

Q Tell us about the Bogotá project

We had three businesses already in Bogotá and we also wanted to bring a shared services group there. In total it was around 1,000 people from four different areas we are bringing together. The idea that the company is making a commitment to Bogotá is a sense of pride for the entire Bogotá-based company.

Q What was the initial response from employees about the move?

While people were excited about the long-term commitment of J&J, there was an understandable amount of uncertainty. People had concerns about the location and how it would affect their commutes and the need to change work behaviours. A big part of overcoming those concerns was the tremendous leadership from sponsors who supported the concept of moving out of a traditional office environment and into activity-based work.

The reality is there are few offices in Bogotá that have activity-based working; the new J&J setting is really pioneering in modern workplace strategy.

Q How did you take that pioneering spirit into design?

Before we started planning, we walked through all of the different activities that people need to do during the day, which allowed us to design purposefully for the space our employees needed. Having a variety of space settings was important to us, and the design team went through a number of iterations to strike the right balance while staying within the programme boundaries.

With specific tasks in mind, we included small privacy areas dropped right into the work environment. We also physically arranged the floorplan layout to have a clear distinction between open focus and open collaborative to allow people to do both. ☺

Lmi
82.3

Johnson & Johnson

Bogotá

Colombia

April 2018

Images © AEI and
Juan Fernando Castro



Q It can be difficult to get people to embrace activity-based working.

How did your team approach it?

Because the leadership team was so supportive of activity-based working, there was a quick uptake of the new spaces. One of the things that proved this was how quickly and correctly the Bogotá employees made use of the team dens. In other cities, we've seen these get used as meeting rooms instead of collaborative team areas like they were intended, meaning they are unfortunately sometimes underutilised. In Bogotá, it was the opposite – we wondered if we had enough of them!

Q It's amazing to have such a positive response early on.

Was there an incentive to keep adapting the space after completion?

We found that strong change management throughout the moving process helped to set people up for success within the space.

Four months after the move, we did the Leesman survey and we also did a utilisation analysis. Both were hugely helpful. In the utilisation analysis, we discovered that certain settings weren't being used, so we asked the employees why they didn't use the space. We discovered that those spaces didn't have the technology that they wanted and so we updated those areas.

Q Hospitality spaces are understandably very important to employees.

How did you make the Bogotá spaces stand out?

We moved into a brand-new building that had a rooftop café area open for all the residents of the building to use and a food court at the bottom. Because of the existing food court, we decided not to do a full kitchen in our cafeteria. But the cafeteria was built with such a nice fit out and great views, people want to be there, so there's an over demand on that space right now. We're being challenged by our own success!

In all of our business lounges, we serve wonderful high-end Colombian coffee, so that is a huge pull.

Unfortunately, due to the base building configuration, our business lounges don't have natural light, which is something we always try to achieve in the lounges. We managed to use this to the space's advantage by giving them softer light. This has created a more tucked-away experience with booth settings. They are very popular.

We also have local and biophilic wall graphics—line drawings and wood carvings depicting things tied to the local culture. It's amazing how much this art has given our employees a sense of pride around who they are and where they are. This whole deployment raised their sense of personal value to J&J and to their community around them. ☺



Q What an incredible result. It's clear that the attention to detail is a key part of this deployment's success. You also made an effort to engage the local community, tell us a bit about that.

Next door to our facility is a home for elderly people who have no way of fully and comfortably supporting themselves. They have a garden that our windows literally look down on where they grow herbs, vegetables and flowers. J&J sponsored planting their whole garden. We've also partnered with them in other ways. As a thank you, they made picture frames for the entire team and gave them out at our grand opening. I have mine at home on my desk as a reminder to think beyond the Johnson & Johnson community.

We also had an employee family day when we opened and around 1,000 people showed up! Almost double the population of what we had in the building at the time. It became a connection point for the whole community; people from the neighbourhood, including the residents from next door, attended. That led to everybody feeling like this was a milestone for the whole area, not just J&J. It's what we try to accomplish with every project.

In a way, this project increased everybody's value proposition. They felt their own importance in this space more than they did in what they were in before.

Q This particular project has turned out to be pretty special. Can you pinpoint what created that?

Interestingly, there's nothing unique about the fit out in Bogotá compared to our other buildings. It's actually denser than most projects, which is interesting. The floor plate is approximately 14,000sq.ft., the ideal is 25,000sq.ft., but we made it work; there was a lot of creativity that went into it. Giving every person in the space access to closed spaces when they need them is a huge cultural shift. Closed spaces were historically just for leadership. In a way, this project increased everybody's value proposition. They felt their own importance in this space more than they did in what they were in before.

Q What else contributed to making this space a success?

The right leadership is paramount. The right leader can use democracy to increase their influence, with the wrong leader, democracy decreases their influence. Having the right leaders in place was key on this project. Also having a really strong change manager. We had a change manager who worked with the J&J people all the way through the process, and was physically with them, which was critical. ⬇



Another key component was the transition between the change manager and the Facilities Management team. We started off by calling the transition a 'handover' and we changed it to an 'acceptance' to really emphasise that the local FM team were picking up ownership of the workplace experience for the people there. While the project is live, the company relies on the change manager who goes away when the project is done, so who maintains a high level of workplace experience? When new hires join, how do they know what the workplace culture is? It's not only HR who owns that, it's part of facilities. The Bogotá Facilities department teamed up with HR, so when we're onboarding people, Facilities engages with new employees about what this work environment is.

