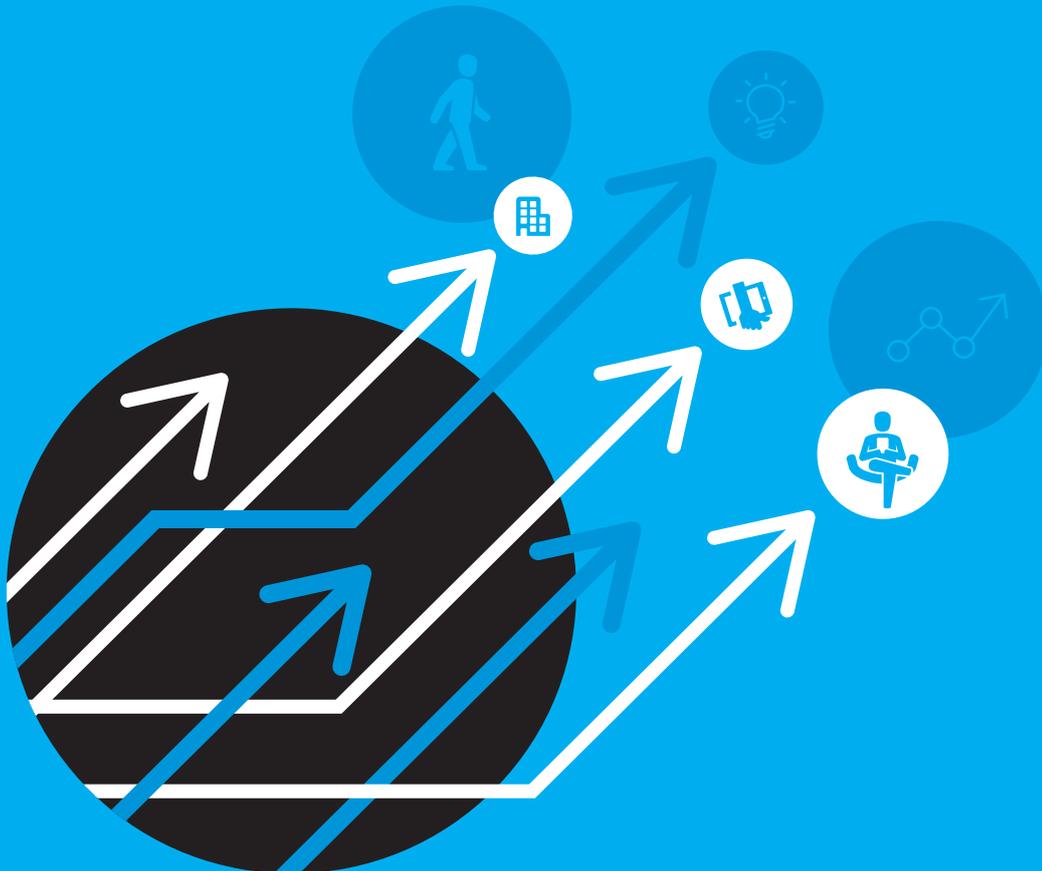


Activity Based Working

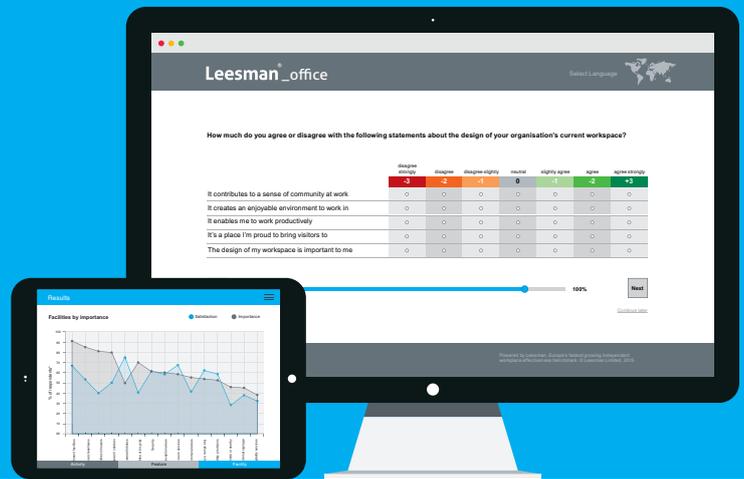
The rise and rise of ABW: Reshaping the physical, virtual and behavioural workspace

Research Question: As the appetite for business strategies that fuel growth or competitive advantage grows ever stronger, Activity Based Working has become synonymous with those organisations who embrace change in an era of unprecedented complexity and transformation. But as real estate professionals grapple with the demands for flexibility, is ABW delivering to its promise, or is its real potential not yet even realised?



