

**CUSHMAN &  
WAKEFIELD**

## Real Estate Considerations for a Post COVID-19 Workplace

**APRIL 28, 2021**

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*Always exceed expectations through teamwork and excellent client service.*

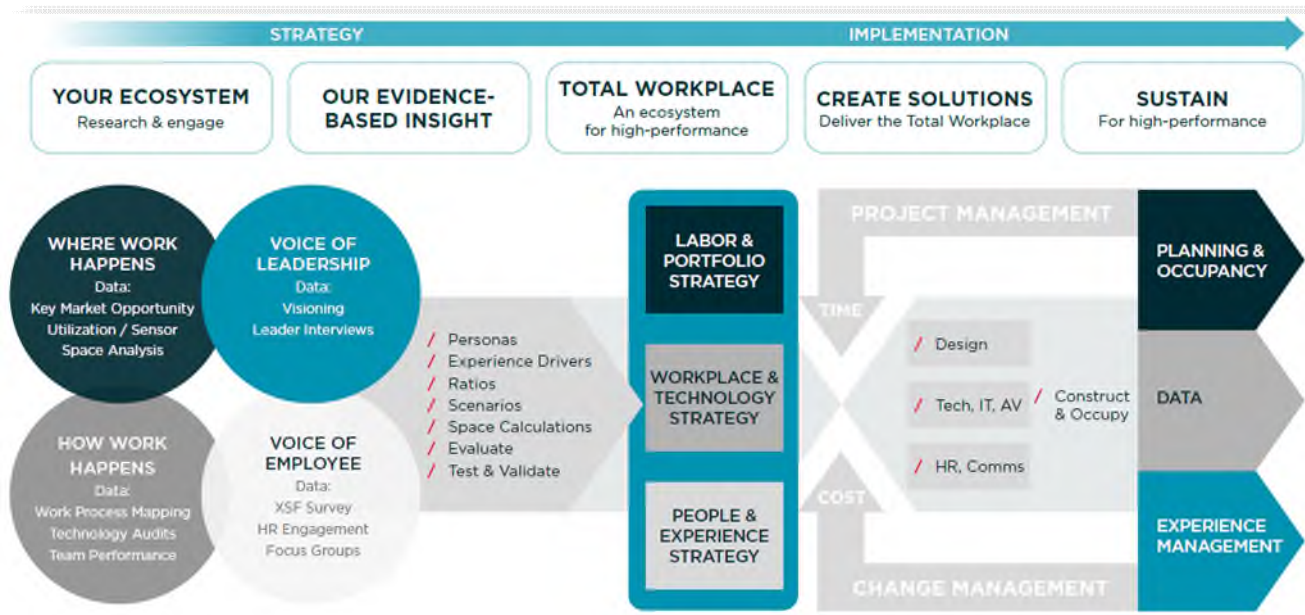
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# TOTAL WORKPLACE

SERVICES: WORKPLACE STRATEGY & CHANGE MANAGEMENT

## FROM PANDEMIC TO PERFORMANCE

## DETERMINING A NEW WORKPLACE STRATEGY



**ANGIE EARLYWINE**  
Senior Director / Workplace  
Strategist & Change Manager  
St. Louis

## WORKPLACE EXPERTISE

300+ Professionals  
8 locations



# Today's Workplace Needs

Workplace Strategies & Change Management address business, people and space concerns

## WHAT'S ON YOUR MIND?



COVID-19

Headcount growth

Change



**Space efficiency & utilization**

Employee engagement



Culture

Brand & identity

**Productive & innovative workforce**

Wellness



Stay or go?

Mobility

Retention & recruiting

Cost increases



**Collaborative technology tools**

**Amenities**

# Organizations Responding to COVID-19

DEPENDS ON LOCAL REGULATIONS, VACCINATION RATES & SCHOOL/CHILD CARE RE-OPENINGS

## MICROSOFT:

6 stage re-opening plan; only complete when all restrictions are lifted.

