

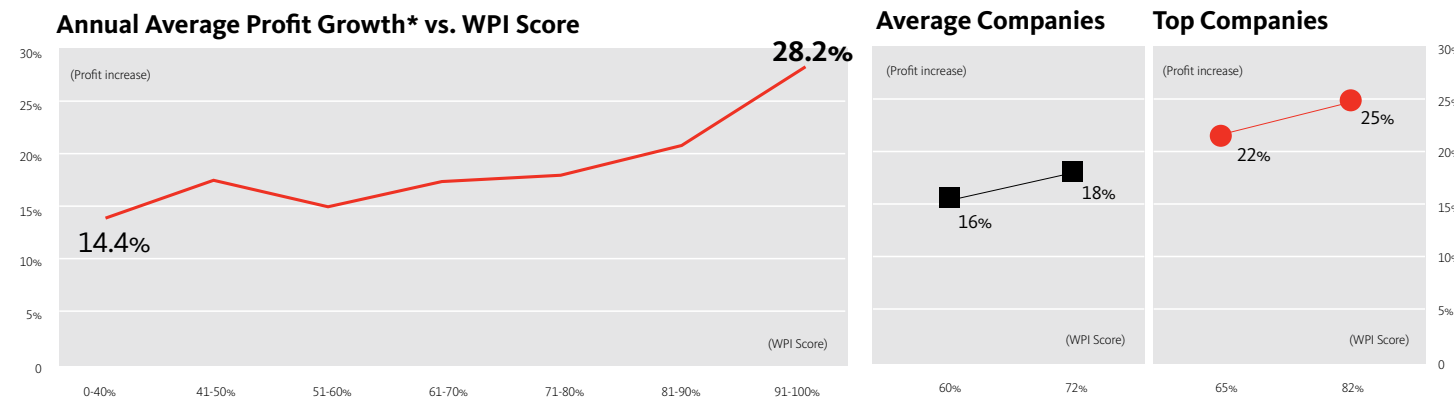
EFFECTIVE WORKPLACE DESIGN DIRECTLY CORRELATES TO IMPROVED BUSINESS PERFORMANCE.

As WPI scores rise, the three-year profit average of companies increases, hitting 28.2% at the highest levels, more than 14% higher than the lowest WPI scores and 7% higher than the next best set of WPI scores.

Financial performance is unquestionably the cornerstone of measuring business success. In the knowledge economy, corporate profitability and growth are driven more by organizational capabilities than by control over physical assets. This is reflected in IBM's 2008 global CEO study where market factors and people factors were rated equally as the top drivers affecting

businesses. Additional factors including market leadership, innovation, brand, employee engagement and other human capital factors, create a multi-dimensional bottom line that drives profit and revenue strength.

Even average companies do better profit-wise when their workplace scores go up. Average companies with a WPI of 72% show profit growth of 18% versus 16% at companies with a 12-point lower WPI.



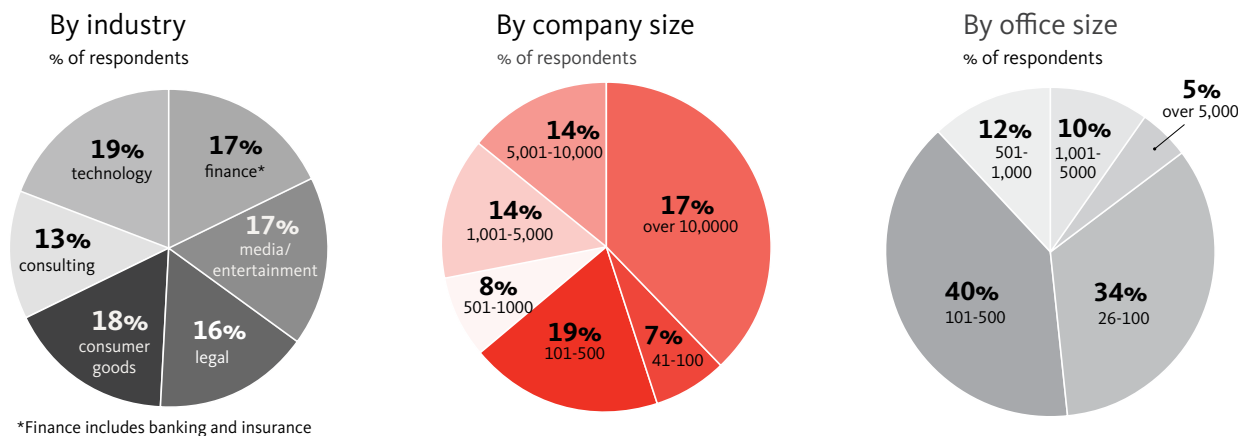
RESEARCH METHODOLOGY

Gensler commissioned Added Value, a subsidiary of WPP, to conduct an on-line, nationwide survey of office workers. A statistically relevant, random sample of 900 full-time, in-office workers aged 18 and over participated.

We developed the survey questions to place answers about the physical work environment into a larger business and workplace

context, which included: employee evaluation of attributes of business success, profit and revenue growth, and perceptions of their workplace in relation to employee engagement, company brand, market position and human capital factors.

