

Workplaces That Work

CBRE





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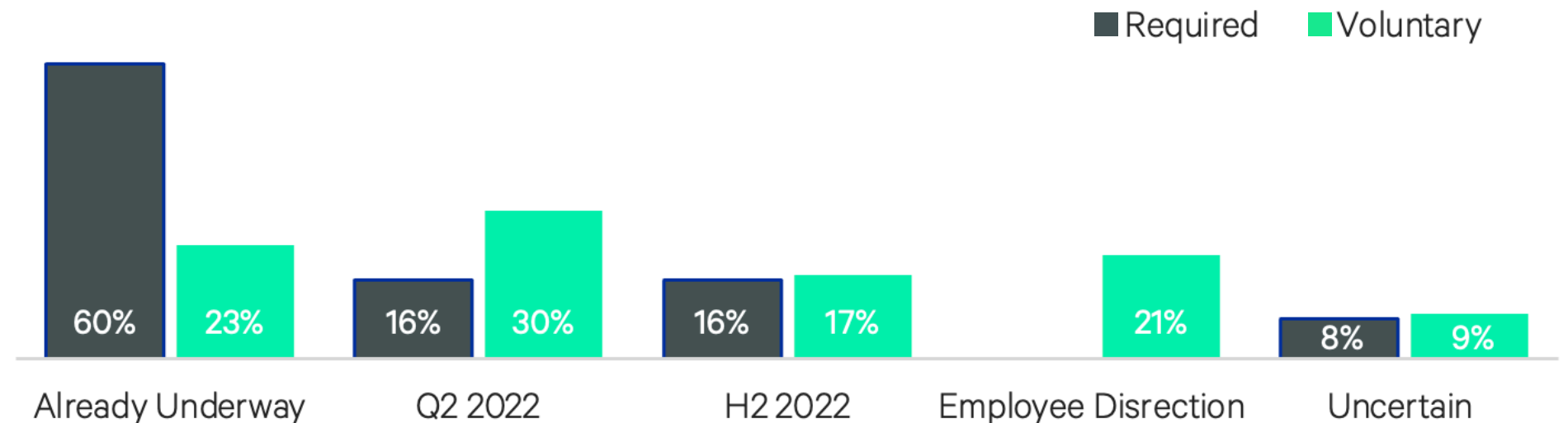
- How many have **surveyed staff**?
- How many have used the data to **inform your work-from-home** policy?
- How many have **established a return to work policy**?
- How many are **enforcing** that policy?

Where We Are Today

Return Mandates in the minority

- Strategies to influence employees' return to the office is split between being company vs. employee led.
- Majority of occupiers are expected to return to the office by H2 2022.
- There is a positive correlation between return guidance and return timeline.

Return to Office Guidance Strategies



Where We Are Today

Return to office updates from across various industries

Financial Services



In-Office: Requiring employees to return to the office.
Incentive: Base compensation increase.



Hybrid: Requiring employees to at least 2 days per week in the office based on manager discretion.
Incentive: Zoom-free Fridays & firmwide holidays



In-Office: Requiring employees to at least 5 days per week in the office.
Incentive: On-site childcare, transportation, meals

Technology



Hybrid: Requiring employees to at least 3 days per week in the office based on employee choice.
Incentive: Location switch, remote petition & transportation



Hybrid: Requiring employees to work in-person on Mondays, Tuesdays and Thursdays.
Incentive: Transportation



Remote: Live and work anywhere.
Incentive: Quarterly off-site, company-wide time zone, universal base pay

Nonprofits

Confidential 1

Hybrid: Requiring employees to come to the office atleast 3 days per week based on employee choice.

Confidential 2

Hybrid: 8 days a month need to be in the office, dedicated spaces for staff.Employees choice on what days to come in.

Confidential 3

Hybrid: Employee choice –3 days a week, dedicated space.2 days or less shared environment.



Where We Are Today



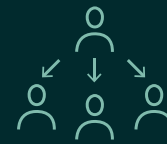
Asymmetry Among Peers

Informed opinions on hybrid work vary among like-type companies and within predictably consistent industries



Delayed Office Return

Voluntary RTO remains the go-to solution while organizations monitor pandemic levels across portfolios



Workforce Distribution

New migration patterns and tight labor markets are causing companies to think more broadly about location



Flight to Quality

New leases are outpacing renewals for the first time since Q3 2019

Hybrid Work Overview



Staff Engagement

Workplace Research

Research

Collect and analyze qualitative and quantitative data to inform meaningful insights and develop a business and emotional case for change.