## AMAZON:

Work from home through January of 2021

## GOOGLE:

Start opening in September. Most of the workforce home till the end of the year

## TWITTER:

Will let all employees choose whether they want to continue to **work from home forever**

## MASTERCARD:

Stay at home until comfortable to return. Employees choose.

## OMNICOM:

No employee should return to an office if they feel uncomfortable

## SHOPIFY:

Most will be permanently remote. Office-centricity is over. Will rework offices for the new reality.

## FACEBOOK:

WFH to July 2021. We anticipate 50% will be working remotely in the next 5 years. Keeping real estate.

## UBER:

WFH through June 2021; may return earlier if open.

## ATLASSIAN:

Option to work from home as long as they wish, even permanently

## GRANT THORNTON:

Flexible schedules through summer or fall

## GARTNER:

Even if people are 5% less effective working from home, if there is a 20% savings on real estate...

## AIRBNB:

"Employees may work remotely through the end of August 2021, even if their office has reopened"

## REI:

Sold new HQ. Offices will be less centralized, will work across multiple locations. More remote working. CEO 'HQ will be different to what we imagined 4 yrs ago'.

## LVMH:

Asked for 2+ days/wk in March 2021

## BARCLAYS:

Big expensive offices could be a thing of the past. Rethink of our long-term location strategy. Looking to use retail outlets on local high streets around the country as secondary workspace for staff.

# Employee well-being, looking to the future

## Home office investment



\$1000 to purchase any necessary office supplies for home



\$1500 stipend, also increasing mobile and internet allowance



Monthly internet stipend, yearly allowance for home set-up



A \$1000 cash bonus to all employees as a gesture to help them through the crisis



Allowed to expense up to \$1000 for home office needs like standing desks and ergonomic chairs



All employees will receive reimbursement to their home office. Desks, desk chairs, ergonomic cushions

## Work-life balance



For each day an employee takes off, Schiphol gives an extra day off



Organises virtual gym classes and has introduced Zoom free Fridays



Offers CV19 coaching, a short one-off session to discuss questions about work from home and dealing with stress



Recently announced and launched its "a Day for Me" initiative. Also introduced no meeting Friday's.



No meetings after 4 pm and have developed a well-being portal for employees



Official day for employees to decompress: offered cooking classes and mindfulness sessions

## Virtual first



Meeting invites have a zoom call option and all the conference rooms are AV setup.



Offers employees \$250 a month if they want to use commercial co-working space elsewhere.



Remote first increases the choice of living location with greater freedom of individual mobility



No limit to hiring people who live in different communities, have different backgrounds, different perspectives



40 vacation days for everybody instead of "X Weeks" + "X National Holidays" same total holidays for everyone



When people go into the office, everyone joins meetings from their laptops in various rooms so it still feels like a remote meeting

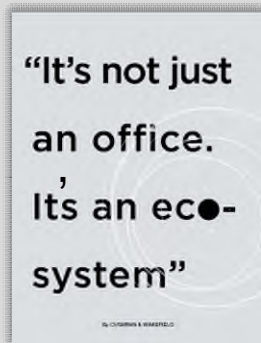
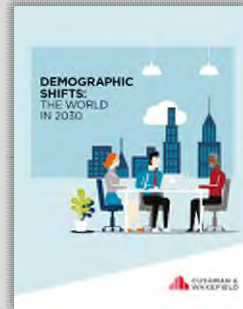