Respondents represented all regions of the continental United States, eight industries, and a variety of office and company sizes:



Gensler

THE 2008 U.S. WORKPLACE SURVEY A Design & Performance Report

The 2008 Gensler Workplace Survey contributes new insight into the day-to-day knowledge workplace activities that generate economic value and produce business success: four work modes—focus, collaborate, learn, and socialize—that allow the creative and innovative power of people to be fully realized.

Our findings show how top-performing companies use these work modes very differently and also how their workplaces are designed to effectively support knowledge work. Through our proprietary measurement tool, the Workplace Performance Index, business success is clearly linked to the effective support of each of the four work modes in the workplace.

Gensler's research establishes new measures of performance that make the difference in a knowledge economy: the power of people and place to drive profit.

SUCCESS IN A KNOWLEDGE ECONOMY MEANS WORKING DIFFERENTLY.

Through our research and project experience, Gensler has established a key connecting point for all knowledge economy companies, from consumer products to law firms, accounting, media, entertainment or manufacturing. Four work modes—focus, collaborate, learn and socialize—are the shared language of knowledge economy workplaces, and are central to our 2008 survey research.

Our findings show a picture of the knowledge workplace that is filled with varied and dynamic interactions and not just long hours of solitary work—collaborating, learning, and socializing are as important to individual job performance as focus work. *Employees at top-performing companies not only spend more time collaborating and learning, they consider that time more critical to job success than do their peers at average companies, who are still focus work-centered.*

■ Top Ranked Companies
■ Average Companies

TOP COMPANIES COLLABORATE MORE

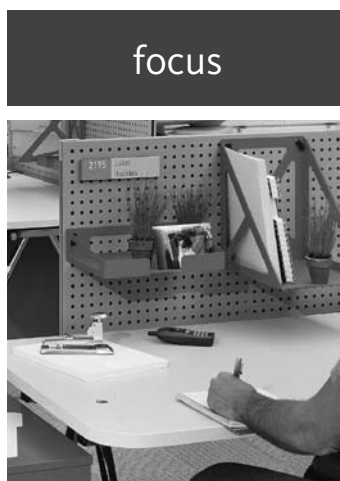
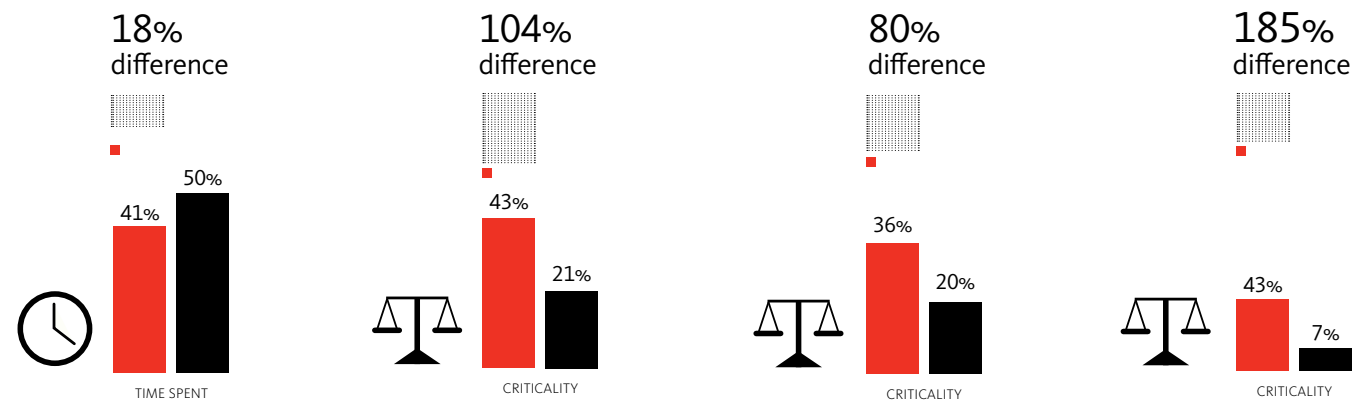
Top-performing companies collaborate 25% more than average companies and consider collaboration more than twice as critical to job success.

LEARNING IS FAR MORE IMPORTANT TO TOP COMPANIES

Learning is 80% more critical to job success at top-performing companies than at average companies, who spend nearly three-quarters less time learning.

TOP-PERFORMING COMPANIES VALUE SOCIALIZING

Overtuning the notion that socializing is a time-waster rather than a business asset, top-ranked companies socialize 16% more than average companies. Further, they consider it almost three times more critical than average companies, the largest gap among all of these work mode comparisons.



Concentrating and devoting uninterrupted, solo effort to a particular task or project.

Working with another person or a group to achieve a task, project or goal.

Acquiring a skill or developing work-oriented knowledge through formal or informal training, education or experience.