Q You also mentioned time and place earlier

Absolutely, time and place are key. One of the general managers in Bogotá tells me that he now has a second job touring other companies through the space. He's yet to give the tour where he hasn't received a résumé from somebody saying they'd like to work there.

I actually think the Latam business environment is at a better moment for this concept than the northeast United States. There's a certain element of timing, and a certain component of what the starting point is. Enhancing the workplace experience by moving people into a building that they view as world-class is a huge advantage right from the start.

Q What would you have done differently?

We could have added more depth and hominess with the décor and the greenery. And we can still do that now. There are certainly some really cool spaces there, but they need to continue to evolve and grow.

Q And is there an appetite to continue evolving?

There is an appetite for it but there's also an attitude that it's a project and it's done. That's something we're working on in 2019; the focus of our global programme is shifting from 'how do we create these spaces?' to: 'how do we sustain and operate these spaces to make them even better?'

The future involves many more facets of expertise than just maintaining what's there.

Long-term, if we operate the spaces well, we can see them operating at their full potential. We could get a Leesman result three months after move-in that's not very good, but three to four years after moving in we could get an amazing score. Some of the models that came out of the Bogotá 'acceptance' plan are going to be rolled into our global programme. We're constantly asking ourselves: how do we do it better? The 'facilities guy' that wears the blue shirt with the nametag on it and walks around with a clipboard isn't going to cut it, that's the past. The future involves many more facets of expertise than just maintaining what's there. And one of those facets is the workplace experience, which is driving a need for diversity in our FM teams.



Read more about Leesman's research on The Workplace Experience online at www.leesmanindex.com/research/



The road less travelled

In Boston MA, TripAdvisor has created a unique environment, completely independent of its nearby HQ.

TripAdvisor's first office in 2000 – above a pizza restaurant in Needham, Massachusetts – was unlikely to earn it many stars. But the travel giant has maintained firm links to the Boston area since its launch, with two offices within the city – its 282,000 sq ft headquarters in Needham and 71,000 sq ft across two floors in a multi-tenanted building in the centre of the city.

While close in proximity, the two buildings differ in terms of their occupants, design and use. “We like to keep things consistent. A TripAdvisor office should always feel like a TripAdvisor office but we don't want a cookie-cutter solution, it should be a different experience office to office,” explains Karen Mendoza, the firm's senior office experience manager. “The Boston office has a unique DNA because it's so close to HQ. We find that comparisons are made between the two, more so than with other offices.”

But the demographics are very different with a much younger workforce working in Boston's trendy North Station district, where neighbours include Converse. The former 20th-century biscuit factory, described by one employee as the millennial's dream, is built around collaboration with numerous break-out spaces from informal seating to the central café and bar area where people meet, socialise and brainstorm. The semi-industrial feel pervades with exposed lighting and huge factory windows throwing natural light throughout the space. With the city on the doorstep, however, the teams have access to a greater variety of choice in terms of food, drink and exercise which Needham's occupiers don't enjoy. There is also a greater focus on sustainability in the Boston site, with employees working closely with the workplace team to reduce plastic use such as straws and cups. “Boston is very much leading the way and we use pilots there before we roll them out to the rest of the portfolio, thanks to its younger, more environmentally-conscious workforce,” says Mendoza.

When the Boston office was created five years ago, it was originally designed to bring together two subsidiaries – FlipKey and SmarterTravel – from their previous homes nearby with few other TripAdvisor employees working in the space. The challenge then was to keep these separate teams close together so they could collaborate, says Mendoza. Now, however, those teams have a different dynamic and the office has a far more mixed occupancy with people from many different areas of the business working side by side. “It's now about integrating the different teams, ensuring that there is the right availability of space for the different groups.” It's also about bringing people together, she explains. The employee experience team hosts numerous social events from happy hours to wreath-making classes to endure that cross-team collaboration.

It may be five years since the original fitout, but TripAdvisor's Boston office is standing the test of time.



TripAdvisor
Boston
USA
October 2018



Raising the bar globally

In 2018, 14 of Standard Chartered Bank's buildings around the world achieved Leesman+ status, marking the most ever achieved by any company in a single year. We talked to Denis McGowan, Global Head of Property, about how they achieved this and what motivated them to innovate.

Q Standard Chartered has an incredibly diverse property portfolio – 1,600 locations in 63 markets across Asia, Africa and the Middle East. How have you implemented a standard of excellence across such a variety of locations?

The challenge was finding a baseline for how our buildings operate and how people feel about the environment they work in. Fundamentally, our purpose as a Property team is to support our 90,000 employees as well as our clients. This means being client obsessed, thinking 'client' and ensuring that they and their needs are at the heart of everything we do.

To give you an example, when we design an office space we're usually asking ourselves: How do we create collision and collaboration points for our colleagues? How do we facilitate a productive, and fun environment for them? How do we create an environment where people want to connect? Unless you understand your customer, and unless you're obsessed about your customer, it is really difficult to establish a baseline that you can build upon year after year.

Q So, essentially, understanding your customers starts with understanding your employees. And you now have significantly better insight into how your employees around the world are functioning within their environments. What have you learned?

The data we've gathered gives us an insight into the persona of the colleagues who work within the Bank and their different work styles. This enables us to come up with innovative solutions to serve and support them better. We've gained knowledge about how they change over time and how gender, culture and age impact their expectations as to how they use our offices.

Q Tell me more about how you're tailoring experience to different age demographics.

Differing age groups within the Bank need the environment to morph around them. This is the same for both our customers and employees. We have almost four generations in the workplace now and we're trying to respond to those four different work needs.