Example activities:

- Survey/interviews
- Focus groups
- Leadership visioning
- Utilization studies





Communication

“

Fundamentally,
there has to be a
‘why’.

”

CBRE Global Workplace
Solutions Client



Culture

“

The most important employee amenity in the return to the office is other employees.

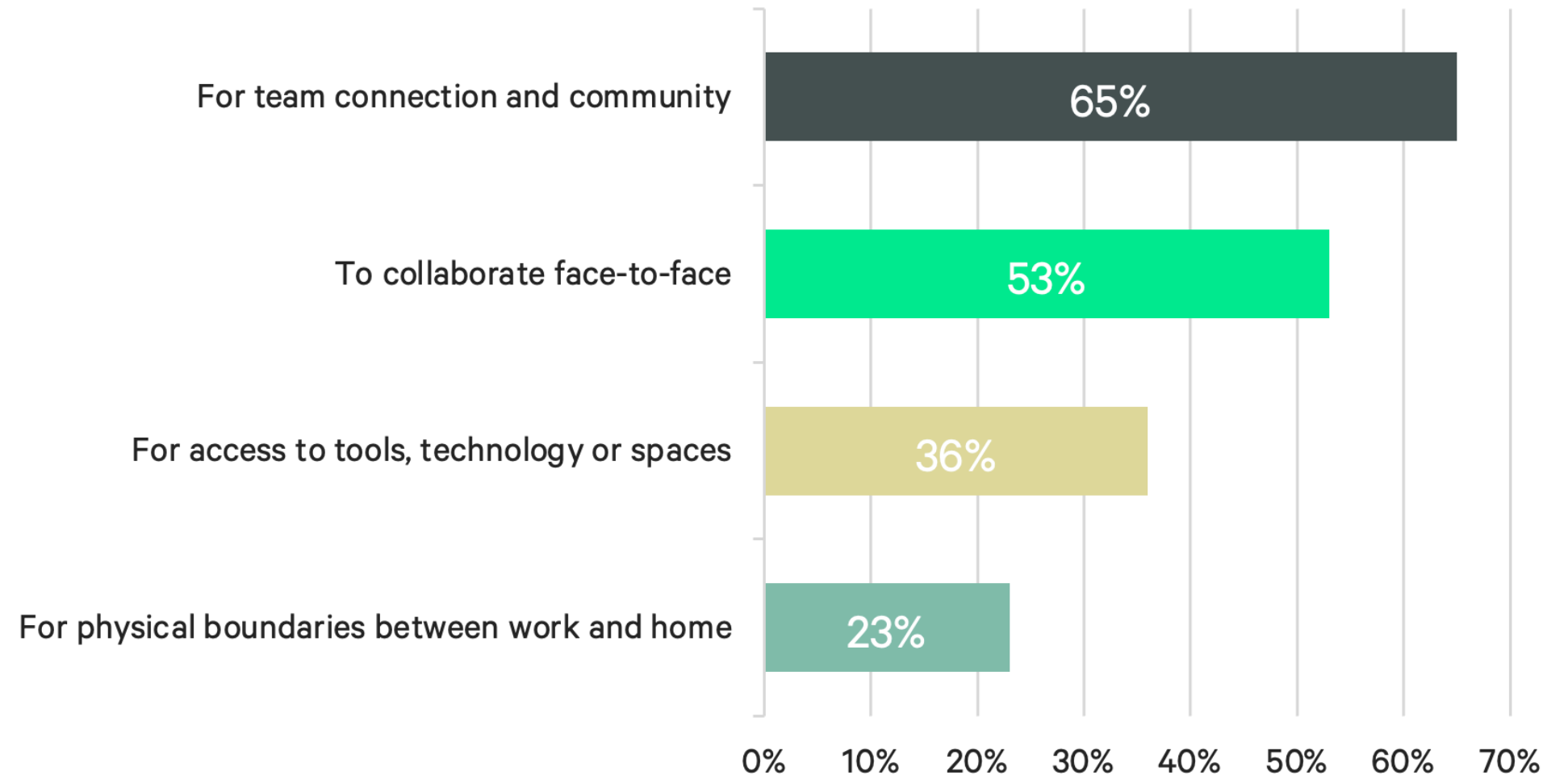
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Lenny Beaudoin

Executive Managing Director, CBRE
Workplace, Design & Occupancy

Culture

In a post-COVID world, what are the primary reasons you would come to the office?