Leesman does one thing, one way: measure how well workplaces support the employees they accommodate – nothing else.

We are the world's leading independent authority on measuring the effectiveness of corporate workplaces – how the workplace environment and infrastructure provided by an employer, supports the employees it accommodates. Our methodology is centred around a standardised survey that is used by organisations globally for individual capital projects, through to estate-wide evaluations. The data we collect has built the largest benchmark research database of its kind and the findings it uncovers provide ever richer insights into the role of workplaces in organisational performance.



Research methodology

This study into the impact of Activity Based Working uses the data gathered from our standardised survey, together with an additional research question set written specifically to test the performance of the ABW principles. These questions were attached to the questionnaire in March 2015 and offered to almost all Leesman survey respondents over a 12-month period, whether in an ABW environment or not. The results offered here form an executive summary of the findings.

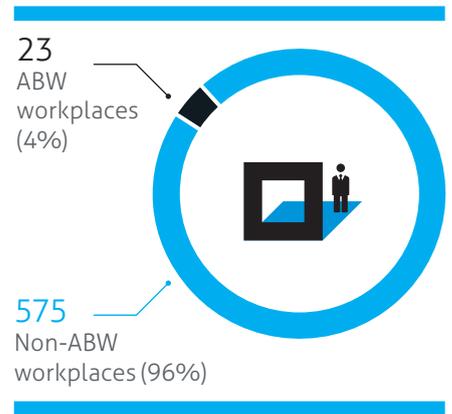
- Research built around the world's largest workplace effectiveness POE database ✓
- Deployed through our standardised global reach survey over 12-month period ✓
- Used by clients on individual capital projects or estate-wide baseline evaluations ✓
- Totally independent, with no vested interest, solutions or consultancy offerings ✓
- Leesman+ certification recognition for the highest performance workplaces ✓

One year ABW research

	<h1>70,675</h1> <p>Employee responses</p>		<h1>7,513</h1> <p>ABW space employees</p>
	<h1>575</h1> <p>Workplaces surveyed</p>		<h1>23</h1> <p>ABW workplaces</p>
	<h1>64%</h1> <p>Average response rate</p>		<h1>10</h1> <p>Minute average response time</p>

ABW adoption

ABW is not a new concept, still far from mainstream, and the components for a successful outcome unclear for many. So with suggested benefits that would rightfully grab business leaders' attentions, this study aims to statistically remove confusion and focus attention on the key issues, benefits and risks.



About the research

Across our study sample of 598 workplaces, 23% of employees are still based in private or shared enclosed offices and for those beyond in open plan, an allocated desk or cubicle is the norm (57%). For any of these organisations considering moving to a more flexible, agile, non-allocated or dynamic "low enclosure" workplace, the change will need to address employees' engrained traditional sedentary workstyles.

Q. In the office, what type of work setting do you use most often?

57%

allocated open plan desk

12%

shared office

16%

non-allocated open plan setting

11%

private office

Research results

Statistically at face value, the benefits of ABW environments are difficult to see. Comparing them to a control group of non-ABW spaces, they show lower Leesman effectiveness scores and average satisfaction agreement against both productivity and pride key indicators. Presented with these results in isolation, it would be difficult to build a case for ABW adoption.

However, those averages mask a dramatically diverse picture that is concealing how ABW environments deliver significant performance improvements on multiple measurement lines for those employees who adapt to their new surroundings. But a number of these spaces are populated by large numbers of employees stuck in traditional workstyles, in effect, in conflict with their new setting. This is where the averages conceal a split story.

Employees were asked to select one of four mobility "personas" that best describes them, ranging from static traditional workstyle, to predominantly mobile activity based. By comparing those who have adopted the most activity based working styles in ABW workplaces to their co-workers yet to adopt new behaviours, we can identify the extent of the potential failings and gains. The satisfaction differences with key workplace activities are shown to the right.