# RESEARCH EXPERIENCE PER SQUARE FOOT™

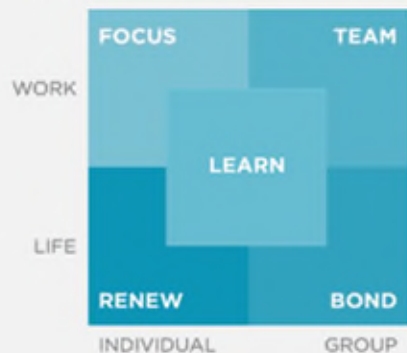
# C&W Workplace Thought Leadership

Pre COVID-19 and through the Pandemic



# WHAT WE MEASURED

## Experience per Square Foot™ Index



**FOCUS**  
Personal productivity



**TEAM**  
Productive collaboration



**BOND**  
Bonding with colleagues



**RENEW**  
Energy throughout the day



**LEARN**  
Continuous learning & development

## Workplace Strategy & Design Input Indices



**BEST WORK**  
Best Work  
Creativity & Innovation  
Inspiration  
Wellbeing



**CULTURE**  
Cultural Sentiment  
Cultural Connection  
Belonging  
Company Care



**NETWORKS & DIVERSITY**  
Network Strength  
Network Activation  
Access to Diverse Backgrounds  
Access to Diverse Perspectives



**WORK-LIFE BALANCE**  
Work-Life Balance  
Company Support for W-L Balance  
Time Away from Work  
Time to Focus

Experience per Square Foot™  
@home Survey Scope:

**3 million**  
data points

**60,000**  
people

**100**  
countries

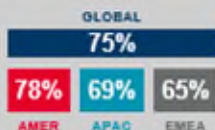
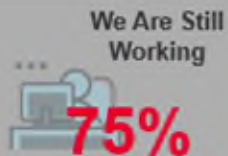
**40**  
companies



# What we Found Globally

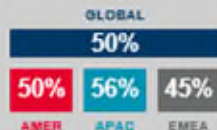
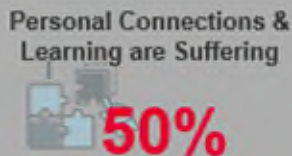


## Cushman & Wakefield's proprietary XSF@home Survey



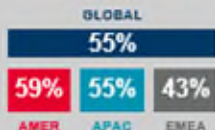
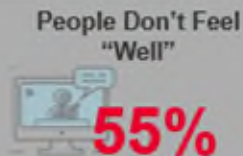
**Feel they effectively Focus and Collaborate**

Productivity has remained consistent and strong.



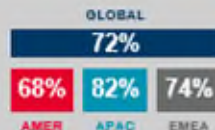
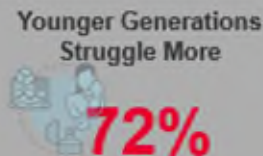
**Many struggle to connect to company culture**

Colleague bonding is down and only half of respondents feel personally connected to their company culture.



**Have a sense of wellbeing**

Employees report low levels of energy, wellbeing and are not taking enough time away from work.



**Of younger generations have WFH Challenges**

Millennials & Gen Z struggle with caregiver responsibilities and inadequate workspace.

**A TOTAL WORKPLACE ECOSYSTEM**

**78%**



**Want remote working policies expanded and shift to balancing office, home and third places.**

The office will remain a critical driver of culture, learning, & personal connections.

