

The Workplace Experience Revolution

Unearthing the real drivers
of employee sentiment

**The only constant I am sure of,
is this accelerating rate of change.**

Peter Gabriel. Ovo, 2000

We are in the midst of a revolution fuelled by an elite group of brands that are resetting our value expectations. This societal swing is changing what we expect of the products, services and spaces we use—including our workplaces. This is the experience revolution, and this study, conducted on the largest sample of employee workplace experience data ever amassed, has revealed the mission-critical components needed to respond to that shift.

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Executive summary

As our experience of the brands and services we consume changes, so too does the expectations we place on our workplaces. This study has explored what that means for organisations trying to get the best of their real estate and their employees. This study focuses on the physical, service and virtual aspects of employee workplace experience and has mapped the complex web of factors that impact, shape and ultimately determine employee sentiment.

The results, drawn from the largest employee workplace experience dataset of its kind ever amassed, provide a series of key insights;

- 1.** There are multiple factors at play in employee workplace experience (EwX), some of which may be beyond your control; employee needs, requirements and preferences, behaviour, process and organisational structure and dynamics.
- 2.** EwX is shaped through the support of three distinct experience clusters; Doing, Seeing and Feeling. An outstanding workplace experience delivers on all three and failure on one will almost certainly limit or undermine overall EwX sentiment.
- 3.** There are a series of core employee work activities that are key drivers across all three areas of the EwX. Supporting these should be seen as mission-critical in delivering high-performance workplace.
- 4.** The workplace ecosystem is complex, and most physical and service components are intricately entwined. However, certain components are greatly more important than others and will have a significantly larger impact on EwX. These components must be positioned at the top of all agendas.

Leadership teams have to accept employee workplace experience is subjective by definition, but it is *the* reality as experienced by the people who matter most—the employees. The leadership team might not appreciate it or agree with it, but it is the employee opinion at that point in time relative to their experience. This research now provides those teams two key elements: a checklist of the factors that carry the greatest influence in improving that experience as well as the evidence on which to build the compelling business benefit case.

Foreword

In pretty much every part of the developed world, productivity growth has been dismal since the early 2000s. Economists are generally perplexed, yet workplace industry conference pulpiteers continue to hypothesise at the edge of the debate, offering carefully crafted but scantily evidenced argumentation that greater investment in workplace is the answer. Many fail, principally because they somewhat hypocritically continue to accept challenges from clients to reduce service costs, compress more employees into less space, support the implementation of aggressive desk sharing ratios, or all of the above.

Economists remain confounded because their cleverly adjusted new measure of ‘total factor productivity’ is also flatlining. This gauge was designed to account for the increased dominance of corporations that appear to come from nowhere, employ thousands, file huge profits and attract previously unheard-of valuations, yet typically neither make things nor sell things, feeding us instead with stuff we are seemingly allowed to consume for free.

In a really short time frame these brands have changed the way products and services are conceived. As other brands learn, mimic and follow, they are collectively rewriting our expectation of customer’s experience.

Of course, we don’t get these brands’ services for free—we pay them with our data. In return, we get access to services delivered with a new style of immersive and participatory customer experience. This puts us in the midst of a revolution—a social and economic power swing where the success of many of these hyper-growth businesses is increasingly being linked to ‘experience’.

The best of these brands are built on a human connection and emotional synergy, with an ethos based on the ‘why’ and not the ‘what’, where submissive consumers are replaced by active participants. The countless comparable start-up to mega-brand success stories are leading sociologists to focus on a common thread. This is the experience revolution.

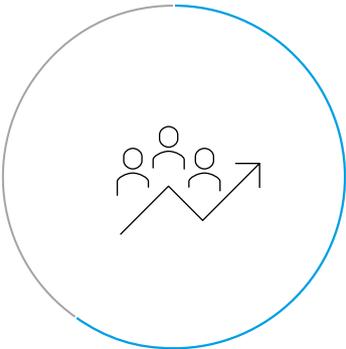
The global businesses attracting the most attention pretty much all have this new experience at their core. They are participatory businesses. We don’t consume them, we experience them: we are in them. We are on them. And we’re not talking solely about the ‘social network’ brands. They are typified by brands that are built on the side of the user—not simply for the user to consume but as though the brand is there hanging out with users, fashioning the services the user needs along with them to delight them. ☺

1.6

The percentage difference between OECD forecast for UK (1.4%) and US (3.0%) economic growth in 2018 – 2019

“Productivity isn’t everything. But in the long run it’s almost everything.”

Paul Krugman,
Professor of Economics,
City University of
New York



59.9

Percentage of employees globally who agree that their workplace enables them to work productively

For these brands, this means not standing still. User-side organisations are constantly refreshing and developing solutions not because they need to, but because they want to for the community of users they consider themselves part of. When you are user-side, you are constantly looking for better ways to get to the solution the user is there looking for, because you are in amongst the feedback from participants. This means sands are forever shifting. Products and services are always in development and there is a constant appetite to better those goods or services.

You'll see this in an Apple store or Tesla showroom. In a FitBit or Strava forum. You can even experience it alone setting up a Sonos speaker or YouTubing GoPro content. But why are we so hooked?

Neuroscientists believe it may be that consumers are addicted to the dopamine releases they get experiencing these 'exceed the expectation' brands. Dopamine functions in the brain as a neurotransmitter and throughout the rest of the body as a chemical messenger. Neurologically, it is associated with pleasure and with the anticipation we get from most types of bodily rewards: favourite foods, sex, laughter, the company of friends, feel-good movies or live music. Alongside serotonin, oxytocin and endorphins, it pretty much governs our general sense of happiness.

The experiential, participatory nature of many of the new mega brands is hooking us all on dopamine.

Our daily work with global brands reveals that the workplaces where employees report the highest levels of productivity, pride and sense of community consistently deliver a particular type of employee experience with stand-out infrastructures that are superbly supportive, immersive, pleasurable and on the side of the user. Not just with the basic amenities, but with a consistent series of features that add something more than mere functionality.

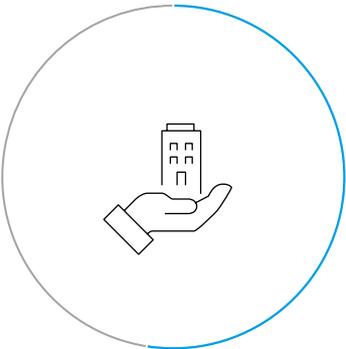
Think of it at this level: you can make a free cup of coffee from dried granules or a filter jug, with fresh milk from the shared fridge in a perfectly pleasant pantry. Or, you can pay almost high street price from a barista who knows your name, remembers your preferred caffeine cocktail and jokes with you about the miserable performance of your favourite sports team, while crafting a piece of art with milk foam and chocolate dust. You choose. ☺

79.4

Percentage of employees globally who rank tea, coffee and other refreshment facilities as an important workplace feature

"If we could understand the ways in which individuals are motivated, we could influence them by changing the components of that motivation process."

Charles Handy,
Understanding Organisations,
Penguin Books, 1976.



52.5

Percentage of employees globally who agree that their workplace is a place they are proud to bring visitors to

If comparing coffee experiences is too whimsical, note we repeatedly see employee satisfaction with face-to-face IT help-desks outperforming their virtual help-desk equivalent. In participatory workplaces employees no longer see themselves as users but as active participants who develop a meaningful connection to their working environment and those around them in it.

This is not the easiest concept to sell to a cynical controller of purse strings: that to achieve the best employee engagement, you have to go beyond merely providing a safe and efficient infrastructure and provide an ecosystem that is pleasurable and experiential.

This 'going beyond' is where the participatory brands and their services are putting continual pressure on our daily workplace experience. An employee who can Facetime a grandparent on the opposite side of the world with two touches of the iPhone for free, has an increasingly cynical view when video-conferencing a colleague in the next time zone can be no better than using two paper cups and a ball of string.

This new heightened pressure points to workplace management requiring two distinctly different skillsets: one technical, operational, compliance-based and a second that is softer, immersive and experiential. This split risks setting operational efficiency head-to-head with emotional synergy and will almost certainly send some workplace practitioners flying centrifugally out of their existing roles on a new and empowered workplace experience management trajectory, leaving stalwart traditionalists, their struggling professional bodies and some service providers to a no less important orbit back round from where they came.

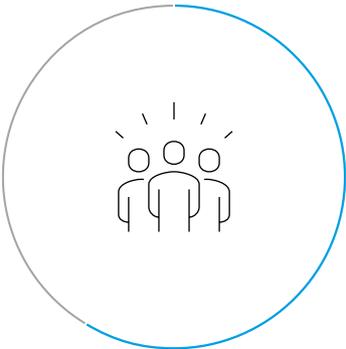
This increased demand for experiential workplace could also account for the last decade's growth of the 'co-working' space, office as a service market. With a \$20 billion valuation and 250,000 members in 72 cities worldwide, WeWork is on a self-styled mission to be the Amazon of workplace. In the UK, The Office Group may be a minnow in comparison, but with 15,000+ members across 35+ London locations, it is now the largest occupier of leased real estate in the capital. But why? ©

58.0

Percentage of employees globally who are satisfied with IT Helpdesk services

“Existing supply chains in office development, office design and facilities management are uni-directional, fractured, self interested, unstoppable and, worst of all, feedback free.”

Frank Duffy CBE,
Founder DEGW,
Blogpost 2012,
pca-stream.com



58.7

Percentage of employees globally who agree that their workplace positively contributes to a sense of community

Simple. Their stylish designer-furnished spaces, with roof terraces, coffee bars, beer taps and generally awesome on-point locations in class A buildings (or stunningly refurbished previously shunned buildings) and teams of smiling hosts come building managers give start-up and SME employers the opportunity to give their employees the dopamine-dosed workplaces previously reserved for established businesses.

If this participatory experiential shift continues, it challenges some well-established norms. It means it is no longer acceptable to undertake a brief you know will compress, hamper or obstruct employees and simply shrug off the mediocre resulting employee experience as regrettable fallout. If the benefit of a high-octane, dopamine rich positive workplace experience is proven, the risk of the opposite neurological experience is way more disturbing.