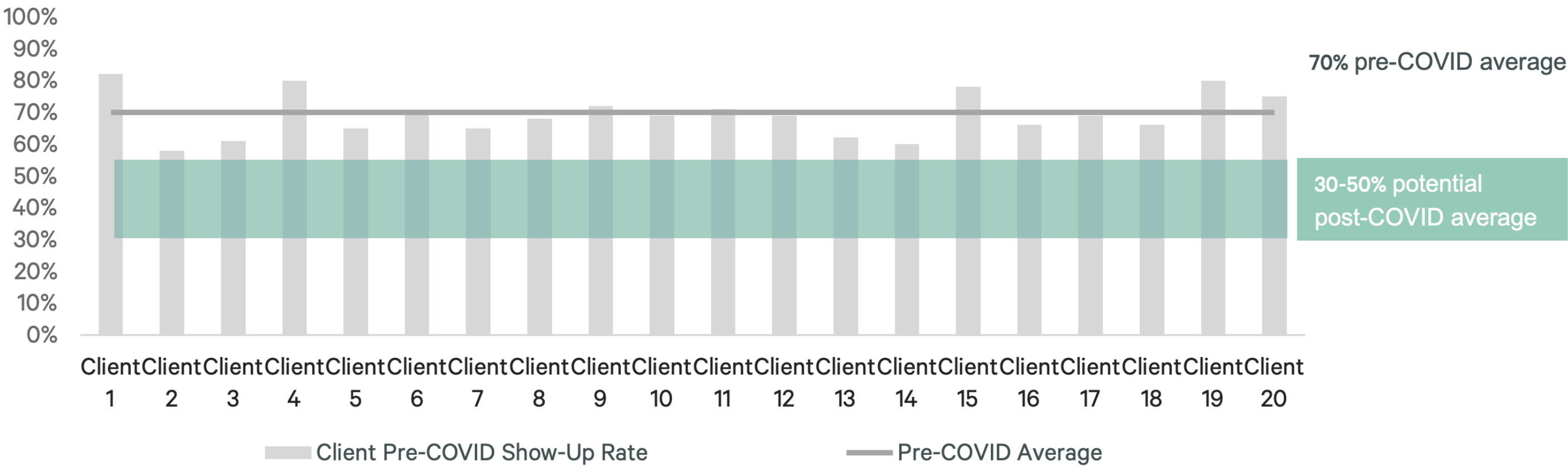


Future of Work: Workforce Sentiment Survey 2022

Flexibility & Adaptability

Re-evaluate expectations for occupancy & prepare for lower utilization trends

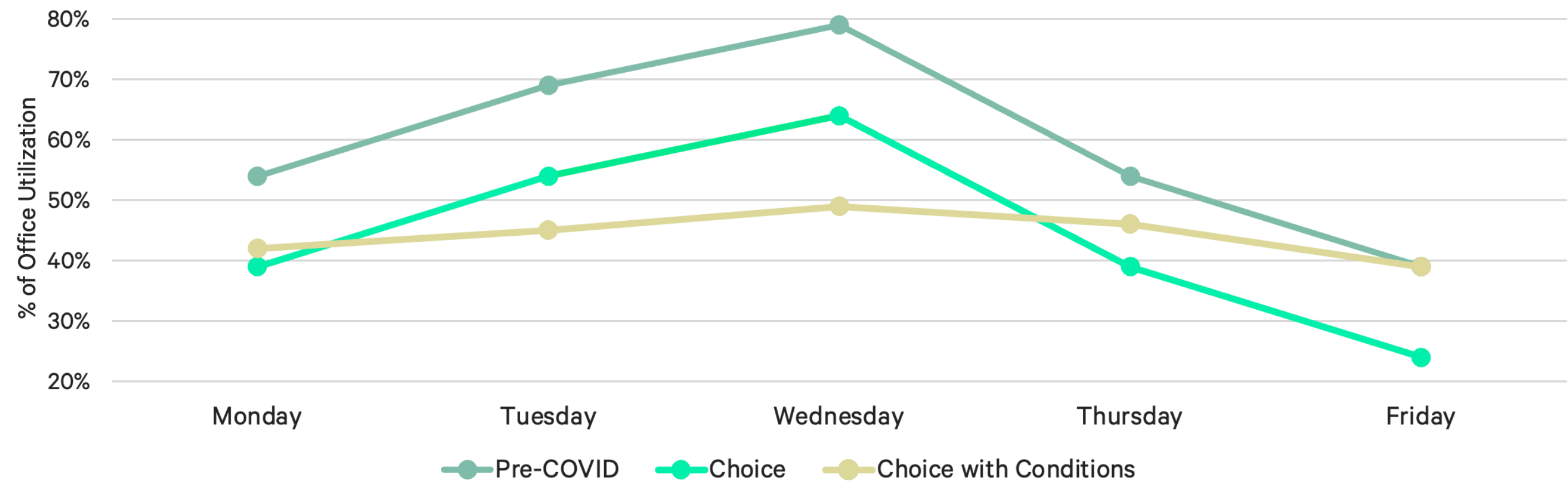
Average Show Up Rates



Sources: CBRE Workplace, 20 clients across 7 industries, 40,000+ individuals (2017-2019)