# Changing Perspectives Over Time

WITH CLIENTS REPEATING XSF@HOME SEVERAL MONTHS LATER, WE ARE BEGINNING TO SEE THE LONG-TERM IMPACTS OF WORKING FROM HOME

**5%**

**REDUCTION**

REPORTING  
CHALLENGES IN  
WORKING FROM  
HOME



**7%**

**IMPROVEMENT**

IN PEOPLE FEELING  
THEY ARE DOING THEIR  
BEST WORK

**4%**

INCREASE IN PEOPLE  
WANTING TO SEE EXPANDED  
WFH POLICIES

**-18%**

FURTHER DROP IN  
FEELING CONNECTED TO  
COMPANY CULTURE

**-20%**

FURTHER DECREASE IN  
ABILITY TO BOND WITH  
COLLEAGUES



**-10%**

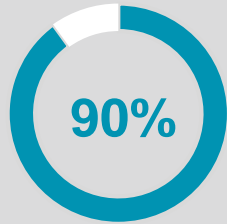
FURTHER DROP IN  
LEARNING

# Reasons to Work From Home and the Office

% of Respondents Who Agree or Strongly Agree

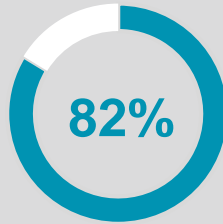


## Drivers to work remotely



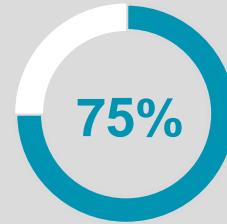
Feel trusted to carry out their work

+

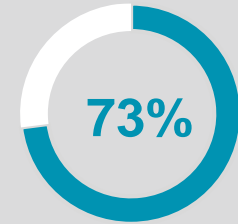


Feel informed

+



Feel they effectively focus and collaborate



Think remote working policies should be expanded

Source: C&W 2020 XSF@home survey n= 43,924 employees

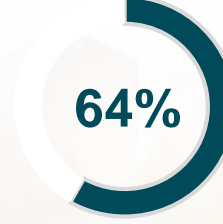


## Drivers to return to the office



Feel a sense of wellbeing

+



Feel they are learning\*

+



Feel connected to colleagues



Feel connected to company culture

\*Formal process learning is continuing but informal learning & mentoring are challenges



# Reasons to Work From Home and the Office

Bond with colleagues suffers while WFH

## Why come to the office?

- Easier to **socialize** with my colleagues
- To **collaborate** or attend meetings in person
- Better access to tools and physical resources
- To **network** with and be visible to leadership
- **Easier Collaboration**
- To be exposed to **informal learning** opportunities
- It's easier to separate work from my personal life
- Better workspace set up
- I feel more in tune with what's happening in the business
- I feel more **connected to the company culture**

## Why work remote?

- **I like not having to commute**
- I have more **flexibility** on when I work
- **Better work-life balance**
- **Easier to focus**
- I feel safer
- I prefer a more casual environment
- Access to natural light and outdoor space