The employees in our research who report the lowest productivity and pride agreement have a catalogue of gripes, frustrations, barriers and obstacles to deal with. Their workplaces are Obstructer² spaces littered with low-grade conflict that are quite literally impeding employee potential, holding them back or dragging them down.

In conflict situations the hormone cortisol is physiologically vital in the body's 'fight or flight' responses to attack or injury. In short bursts at the right times, it is essential and beneficial, but at repeated low levels, induced by stress, frustration or conflict, cortisol is now recognised as public health enemy number one. Even moderately elevated cortisol levels are known to interfere with learning, sleep, memory, immune function and bone density, contributing to weight gain, heightened blood pressure and heart disease.

Acknowledging that employees respond to their surroundings shouldn't prove that hard for most leadership teams but accepting that poor workplaces may be bad for employees and therefore bad for employee performance may be awkward for those who see cost reduction as the only path to greater efficiency. For some, accepting the societal shift to experiential and participatory economics and realigning management styles, skill-sets and vocabularies accordingly, will prove difficult.

Employees in experiential organisations reflect on their contribution, not their productivity.

Their employers will own processes rather than subcontract them. And the workplace designers employed by them will have to welcome employers and employees participating at a deep level in the co-creation of space. It will mean building or facility managers moving from managing to enabling space. The traditional management command and control structures will collapse in favour of a new, responsive support system that will embrace change rather than restrict it. This may look like trite linguistics, but it is central to understanding the necessary shift. ☺

29.2

Percentage of employees globally who are satisfied with quiet rooms for working alone or in pairs

“The workplace is constantly reflecting your culture and values. You choose whether to manage that message or not.”

Despina Katsikakis,
Head of Occupier
Business Performance
Cushman & Wakefield

	vs.	
productivity	–	contribution
employee	–	participant
designer	–	co-creator
manager	–	enabler
service	–	support
customer	–	follower
them	–	us
provider	–	partner

Of course, revolutions don't happen overnight. And it's difficult to see it happening when you are in its grips. The great Industrial Revolution lasted some 60-70 years, but we are currently in the midst of the next socio-industrial revolution. It is progressively changing our societal expectations of the brands we align with, the things we consume, the organisations we want to work in and the places where we want to be, including our workplaces.

Workplace experience isn't about any one thing. It's the result of an employee experience journey through the workplace and it is progressively established over time. And, with daily experiences never precisely the same, employee experience is fluid, so opinions could change on what's happening inside the workplace purely because there is a new reference point against which to compare outside the workplace.

This fluidity makes it even more difficult for organisations to get a fix on the full meaning and significance of employee experience in what is an ever-changing process. However, this research, based on the statistical review of the largest dataset of its kind ever amassed, has shown that employee workplace experience sentiment groups into three distinct responses and that these are driven by a series of key drivers.

See this as the signal in the noise. These drivers are the levers and dials that directly control an employee's experience of a day at work. Understand the weight of influence each of these drivers conveys, and employers can use the experience revolution to drive performance in their own organisations®

85.0

Percentage of employees globally who agree that the design of their workplace is important to them

Workplace experience framework

The best performing workplaces in the world consistently offer a specific type of workplace experience—a participatory space where infrastructures are crafted, immersive and user-centric. But, is the physical space alone enough to create an outstanding workplace experience? The simple answer is no. You can create the ideal physical infrastructure but still be left with employees whose experience is less than average. Why? Because there are other factors that will have an impact on the overall experience.



Workplace experience framework

We often get asked whether, and how, employee engagement impacts what an employee thinks of their workplace. We are sometimes asked whether the responses in the Leesman survey are reliable, because an employee responds subjectively.

Indeed, it is subjective—because experience and sentiment are subjective by their very definition. An employee’s experience is his/her perception of reality at that point in time. What matters to the employee, and should therefore matter to the organisation, is the perception of reality, not reality itself. The actual quality of the workplace doesn’t really matter, if it’s not perceived well.

In order to create an overall outstanding workplace experience, we must first acknowledge the various dynamics that might impact that experience. Our employee workplace experience (EwX) framework identifies the six prime elements that we believe impact on the overall employee workplace experience.

This framework is not meant to serve as an exhaustive list, since clearly there may be other factors that could directly or indirectly impact how an employee experiences workplace — prevailing economic conditions, political direction changes, the arrival of aggressive competitors, etc. However, the six described here are those we believe fall within the realm of influence of those responsible for real estate services, employee workplace experience, workplace designer and workplace management. ☺

1. The workplace. This is perhaps the most obvious one. Employee workplace experience will, of course, have its base in the workplace itself. This is the bricks and mortar: the chairs, the stairs, the variety of settings, colours, size, technologies, services—all of it impact the experience. In fact, when we talk about workplace experience, this is what the employees are experiencing.

The workplace has previously also been defined as the physical, virtual and social environment—in this framework we choose to define it as the physical and virtual, as the social environment is included in other factors of the framework.

2. Expectation. In the theories of service quality, it is argued that a customer is satisfied when the experience exceeds his/her expectation. The same theory applies to workplace experience: we will have an outstanding experience when our expectations are exceeded. Our expectations though are influenced and governed by our previous and new experiences, both inside the workplace and in the world we see around us.

We will always perceive things based on what we are used to and what we had before. These are our reference points. So, moving to an activity-based workplace is a much bigger change for an employee who has never worked in anything other than a private office, compared to a person who has spent their entire career in an open-plan environment.

Organisations consolidating two or more offices, each offering very different experiences, must manage different employee groups having completely different opinions of the new workplace. The employees who came from the worse environment may be impressed with their new surroundings because, in comparison, they are a significant improvement. Meanwhile, colleagues who relocated from a state-of-the-art workplace with all of the amenities and high-quality services are left with a lesser experience, because they were used to something better and had higher expectations.

Expectations also shift when the bar for what is possible is raised. Consider your experience with a new iPhone—it does everything you need it to do and is cutting edge technology. But, the moment Apple releases a new, slimmer, more powerful model, the experience you have with your phone changes. Even though the phone you have hasn't changed, it's suddenly not as good as it was before. Because there's something better out there. Your reference point has moved.

The same reference point shifting applies to workplaces. Even if a workplace is near perfection at the time the ribbon is cut and the employees are welcomed in for the first time, it is safe to say that it won't be perceived in the same way perpetually, unless it evolves with the employees' expectations. ☹

“The design of the office is not the most important element—it is one part in the greater scheme—but it is an important part.”

Karen Mosebech,
Workspace, 2004

3. Needs, requirements and preferences. Our research has previously shown that people with a complex work profile need more from their workplace². What you do impacts the physical settings and services you need, and the more variety you have in your work activities and responsibilities, the less likely you are to be well-supported if your workplace provides you nothing but a standard desk.

For example, the leader of a creative team may need space to do long periods of individual focused work but also needs quick access to collaborative spaces to engage with the rest of the team, say for brainstorming ideas. And throughout the day phone calls are made, video conferences are joined, visitors are hosted, one on one catch-ups are held with members of the team, feedback is given and breaks are taken. Compare this work profile to one of a younger creative team member who mainly focuses on a much smaller number of tasks throughout the day. These two profiles will have quite different workplace needs despite being in the same organisation.

Of course, it is not only seniority and responsibility that determines our needs and requirements; different functions will have widely different needs. Think someone in sales versus someone in law, or a scientist compared to a coder.

Additionally, we all have different preferences of how and where we work. While one person might need silence and privacy in order to get into a focused deep-dive, while another may prefer a buzzier atmosphere to get them into their precise mental space. Neither is right or wrong.

4. Behaviour. The way we and our colleagues use the workplace has a significant impact on our experience. The exact same physical space might feel completely different depending on how people behave. Imagine an open environment where everyone is deeply and almost silently immersed into their own individual activity, compared to the same environment where suddenly most people are having open discussions with colleagues or speaking on the phone. Same environment, but an entirely different experience based purely on behaviour.

So, a physical solution might work really well or quite poorly, completely depending on how the space is being used. Employees may be frustrated that the workplace has too few meeting rooms, as there are never enough available for booking, while in fact the issue lies in a culture of block booking meeting rooms but not showing up. The behaviour is diminishing the experience of a physical space that could otherwise be fit for purpose.

The experience, however, is not only impacted by the collective behaviour; individuals influence his/her own workplace experience through his/her own behaviour and the choices he/she makes. We may have all the variety of work settings in the world, but they serve no purpose if we don't use them. As evident as it may be, those soundproof phone booths don't improve the telephone conversation experience unless one actually gets up from the desk, steps in and closes the door. ☺

18.3

Percentage of employees globally who select 16 or more work activities as being important to them (out of 21 possible)

5. Process. It's not just about the final outcome and solution; how you get there matters. Two identical workplaces will produce completely unique experiences if the steps taken to get there are different. Process matters because this is where organisations can learn how to curate and shape the workplace experience to the needs, desires and expectations of their people. The most expensive, extravagant design in the world and the most optimal workplace solution, on paper, are both futile without the commensurate change programme. Employees must understand the space, how it impacts them and coached in how they can use it. But one cannot underestimate the importance of also answering the 'why'. As theories of organisational justice suggest, accepting an outcome is easier if you understand the reasoning behind it.

Engaging and involving employees in change will get them invested early on. When employees participate in the creation of their workplace, not only can they help design teams understand their needs, the journey towards a new experience and the necessary change in employee mindset is happening as a part the design process, not after the design is finished. So instead of the design happening in isolation and a team then doing their best to convince employees to accept a finished solution their leadership have signed off, staff are involved early in the process and participate as co-creators of the change.

6. Organisational structure and dynamics. We all know that there's no one workplace solution that fits all organisations. Organisational structure and dynamics—here being a catch-all term for anything related to the organisation (size, maturity, industry, structure, culture, leadership style, engagement, etc.)—will define what the organisation needs and it will also impact how employees experience the workplace.

An employee who is generally very engaged may be more forgiving and not as critical against defects in the workplace compared to a colleague who is generally disengaged. Employees in an organisation with a culture of trust will look very differently at lounge and break-out areas compared to employees who work within a culture where taking a break insinuates that you're slacking or don't have enough work.