How internal mobility drives ABW benefits

Profile 4 – high mobility profile
Profile 1 – low mobility profile

84% satisfaction

57% satisfaction

Individual focused work away from your desk

68% satisfaction

46% satisfaction

Thinking / creative thinking

82% satisfaction

62% satisfaction

Hosting visitors clients or customers

69% satisfaction

52% satisfaction

Business confidential discussions

85% satisfaction

62% satisfaction

Informal un-planned meetings

89% satisfaction

75% satisfaction

Informal social interaction

79% satisfaction

67% satisfaction

Collaborating on creative work

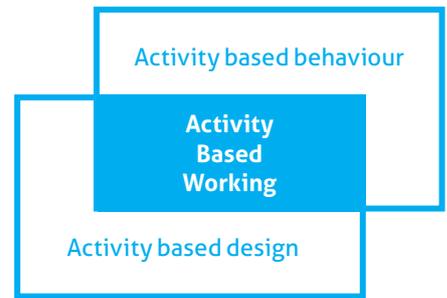
81% satisfaction

70% satisfaction

Collaborating on focused work

Behaviour key to benefits

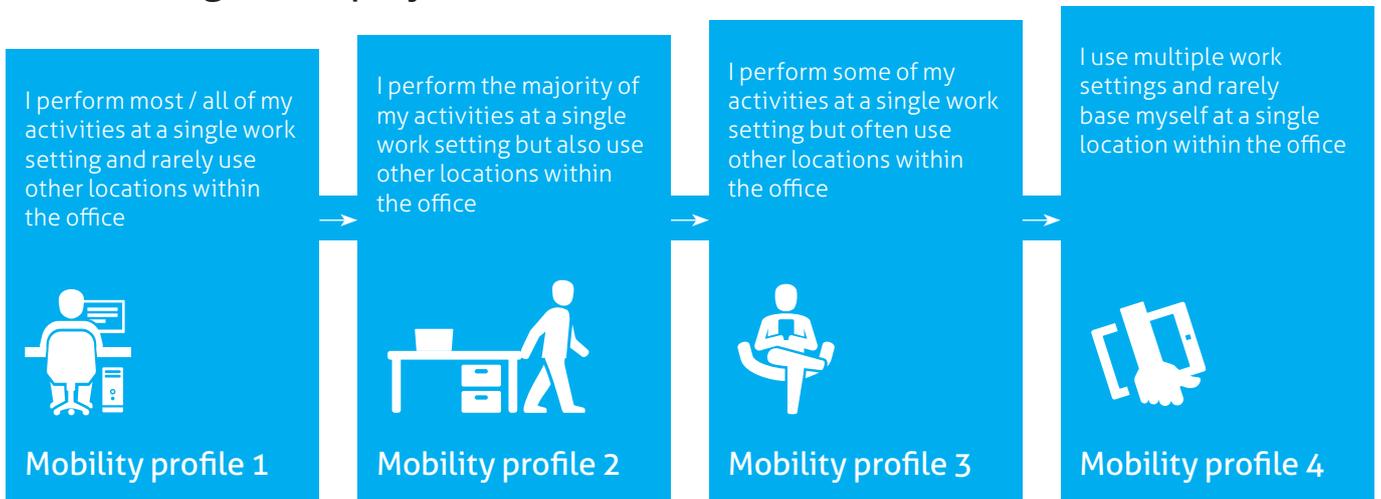
Our research overwhelmingly shows employees who work in an activity based way, in environments that support that workstyle, see significant personal and organisational benefits. But large numbers of employees are failing to adopt the behaviours necessary to realise the potential benefits of these surroundings.



Mobility profile distribution across ABW workplaces

Mobility profile 1	32%	Mobility profile 3	18%
Mobility profile 2	41%	Mobility profile 4	9%

The challenge of employee inertia



The camper / squatter

These employees are truly anchored to their workstation and are not finding other spaces elsewhere. Across the 70k+ research sample they represent a significant body of employees, accounting for 42% of the sample. Within the ABW sample workplaces, they still represent 32% of employees.

Productivity agreement	43.2%
Pride agreement	51.8%

The timid traveller

These employees remain strongly attached to their single workstation but are starting to experience other spaces for some of their work. Across the ABW sample workplaces, they represent the majority of employees - 41% - clearly showing ABW environments struggle with employee inertia.

Productivity agreement	52.9%
Pride agreement	68.1%

The intrepid explorer

This group of employees are well progressed in their exploration of the central concepts of ABW and have adopted a progressive and mobile approach to space use. Within the ABW sample they account for 18% of employees with above average (58%) productivity and excellent (78%) pride agreement.

Productivity agreement	58.3%
Pride agreement	77.5%

The true transient

This group of employees are hard to find; not only because they are the most mobile, but because they are few in number. Even across the ABW sample workplaces they represent just 9% of respondents. However, they report the highest (66%) productivity and outstanding (82%) pride agreement.