Flexibility & Adaptability

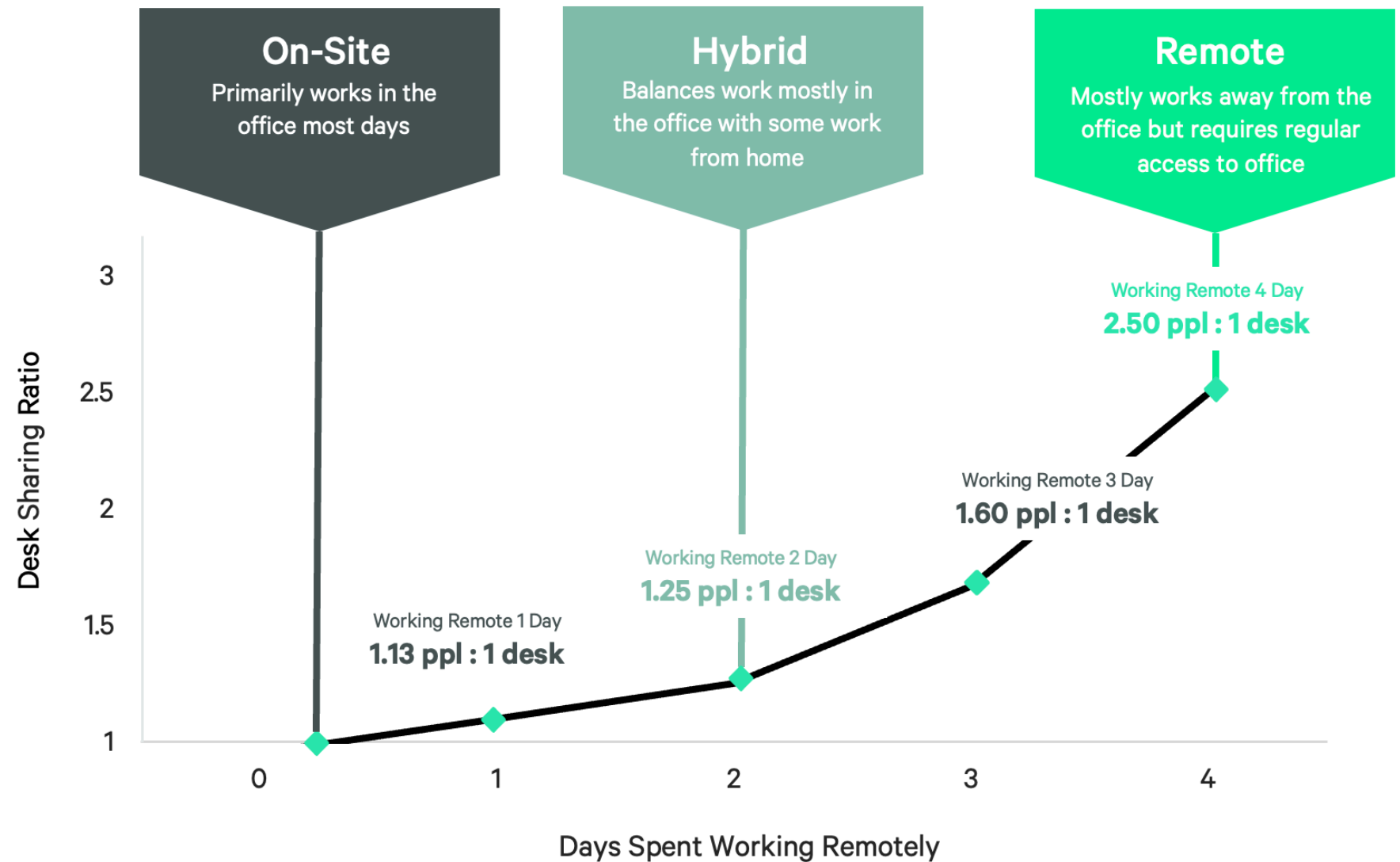
50% Average Space Utilization Does Not (Always) Equal 50% Space Reduction



Source: CBRE Research, 2021.
Source: CBRE Global Occupancy Insights Report, 2021.

