Creating a more engaging & healthy work life for the future.
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WORK IN MOTION: THE FUTURE OFFICE

Three trends that will shape the future office.

Work has been disrupted. The way we do business is changing. Digital technologies are reshaping not only what we do, but also the ways in which our workplaces are imagined, designed, built and operated. Driven by automation and AI, the Fourth Industrial Revolution will make some jobs obsolete in the future—with 35% of jobs at risk of computerisation over the next 20 years—but it will also create many others. These new jobs will prioritize generation of ideas, creativity and collaboration. Offices must provide places that foster these activities and nurture the valuable staff performing them.

As workplaces change, the desire for work-life balance has given way to work-life overlap and an ‘always on’ culture. Work now takes place anytime, anywhere, so many people now go into the office only when they have a specific reason.

Demographics are also shifting, as there are now four generations (Figure 2) in the workplace. Offices must support, sustain and adapt to their diverse needs and talents while continuing to serve the fundamental purpose of the workplace—to foster constructive interaction and collaboration.
As the world of work changes, there are three major trends that will shape the focus of those who will develop, manage and use the future office.

**1 DESIGN TO ADAPT WITHIN A CIRCULAR ECONOMY**

For generations, the construction industry has followed a linear economy model with materials and resources mined, manufactured, used and then thrown away. The negative impact of this process is considerable: the built environment consumes over half of the world’s extracted materials and, in the EU, produces around one-third of total waste generated.

This status quo cannot hold with global demand for resources surging, raw materials becoming harder to extract and the threat of climate change intensifying. The circular economy model offers an alternative, more sustainable and regenerative approach, prioritizing the retention and refurbishment of buildings over demolition, and designing for the separation and reuse of materials at the end of a building’s life.

Too many current buildings are designed with little thought for the future, potentially creating a legacy of obsolete architecture composed of complex components irrevocably melded together. This locks away precious resources, making them forever unavailable to subsequent generations.

We can extend buildings’ lives and enable reuse of their components by designing them right from the start to include modular elements that can be adapted, reconstructed and easily deconstructed.
Such adaptive buildings as Park 2020 in Amsterdam give users the experience of a traditional, permanent structure while using modular components within ‘Cradle-to-Cradle® principles, allowing workplaces to be more responsive, cost-effective and sustainable.

Similarly, greater energy efficiency must be a priority for next-generation workplaces, not just to reduce costs but also to meet global emissions targets. As a result, the future of office power will be electric, with more buildings generating their own power via built-in solar panels and using heat pumps and heat recovery to become energy self-sufficient.

Unsurprisingly, this move to more agile work is influencing the design of the future office. A range of formal and informal areas for meeting and collaborative work are now interspersed with quieter areas, providing a wide variety of task-specific workspaces and, crucially, providing valued staff with choice and autonomy. Desks, often shared rather than owned, are arranged in team neighborhoods to promote a sense of identity and to aid communication and collaboration. Cafe facilities and break out areas are provided to encourage a diverse workforce to meet and socialize.

The emphasis on communication has clear design implications: floorplates need to be large and open, team ‘silos’ should be discouraged and different floors should be interconnected by staircases and atria, to promote the mixing of people not only within teams but across them (Figure 1).

In the future, new technologies could help to make collaboration and individual work even more efficient; for example, voice and mood sensors in office buildings could recognize the energy of impromptu conversations between colleagues and ‘bring the meeting space to the people’ through a temporary acoustic bubble that provides privacy and protects the concentration of those working nearby.

The modern ‘work hard, play hard’ culture means that people want choice over their work and working environment. Technology can help provide this. The increasing prevalence of sensors in new workplaces will help future offices to adapt to their users’ needs in every area. The Edge building in Amsterdam, for example, is fitted with 28,000 sensors. Its digital system is connected to the Internet of Things and controlled by a single network which the building managers can view via a central dashboard. The LED-lighting system monitors temperature, movement and light levels within the building, and also targets resources to where they are most needed.

Future technology could personalize environmental conditions in each setting, in such ways as learning people’s individual preferences for lighting levels and temperature. Voice technologies may develop the capacity to take minutes of a meeting and dispatch to the participants personalized lists of agreed actions.