**WFO**      **WFH**

**73%** → **50%**

Fewer employees **feel a bond with colleagues**  
since working from home

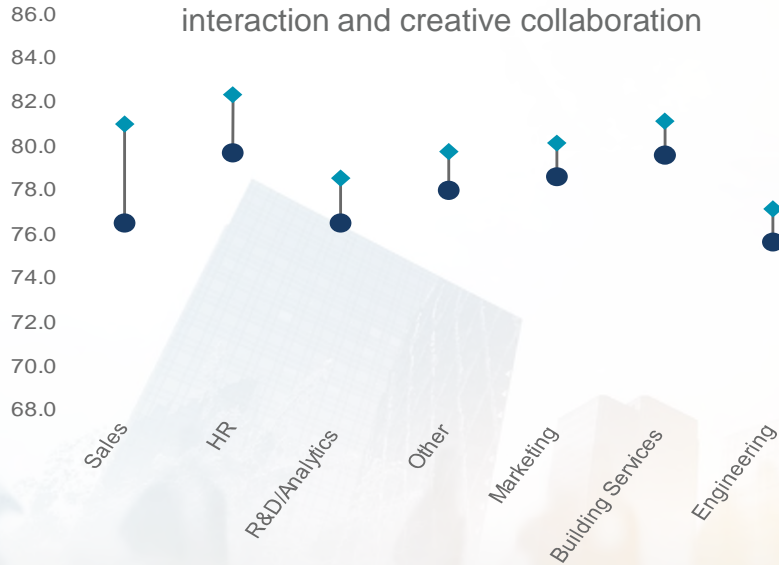


# Which Functions Struggle the Most at Home?



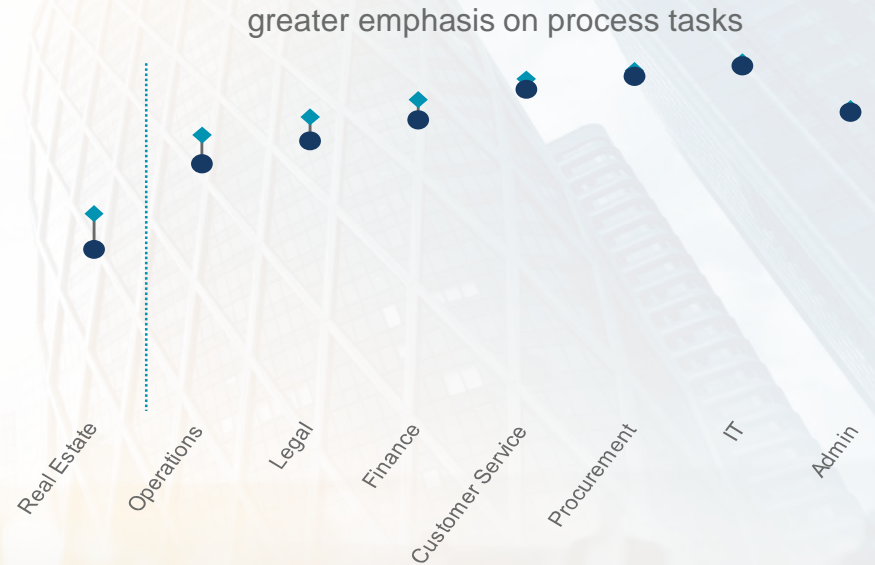
## Maybe They Should Return to the Office?

More downside for those requiring face-to-face interaction and creative collaboration



## Maybe They Can Stay Remote?

Less downside for those with greater emphasis on process tasks



### Interpretation

The larger the gap (i.e., line) between the diamond and circle, the more downside for those who were previously office-based.

◆ Average business function experience

● Previously office-based

Source: C&W 2020 XSF@home survey n= 43,924 employees

# Role of the Future Office

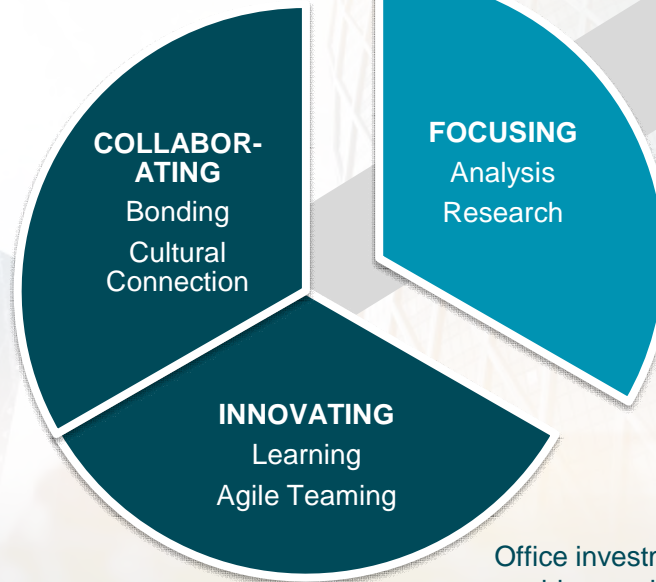
A place for Bonding, Learning, Innovating

Companies will leverage WFH to resolve some of the in-office focus challenges of yesterday

## OFFICE IS THE PRIMARY PLACE FOR GATHERING YOUR WORKFORCE

- Sales, Innovation, Relationships Groups and R&D are all suffering without the office
- We need place to bring our people together, reinforce culture, learn and innovate

## OFFICE ACTIVITIES



## FOCUS ACTIVITIES CAN OCCUR WHERE IT'S MOST CONVENIENT

- Open plan has created more of a distracting environment
- WFH has shown improvements in minimizing distractions and improving heads down work needs

Office investments will look to improve collaboration and enable people to work from home or alternative locations to improve individual work activities

# From Pandemic to Performance

Organizations will leverage the office plus a variety of locations and experiences to support convenience, functionality and wellbeing