To give you an example, we found that the older generation/s aren't as used to the concept of collaborative spaces. Yet through experimenting and using these spaces, feedback shows that they understand their value and how they can make greater use of them. It is admittedly at a slower, more gradual pace. In contrast, the younger generation has really embraced them. Not only that, there is almost an expectation that they will have a variety of work environments and choices. They want a less traditional way of working – one that allows them to choose how, when and where they work. We're trying to recreate a colligate, campus-like environment where there's lots of flexibility and choice all wrapped up in an amazing experience. Ⓡ

Lmi
82.6

Standard Chartered Bank

Chengdu IFS

China

April 2018

Opposite:
Denis McGowan
photographed by
David Levenson

Our 'experience agenda' is aimed at understanding the needs and wants of our colleagues and customers, so that we can get closer to fulfilling them. We won't ever be able to deliver 100% for everyone, but we want to get as close as possible. We also want to ensure that as these wants and needs evolve, so do we.

Q Do you think there is a stronger appetite for that kind of dialogue within the organisation because as a Bank, supporting retail customers in Asia, Africa and the Middle East, you understand the value of the external customer, and therefore a conversation about being driven by internal customer needs is somewhat easier for you than a peer in a different organisation which is perhaps more wholly, internally focused?

Absolutely. For us to be relevant to our colleagues we need to effectively mirror what we're doing for our clients and customers. We have tried to leverage a whole host of tools to be able to get there. The one thing that we are finding is that if you don't engage with your colleagues and customers, and if you're not connected to them, it's very difficult to understand what their needs truly are.

The way for us to stay relevant is to make sure we create a workspace environment that enables us to support our colleagues and customers better.

I think whatever tools we can use to achieve this, the better. The Bank has put a huge amount of focus into trying to understand our colleagues and customers, and this has naturally rubbed off onto our function. It's rubbed off on us because as a team we are fundamentally a service provider. We believe the way for us to stay relevant is to make sure we create a workspace environment that enables us to support our colleagues and customers better.

Q Within your global portfolio, is there a particular case study you would talk about if you were trying to advertise what that means on the ground?

Think of the kind of service you get when you go into an Apple store. It's not necessarily about the product, it's about the service and the experience and the impact these have on you, even after leaving the store.

At the Bank, we are all about the experience. As a function we have no product. What we provide is a service. We're trying to make sure that regardless of who or where you are in our team, you are client obsessed. At the end of the day we are all customer-facing so there is no doubt that this needs to be at the core of everything we think and do.

Clearly, we have to make sure that the basics are right; that the lights are on and the buildings are operational, but once you've got the basics sorted it's really all about our colleagues and customer experience. This typically starts as soon as a colleague or client walks into one of our offices or branches; the service we provide by shaping that environment is the experience they encounter.

Q You are clearly passionate about property's role in shaping the customer journey. As an executive, what kind of oversight do you have over the portfolio?

My team would probably describe me as annoyingly obsessed. Typically, I will walk around a building and identify opportunities where we could improve. I'd snap a photo and share it with the team. It's all really about if I can see it, so can our colleagues and customers.

I'm also someone who struggles to walk past a piece of litter on the ground without picking it up. I believe that if we're seen to be focused on making sure whatever we walk past is picked up or cleared, then I think our colleagues will likely follow suit. We must lead from the front. Maybe that's the designer or perfectionist in me, but I like to make sure that everything is perfect.

Q In 2017, you brought together three FM firms from around the world to create a consistent approach to property management globally. How important was it to you, having been through that procurement process, that those three service providers started to understand that there was one goal, not three individual goals?

The whole idea behind bringing the three providers together was to become one team. It certainly wasn't about having three organisations or vendors and the Bank. We all serve the same audience, our 90,000 employees and all of our clients.

The concern for our partners initially was the level of data and information they could share amongst themselves. At the first partnership event with all three, you could sense a level of competition. Yet as soon as they recognised how serious we were about this being a partnership – not a vendor arrangement – their focus shifted to co-opetition.

Q Such a big part of Standard Chartered Bank's ethos is around hospitality. Where do you think the FM industry is globally in that relationship with hospitality versus technical service delivery? It feels like it's on a journey, but it's way behind where you, as a detail-focused customer, might expect it to be. Is that a true reflection?