Adopting a comprehensive approach to sensor data capture, storage and accessibility cannot be an afterthought. It needs to be built in from the start, both virtually in Building Information Modelling (BIM) and physically within the building. The installation of sensors is relatively inexpensive if carried out during construction, but is difficult and more expensive to retrofit. The sensor-based workplace must also be supported with the right skills and tools to enable building managers to analyze the wealth of data that will be generated.

A personalized environment

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A more agile approach

To that end, with more of us equipped to work on the move, there is a growing need for flexible workplaces designed to support the “always on,” mobile office worker. This, in turn, is having a profound effect on the wider market for office space, both financially and physically.
the highly-skilled work they do will only grow in importance.

As a result, those providing and managing office space need to start considering the office user as the client. In the years ahead, workplace design will be increasingly focused on creating a community base—virtual or physical—that supports the building users’ comfort, creativity, productivity and job satisfaction.

We have seen increased emphasis on employee wellbeing and office quality, as more and more organizations recognize that employees are their most expensive and valuable asset and that wellbeing extends beyond physical health. However, understanding and measuring the impact of workplace environmental factors on such issues as employee motivation, satisfaction, productivity and mental health is complex.

An environment purposely designed around wellbeing must address a wide range of factors. For example, AECOM’s holistic wellbeing assessment at work (see Figure 3) embraces six dimensions of health: physiological (getting through our day-to-day work without undue fatigue or physical stress); psychological (support for our mental health and emotional balance); social (feeling connected and part of a community), intellectual (able to use and develop our knowledge and skills to perform well), values (the match between the organization’s and the individual’s values), and material (experiencing a sense of fairness in terms of the availability, quality and quantity of rewards).

Designs should reflect this concern for wellbeing; furniture should embody ergonomic design principles; people should be encouraged to move around the office, including using the stairs; and large and small spaces should be provided for socializing, relaxing or quiet chats. These spaces should be at a human scale and engender a sense of pride and belonging, with welcoming, comfortable team areas that express a clear team identity.

The implications for the design process
Technology will affect designers, too. Many routine parts of the design process will be automated, leaving designers free to focus more on identifying and meeting the needs of building occupants. Virtual reality will be used to share ideas with the potential building users; design will become a more research-driven and collaborative process.

One of the biggest challenges in driving workplace change is the relationship between an ongoing cultural change program and a build project that has a fixed start and end date and follows the principles of project management. The build project creates an emphasis on timelines, milestones, risk mitigation, build quality, the supply chain and, importantly, budget, that often skews focus away from crucial people-oriented elements.

Project teams will therefore increasingly be required to integrate change management and project management when delivering schemes, securing buy-in and working closely with developers and occupiers to ensure workers feel engaged.

The future is now
This is a pivotal moment for the office—this most familiar of spaces is undergoing significant and extensive change as we enter the next chapter in its history. This change is having an impact on workplace designers, developers, occupiers and users that cannot be overstated, and will continue to be felt for decades.

Technology is transforming the nature of work, but that doesn’t determine what our offices should be like. Equally, workspace design shouldn’t be driven primarily by aesthetics for aesthetics’ sake. We want our workspaces to say something about what the client stands for, but the bigger issue is
whether the spaces we provide help our organizations to be effective, minimize environmental impact, sustain our environments and communities, and support our wellbeing in its widest sense. These issues are profoundly related to design, but not in any simple or environmentally deterministic way. Our behaviour is shaped by our understanding of the buildings we inhabit, so designers must focus on the people for whom our buildings exist, what they and their organizations want to achieve, and how building-supported technology can help them.

We believe that in the future, building users will become the client. It is a truism to say that being human is our differentiator, but it is specifically our creativity, innovative capabilities, empathy, imagination and glorious, messy unpredictability that separates people from machines. Place plays an important part in this human experience. The offices of tomorrow will put the needs of people at the center of it all.

To learn more, please look for our recently published book from RIBA available on Amazon, https://www.amazon.com/Future-Office-Next-generation-workplace-design/dp/1859468454
Serving Workplace Clients

AECOM’s Workplace Practice is dedicated to design excellence and an integrated approach to solving clients’ complex real estate challenges in order to meet current and anticipated business objectives. With a range of expertise from workplace strategy and design through project realization and post occupancy, our multi-disciplinary teams are adept at creating well-designed, high-performing spaces within the boundaries of identified standards and budgets. We believe that design excellence can be achieved in projects of all sizes with the right mix of talent, tools and processes.