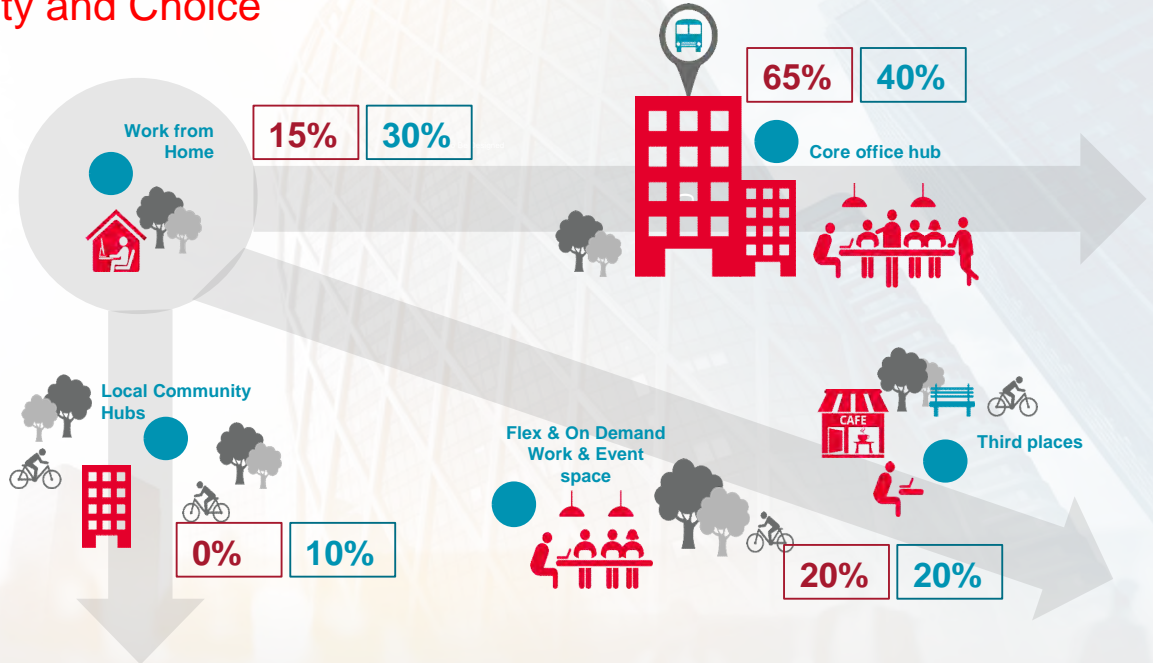
Time spent  
PreCOVID

Desires  
PostCOVID

## 78% of Employees Expect Flexibility and Choice

### 3 KEY ISSUES WITH THE CURRENT EXPERIENCE ARE DRIVING PLANS TO RETURN TO THE OFFICE

1. The current WFH experience is not sustainable and is already showing signs of deterioration particularly for younger people
2. Sales, Innovation, R&D teams are all suffering working remotely
3. Place matters - to bring people together, reinforce culture, learn and innovate