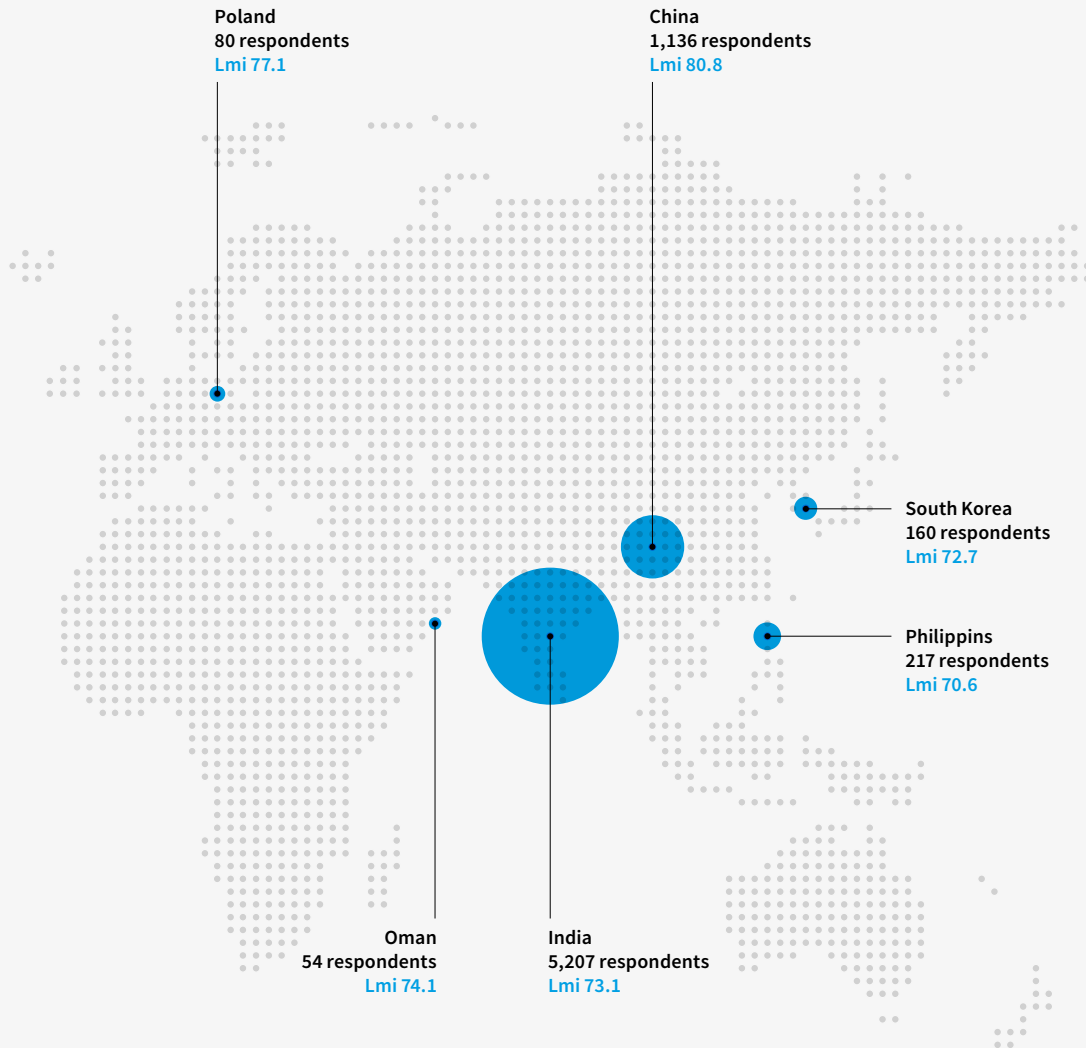
In the last couple of years, we've seen the FM partners out there hiring from the hospitality industry. As such you now see more hospitality-focused colleagues coming through.

We still have a long way to go as we aspire to offer a boutique service. One of the things we pride ourselves on is our reception services, what we refer to as our guest relation hosts (GRH). They are the first people you see when you walk into our buildings. It does feel like you're walking into a hotel and that you are their focus.

Q How's Standard Chartered Bank approaching community building?

We're taking a property-led approach by asking ourselves a series of questions: how do we serve our colleagues and customers? How do we bring them together socially and formally in the office? How do we help them connect? How do we create that community spirit?

We're looking at different tools that bring people together. We spend 9, 10, 12 or more hours a day in the office and, quite naturally, we build communities at work. ☺



Data as at 31.12.2018

We believe that property has a major role to play in building these communities. So while we create workspaces that allow our colleagues to deliver, we also want to ensure that they also have opportunities to connect and collaborate. There are apps and tools that help achieve this, yet this also requires a mindset shift to see space as an opportunity.

The next level for us is our guest relation hosts and how they can help us build communities within our workspaces. The tool in how we do this is somewhat irrelevant. When you have a large population like we do, you have to be innovative about how to connect 90,000 people across 63 markets with diverse cultures and interests.

Q How has your experiment with a co-working company assisted in the customer experience journey?

It was the first time that we had offered some of our space to a third party and said ‘come and show us how to do it better’. The focus was about creating our eXcelerator lab and a place where we bring colleagues and clients together, connect, collaborate and work to co-create ideas. We wanted to see how we could turn that space into a true community.

It’s created a great vibe with open areas; places for TED-type talks or a spot to connect over coffee. In short, it offered a lot of social spaces and choice. The type of people that support the Bank through this new model are very focused on building and sustaining communities.

It has given us a benchmark and a baseline, something to build on.

Q How has having a global benchmark assisted in the overall property mission?

The insight has reinforced our purpose. It has given us a benchmark and a baseline and something to build on.

There’s so much energy in our property teams now that we’re re-sending the survey. It’s creating a healthy internal competitive environment between our markets to improve on the previous results. To do this you have to take sight of what you have learnt from our previous results. You need to invest time, energy and make sure that colleagues and clients actually see the improvements. If you’re going to go back and ask them to re-survey, they want to know that you’ve listened and made changes.

One thing that we historically haven’t done very well is ask for feedback without clearly sharing how we would act on the results. This time around, we said that we have listened, and we’ve acted in light of your feedback. We’ve said that if you want us to continually improve, we need you to continue to talk to us – this could be through a survey, the helpdesk, conversations with our GRHs or with members of our wider team.