Our Workplace Design team spans the globe and approaches each of our client’s engagements with fresh eyes, yet always leverages past experience, best practices and local knowledge to ensure a successful outcome. We take a holistic approach to delivering space that responds to the changing nature of work and its impact on people, places and performance.
Global Approach

Our multi-location clients expect consistent service, thought leadership and local expertise wherever they operate, as well as solutions for more uniform, streamlined delivery across geographies. To meet that need, AECOM leverages an infrastructure designed specifically to manage the complexities of regionally diverse real estate portfolios, and organizes our teams around each client’s structure.

With locations in more than 150 countries, we have a strong network of offices that can support a variety of real estate needs. For geographies where we do not maintain a local office, we tap an established network of vetted local experts who work directly under our guidance and management. All of our partner firms are subject to AECOM’s strict reporting requirements and quality control standards.

Full Lifecycle of Services

Our integrated approach to addressing the full lifecycle of real estate assets gives us the ability to support our clients in any facet of project or program delivery. While we have the capability to take a project from strategy through construction and operations, we will engage when and where our clients need us most.
Our Experience

WORKPLACE CONSULTING RESEARCH & CHANGE MANAGEMENT

INTERIOR DESIGN

BUILDING ENGINEERING

BRANDED ENVIRONMENTS
We believe that an organization’s work environment can drive productivity and enhance the employee experience.

Our capabilities enable optimisation of any real estate portfolio, incorporating new ways of working, technology, data and ideas for how to plan and use workspaces and learning environments across multiple work settings and locations. Our approach includes:

- Business Visioning
- User Research
- Utilization Studies
- Guidelines Development
- Change Management
- Pre- and Post-Occupancy Evaluation

We use various combinations of these capabilities to drive an integrated and effective workplace planning strategy.

Our approach is:

**Visionary and Goal Oriented:** We support not just how organizations work today, but how they will be and should be working in the future.

**Fact-based:** Objective data on work patterns, work process, staff aspirations and business priorities inform our recommendations.

**Holistic:** We develop solutions that influence culture, work process, technology and space in a way that maximizes synergies.

**Iterative and Participative:** We evolve ideas through repeated interactions with stakeholders, giving them opportunities to engage, provide input and take ownership of the solution.
HIGH CO2 LEVELS INCREASE AIRFLOW

CIRCADIAN DIP INCREASE BLUE LIGHTING

LOW COGNITIVE FUNCTION SWITCH TASK LOCATION

STIMULATE BEATS PER MINUTE

BIOPHILIC STIMULI
Change Management

We believe that the future is largely subject to our creation. Creating and leading change is about imagining a future and inventing, visualizing and designing ways to bring it about. Implementing a new workplace strategy is one of the most significant and visible expressions of change an organization can undertake. It can also be one of the most impactful.

In our experience, a workplace strategy’s success depends largely on a change management program that considers the needs and experiences of employees and in particular, managers, in order to inspire new conversations and behaviors.

We look to the behavioral sciences to develop an approach to change that focuses less on educating, and more on facilitating and motivating the adoption of new ways of thinking and working. Because people understand change in very different and often personal ways, we segment our audiences and identify how each of our user groups emotionally and cognitively understand the workplace and the work experience. By addressing the emotional and cognitive needs of our audience, we can design and develop resources and incentives that better resonate with everyone.

To do this, we engage a user-centric approach that puts people at the center of our process. Our tools and research methods move beyond the typical motivations for change to explore how value systems and cultural norms impact user perceptions. Employees often, and unknowingly, commit to change but then engage in behaviors that work against the change itself. By ‘mapping’ behaviors to the emotional and cognitive needs of our audience, we explore what really drives behavior, and design programs that better incentivize and facilitate the adoption of new thinking.

Benefits of Change Management

- Increase acceptance and identification
- Minimize productivity loss
- Utilize your organizational knowledge across all levels to develop a tailored work environment
- Empower your people to use the full potential of the new work concept and adapt their ways of working
- Leverage the benefits by facilitating a cultural change
- Build up ongoing change competence within your organization to ensure a sustainable change and easy onboarding of new employees
Our Interiors team includes experts from throughout the world who combine forward-thinking creativity with knowledge of lessons learned and best practices to bring the most appropriate and innovative ideas to each client. We strive to be trusted advisors, bringing forward the right intellectual capital and resources to successfully build new facilities, improve existing ones and create environments that support the culture and goals of each organization.