Moreover, if any of the organisational structures or dynamics change, so will the workplace experience. In its simplest form; if the organisation grows significantly but the workplace remains the same, it is likely that the decrease in space per person and the increased load applied to amenities will impact the experience negatively. ©

60.2

Percentage of employees globally who agree the workplace supports relaxing/take a break

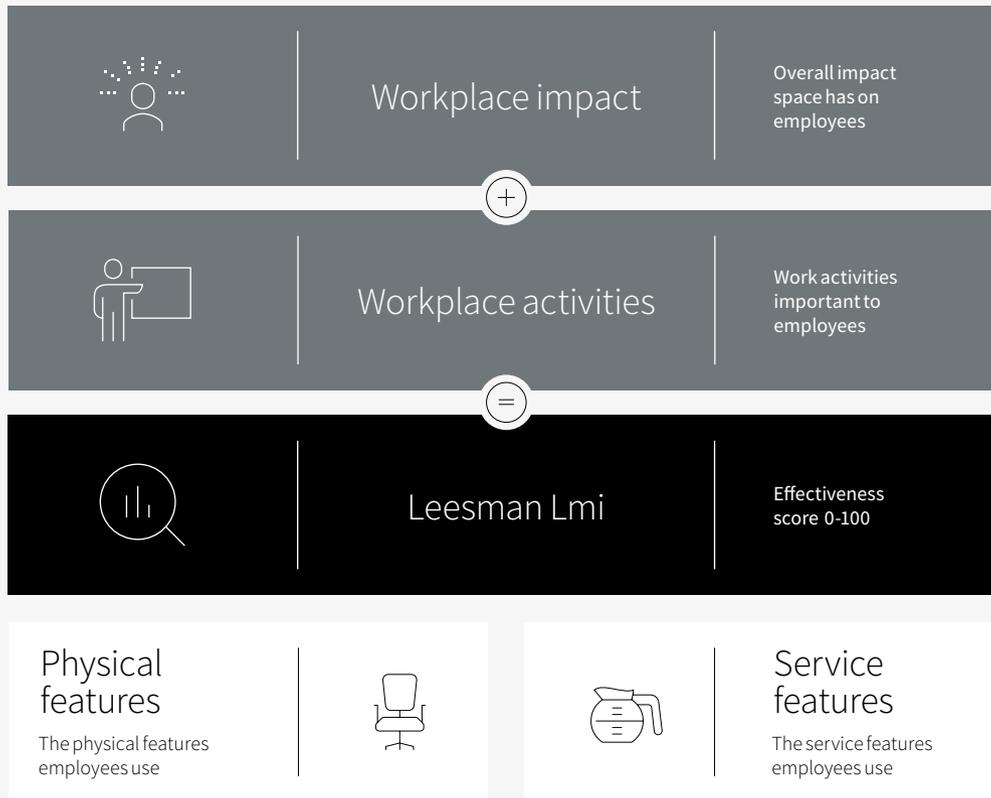
81.6

Percentage of employees to **Leesman+** workplaces who agree the workplace supports relaxing/take a break

401,362	Employees
3,107	Buildings
90	Countries
458	Organisations

Methodology

As of June 2018, more than 400,000 employees from 3,000 workplaces around the world had completed the standardised Leesman Office workplace experience survey. This study focuses on the workplace aspects of the EwX framework and has mapped the complex web of factors that impact, shape and ultimately determine employee sentiment, isolating and identifying the elements that carry greater weight in driving their daily workplace experience.



Leesman measures and benchmarks employee experience via the Leesman Office survey—a global business intelligence tool that captures employee feedback on how effectively their workplace supports them and their work. The tool is based around a standardised question set delivered via an online survey that looks at what activities employees do and how well each are supported, the extent to which the workplace supports working productively, supports sense of pride, etc. and which physical and service features are important and how satisfied the employees are with these.

Methodology

This statistical analysis of this data was conducted by independent statisticians. Their work was supervised by Dr Peggie Rothe, Leesman's Development Director and Head of Insights & Research. The analysis consisted of three sequential stages or tests.

Q. Does an employee's overall workplace experience follow any pattern?

A Principal Component Analysis (PCA) was conducted on the Workplace Impact responses from the Leesman Office question set. These ten compulsory questions probe the overall impact the workplace has on employee's sense of Pride, Productivity, etc. The PCA showed that employees' answers to these questions clustered into three clear groups, essentially showing that employee workplace experience is perceived from three distinct perspectives. This means that employees tend to experience the items within each of the groups in a similar way, while they might still have a different experience with items in the other groups. The PCA was repeated four times on separate datasets, and then the output was validated through Cluster Analysis to verify the findings are genuine and not a result of random chance.

Q. Which work activities and workplace features drive responses to each of these experience clusters? Subsequently, a separate test was run across each of these three experience clusters to identify which of the Leesman Office analysis Workplace Activities and which of the Physical and Service features drive the employee sentiment in each cluster. This test was done by building a Main Effects Model (MEM). One output of this test is an F-statistic: the greater the F-statistic an activity or feature has within the model, the stronger it is as a driver of the experience.

Q. How does satisfaction with these drivers impact overall experience? The model also shows how each of these key drivers impact the cluster experience, as drivers can impact in one of three ways. Some drivers mainly have a strong potential negative impact: with a negative score on the driver, you are likely to also have a significantly lower overall experience score. Other drivers mainly drive a positive experience: if you are very satisfied with the driver, you are also likely to have a significantly better overall experience. Finally, some drivers drive the experience both ways: with a negative score on the driver, you are likely to have a lower overall experience, while with a positive score on the driver, you are likely to have a better overall experience.

How do I read the results tables presented on pages 34, 38 and 42? The listed Activities, Physical features and Service features are the key drivers for that cluster. The F-statistic shows how strong it is as a driver: the higher it is, the stronger the driver. The length of the Effect bars shows how much the average agreement score of the entire cluster increases (green bar) or decreases (red bar), depending on whether a respondent has a very positive or very negative score on that driver.

Sentiment drivers

The statistical analysis revealed a series of distinct patterns. **These patterns uncover a core group of critical work Activities and workplace Features that determine employee workplace experience outcomes.** These components are then the key foundations and drivers of outstanding employee experience.

Doing: Whether the workplace supports getting things done

Seeing: Whether the workplace supports image and sustainability

Feeling: Whether the workplace supports pride and culture

Sentiment drivers

Across the 400,000+ employee responses, our analysis shows that employee workplace experiences cluster into three distinct groups. We have titled these Doing, Seeing and Feeling.

Doing relates to whether the workplace supports getting the work done. It's about whether the workplace provides an enjoyable environment to work in, makes it possible to share information and knowledge with one's colleagues and generally enables employees to feel productive. This suggests that a sense of one's own productivity extends beyond mere individual productivity to a general sense of collective achievement. However, the research also reveals business can't be successful unless their workplace does more than just support the Doing. People also need to feel good about the business image and culture.

Seeing is about whether the workplace has a positive impact on corporate image and sustainability. It has been argued that corporate image is one of the most important assets of an organisation. What people think of and how they see the organisation not only impacts its attractiveness towards potential customers, clients and collaboration partners, but it is also crucial in attracting and retaining the best talent. And, as organisations are increasingly expected to be ethical, conscientious and empathic, our data suggests that in an employee's eyes, environmental sustainability is closely tied to the external image of an organisation.

Feeling is about whether the workplace supports pride and the culture of the organisation. Peter Drucker's phrase 'culture eats strategy for breakfast' is over-used, but culture doesn't have to be the enemy of strategy. Culture is important, and an employer's approach to workplace strategy will reflect the extent to which the organisation values its employees. This is undoubtedly why in employees' eyes, pride sits together with culture; a workplace that employees are proud to welcome visitors to will certainly mirror onto the pride of the organisation itself.

The analysis has further revealed which employee work activities feed into each of these experience clusters. Some Activities may have an importance in driving all three experience clusters, while some are closely linked to two, while one activity remains uniquely linked to just one cluster. The same is true of a series of key infrastructure components. Collectively these are the foundations of outstanding workplace experience.

“Culture may well eat design for breakfast, if we let it. Let's not let it. Better that they have breakfast together.”

Neil Usher, *the Elemental Workplace*, LID, 2018.

Group 1 – Doing

Effect	F-stat	Activities	% supported global	% supported Leesman+
	135	1 Individual focused work, desk based	77.1	87.4
	31	2 Learning from others	77.5	85.5
	26	3 Relaxing/ taking a break	60.2	81.6
	21	4 Thinking/creative thinking	52.5	71.7
	18	5 Planned meetings	79.8	86.6
	18	6 Collaborating on focused work	73.4	87.8
	13	7 Informal social interaction	74.0	87.7
	13	8 Informal, un-planned meetings	63.4	83.0

Effect	F-stat	Physical Features	% satisfaction global	% satisfaction Leesman+
	58	1 Noise levels	30.7	42.7
	56	2 Accessibility of colleagues	70.1	77.3
	34	3 General décor	43.1	71.9
	32	4 Desk	71.5	78.3
	21	5 Meeting rooms (small)	53.0	72.0
	15	6 Informal work areas/break-out zones	38.2	70.5
	13	7 Quiet rooms for working alone or in pairs	29.2	51.0
	12	8 Ability to personalise my workstation	47.8	48.7
	8	9 People walking past your workstation	30.0	38.2

Effect	F-stat	Services Features	% satisfaction global	% satisfaction Leesman+
	30	1 General tidiness	64.2	83.6
	15	2 Computing equipment, mobile (e.g. laptop, tablet) ¹⁵	66.4	75.9
	14	3 Toilets/W.C.	50.1	68.7
	13	4 Tea, coffee & other refreshment facilities	60.9	77.1
	13	5 Health & safety provisions	66.0	78.1
	10	6 Telephone equipment	68.2	76.2
	10	7 Audio-Visual equipment	47.0	66.2
	10	8 Computing equipment, fixed (desktop)	66.1	75.3
	9	9 Parking (e.g. car, motorbike or bicycle)	49.9	60.4
	8	10 Restaurant/canteen	47.9	57.8

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**

The experience indicators that cluster under our Doing category clearly show how sense of productivity is wider than mere personal productivity, but the analysis reveals that the strongest activity driver of this cluster, by a considerable magnitude, is **individual focused work**. This finding backs up the notion that a workplace that does not support individual work will not be seen as effective by an employee. A workplace that consistently fails to support employees in their individual work will always remain an Obstruc^{ter}¹ workplace.