Productivity agreement	65.5%
Pride agreement	81.8%

Matching benefits with objectives

Statistically the best ABW environments deliver valuable employee satisfaction gains on many key workplace activities and significant improvements with several physical and service features. When executed well, the benefits far outweigh the minor losses, but need to be matched to organisational objectives.

Creativity



Collaboration



Planned meetings



Personalisation



01



Individual focus

Whilst ABW environments perform less well from an employee satisfaction perspective for "Individual focused work, desk based", that is more than compensated for with the +20% gains in satisfaction for "Individual focused work away from your desk".

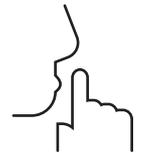
02



Creative thinking

Here ABW environments outperform most other environments for most employees, with some ABW workplaces seeing significant gains over more traditional environments. This is particularly true for those employees with the higher mobility profiles.

03



Confidentiality

For the majority of employees in ABW spaces, the environment performs no better or worse for "Business confidential discussions" than those in other workplaces. But for employees in the highest mobility profile, once again, ABW workplaces deliver higher satisfaction.

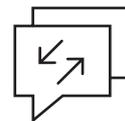
04



Informal meetings

This is an area where ABW spaces consistently excel, delivering higher employee satisfaction averages across all four mobility profiles. If this forms part of a project objective, this is an area where ABW has the potential to bring employees real benefit.

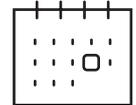
05



Collaboration

Here the performance difference between ABW and non-ABW spaces is starting to narrow on both creative collaboration and focused collaboration. So though performance remains higher in the ABW environments, to see this as a key project driver might prove difficult.

06



Planned meetings

There is minimal statistical evidence that ABW workplaces support planned meetings any differently to other workplaces with both types of workplace delivering similar importance and satisfaction figures for large and small rooms. "Quiet rooms" do fair better in ABW spaces.

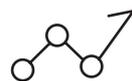
07



Paper

Almost all ABW spaces record lower than average satisfaction figures for "Spreading out paper and materials". Organisations moving to ABW need to assess the importance of this activity to their employees and decide if reducing reliance on paper is appropriate or achievable.

08



Variety

The wide difference in satisfaction across the four mobility profiles may point to "Variety of different types of workspace" being one of two mission critical components for successful delivery of an ABW environment and adopting AB behaviours. This is strongly supported by other Leesman research.

09



Informal work areas

Again the difference in satisfaction across the four mobility profiles points to "Informal work areas and break-out zones" being one of two fundamental ingredients for successful delivery of an ABW environment and the adoption of AB behaviours.

Leesman[®]

Leesman does one thing, one way: measure how workplaces support the employees they accommodate – nothing else. This focused approach to functionality and effectiveness performance measurement has quickly established Leesman as the world leader in measuring corporate and educational workplaces, with the Leesman Index benchmark now generated from the largest global database of employee workplace satisfaction surveys available. Our simple, standardised survey and analytics tool provide an inexpensive, systematic approach to the collection, analysis and benchmarking of workplace performance data and generate a single, transferable measure of effectiveness – our Leesman Lmi. This gives clients and their consultants an unrivalled ability to compare their results with thousands of others, offering deep insights into how their workplaces are supporting organisational performance.

www.leesmanindex.com



This research project was conducted in partnership with IFMA Sweden in response to the huge growth in interest in Activity Based Working across Scandinavia. IFMA Sweden is the Swedish chapter of IFMA and has a mission to bring together, support and develop the Facility Management industry in Sweden. In recent years, IFMA Sweden has grown by over 100% and today with over 500 members, is the obvious professional network of people and organisations within Facility Management in Sweden. Founded in 1980, IFMA is the world's largest and most widely recognised international association for facility management professionals, supporting 24,000 members in 105 countries. The association's members, represented in 134 chapters and 17 councils worldwide, manage more than 37 billion square feet of property and annually purchase more than US\$100 billion in products and services.

www.ifma.org



This research project was financially supported by Stockholm based tenant representative practice Tenant & Partner. Formed in 1992, Tenant & Partner is now the market leading tenant representative in Sweden, helping clients maximise the benefits of their premises while minimising the costs. Their strength lies in a wide-ranging body of expertise built up in-house – from expert business administrators and legal advisors to civil engineers with in-depth industry experience of the real estate market. They provide expert assistance with everything from tenant representation and legal or financial advice to relocation projects and contract management.

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