AECOM’s Interiors team is recognized for designing environments for clients across all market sectors and for bringing a new approach to traditional challenges. Our projects range from large headquarters to small specialty and amenity spaces. In each of our projects, we act as stewards of our clients’ aspirations and fiscal realities, working to capture opportunities and plan for the long term.

Our design philosophy is based on balance. From the outset of the project, we structure our project teams to integrate design, management and technical professionals. These team members are assigned to the project on Day One and remain on the project until it is completed. Each team member, while focused on certain aspects of the project to expedite design and production, maintains overall responsibility for the entire project.

Our process is a collaborative one, with a constant dialogue between our team, client, contractor and consultants. The process requires strong leadership to encourage exchange of ideas while having the maturity and experience to make decisions and balance various concepts against the overall project objectives. This collaborative approach allows design integrity to be maintained in every detail and in every document produced. It also enables design concepts to be constantly balanced with budget, schedule, code considerations, and other requirements.
Architecture

Designing distinctive buildings

We address a wide variety of building types and strive for design excellence in all of our engagements. From corporate campuses to stand-alone buildings, we focus on creating high-performing environments that are functional, sustainable and reinforce brand identity while achieving business and financial objectives.

AECOM helps clients create distinctive environments where architecture, landscape, company culture and local community merge to create a place. We provide a comprehensive approach grounded in our expertise in each aspect of the project lifecycle. As planners, environmental consultants, designers, architects, engineers and program managers, we knowledgeably lead complex, larger teams to execute the scope of work in an integrated manner.

With more than 100 million square feet of experience encompassing a vast array of metropolitan areas, we bring specific expertise in the planning, programming and design of office buildings and corporate campuses.

Our team also has detailed knowledge of land use and planning and government processes as well as the comprehensive technical engineering and environmental experience that is expected in responsible and sustainable design and development.

- Building and Site Evaluation
- Site Planning/Studies
- Conceptual Design
- Design Development
- Construction Documents
- Planning
- Building Envelope/Skin Design
- Re-positioning
Planning
Place matters

At all scales, the starting point for AECOM’s approach to design and planning of places is the comprehensive understanding of how people’s lives are shaped by their environments. Our urban designers consider the site’s physical surroundings and client needs as well as the financial mechanisms, long-term community effects, implementation, maintenance and management of the project.

AECOM’s planning team also focuses on the physical framework of streets, squares, parks, plazas and gardens that contribute to a sense of place. Effective and sustainable design requires careful integration of a site’s myriad features, from issues of aesthetics to those of ecology, circulation, infrastructure, visual impacts and economic viability. Our interdisciplinary approach brings together the best creative and strategic thinkers to facilitate the often complex reciprocal relationships between sites and their surrounding context.

Our work takes place in a variety of settings, from established downtowns to new communities to rural landscape settings. All of our projects have the common need for practicality, quality and attractiveness. Underlying everything we do is the ideal of making places where we, and ultimately many others, will want to be.
Building Engineering
Driving high performance

Our professional engineers design high-performance buildings systems with future needs in mind. We understand the commercial drivers behind a project and design adaptable solutions, offering a longer lifespan for the owner and tenant. Our experts strive to find strategic solutions that reduce the building’s carbon footprint, while making it easier to build and more cost effective to operate. With talented specialists worldwide, we have the ability to meet any challenge, for any space whether a corporate campus, tall building, laboratory or commercial office block.

AECOM’s design approach is inclusive. We always consider the environmental impact of a new development or refurbishment on its immediate surroundings. With a culture of dynamic creativity running through the company, we strive to provide innovative solutions that work. We design buildings that maximize opportunities to capture naturally occurring energy and minimize waste, both during construction and in operational use.
Branded Environments

Integrating company identity

AECOM Brand Services

At AECOM, we understand that brand is more than just a logo. We strive to understand our client’s history, culture, mission and core values as the embodiment of a holistic brand identity. With this understanding, we incorporate logo, typography, color and graphic elements to inform the basis of an approach to applying fully integrated brand identity within the built environment. We seek to expand the user experience within the workspace, resonate with employees and reinforce each client’s unique personality.