But, the presence of four other participatory or collective elements within the cluster points perhaps to the need for employees in knowledge economy businesses to have others around them who are similarly effective and productive. Whilst our sense of personal productivity is principally governed by our individual concentrative work, it also suggests the need for a collective sense of Doing and the ability of a workplace to support knowledge transfer, with **learning from others** appearing as a key factor. It is perhaps through working with others that information turns into knowledge.

While collaboration remains a fashionable instrument, previous research³ has shown that organisations risk overbaking its importance at the expense of the individual, focused work. Work that requires concentration doesn't attract as many 'column inches', but a workplace that does not support it is destined to fail.

Unsurprisingly, the analysis reveals that **noise levels** emerge as a critical factor when it comes to physical features that support getting things done. Employees who are engaged in individual work will need environments with the right acoustic landscape, which for many people (but not all) means quiet and calm. Erratic noise disturbances or consistently and singularly loud environments will almost certainly impact an employee's ability to focus, finish tasks and complete them to a high standard.

Further evidence of the collective nature of Doing sits in the presence of **accessibility of colleagues** as a key infrastructure characteristic. It is easy to presume that this particular result hinges on those involved in collaborative work, but that could be a dangerous assumption to make. Modern work and work styles are not linear, with most employees bouncing between individual and collaborative tasks, sometimes in a structured diarised way, but sometimes minute by minute. Organisations should therefore consider if their workplaces provide employees access to both individual and collaborative spaces—and importantly, access to their colleagues as and when needed. Ⓣ

92.3

Percentage of employees globally who state individual focused work desk based is an important work activity

43.7

Percentage of employees globally who state learning from others is an important work activity

30.7

Percentage of employees globally who are satisfied with workplace noise levels

Interestingly, the findings also show that an **ability to personalise workspace** impacts employees' ability to get things done. This discovery gives evidence to the notion that employees work more productively in spaces in which they feel comfortable and over which they can exercise some control. On some level, perhaps personalisation also taps into people's innate need to belong? This finding raises questions about the increasing popularity of unassigned seating and agile working strategies. Can a sense of belonging ever be achieved when the surrounding over which you want control is different every day?

Perhaps in a similar vein, it seems there is something to the saying, 'tidy home, tidy mind', with an ability to get things done also hinging on the **general tidiness** of the workplace. Among all service features it is the strongest driver of the experience of Doing, so, while some employees might take comfort in clutter and a disorganised environment, the data suggests that workplace tidiness is highly influential in employees' sense of organisational productivity. ☺

53.9

Percentage of employees globally who rank ability to personalise their workstation as an important workplace feature

Group 2 – Seeing

Effect	F-stat	Activities	% supported global	% supported Leesman+
	34	1 Relaxing/taking a break	60.2	81.6
	29	2 Individual focused work, desk based	77.1	87.4
	20	3 Hosting visitors, clients or customers	63.5	82.9
	17	4 Planned meetings	79.8	86.6
	11	5 Learning from others	77.5	85.5
	11	6 Thinking/creative thinking	52.5	71.7
	9	7 Individual focused work away from your desk	65.6	82.9

Effect	F-stat	Physical Features	% satisfaction global	% satisfaction Leesman+
	50	1 General décor	43.1	71.9
	19	2 Air quality	41.3	60.0
	18	3 Noise levels	30.7	42.7
	17	4 Desk	71.5	78.3
	14	5 Meeting rooms (small)	53.0	72.0
	13	6 Office lighting	58.4	74.3
	10	7 Meeting rooms (large)	52.9	70.3
	10	8 Atriums & communal areas	41.6	73.5
	10	9 Informal work areas/break-out zones	38.2	70.5

Effect	F-stat	Services Features	% satisfaction global	% satisfaction Leesman+
	21	1 Tea, coffee & other refreshment facilities	60.9	77.1
	20	2 General tidiness	64.2	83.6
	15	3 Toilets/W.C.	50.1	68.7
	12	4 Hospitality services (e.g. guest reception/services, catering, meeting services)	56.6	73.4
	11	5 Reception areas	61.9	81.5
	7	6 General cleanliness	62.3	81.4

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**

Corporate image is the mental picture that springs to mind at the mention of a business's name. It is a compound psychological impression that frequently changes as the business's circumstances, performance, etc. change. Comparable to an organisation's reputation or goodwill, it is the public perception of the business rather than a factual indicator of its actual performance.

It is interesting then to see **relaxing and taking a break** as the key driver of sentiment here, perhaps reflecting businesses that have enough confidence in people to give them control of their own workday. It follows that these progressive organisations will also be quicker to entertain the scientific evidence that frequent breaks and a more relaxed approach to working hours or environments will boost employee experience and engagement.

Though the correlation is not immediately clear, **individual focused work** is the second strongest driver. This suggests an Obstructor¹ workplace that leaves employees struggling to do their **individual focused work** has a strong negative impact on how employees see the organisation. Perhaps more intuitively, **hosting visitors, clients or customers** is the third strongest driver of Seeing, verifying that employees link the way in which a workplace supports them being a good host with the external image the organisation is projecting.

Of all physical features the strongest driver of Seeing is **general décor**. Workplace designers have long since claimed a workplace to be the most important physical manifestation of an organisation's corporate image, and our analysis provides the statistical support for the value of the aesthetic. But 'design' should not stop at the completion and delivery of a newly designed space. Given the employee importance attached to it, attention should be applied in equal volume to its ongoing protection, not simply allowing finishes and materials to degrade over time. Ⓣ

43.1

Percentage of employees globally satisfied with workplace general décor

38.2

Percentage of employees globally satisfied with workplace informal work areas/breakout zones

The second strongest physical feature of Seeing—and perhaps related to the sustainability part of the experience is **air quality**. Even though it appears to be recognised more often when it is poor, its role in keeping minds sharp and focused, and the benefit for employees' health and wellbeing is general knowledge not only amongst workplace professionals, but increasingly also the employees themselves.

Of the service features, **tea, coffee & other refreshment facilities** marginally achieved lead position as the foremost driver. Clearly, it's a feature that is a crucial component in relaxing, collaborating, hosting visitors and even individual work, so the impact that a good coffee experience can have on employees' experience should not be underestimated. The data highlights again the importance of **general tidiness**, appearing as the second service feature driver of Seeing. ☺

Group 3 – Feeling

Effect	F-stat	Activities	% supported global	% supported Leesman+
	66	1 Individual focused work, desk based	77.1	87.4
	34	2 Relaxing/taking a break	60.2	81.6
	25	3 Hosting visitors, clients or customers	63.5	82.9
	16	4 Planned meetings	79.8	86.6
	12	5 Thinking/creative thinking	52.5	71.7
	11	6 Collaborating on focused work	73.4	87.8
	9	7 Learning from others	77.5	85.5
	9	8 Informal social interaction	74.0	87.7
	9	9 Informal, un-planned meetings	63.4	83.0

Effect	F-stat	Physical Features	% satisfaction global	% satisfaction Leesman+
	79	1 General décor	43.1	71.9
	44	2 Noise levels	30.7	42.7
	34	3 Desk	71.5	78.3
	20	4 Meeting rooms (small)	53.0	72.0
	18	5 Accessibility of colleagues	70.1	77.3
	18	6 Informal work areas/break-out zones	38.2	70.5
	11	7 Meeting rooms (large)	52.9	70.3

Effect	F-stat	Services Features	% satisfaction global	% satisfaction Leesman+
	26	1 Tea, coffee & other refreshment facilities	60.9	77.1
	25	2 General tidiness	64.2	83.6
	19	3 Toilets/W.C.	50.1	68.7
	11	4 Computing equipment, mobile (e.g. laptop, tablet)* ⁵	66.4	75.9
	11	5 Hospitality services (e.g. guest reception/services, catering, meeting services)	56.6	73.4
	10	6 Reception Areas	61.9	81.5
	10	7 IT Help desk* ⁵	58.0	69.3
	10	8 Audio-Visual equipment	47.0	66.2
	7	9 General cleanliness	62.3	81.4

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**

Even when it comes to the softer, more internalised values that report how employees feel about their organisation, **individual focused work** emerges as the strongest experience driver. It shows that providing employees with the environments they need to work individually will not only support their productivity but is also a driver of pride and culture. The warning here though is where the opposite occurs, and **individual focused work** is not supported, the negative effect on pride and culture is even more significant than the positive effect when supported well.

The second strongest driver is **relaxing and taking a break**. This serves as a reminder that an environment that does not support employees switching off when they need to mentally refresh will take its toll not only on the Doing and Seeing, but also the Feeling. With the constant information overload that today's knowledge worker is subject to, taking a moment to rejuvenate seems like the most natural thing to do. But we still hear of breakout spaces that are rarely used because the work ethic of those seen using them is somehow brought into question. Employers should note that whether they choose to encourage, allow or frown upon relaxing in the workplace, it is directly impacting the employee view of organisational culture.

Unsurprisingly, Feeling is also driven by the experience of **hosting visitors, clients and customers**. A smooth journey to meet and greet, offer refreshments, have a productive meeting and walk your visitors out will leave employees feeling proud and happy to welcome visitors again, whereas an infrastructure that is poor or corporately embarrassing will deter employees from hosting visitors. Employers should also consider well-established research by others that shows 'net promoter score' type customer satisfaction survey results are almost always higher when the customer has been served by employees who report they are proud of the organisation they work for.

The data again highlights the importance of **general décor**, this time as the strongest driver of pride and culture. However, the visually appealing interior must also be designed with acoustics in mind, as the second strongest driver of Feeling is **noise levels**. Ⓣ

77.1

Percentage of employees globally who agree their workplace supports individual focused work desk based

37.5

Percentage of employees globally who state hosting clients, visitors and customers is an important work activity

It is worth remembering that this observation does not singularly mean that the environment needs to be quiet, but rather that the sound landscape should be appropriate to the activities happening there. A good buzz may be associated with a strong culture—people chatting, interacting and even bonding. It might give the sense of ‘one team’ all pulling in the same direction, but this could well need to be complemented with spaces of tranquillity where the mind can relax without external distractions and interruptions. The key is to understand the dynamic nature of the team and provide appropriately sized variety, where employees can choose to do both their individual and collaborative work in spaces that they decide suits them best at that point in their working day.