484,145	Respondents
3,494	Buildings
515	Organisations
91	Countries

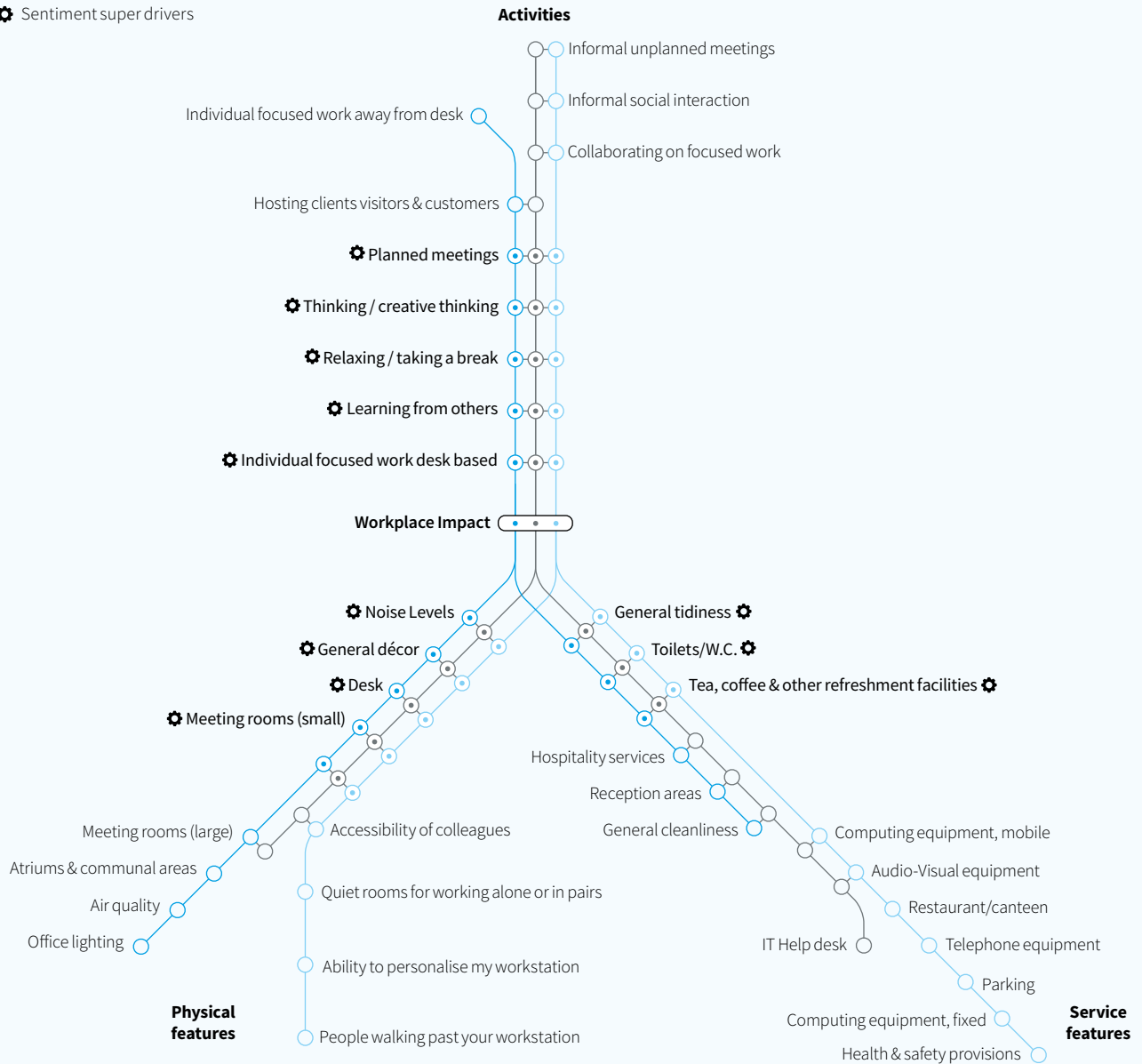
Data as at 31.12.2018

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 loath it.

Employee experience journey

- Doing
- Seeing
- Feeling
- ⚙ Sentiment super drivers



Collective learning

When Leesman was launched in 2010, it did so around a central proposition of shared learning—the idea that if everyone adopted a standard workplace effectiveness measure, the data amassed would quickly escalate to allow analysis and comparison at a depth never before available.

We also proposed that these insights should not then be hoarded. Instead they would be made available for all to learn from, irrespective of whether the reader has adopted the Leesman standard or not. Many suggested it couldn't be done. But quickly, the world's workplace thought-leaders came to see the value in our external validation of their work and so adoption quickly grew.

As adoption grew, so too did the stability of the comparisons offered and the impact of some of the resulting numbers. These results are captured in our 'impact code': the results from all core questions presented to show the global averages, and comparisons to the Leesman+ spaces. It quickly revealed what was of most importance and which infrastructure elements caused the greatest frustrations.

The data is presented on the following pages and shows what employees see as important work activities, what infrastructures are important to them and then, what impact that all has on their sense of pride, productivity etc. The tables also reference key findings from our most recent research, highlighting the activities and features that drive employee sentiment.

Employee workplace experience (EwX) clusters around three distinct emotional responses: doing, seeing and feeling. Each has a series of work activities and workplace features that have statistically been shown to drive opinion. Where these features are common to all three sentiment clusters, they are known as sentiment super drivers.

Doing - Getting things done

- My workplace enables me to work productively
- My workplace enables us to work productively
- My workplace supports me sharing ideas/knowledge amongst colleagues
- My workplace creates an enjoyable environment to work in
- My workplace contributes to a sense of community

Seeing - Image and sustainability

- My workplace has a positive impact on the corporate image of our organisation
- My workplace has a positive impact on the environmental sustainability of our organisation

Feeling - Pride and culture

- My workplace is a place I'm proud to bring visitors to
- My workplace has a positive impact on workplace culture

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 average (all global 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 average and the Leesman+ spaces. 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+ award 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.