AECOM Information Design

The exchange of information is vital to the success of AECOM’s projects across all market sectors. Critical to this exchange is ensuring that the information is visualized in clear and compelling ways. AECOM’s Information Design team works closely with project teams to develop a range of deliverables to help clients better comprehend the multitude of information-driven design solutions we deliver. Through a range of visuals including infographics, diagrams, charts and illustrations, the information design team can craft the optimal deliverable to represent information in a dynamic way that is easy to process and understand. Empowered by information, our project teams, clients and partners can make informed decisions that result in projects that are efficient, universally understood and impactful.

- Brand Strategy
- Workplace Signage
- Environmental Graphic Design
- Exterior and Interior Wayfinding
- Information Graphics
- Information Process
Technology Solutions

Digital transformation in the workplace

Our Technology Solutions Group (TSG) develops custom solutions that enhance functionality, sustainability and efficiency by creating synergies between technology systems and buildings and spaces. Successful technology design begins with a coordinated approach that balances tomorrow’s technology with the time-tested, robust solutions of today. Our big picture approach stems from our understanding of the built environment and the role technology has come to play in our world.

From visioning and concepts, to design and integration, to delivery, maintenance and monitoring, our team of consultants, designers and engineers is experienced in all aspects of a project. At our core is an innovative and integrated approach to developing solutions for electronic security, cybersecurity, audiovisual, voice, data, converged networks, workplace solutions, Wi-Fi, in-building cellular, public safety and user experience. Our team also utilizes a smart building design approach that pursues the integration of traditional technologies with the emerging trends in IoT, beaconing, location tracking, collaboration, scheduling, workspace usage, lighting and environmental controls. We offer an enhanced spectrum of services relating to the lifecycle of a project. These most notably include our technology delivery services, which include project management, procurement of equipment and the integration of systems. We also offer Maintenance and Monitoring services after the project completion to ensure smooth and reliable continuity of operations well beyond initial installation. From the bottom line of your business to the top-line strategic planning of global enterprises, our team of industry experts deliver flexible and tailored solutions to support each client’s mission and brand.
Cost Consulting

Achieving value objectives

Our Cost Consulting expertise includes cost-management services across project lifecycles to reduce client risk, improve value and deliver positive outcomes in all sectors of the built environment. We provide industry-relevant advice and specialized expertise. Our integrated approach creates custom-made client teams that bring together technical delivery experts, strategists and other in-house specialists. We work together to achieve viable developments that capture client objectives through value-driven and efficient designs. Costs are controlled through rigorous change management and risk management processes and reporting.

As one of the largest cost management consultancies, we have access to unprecedented cost data on projects across contexts and sectors. Based on that intelligence and analysis, we’ve developed industry-leading benchmarking data sets on a global basis. Along with our extensive experience and specialist knowledge of end markets and building types, we can provide more accurate advice on the cost implications of client requirements.

- Cost Modeling and Cost Planning
- Cost Benchmarking
- Cost Management
- Value and Risk Analysis
- Life-cycle Costing
- Post-contract
- Final Account Settlement
Workplace Stories

By creating a vision together, we design to enliven workplace, create healthy and sustainable environments and improve employee engagement.
The following pages present workplace stories from a selection of our clients:

- Accenture
- AECOM Aldgate
- Confidential Banking Client
- Box
- DirecTV
- Envision Energy
- General Electric
- Heinz
- Intuit
- National Grid
- Confidential Technology Client
- Unilever
LIGHT UP THE WORLD
AECOM and Accenture Spain have been working together since 2008, but it wasn’t until 2014 that the company looked to evolve its work environments to include more innovative spaces. This led AECOM to deliver eight projects, each challenged to go beyond the previous, in accordance with Accenture’s culture of constant evolution in business.

The two most notable projects were the transformation of the Corporate Offices in Madrid and the DIGITAL HUB, a space for collaboration, co-creation and customization for each client’s experience, which was designed and executed in only six months.

The Digital Hub was created to represent and support Accenture’s leadership in the digital transformation market and digital solutions strategies. The space supports areas for collaboration and co-creation to be used with clients and other partners, like young start-ups with great ideas and unique knowledge.