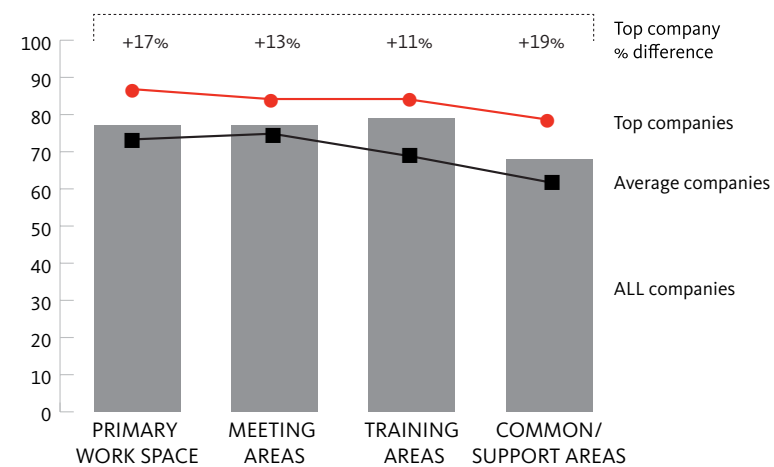
Interacting in ways that add value to an enterprise through the creation of productive human relationships.

TOP-PERFORMING COMPANIES DESIGN MORE EFFECTIVE WORKPLACES TO SUPPORT ALL WORK MODES.

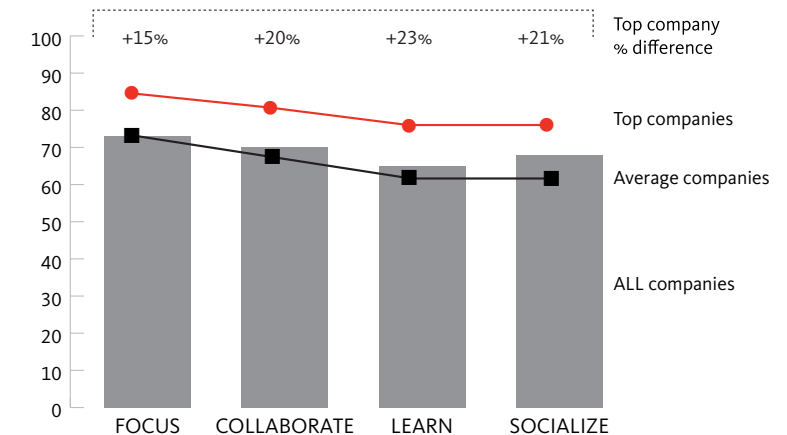
Our findings clearly show that top-ranked companies do a better job helping their people perform at higher levels by designing effective workplaces that allow people to spend higher-quality time in the work modes that matter most to their job success, with up to 23% higher effectiveness ratings for work modes and 19% greater for specific work spaces.

Top company work spaces are much more effective for supporting knowledge work, particularly the collaborate, learn and socialize modes that are a hallmark of their different approach to doing business. All spaces are rated effective by 78% or more, compared to average companies whose workplaces fall short of being effective by as much as 21 points.

SPACE EFFECTIVENESS BY WORK SPACE TYPE



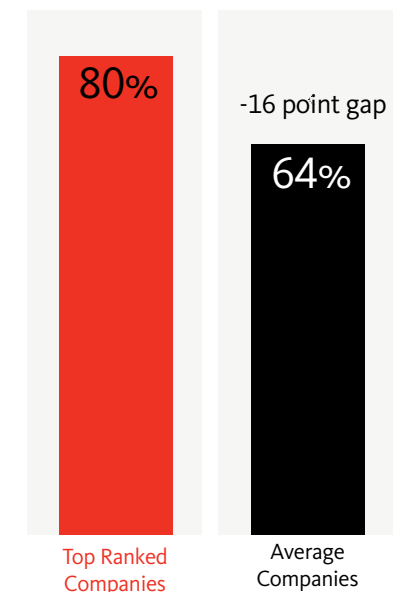
SPACE EFFECTIVENESS BY WORK MODE



THE WORKPLACE PERFORMANCE INDEX

Gensler created the Workplace Performance Index to help clients understand specifically what comprises space effectiveness or ineffectiveness in their workplaces so that design solutions can fully align with their needs. The WPI is a web-enabled pre-and post-occupancy evaluation tool that creates an index based on work mode criticality and time spent, as well as the quality of individual attributes of each type of work space such as layout, air/light quality, storage, furniture, privacy/access and other factors. The 2008 Workplace Survey responses are now part of Gensler's national database used to provide clients with comparative information for decisionmaking purposes.

The WPI score for all survey respondents is 58%—just over the halfway mark. Separating top-ranked companies from average shows a 16-point gap in WPI score, with top companies at 80%.



$$\begin{matrix}
 \text{Scales} & + & \text{Clock} & + & \left(\begin{matrix} \text{Layout} & \text{Light} & \text{Air} & \text{Storage} & \text{Furniture} & \text{Privacy/Access} \end{matrix} \right) & = & \text{WPI} \\
 \text{Criticality} & & \text{Time Spent} & & \text{WORK MODE FACTORS} & + & \text{SPACE ATTRIBUTE FACTORS} & = & \text{WORKPLACE PERFORMANCE INDEX}
 \end{matrix}$$