Of the service features, **tea, coffee & other refreshment facilities** and **general tidiness** are once again the two strongest drivers for Feeling, the same as previously identified for Seeing. In many markets, having time with colleagues for **tea, coffee & other refreshment facilities** will be fundamental and hard-wired as part of the local culture as well as the corporate culture. ☺

51.1

Percentage of employees globally who state relaxing / taking a break is an important work activity

Data groupings

The following charts visually show how each of the three sentiment clusters are fed by key activities and features. It is important to recognise that these visualisations also show the Activities and Features that do not act as direct drivers of sentiment in the three principle clusters. These other elements should not be dismissed as unimportant in the delivery of an effective workplace; it merely means that they have not statistically demonstrated a strong link to Doing, Seeing or Feeling.

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

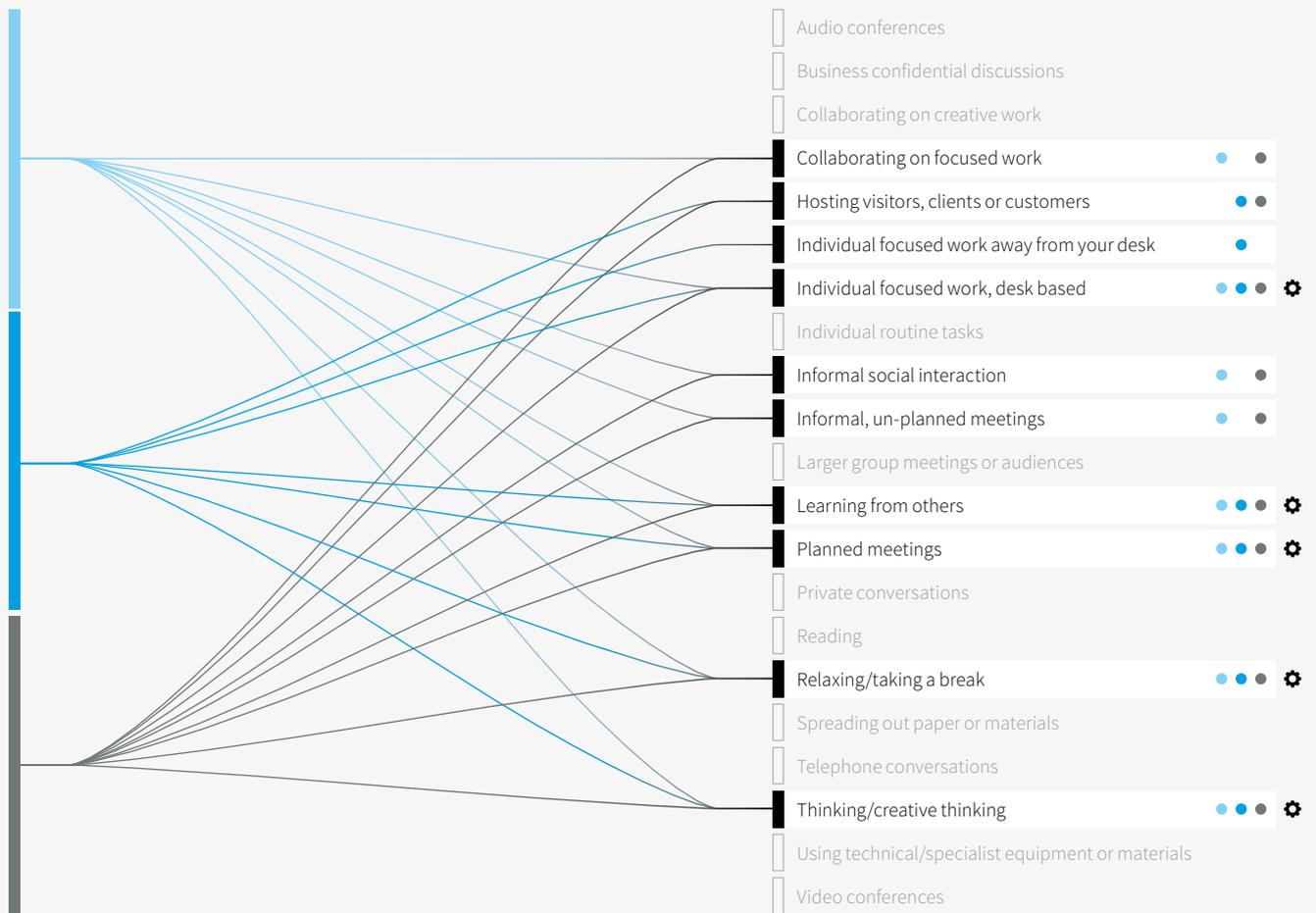
Feeling - Pride and culture

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

Sentiment drivers

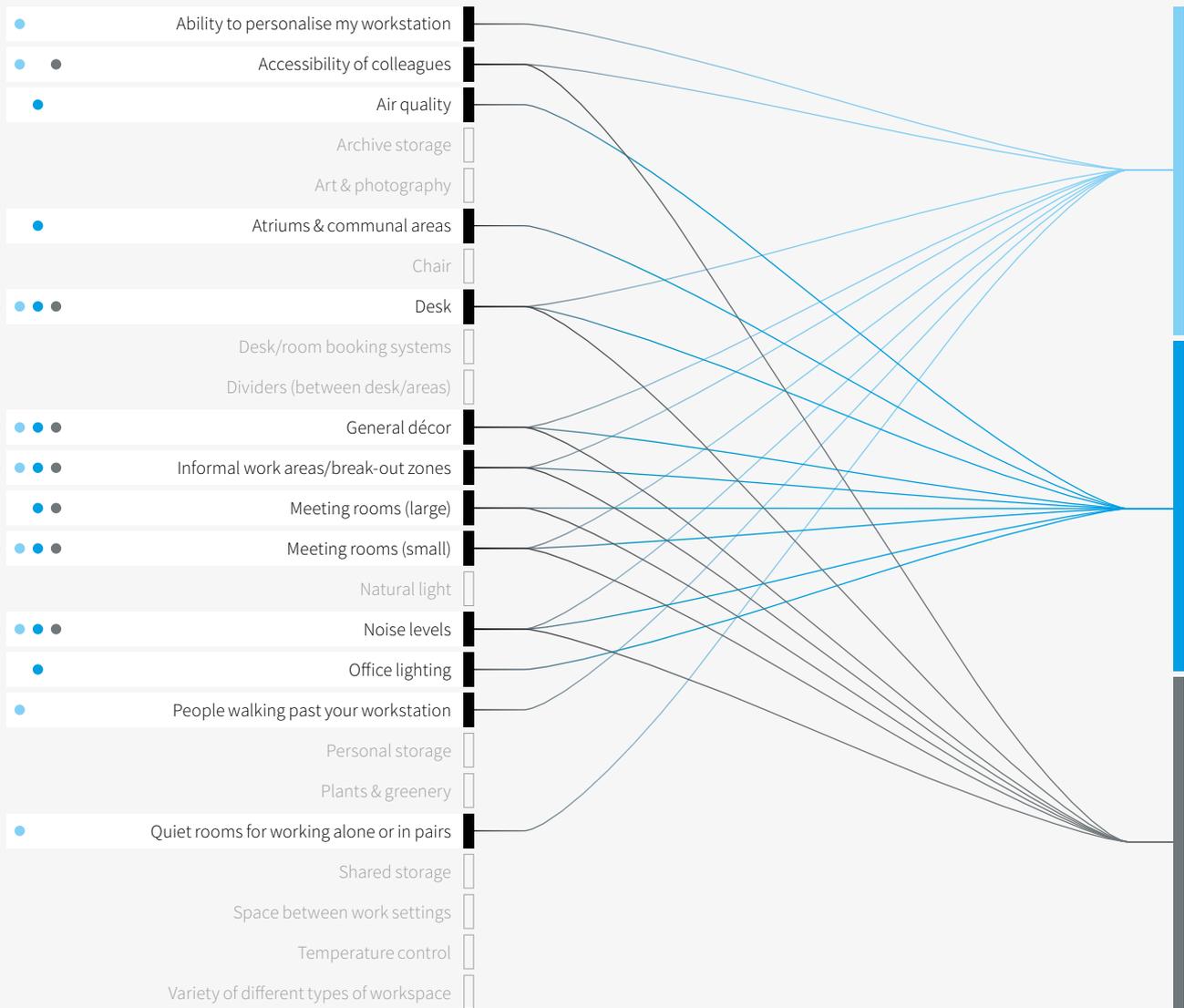
Activities

● Doing ● Seeing ● Feeling ⚙ Super driver



Physical Features

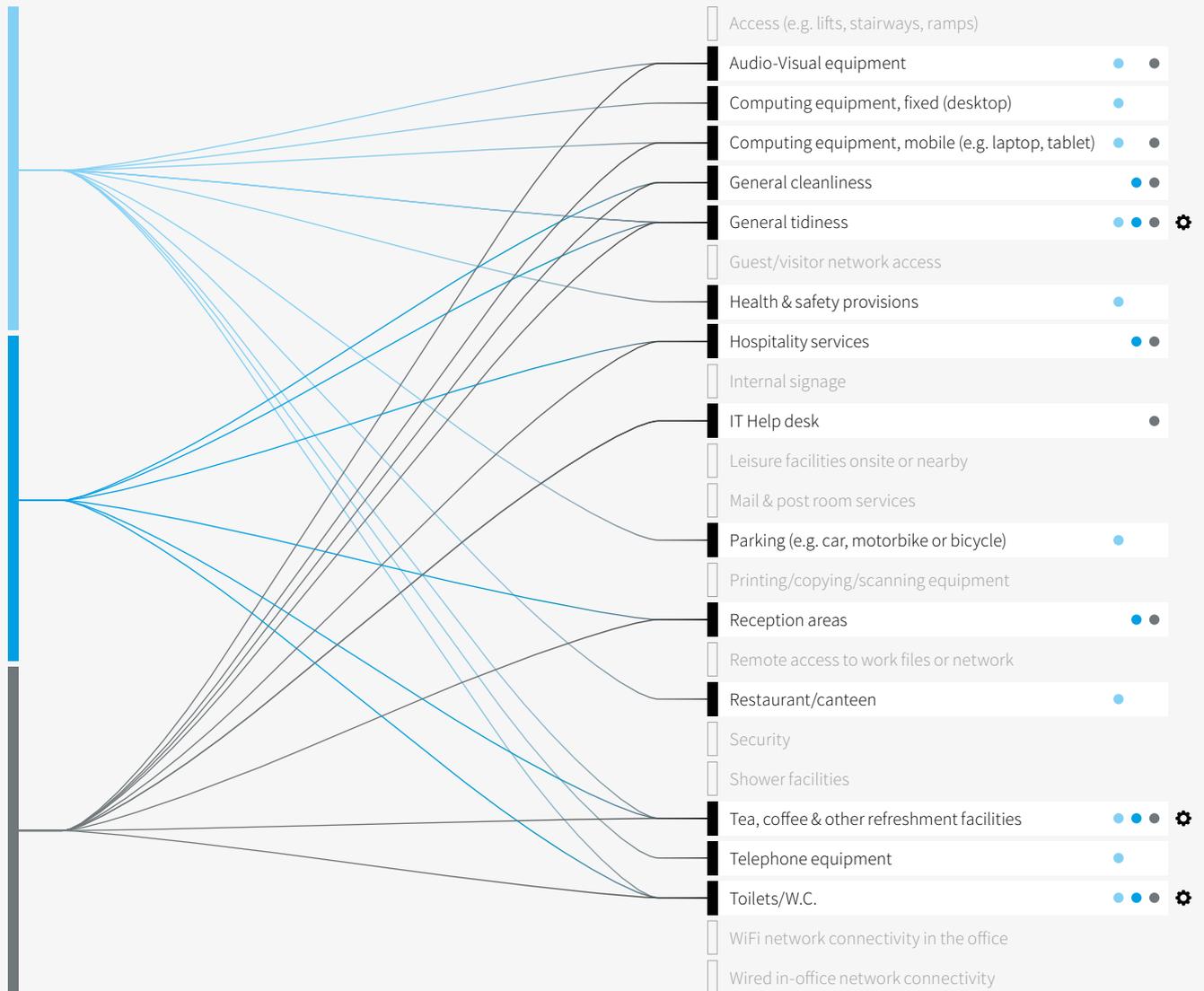
● Doing ● Seeing ● Feeling ⚙ Super driver



Sentiment drivers

Service Features

● Doing
 ● Seeing
 ● Feeling
 ⚙️ Super driver

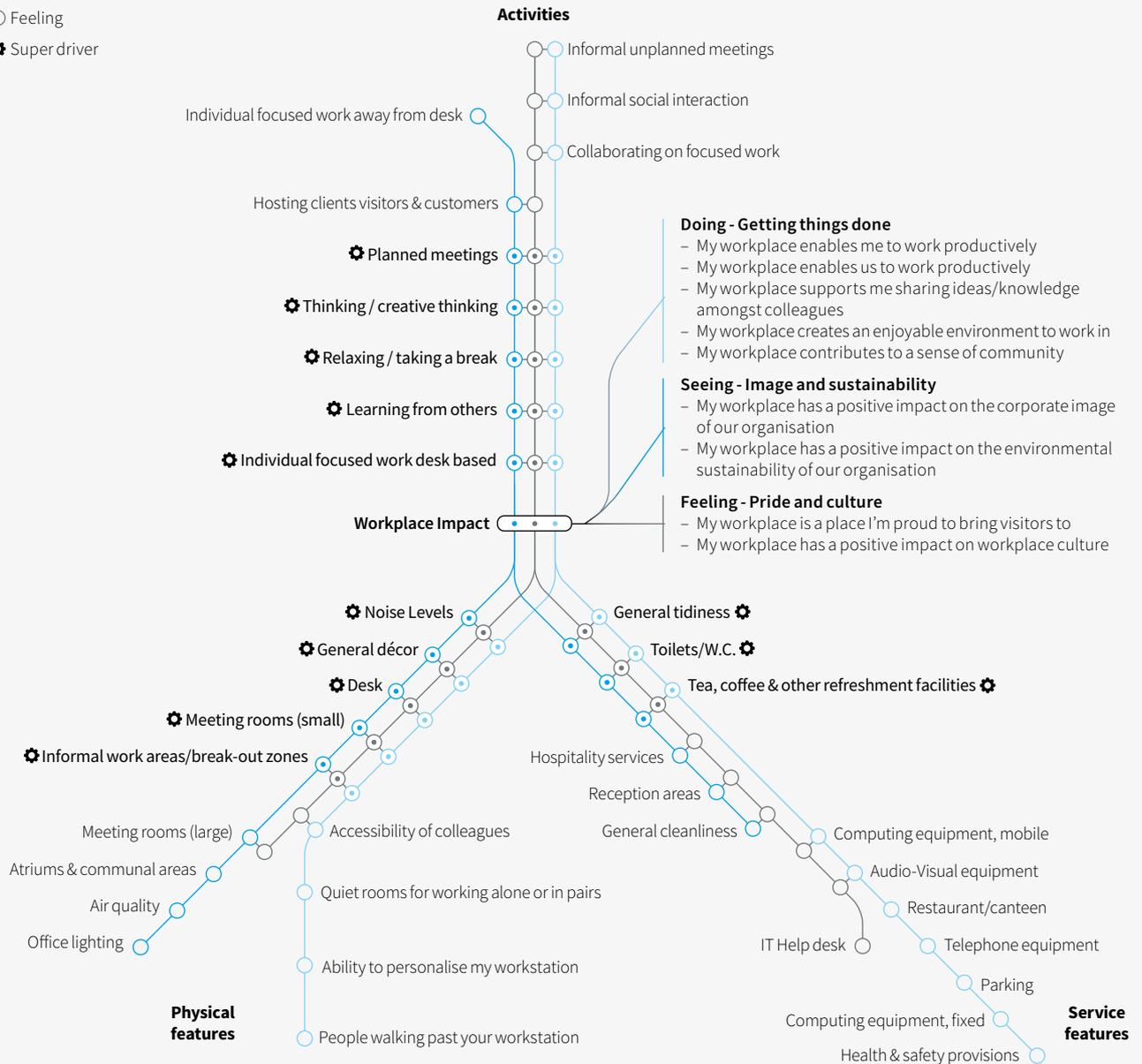


Considerations

Viewed wholly from the employee's perspective, an outstanding workplace experience is one that supports the experiences of Doing, Seeing and Feeling, and this study has isolated the particular activities and features that are the strongest drivers of each of these experience elements. These features should now stand as the imperative components of high performance workplace.

The Workplace Experience Revolution

- Doing
- Seeing
- Feeling
- ⚙ Super driver



Employee experience journey

Employee workplace experience (EwX) clusters around three distinct emotional responses: Doing, Seeing and Feeling. This illustration shows the particular activities and features that are the strongest drivers of each of these experience elements.

Considerations

This study has revealed how some EwX work activities prove to be pivotal in driving employee sentiment across all three experience lines. **Individual work, relaxing and taking a break, learning from others, thinking and planned meetings** are core activities which, when supported well, will have a positive impact on the entire workplace experience. Similarly, **noise levels, general décor, desk, small meeting rooms, informal work areas/break-out zones, general tidiness, tea, coffee and other refreshment facilities** and **toilets** were found to be key physical and service feature drivers across all three experience clusters.