THERE IS AN URGENCY TO PLAN FOR THE SAFE RETURN TO PERFORMANCE AT THE OFFICE

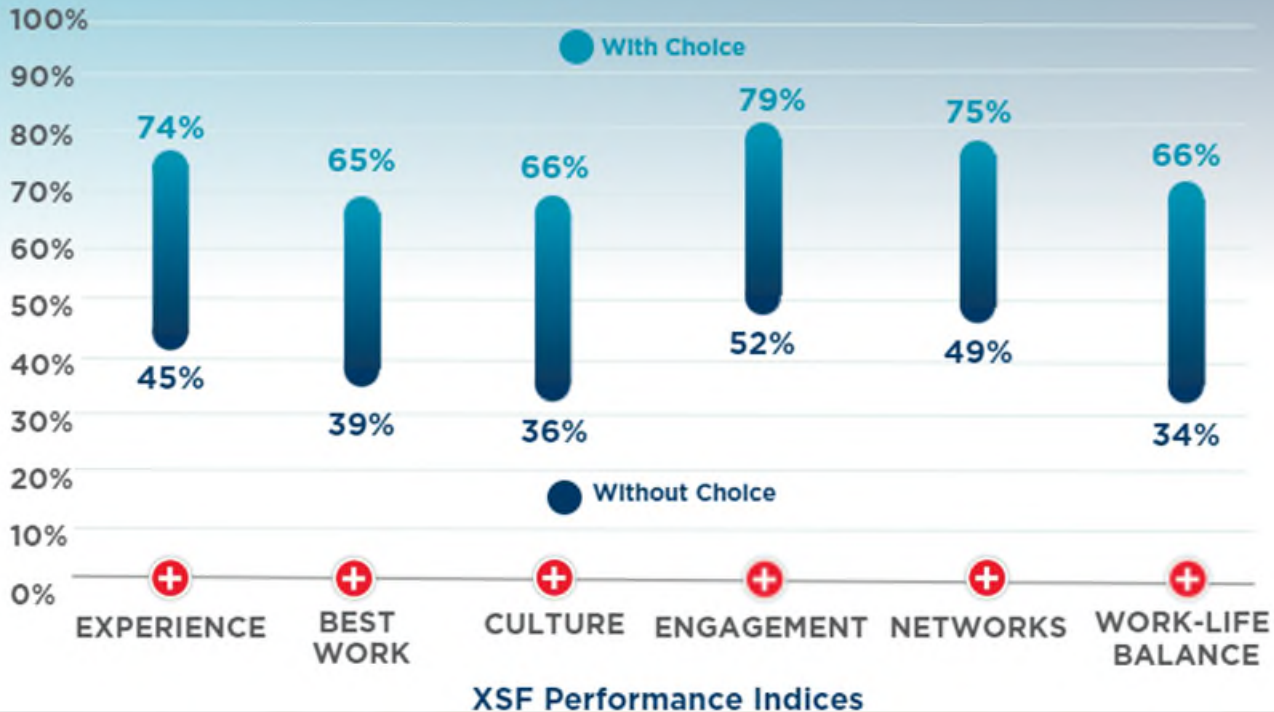


# Choice Impacts Performance

## Provide Employees with the Freedom to Choose Where They Work to Create the Best Experience

n=11,898 global workers  
Source: C&W XSF Survey

XSF Performance Index Scores Comparing Employees With and Without the Choice of Where They Work







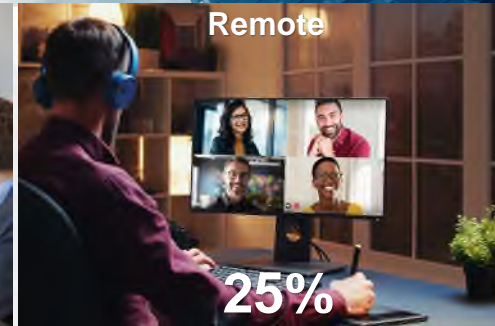
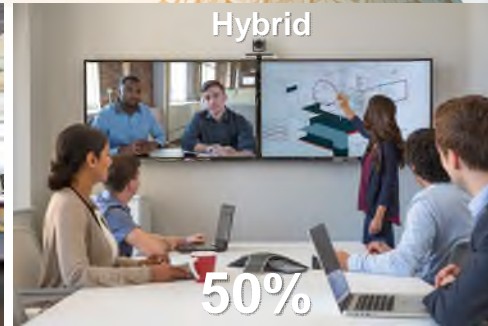
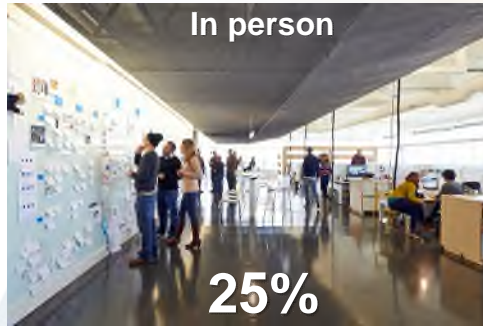
# The IMPACTS ON FUTURE OFFICE PLANNING