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	84.8	87.9	3.1	7
1.2	It supports me sharing ideas/knowledge amongst colleagues	70.1	81.3	11.2	6
1.3	It enables us to work productively	64.2	81.4	17.2	3
1.4	It enables me to work productively	61.1	76.9	15.8	4
1.5	It creates an enjoyable environment to work in	59.3	78.6	19.3	2
1.6	It contributes to a sense of community at work	59.2	74.8	15.6	5
1.7	It's a place I'm proud to bring visitors to	53.1	80.2	27.1	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	Driver		
							Doing	Seeing	Feeling
2.1	Individual focused work, desk based	92.0	77.2	88.4	11.2	17	●	●	● ⚙
2.2	Planned meetings	74.5	80.0	87.9	7.9	19	●	●	● ⚙
2.3	Telephone conversations	71.4	64.3	79.2	14.9	14			
2.4	Informal, un-planned meetings	59.0	63.5	82.4	18.9	6	●		●
2.5	Collaborating on focused work	56.0	73.7	88.9	15.2	13	●		●
2.6	Relaxing/taking a break	50.9	60.8	81.5	20.7	2	●	●	● ⚙
2.7	Reading	48.2	60.2	77.5	17.3	10			
2.8	Audio conferences	47.4	69.3	85.0	15.7	12			
2.9	Individual routine tasks	47.0	87.6	93.2	5.6	21			
2.10	Informal social interaction	44.6	74.3	87.5	13.2	15	●		●
2.11	Thinking/creative thinking	44.0	53.2	74.6	21.4	1	●	●	● ⚙
2.12	Learning from others	43.1	77.8	86.9	9.1	18	●	●	● ⚙
2.13	Business confidential discussions	41.4	56.3	75.3	19.0	3			
2.14	Private conversations	41.2	49.5	68.5	19.0	3			
2.15	Collaborating on creative work	38.3	65.0	82.5	17.5	9			
2.16	Hosting visitors, clients or customers	36.0	64.1	83.0	18.9	6		●	●
2.17	Video conferences	35.1	61.8	80.8	19.0	3			
2.18	Larger group meetings or audiences	35.0	62.2	79.5	17.3	10			
2.19	Spreading out paper or materials	34.5	59.9	67.4	7.5	20			
2.20	Individual focused work away from your desk	32.0	66.1	83.9	17.8	8		●	
2.21	Using technical/specialist equipment or materials	22.6	66.0	77.8	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	84.6	71.6	78.4	6.8	43		●	●	●	⚙
3.2	Chair	83.4	66.1	72.4	6.3	44					
3.3	Tea, coffee & other refreshment facilities	78.5	60.7	74.1	13.4	24		●	●	●	⚙
3.4	Meeting rooms (small)	77.6	53.4	73.1	19.7	8		●	●	●	⚙
3.5	Temperature control	77.1	30.7	42.6	11.9	26					
3.6	General cleanliness	75.7	62.6	81.3	18.7	10			●	●	
3.7	IT Help desk*	74.0	57.8	69.2	11.4	27					
3.8	Toilets/W.C.	74.0	50.2	68.7	18.5	12		●	●	●	⚙
3.9	Natural light	71.9	57.9	72.7	14.8	19					
3.10	Noise levels	71.7	30.9	44.5	13.6	22		●	●	●	⚙
3.11	Personal storage	70.0	56.5	58.9	2.4	49					
3.12	Printing/copying/scanning equipment	70.0	71.6	77.1	5.5	48					
3.13	Restaurant/canteen	69.9	47.6	54.7	7.1	41		●			
3.14	WiFi network connectivity in the office*	68.3	58.2	66.3	8.1	37					
3.15	Air quality	67.6	42.1	61.9	19.8	7			●		
3.16	Meeting rooms (large)	67.0	53.1	70.9	17.8	14			●	●	●
3.17	General tidiness	66.7	64.8	83.0	18.2	13		●	●	●	⚙
3.18	Telephone equipment	62.8	67.6	75.8	8.2	36		●			
3.19	Office lighting	62.3	58.8	75.1	16.3	16			●		
3.20	Computing equipment, mobile (e.g. laptop, tablet)*	61.1	67.2	75.5	8.3	35		●		●	
3.21	Quiet rooms for working alone or in pairs	60.0	30.0	52.9	22.9	5		●			
3.22	Parking (e.g. car, motorbike or bicycle)	55.6	49.9	58.3	8.4	33		●			
3.23	Security	55.4	74.6	83.5	8.9	32					
3.24	Desk/room booking systems	55.1	47.1	57.8	10.7	29					
3.25	Remote access to work files or network	55.0	64.1	70.2	6.1	46					
3.26	Ability to personalise my workstation	53.5	47.6	48.2	0.6	50		●			
3.27	General décor	53.3	43.4	72.0	28.6	4		●	●	●	⚙
3.28	Accessibility of colleagues	51.8	70.4	77.6	7.2	40		●		●	
3.29	Informal work areas/break-out zones	51.8	39.2	70.3	31.1	2		●	●	●	⚙
3.30	Wired in-office network connectivity	51.4	71.0	77.2	6.2	45					
3.31	Plants & greenery	51.0	32.8	52.8	20.0	6					
3.32	Access (e.g. lifts, stairways, ramps)	50.9	65.9	73.3	7.4	39					
3.33	Space between work settings	49.0	47.3	61.1	13.8	20					
3.34	Computing equipment, fixed (desktop)	49.0	66.0	75.0	9.0	31		●			
3.35	Leisure facilities onsite or nearby (e.g. gym, fitness/wellness centre)	47.2	38.6	50.9	12.3	25					
3.36	People walking past your workstation	46.6	30.2	40.5	10.3	30		●			
3.37	Mail & post room services	46.6	69.4	76.3	6.9	42					
3.38	Health & safety provision	46.4	66.4	77.6	11.2	28		●			
3.39	Dividers (between desk/areas)	46.2	38.8	47.2	8.4	33					
3.40	Atriums & communal areas	41.3	42.1	72.8	30.7	3			●		
3.41	Hospitality services (e.g. guest reception/services, catering, meeting services)	41.2	57.6	71.2	13.6	22			●	●	●
3.42	Reception areas	40.6	62.1	78.6	16.5	15			●	●	●
3.43	Art & photography	39.0	27.9	46.5	18.6	11					
3.44	Audio-Visual equipment	35.0	47.6	67.2	19.6	9		●		●	
3.45	Variety of different types of workspace	33.7	33.7	65.5	31.8	1					
3.46	Shared storage	33.2	41.7	49.3	7.6	38					
3.47	Internal signage	31.5	49.9	65.2	15.3	18					
3.48	Shower facilities*	31.0	35.5	51.3	15.8	17					
3.49	Guest/visitor network access	30.0	43.2	57.0	13.8	20					
3.50	Archive storage	27.4	37.7	43.4	5.7	47					