The study went further, understanding the nature of employee sentiment towards these drivers. Some of these features may drive a negative experience when delivered poorly but don't improve the overall experience when done well. Other features drive both a negative and a positive experience. Vitality though, dissatisfaction with just one of the key drivers can undermine sentiment across multiple lines and result in an overall negative EwX, whilst conversely, delivering a benchmark table topping satisfaction score on one line will not carry or cover for mediocre performance on the others.

The work establishes, across a statistical sample of a size never before assessed, that while the ecosystem of workplace is complex, there are key components that like in any ecosystem have to be nurtured and protected more than others. Some might be 'higher maintenance' but must nevertheless still be recognised for their pivotal importance. But workplace experience is not natural science where we deal with objectively measurable phenomena: in workplace, you cannot algorithmically adjust one variable and compute the exact outcome.

But if workplace is thought of as a living, breathing thing, this provides those controlling workplace strategies with a list of vital organs and a sense of how they should expect to be performing in different conditions. This list should help teams focus on and rectify issues with these key workplace organs and for fear of pushing the metaphor too far, could help highlight where one failing organ is dramatically impacting workplace fitness.

Whether embarking on a new project or optimising the performance of existing assets, this research should also act as a warning and a guide. Assuming the desired goal is a highly effective workplace and outstanding employee workplace experience, then the drivers and components this research has identified are the mission-critical factors for success. If a mission-critical factor in a system is any component, piece of equipment, process, procedure or software that is essential to operation then a failure in any one factor will substantially impede, if not entirely jeopardise the chances of achieving that EwX goal. Having isolated which EwX components are mission-critical, we believe teams now have a substantially improved chances of building high performance experiential workplaces, in which employees become active participants rather than passive customers.

The world's best

The Leesman Office benchmark offers the largest available comparative body of data on employee workplace experience. Within the 3,000+ workplaces analysed since 2010, an elite group of employers have delivered workplaces that brilliantly support employee experience, not as assessed by the organisation, but as reported by those that matter - the employees themselves. Some of these spaces are awarded the coveted Leesman+ certification^{*4} and their data provides a rich resource to better understand how best to support employees.

