

Aon: Orchestrating experience





Key takeaways

Sector:

Financial services

Survey conducted:

September 2025 (Pre-occupancy)

May 2025 (Post-occupancy)

Target population:

500+ employees

Location:

Dublin

Leesman survey deployed:

Leesman Office survey,

Leesman Home Working survey

Aon Dublin HQ Lmi score:

65.4 (Pre-occupancy),

88.0 (Post-occupancy)

Leesman Office benchmark:

66.5*

Leesman+:

77.2*

Aon Dublin HQ H-Lmi score:

78.3 (Pre-occupancy),

83.7 (Post-occupancy)

Leesman Home benchmark:

77.0**

*Data as at Q2 2015 – Q1 2025

**Data as at Q1 2025

At its core, Aon's new Dublin headquarters at Fifteen George's Quay is a story of alignment. Of how a business found equilibrium between people, space, and purpose, and used data to steer every step of the journey. The result is a recalibrated employee experience that reflects how people really work today.

When Aon moved into its new home in central Dublin in 2025, it wasn't simply relocating. The decision to consolidate operations from two ageing offices into a single, high-performance hub for nearly 600 employees marked a deliberate shift; designed to bring people together, elevate client interactions, and shape a space that performs as well as it represents. The outcome is a 22.6-point leap in workplace experience, with a workplace experience score (Lmi) of 88.0, an exceptional result that places Aon Dublin firmly in the upper echelons of global workplace performance.

Purpose with precision

From the outset, Aon's strategy was defined by clarity. The goal was not to design around trends, but to build a space grounded in how work gets done. That began with listening.

In collaboration with Leesman, Aon conducted pre- and post-move surveys to understand employee needs and measure the impact of change. They captured and analysed attendance profiles and monitored and understood utilisation patterns across all types of workspaces.

"Our ambition was to excel in the areas that matter," says Peter Sayers, Director Workplace Projects. "We let insights guide us, then delivered a space that reflected those needs."

The improvement was transformative: the new headquarters delivered measurable gains across all 21 measured work activities, with 95% now exceeding Leesman+ thresholds, a powerful signal that the environment had evolved with purpose.



Moving the Metrics

Aon's previous spaces were functional but fragmented. Split across two buildings, teams were physically and culturally disconnected. The move to Fifteen George's Quay allowed Aon to unify operations in a single, state-of-the-art environment while also creating an opportunity to redefine the workplace experience.

The impact of Aon's relocation was measurable, with a 22.6-point increase on the Leesman Index, moving Aon to a position of outstanding performance. But beyond the numbers, the shift reflected a tangible change in how employees felt about their day-to-day experience.

Employees reported a renewed sense of pride, with 96% saying they were proud to bring visitors into the new space; a powerful reflection of how closely the environment aligns with Aon's brand and values. The office also resonated emotionally: 94% of respondents agreed it's an enjoyable place to work, while 93% agreed that it enables their team to work productively. These sentiments underscore the success of a workplace intentionally designed to support people, not only in the tasks they complete, but in how they feel and connect while doing them.

Productivity

"My workplace enables me to work productively"



92%

Knowledge sharing

"My workplace supports me sharing ideas/knowledge among colleagues"



92%

Pride

"I'm proud to bring guests/visitors to my workplace"



96%

Community

"My workplace contributes to a sense of security at work"



91%

Wellbeing

"Working here has a positive impact on my overall wellbeing"



89%

From fixed desks to fluid use

One of the most symbolic changes came in the form of letting go, specifically, of desk booking. In the previous office, where teams were spread across two disconnected buildings, desk booking had been introduced as a way to manage space and flow, but in reality it became a point of friction. For an increasingly mobile and cross-functional workforce, the tool was more of a constraint than a support.

In the new HQ, Aon Dublin removed booking entirely and introduced “home zones” and anchor days that offered a layer of structure without compromising autonomy, shifting the emphasis from control to mutual trust by allowing employees to manage their own space usage based on task, team, and rhythm. The impact was immediate. Employees who no longer needed to reserve desks reported a significantly higher experience, with an Lmi score of 87.7, up from 67.7 in the previous system.

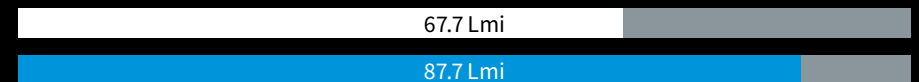


Office work setting:

Flexible (not booked in advance)

■ Pre-occupancy

■ Post-occupancy



Behind this shift was a deeper understanding of how space is used, and how employee behaviours evolve when the environment allows for greater flexibility. Post-occupancy, mobility within the office became the norm rather than the exception. The proportion of employees who reported mainly working at a single setting dropped from 40% to 24%, while those who said they often moved between different types of spaces increased from 12% to 20%.

Crucially, this group who sometimes work from a single setting, but often use others, now reports the highest experience score across all mobility profiles, with an Lmi of 89.6, up from just 61.9 pre-occupancy. The data confirms what the design intended: by enabling behavioural choice through spatial variety, Aon created a workplace that not only accommodates movement but enhances the experience for those who embrace it.