Hybrid Workstyle Sharing Ratios

Sharing ratios are calculated using projected average show-up rate and standard deviation, providing enough desks to accommodate employees on peak attendance days

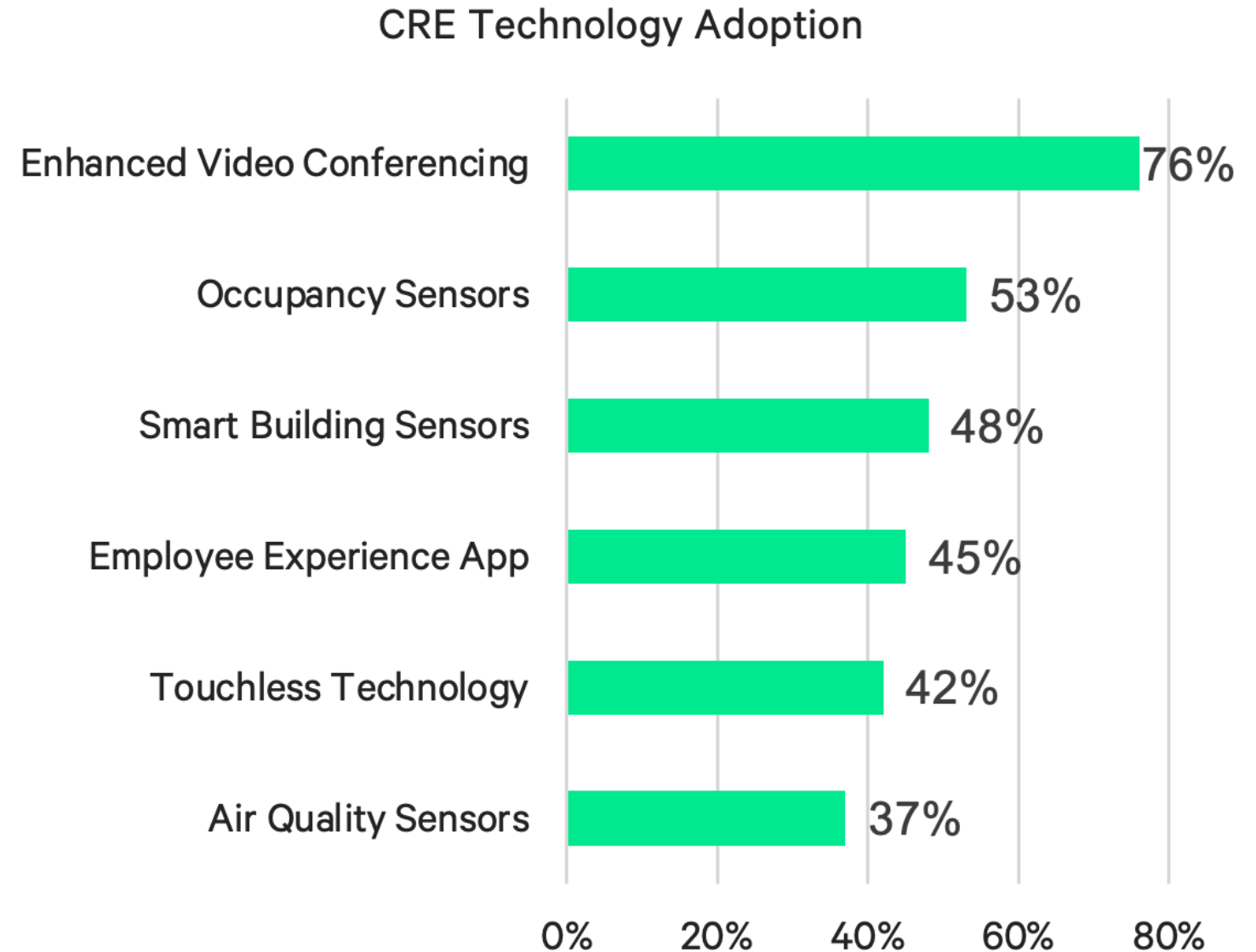


Leaning into Technology

Organizations are showing greater interest in blending the physical and virtual worlds to create affiliation between employees regardless of location



Which of the following CRE technologies are you pursuing or considering for the future steady state?



Note: % of respondents that ranked each category as a top-three technology priority

Thank You.

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