Present Leesman+ certifications

Organisation	Sector	Location	Lmi	Type
Coca-Cola European Partners	Food & Beverages	Sweden	84.4	●
–	Computer Software	Armenia	82.7	●
Standard Chartered Bank	Banking	China	82.6	●
–	Telecommunications	Netherlands	82.3	●
Johnson & Johnson	Pharmaceuticals	Colombia	82.3	●
–	Real Estate	United Kingdom	81.7	●
TripAdvisor	Tourism and Travel	Singapore	80.8	●
JTI Business Services	Tobacco	United Kingdom	80.8	●
Danske Bank	Banking	Lithuania	80.8	●
AJ Bell	Financial Services	United Kingdom	80.6	●
Boston Consulting Group	Management Consulting	United States	78.5	●
Standard Chartered Bank	Banking	India	78.4	●
–	Internet/Gaming	Spain	77.6	●
Johnson & Johnson	Pharmaceuticals	United States	77.1	●
Commonwealth Bank of Australia	Banking	Australia	77.1	●
–	Banking	India	76.9	●
Johnson & Johnson	Pharmaceuticals	Greece	76.8	●
Johnson & Johnson	Pharmaceuticals	Switzerland	76.7	●
Johnson & Johnson	Pharmaceuticals	Italy	76.5	●
–	Insurance	Canada	76.2	●
DPR Construction	Construction	United States	75.6	●
Goldman Sachs	Financial Services	United States	75.5	●
ISS Facility Services	Facilities Management	Germany	75.2	●
GE Global	Industrial Products	Canada	74.7	●
Juniper Networks	Computer Networking	India	74.7	●
–	Banking	India	74.4	●
Lendlease	Construction	Australia	74.1	●
Standard Chartered Bank	Banking	Oman	74.1	●
Discovery Communications	Broadcast Media	Netherlands	73.5	●
Broadgate Estates	Real Estate	United Kingdom	73.0	●
Standard Chartered Bank	Banking	South Korea	72.7	●
–	Financial Services	Hong Kong	71.7	●
–	Telecommunications	Sweden	71.6	●
Cushman & Wakefield	Real Estate	Australia	71.5	●
Skellefteå kommun	Government Administration	Sweden	71.5	●
Honeywell	Manufacturing	Malaysia	71.5	●
Standard Chartered Bank	Banking	Philippines	70.6	●

Leesman+ certified workplaces 01.01.2017 – 30.06.2018

– Client name withheld for business confidentiality

Post-occupancy ●

Other ●

The world's best

Leesman+ certification is awarded to those workplaces that score a Leesman Lmi 70 or above*4 on a standardised 0-100 performance scale. To date, around 5% of the buildings measured have achieved this recognition and increasingly, organisations are setting achieving Leesman+ certification as a project, or wider corporate objective.

No one sector, country or building type dominates the Leesman+ league table, illustrating that employee experience is a complex matrix of needs versus provisions. Grouping Leesman+ as a distinct high-performance data group helps draw attention to their common stand-out features, which are often the most difficult components to justify or evaluate the return on investment of.

The organisational benefits speak for themselves, with Leesman+ workplaces consistently recording exceptional employee pride, productivity and sense of community agreement figures. There can be little doubt these workplaces are key assets in organisational performance and competitive advantage, where debate centres not on managing down cost, but on dialling up the employee experience.

The data that shows how these places outperform the rest is freely available in our Impact Code table. It shows the global average performance figures across all lines of Leesman Office data for the entire database and highlights the differences between the Leesman global average and the Leesman+ high-performance group. The table is now supplemented with a referencing to the Doing, Seeing and Feeling clusters.

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 above⁴.

Data based on 401,362 respondents as at 30th June 2018

● Doing ● Seeing ● Feeling

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	It supports me sharing ideas/knowledge amongst colleagues	70.2	81.0	10.8	9
1.2	It enables us to work productively ⁶	63.9	81.4	17.5	6
1.3	It contributes to a sense of community at work	58.7	73.9	15.2	8
1.4	It enables me to work productively	59.9	75.5	15.6	7
1.5	It creates an enjoyable environment to work in	58.7	78.8	20.1	5
1.6	It has a positive impact on the environmental sustainability of our organisation	47.0	71.0	24.0	3
1.7	It has a positive impact on the corporate image of our organisation	58.6	84.3	25.7	2
1.8	It has a positive impact on our workplace culture	57.3	77.7	20.4	4
1.9	It's a place I'm proud to bring visitors to	52.5	81.2	28.7	1
1.10	The design of my workplace is important to me	85.0	88.8	3.8	10

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	92.3	77.1	87.4	10.3	17	●	●	●
2.2	Planned meetings	74.9	79.8	86.6	6.8	20	●	●	●
2.3	Relaxing/taking a break	51.1	60.2	81.6	21.4	1	●	●	●
2.4	Thinking/creative thinking	45.3	52.5	71.7	19.2	4	●	●	●
2.5	Learning from others	43.7	77.5	85.5	8.0	18	●	●	●
2.6	Informal, un-planned meetings	60.0	63.4	83.0	19.6	2	●	●	●
2.7	Collaborating on focused work	56.7	73.4	87.8	14.4	13	●	●	●
2.8	Informal social interaction	45.4	74.0	87.7	13.7	15	●	●	●
2.9	Hosting visitors, clients or customers	37.5	63.5	82.9	19.4	3	●	●	●
2.10	Individual focused work away from your desk	32.4	65.6	82.9	17.3	7	●	●	●
2.11	Telephone conversations	72.6	64.3	78.4	14.1	14	●	●	●
2.12	Reading	49.6	59.6	76.9	17.3	7	●	●	●
2.13	Audio conferences	47.9	69.0	83.8	14.8	12	●	●	●
2.14	Individual routine tasks	47.6	87.5	93.0	5.5	21	●	●	●
2.15	Business confidential discussions	42.5	55.3	72.5	17.2	9	●	●	●
2.16	Private conversations	41.6	48.5	66.7	18.2	6	●	●	●
2.17	Collaborating on creative work	39.0	64.6	80.8	16.2	11	●	●	●
2.18	Spreading out paper or materials	35.8	60.0	67.5	7.5	19	●	●	●
2.19	Larger group meetings or audiences	35.4	62.0	78.6	16.6	10	●	●	●
2.20	Video conferences	35.1	60.8	79.5	18.7	5	●	●	●
2.21	Using technical/specialist equipment or materials	23.2	65.6	77.2	11.6	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	85.5	71.5	78.3	6.8	43	● ● ●
3.2	Tea, coffee & other refreshment facilities	79.4	60.9	77.1	16.2	17	● ● ●
3.3	Meeting rooms (small)	78.2	53.0	72.0	19.0	10	● ● ●
3.4	Toilets/W.C.	74.9	50.1	68.7	18.6	12	● ● ●
3.5	Noise levels	72.5	30.7	42.7	12.0	26	● ● ●
3.6	General tidiness	67.4	64.2	83.6	19.4	7	● ● ●
3.7	General décor	54.6	43.1	71.9	28.8	4	● ● ●
3.8	Informal work areas/break-out zones	52.5	38.2	70.5	32.3	1	● ● ●
3.9	General cleanliness	76.8	62.3	81.4	19.1	9	● ● ●
3.10	Meeting rooms (large)	67.9	52.9	70.3	17.4	14	● ● ●
3.11	Computing equipment, mobile (e.g. laptop, tablet) ⁵	61.6	66.4	75.9	9.5	31	● ● ●
3.12	Accessibility of colleagues	52.5	70.1	77.3	7.2	42	● ● ●
3.13	Reception areas	42.1	61.9	81.5	19.6	6	● ● ●
3.14	Hospitality services (e.g. guest reception/services, catering, meeting services)	41.4	56.6	73.4	16.8	16	● ● ●
3.15	Audio-Visual equipment	35.7	47.0	66.2	19.2	8	● ● ●
3.16	IT Help desk ⁵	75.0	58.0	69.3	11.3	27	● ● ●
3.17	Restaurant/canteen	71.1	47.9	57.8	9.9	30	● ● ●
3.18	Air quality	68.4	41.3	60.0	18.7	11	● ● ●
3.19	Telephone equipment	65.7	68.2	76.2	8.0	37	● ● ●
3.20	Office lighting	63.0	58.4	74.3	15.9	18	● ● ●
3.21	Quiet rooms for working alone or in pairs	60.9	29.2	51.0	21.8	5	● ● ●
3.22	Parking (e.g. car, motorbike or bicycle)	56.9	49.9	60.4	10.5	28	● ● ●
3.23	Ability to personalise my workstation	53.9	47.8	48.7	0.9	50	● ● ●
3.24	Computing equipment, fixed (desktop)	52.4	66.1	75.3	9.2	33	● ● ●
3.25	People walking past your workstation	47.6	30.0	38.2	8.2	36	● ● ●
3.26	Health & safety provision	47.5	66.0	78.1	12.1	25	● ● ●
3.27	Atriums & communal areas	42.6	41.6	73.5	31.9	2	● ● ●
3.28	Chair	84.1	66.2	73.5	7.3	41	● ● ●
3.29	Temperature control	77.8	30.1	40.1	10.0	29	● ● ●
3.30	Natural light	72.8	57.8	72.9	15.1	19	● ● ●
3.31	Printing/copying/scanning equipment	71.7	71.5	78.3	6.8	43	● ● ●
3.32	Personal storage	70.9	56.2	59.9	3.7	49	● ● ●
3.33	WiFi network connectivity in the office ⁵	69.0	57.8	65.2	7.4	39	● ● ●
3.34	Security	56.5	74.1	83.3	9.2	34	● ● ●
3.35	Remote access to work files or network	56.2	63.5	69.6	6.1	47	● ● ●
3.36	Desk/room booking systems	55.7	46.7	56.0	9.3	32	● ● ●
3.37	Wired in-office network connectivity	53.1	71.1	77.5	6.4	46	● ● ●
3.38	Access (e.g. lifts, stairways, ramps)	51.8	65.6	72.4	6.8	43	● ● ●
3.39	Plants & greenery	51.3	31.7	49.6	17.9	13	● ● ●
3.40	Space between work settings	50.1	46.6	59.6	13.0	24	● ● ●
3.41	Mail & post room services	48.2	69.4	78.5	9.1	35	● ● ●
3.42	Leisure facilities onsite or nearby (e.g. gym, fitness/wellness centre)	47.7	39.4	54.2	14.8	20	● ● ●
3.43	Dividers (between desk/areas)	47.2	37.9	45.3	7.4	40	● ● ●
3.44	Art & photography	39.7	27.0	43.8	16.8	15	● ● ●
3.45	Shared storage	34.4	41.6	49.3	7.7	38	● ● ●
3.46	Variety of different types of workspace	34.3	32.5	64.1	31.6	3	● ● ●
3.47	Internal signage	32.7	49.0	63.2	14.2	23	● ● ●
3.48	Shower facilities ⁵	32.1	34.6	49.2	14.6	21	● ● ●
3.49	Guest/visitor network access	31.1	42.5	56.8	14.3	22	● ● ●
3.50	Archive storage	28.8	37.5	43.0	5.5	48	● ● ●