*Added in March 2015

Data contributors

3XN	BSH Huishoudapparaten	eHälsomyndigheten	H. Hendy Associates
Aalto University	BT	Elekta	Hilton
ABB	Bupa	Emcor	Hirschbach Motor Lines
ABF	Buro Happold	Energimarknadsinspektionen	Hixson
ABN AMRO	Business Interiors by Staples	EpaMarne	Hogskulen i Volda
Accenture	CA CF NL	Epic Games	HOK
AECOM	Cadillac Fairview	Equivida	Honeywell
ÅF Consult	Caltex	Erasmus MC	Housing Authority Australia
AGAREN	Canada Government	Ericsson	HRA Pharma
Airbus	Cancerfonden	Erie Federal Credit Union	Hufvudstaden
AJ Bell	Capio St Görans Sjukhus	ESPN	Husqvarna Group
Akademiska Hus	Capital Group	Essex County Council	IAG
Allen & Overy	Catlin Group Limited	Europcar	IBM
Allina Health	CBRE	European Central Bank (ECB)	ICA
Altarea Cogedim	CDS	European Chemicals Agency (ECHA)	Icade
Amey	Channel 4	Eurosport	Ikanø Bank
AMF Fastigheter	CHS	Expedia	IKEA
Amgen	Ciena	ExxonMobil	Imerys
AON	CLEVER*FRANKE	EY	Inera
Apave	Coca-Cola Company	Federal Home Loan Bank of Chicago	InfoVista
APG	Coca-Cola European Partners	Federal Reserve Bank of New York	ING
ARCEP	Colliers International	Ferring Pharmaceuticals	Institution of Engineering and Technology (IET)
Ark Academy	Colt Technology Services	Fidelity International	Interite
Artillery	Commonwealth Bank of Australia (CBA)	F.Iniciativas	International Air Transport Association (IATA)
Arup	Compass Group	Fire and Rescue NSW	International Committee of The Red Cross (ICRC)
ASML	Competitions and Markets Authority (CMA)	FNV	International Olympic Committee (IOC)
AS Scenario	Conseil National de l'Ordre des Medecins	Folksam	Interxion
Aster Group	Contract Workplace	Fortum	IP-Only
AstraZeneca	Co-op	Fosse Park	Irwin Mitchell
Atlas Copco	Corporacion Favorita	Fraikin	ISO
ATOS Consulting	Corporacion Maresa Holding	Framtiden	ISS World
Aurizon	Covance Central Laboratory Services	Freedom Credit Union	Itoki
AXA Assistance	CPA Ontario	Furness Building Society	Ivari
Axis Capital	CPMG Architects	Gavi Alliance	JAC Group
BAE Systems	CQL	GDF Suez	Jaguar Land Rover
Baker McKenzie	Crédit Agricole	GE Global	Jefferies
BAM FM	Cresa Orange County	GE Healthcare	JM AB
Banco de Crédito del Perú	Cripps	Gemeente Groningen	Johnson & Johnson
Baufest	Cullinan Studio	Gilead Sciences	Johnson Controls
BB&T	Cummins	Glaxo Smith Kline	Jones Lang LaSalle
BBC	Currie & Brown	GMW Architects	JTI Business Services
Beazley	Cushman & Wakefield	Goldman Sachs	Juniper Networks
Beiersdorf	Danske Bank	Goodyear Luxembourg	Kairos Future
Bergen Kommune	DataInfo Oy	Gorkana	KBL
Bethpage Federal Credit Union	Deloitte	GoToWork	King
BHP Billiton	Delta Development Group	Grant Thornton	King's College London
Bledina	Delta Lloyd	Groupe Avril	Kingsley Napley
BLM	Dentsply	Grupo Falabella	KPMG
BMC	Dentsu	Grupo Construcia, S.L.	KPN
BNP Paribas	Department for Work and Pensions	Grupo Superior	Krafringen
Bodø kommune	Department of Health	GRT Gaz	Landgate
Bonduelle	Derwent London	Guide Dogs for the Blind Association	LandSec
Bosch	Desmone Architects	H&M	Länsförsäkringar AB
Bosch Rexroth	Deutsche Bank	Hachette	Latam
Boston Consulting Group	DeVono	Hafslund E-CO	Lendlease
Bouygues E&S	Diners Club	Handelsbanken	Lewis Silkin
BP	Direct Line Group	Harry's	LG Electronics
Bravida	Discovery	HASSELL	Liberty Global
British American Tobacco	DPR Construction	Havenbedrijf Rotterdam	Liberty Syndicates
British Council	Dr. Oetker	Heerema	Lidingöstad
British Institute of Facilities Management (BIFM)	Duke University	Heineken	LinkedIn
Broadgate Estates	EBRD	Helsedirektoratet	Lloyds Register
	EE	Herman Miller	Loblaw