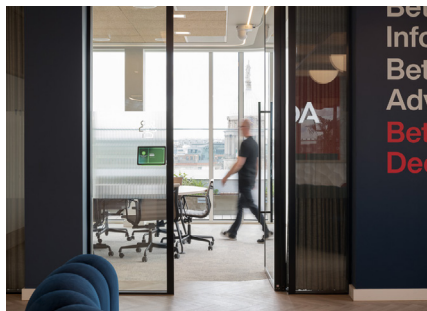
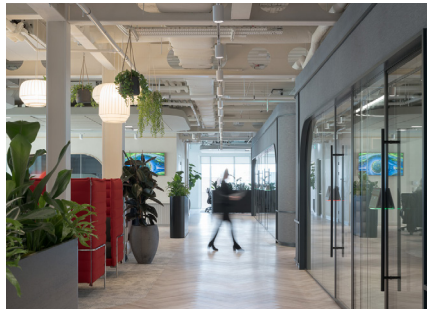
Designed for movement

Aon focused on mobility within the workplace itself, with a spectrum of thoughtfully designed settings that encourage employees to shift seamlessly between tasks, from quiet solo work to high-energy collaboration.

Employees who often use multiple settings scored 89.6 on the Lmi, while even those who only sometimes shift between settings have an Lmi of 88.5. “You’re always within reach of what you need,” adds Sayers. Satisfaction with workspace variety jumped by 31 percentage points (pp), a clear sign that the environment is working harder to support a diverse range of needs.

Importantly, this support isn’t cosmetic. It enables performance. Those in more complex roles, requiring greater task-switching and cognitive demand, saw some of the highest experience scores across the business. These employees need spaces that move with them, and now, they have them.

In short, Aon built a space that flexes, designed not for fixed patterns, but for fluid ones.



Activity complexity:

“I mainly work at a single setting and rarely use others”

85.5 Lmi

“I often work at a single setting and sometimes use others”

88.5 Lmi

“I sometimes work at a single setting, but often use others”

89.6 Lmi

“I rarely work at a single setting, but mainly use multiple settings”

88.8 Lmi

Elevating core activities

At the heart of Aon's workplace strategy was a focus on doing the basics brilliantly. Core activities that underpin daily work (calls, meetings, and focused tasks) were all prioritised in the redesign.

The results were striking. The new office delivered exceptional levels of support for core activities that define everyday work. Video calls achieved a perfect 100% support score, while audio calls followed closely at 99%. Planned meetings were similarly well-supported, reaching 99%, and 99% of employees feel that individual routine tasks are supported.

Together, these results reflect a workplace finely tuned to enable both focused and collaborative work, ensuring that every aspect of the employee experience is reinforced by thoughtful design and seamless functionality.

Behind these numbers is intentional design. Enhanced acoustic treatments, readily accessible phone booths, small meeting rooms with strong AV, and frictionless room booking systems all contribute to an environment where technology supports flow rather than interrupts it.

Workplace feature groups satisfaction:

Space and layout



Indoor environment and design



Workspace services



Technology



Quality that performs

Aesthetics and functionality were never treated as separate goals. And Aon's new HQ delivers both.

Each of the highest-priority features such as desk quality, noise levels, and meeting space functionality, achieved excellent support scores. From design finishes to space planning, the building signals quality without excess. It's thoughtful. And it works.

The improvements are especially meaningful when viewed alongside a 38% reduction in real estate footprint. With less space, Aon achieved more. A better experience, tighter alignment with behaviours, and improved resource use, all within a smaller physical footprint. It's proof that good workplace design isn't about size. It's about fit.

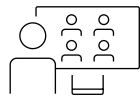
Top 4 - Important Activities (Support Levels)



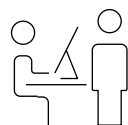
Individual focus work (desk)
(97%)



Planned meetings
(99%)



Video calls or conferences
(100%)



Inf. unplanned meetings
(100%)

Guided change, shared ownership

Transformation doesn't happen in isolation. Aon partnered with CBRE to deliver both project management and change management, embedding "Change Captains" throughout the business to support colleagues through the transition.

This layered approach helped ensure the change was not just adopted but embraced. The office didn't dictate behaviour. It supported it.

From early engagement to move-in support, the focus was on co-creation. Employees were given tools, context, and encouragement to explore the new environment. As behaviours shifted, so did expectations, and usage followed.



Certified for impact

Performance wasn't limited to experience scores. Aon's new headquarters also achieved LEED and WELL Platinum certifications, underscoring its commitment to sustainability and wellness.

Todd Budgen, Head of Real Estate at Aon said "Efficiency is always a consideration for any Real Estate project, but that did not mean we were willing to compromise on quality and experience. The results of the Leesman Workplace Experience surveys alongside our achievement of LEED & WELL Platinum certification demonstrate both can be achieved with the right approach."

Finding their rhythm

Ultimately, Aon's success lies in its ability to align strategy, insight, and design. Every decision, from location and layout to amenities and acoustics, was grounded in evidence. The result is an office that does more than just accommodate employees. It amplifies their potential.

Fifteen George's Quay is a workplace in rhythm with its people. It listens. It adapts. It performs.

This is not just a headquarters; it's a flagship designed to enable. And in doing so, it sets a new benchmark for workplace experience.



About Leesman

Founded in 2010, Leesman is the global independent authority for workplace experience.

Leesman equips organisations with critical insights into their employee workplace experience, to help them create environments that enable employees to thrive.

Through a series of assessment tools, Leesman captures employee sentiments on how effective their work environments are at supporting them. By rating organisations' ability to support employees in the home and in the office, performance can then be benchmarked against the largest database of its kind.

As organisations look to adapt to a fast-changing work culture, Leesman's insights equip businesses to make informed, forward-thinking decisions that mitigate risk, plan for the future, and create happy, productive workforces.

connect@leesmanindex.com

Chancery House
53-64 Chancery Lane
London
WC2A 1QS