Data contributors

3XN	Buro Happold	Emcor	Honeywell
Aalto University	Business Interiors by Staples	Energimarknadsinspektionen	Housing Authority Australia
ABB	Cadillac Fairview	EpaMarne	HRA Pharma
ABF	Caltex	Equivida	Hufvudstaden
ABNAMRO	Canada Government	Erasmus MC	Husqvarna Group
AECOM	Cancerfonden	Ericsson	IAG
ÅF Consult	Capio St Görans Sjukhus	Erie Federal Credit Union	IBM
AGAREN	Capital Group	ESPN	ICA
Airbus	Catlin Group Limited	Essex County Council	lcade
AJ Bell	CBRE	Europcar	Ikano Bank
Akademiska Hus	CDS	European Central Bank (ECB)	IKEA
Allen & Overy	Channel 4	European Chemicals Agency (ECHA)	Imerys
Allina Health	CHS	Eurosport	Inera
Alteara Cogedim	Ciena	Expedia	InfoVista
Amey	Co-op	ExxonMobil	ING
AMF Fastigheter	Coca-Cola Company	F. Iniciativas	Institution of Engineering and Technology (IET)
Amgen	Coca-Cola European Partners	Federal Reserve Bank of New York	Interite
AON	Colliers International	Ferring Pharmaceuticals	International Air Transport Association (IATA)
Apave	Colt Technology Services	Fidelity International	International Committee of The Red Cross (ICRC)
APG	Commonwealth Bank of Australia (CBA)	Fire and Rescue NSW	International Olympic Committee (IOC)
ARCEP	Compass Group	FNV	Interxion
Artillery	Competitions and Markets Authority (CMA)	Folksam	IP-Only
Arup	Conseil National de l'Ordre des Médecins	Fortum	Irwin Mitchell
AS Scenario	Covance Central Laboratory Services	Fosse Park	ISO
Aster Group	CPA Ontario	Fraikin	ISS World
AstraZeneca	CPMG Architects	Framtiden	Itoki
Atlas Copco	CQL	Freedom Credit Union	Ivari
ATOS Consulting	Contract Workplace	Gavi Alliance	JAC Group
Aurizon	Crédit Agricole	GDF Suez	Jaguar Land Rover
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BAM FM	Cummins	Gilead Sciences	Johnson Controls
Banco De Credito Del Peru	Cushman & Wakefield	GMW Architects	Jones Lang LaSalle
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BBC	Deloitte	Goodyear Luxembourg	Kairos Future
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Beiersdorf	Delta Lloyd	Grant Thornton	King
Bergen Kommune	Dentsply	Groupe Avril	King's College London
Bethpage Federal Credit Union	Dentsu	GRT Gaz	Kingsley Napley
Bledina	Department for Work and Pensions	Grupo Falabella	KPMG
BMC	Department of Health	Guide Dogs for the Blind Association	KPN
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Bodø kommune	Desmone Architects	H&M	Landgate
Bonduelle	Deutsche Bank	Hachette	LandSec
Bosch	DeVono	Handelsbanken	Länsförsäkringar AB
Bosch Rexroth	Diners Club	Harry's	Lendlease
Boston Consulting Group	Direct Line Group	HASSELL	Lewis Silkin
Bouygues E&S	Discovery	Havenbedrijf Rotterdam	LG Electronics
BP	DPR Construction	Heerema	Liberty Global
Bravida	Dr. Oetker	Heineken	Liberty Syndicates
British American Tobacco	Duke University	Helsedirektoratet	Lidingö stad
British Council	EBRD	Herman Miller	Linkedin
Broadgate Estates	EE	Hilton	Lloyds Register
BSH Huishoudapparaten	eHälsomyndigheten	Hirschbach Motor Lines	Loibl
BT	Electricity North West	Hogskulen i Volda	Logitech
Bupa	Elekta	HOK	LOM Architects

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Lombard Odier	NZA	Shell	TripAdvisor
London Metropolitan University	Oktra	Siemens	Trygg-Hansa
London Pensions Fund Authority (LPFA)	Ontario Teachers' Pension Plan	Signal	TSK Group
Luleå Kommun	Orange Centre	SimCorp	TSYS
LUXMED	Orangina	Sisley	TTSP
LVMH	Orbit Building Communities	Skanska	TU Delft
Mace Macro	Oregon State Treasury	Skellefteå kommun	TV4
Maples Teesdale	OSU Federal	SKF	TwinStar Credit Union
Marks & Spencer	OVG	SMA Group	Umoe Restaurant Group
Marriott	Pan Macmillan	SMABTP	Unigro
Marshall Aerospace Defence Group	Pantheon Ventures	SOAS University of London	Unilever
Martela	PartnerRe	SOCOTEC	Universal Music
MASS Design Group	Peabody	Sodexo	University of Amsterdam
Max Fordham	PepsiCo	Solocal	University of Bordeaux
MBDA	Perkins+Will	SONOS	University of Cambridge
McInnes Copper	Pernod Ricard	Southend-on-Sea Borough Council	University of Glasgow
MCS Solutions	PGGM	Space Zero	University of Jyväskylä
Medical Protection Society (MPS)	Philip Morris	Sparebank	University of Melbourne
Mentor Graphics	Philips	Spirit Airlines	University of St. Andrews
Merck	Plantronics	Square	University of Sussex
Merck Serono	Portsmouth Water	Standard Chartered Bank	University Properties of Finland
MetLife	Posten Norge	Standard Life Investments	Up
Mikomax	PostNL	Statistics NZ	Uppsala Kommunn
Mills & Reeve	Preem AB	Statsbygg	USG People
Moelven Modus	Principality Building Society	Stockholm City Council	Utbildningsradion
Momentum	Prisma Medios de Pago	Stockholms Universitet	Valley of the Sun United Way
Money Penny	Produbanco - Grupo Promerica	Surrey Police	Varde Partners
Moore Blatch	Provident	Sweco	Vaudoise Assurances
Morgan Lovell	PwC	Swedavia	Veldhoen + Company
Morgan Stanley	Rabobank	Swedbank	Verity Credit Union
MSD	RACV	Swedish Red Cross	Viacom
MWH Treatment	Ralph Lauren	T-Systems South Africa	Victoria Legal Aid
National Air Traffic Services (NATS)	Ramboll Finland	Talokeskus	Vinci Concessions
National Australia Bank (NAB)	Rapid7	Tauranga City Council	Vitra
NAV (Ny arbeids- og velferdsforvaltning)	Rational Group	Tavistock	Vlaamse Overheid
NCC	Red Bull	TDC Sverige	Vodafone
Nesta	Red Energy	Tele2	Volvo Cars
Nestlé	RLF	Telefónica	Volvo Group
Network Rail	Roche	Telenor	VRT
Neuca	Rockwell Collins	TeliaSonera	Wärtsilä
Newell Brands	Rogers	Tenant & Partner	Wellcome Trust
Newmark Knight Frank/Cantor Fitzgerald	Royal Bank of Canada	Tengbom	Westpac
NHS Property Services	Royal Central School of Speech and Drama	Tetra Pak	Willis Towers Watson
NIRAS	Royal Haskoning	TGN	Willmott Dixon
NN Slovakia	Royal Institute of Chartered Surveyors (RICS)	Thames Water	WithersWorldwide
Norconsult	RSM	The British Institute of Facilities Management	Woningstichting Haag Wonen
Nordea	Saab AB	The Crown Estate	Woodside Energy
Norges Automobil Forbund	Saffron Building Society	The Law Society	WPP
Norix	Safran	The Pensions Management Institute	WSP
Norsk Filminstitutt	Sainsburys	The Prostate Cancer Charity	Xchanging
Norwegian Embassy Washington	Sanofi	Tiendas Industriales Asociadas (TIA)	Yarra Ranges Council
National Museum of Art, Architecture and Design (Norway)	Saracen Interiors	Tieto	Zespri International
Norwegian University of Science and Technology (NTNU)	SAS	Tillväxtverket	
Novartis	Satec	Tishman Speyer	
npower	Savills	TLV	
Nuffield Health	SEB	Toronto Transit Commission	
	SEPPIC	Towers Watson	
	Sheffield Hallam University	Trader Media Group	

Contact

London
+44 (0)20 3239 5980

New York
+1 (212) 858 9665

Stockholm
+46 (0)8 559 21322

Amsterdam
+31 (0)20 893 2598

leesmanindex.com

Foot notes;

- 1 Obstructor Workplaces. See catalyst, Enabler and Obstructor Workplaces. 2018.
<http://www.leesmanindex.com/reviewpost/catalyst-enabler-obstructor-workplaces/>
- 2 Work Complexity. See The Rise and Rise of Activity Based Working 2017.
http://www.leesmanindex.com/The_Rise_and_Rise_of_Activity_Based_Working_Research_book.pdf
- 3 Work presented as part of the Leesman+ de-brief showed that focused work was the foundation of productivity agreement and that there appeared to be a risk of overbaking collaboration at the expense of focused work.
- 4 Leesman+ certification is given to workplaces that score Lmi 70 or above, the workplace must have a minimum of 50 respondents and achieve a response rate criteria of maximum 5% margin of error at a 99% confidence level
<http://www.leesmanindex.com/leesman-criteria/>
- 5 Added in March 2015
- 6 Added in January 2017

**The way the day begins,
decides the shade of everything.**

Elbow, New York Morning, 2014

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