Logitech	Oktra	Sisley	TV4
LOM Architects	Ontario Teachers' Pension Plan	Skandia	TwinStar Credit Union
Lombard Odier	Orange Centre	Skanska	Umoe Restaurants Group
London Metropolitan University	Orangina	Skellefteå kommun	Unigro
London Pensions Fund Authority (LPFA)	Orbit Building Communities	SKF	Unilever
Luleå Kommun	Oregon State Treasury	Slough Borough Council	Universal Music
LUXMED	OSU Federal	SMABTP	University of Amsterdam
LVMH	OVG	SMA Group	University of Bordeaux
Mace Macro	Pan Macmillan	Smith & Williamson	University of Cambridge
Maples Teesdale	Pantheon Ventures	SOAS University of London	University of Glasgow
Marks & Spencer	PartnerRe	SOCOTEC	University of Jyväskylä
Marriott	Peabody	Sodexo	University of Melbourne
Marshall Aerospace Defence Group	PepsiCo	Solocal	University of St. Andrews
Martela	Perkins+Will	SONOS	University of Sussex
MASS Design Group	Pernod Ricard	Southend-on-Sea Borough Council	University Properties of Finland
Max Fordham	PGGM	Space Zero	Up
MBDA	Philip Morris	Sparebank	Uppsala Kommun
McInnes Copper	Philips	Spendrups	USG People
MCS Solutions	Plantronics	Spirit Airlines	Utbildningsradion
Medical Protection Society (MPS)	Portsmouth Water	Square	Valley of the Sun United Way
Mentor Graphics	Posten Norge	Standard Chartered Bank	Varde Partners
Merk MSD	PostNL	Standard Life Investments	Vaudoise Assurances
Merck Serono	Preem AB	Statistics NZ	Veldhoen + Company
MetLife	Principality Building Society	Statsbygg	Verity Credit Union
Mikomax	Prisma Medios de Pago	Stockholm City Council	Viacom
Mills & Reeve	Produbanco - Grupo Promerica	Stockholms Universitet	Victoria Legal Aid
Moelven Modus	Provident	Surrey Police	Vinci Concessions
Momentum	PwC	Sweco	Vitra
Moneypenny	Rabobank	Swedavia	Vlaamse Overheid
Moore Blatch	RACV	Swedbank	Vodafone
Morgan Lovell	Ralph Lauren	Swedish Red Cross	Volvo Cars
Morgan Stanley	Ramboll Finland	Talokeskus	Volvo Group
MWH Treatment	Rapid7	Tauranga City Council	VRT
National Air Traffic Services (NATS)	Rational Group	Tavistock	Wärtsilä
National Australia Bank (NAB)	Red Bull	TDC Sverige	Wellcome Trust
National Museum of Art, Architecture and Design (Norway)	Red Energy	Tele2	Westpac
National Nuclear Laboratory	Red Hat	Telefónica	Willis Towers Watson
Nationwide Building Society	RLF	Telenor	Willmott Dixon
NAV (Ny arbeids- og velferdsforvaltning)	Roche	TeliaSonera	Withersworldwide
NCC	Rockwell Collins	Tenant & Partner	Woningstichting Haag Wonen
Nesta	Rogers	Tengbom	Woodside Energy
Nestlé	Royal Bank of Canada	Tetra Pak	WPP
Network Rail	Royal Central School of Speech and Drama	TGN	WSP
Neuca	Royal Haskoning DHV	Thames Water	Xchanging
Newell Brands	Royal Institute of Chartered Surveyors (RICS)	The Crown Estate	Yarra Ranges Council
Newmark Knight Frank/Cantor Fitzgerald	RSM	The Law Society	Zespri International
NHS Property Services	Saab AB	The Pensions Management Institute	
NIRAS	Saffron Building Society	The Prostate Cancer Charity	
NN Slovakia	Safran	Tiendas Industriales Asociadas (TIA)	
Norconsult	Sainsbury's	Tieto	
Nordea	Sanofi	Tillväxtverket	
Norges Automobil-Forbund	Saracen Interiors	Tishman Speyer	
Norix	SAS	TLV	
Norsk Filminstitutt	Satec	Toronto Transit Commission	
Norwegian Embassy Washington	Savills	Towers Watson	
Norwegian University of Science and Technology (NTNU)	SBB	Trader Media Group	
Novartis	SEB	TripAdvisor	
Npower	SEPPIC	Trygg-Hansa	
Nuffield Health	Sheffield Hallam University	TSK Group	
NZA	Shell	TSYS	
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	Signal	TTSP	
	SimCorp	TU Delft	

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**Alchemists turned into chemists
when they stopped keeping secrets.**

Eric Raymond

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