# The Total Workplace Ecosystem

## Planning Beyond the Building

### BEWARE THE INBETWEENERS



#### Business Purpose; Activity Types

- Sales & relationship building
- Innovation & Creativity, R&D
- Informal knowledge transfer, socializing
- Learning and Development

- Flexible
- Inclusive beyond geography

- Process driven activities
- Formal meetings
- Focused Work

#### Design Implications

- Mix of Workplace Collaboration Spaces
- Amenities & Hospitality Services
- Building Technology

- Collaborative Technologies
- Information Sharing
- Mobility guidelines & etiquette

- Workspace setups & best practices
- Personal & Collaborative technologies
- Remote working policies and procedures
- Wellbeing & Access to colleagues

#### Workplace Delivery

- Funding for workplace design
- Workspace Design
- Technology Solutions
- Service & Experience Strategy
- Change Management

- Reserving spaces
- Technology best practices
- Change Management

- Funding for remote working
- Technology remote working set ups
- Office Set up guidelines

# Shift to Design for Activities & Experiences

## JOURNEY MAPPING





**Visit the Experience Per SF Website:**

<https://www.cushmanwakefield.com/en/united-states/services/global-occupier-services/total-workplace/experience-per-sf>

**Download the full *Future of Workplace* report:**

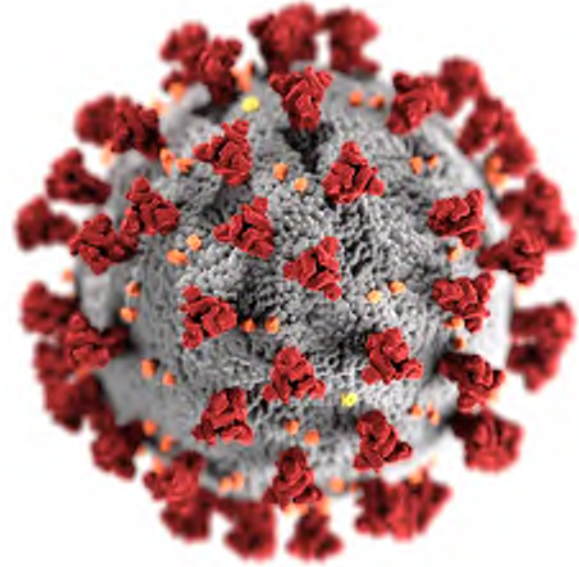
<https://www.cushmanwakefield.com/en/insights/covid-19/the-future-of-workplace>





# Identifying Key Legal Considerations for the Office Lease Post-COVID-19

1. Health and Safety
2. Amenities and Services
3. Flexibility
4. COVID-19 Liability Legislation



# Health and Safety

- Air Quality/ASHRAE Guidelines
- CDC Guidelines
- Janitorial Specifications
- Infectious Disease Preparedness and Response Plan



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# Amenities and Services

- Meeting spaces and conference rooms
- Outdoor amenities
- Food service and cafeterias
- Contactless technology
- Personal wellness

# Flexibility

- Shorter Lease Terms/Options to Renew
- Early Termination Options
- Expansion Options
- Contraction Options
- Recapture Rights
- Own vs. Lease



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# COVID-19 Liability Legislation

- Missouri Senate Bill 51 establishes provisions relating to civil actions arising from COVID-19 pandemic
- Effective Date: Aug.28, 2021
- No business shall be liable in any COVID-19 exposure action unless the injury was caused by **reckless** or **willful misconduct**
- There is a rebuttable presumption in favor of the owner when the owner posts a **warning notice**, with the specific language specified in the Bill
- Does not affect Worker's Compensation Law, employee-employer relations, and landlord-tenant relations for residential property
- Pending in the Missouri House of Representatives





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