The entire space can be reconfigured. Forty percent of the space is dedicated to client experiences and 60% is collaborative workspace. This flexible, high-energy showcase space has been a magnet for clients, partners, employees and new recruits alike.

“Innovation and high tech fit into a historic modernist landmark, La Rotonda in Barcelona.”
During demolition we unveiled old existing brick which we left exposed, providing this quiet area with a warm, contemplative and historic retreat.
With its Greater London portfolio expanding, a major merger just completed and several lease expiries due, AECOM had the opportunity to use its workplace as a catalyst for integration, collaboration and a change in how we work. The Aldgate Tower project represents AECOM’s desire to transform its own working practices, redefine its culture and reflect its strength in creating and delivering environments that are inspiring places to live, work and play. With 2,000 people working across four locations within Greater London, our vision was not just to bring them together into three hubs (Aldgate, Croydon and St Albans), but to create a campus—a network of communities to bring our people together to inspire, learn, innovate and nurture the next generation of designers, engineers, architects and project and cost managers. Providing a platform from which to communicate our values and mission allows us to deliver the world’s biggest and best projects, and partner with our clients in a more effective way. Aldgate’s role within this city campus is to provide AECOM with a global client showcase.
Design & Accommodation

Level 09/10

Total Occupiers: L09 = 266/L10 = 291
Workstations: 162 positions
Touchdowns: 26 positions
Sharing Ratio: L09 = 71%/L10 = 65%

1. Open projects spaces with standing height bench, magnetic writeable pin-up and standard open meeting table
2. Brand showcase at entry point, artefacts/awards/models
3. Open project/meeting tables/storage joinery walls
4. Height-adjustable desking along perimeter of entire floor plate
5. Water-point
6. Open project/meeting table and standing height bench with storage below
7. Meeting booths with P+D
8. Open project/meeting space-soft seating or tables
9. Dropdown project space
10. Community space L09 Paperspace/L10 The Exchange, staff teapoints have unique facilities including dining rooms, rocking chairs, high-back lounge chairs, high bench project tables and bench seating with dining tables

ZONING PLAN LEVEL 10 (TYPICAL)

Arrival point to be informal with brand expression
Studio environment contiguous with abutting collaboration spaces
Semi-open collaboration space to corners
General support spaces to wrap core
Specialist spaces to be centralised around “Community” zones creating destinations on floor

ZONING PLAN LEVEL 16 (DAY)

Aperture created to form arrival point into “Meet + Greet” concierge zone
Barista coffee bar at arrival with soft lounge seating
“Meet + Greet” adjoins visitor lounge and client touchdown
Flexible client meeting spaces presented along SE facade
Internal catering support spaces wrap core

ZONING PLAN LEVEL 16 (EVENING)

Client meeting spaces convert into private dining
“Meet + Greet” & “Forum” zone reconfigurable to cater for 150 people (standing)
“Meet + Greet” and “Forum” zone reconfigurable to seat 100 people for client functions/private/ or public seminars
Staff community space used as overflow for catering support

Workplace
A workplace geared to **staff retention**
The Workplace of the Future for our confidential banking client is focused on creating an environment that supports the bank’s agile workplace objectives, providing flexibility and a variety of choice to the bank’s employees.

AECOM’s mission was to think unconventionally in designing ‘Space Mod’ projects that would incorporate different user groups in a more flexible space. Reducing square footage per person allowed for additional amenities and flexible spaces, including a work café, shared library and breakout collaboration spaces to support employees as they moved into a more open plan. Employee groups moving into the space included technology groups that were considered agile workers, requiring scrum-like environments that don’t require assigned seats.

AECOM has implemented the same program for the bank, with consistent metrics and parameters at different sites, even though the actual project delivery methodology has varied. Change management engagement has been critical to the successful implementation of these projects as bank employees move toward a different way of working.

The work cafés are a focal point that introduce the bank’s brand to staff and visitors. The outdoor-like space surrounded by a wooden canopy can transform from casual, social and collaborative to presentation and meeting space.
Coolest office in America
Great work life balance. Great food. Great location.

– Box Senior Software Engineer
www.glassdoor.com “20 Coolest Offices in America”
Box, a growing U.S. West Coast technology firm with over 800 employees, was looking to develop a workplace strategy that would be collaborative, flexible and provide the environment necessary to attract and retain top tech talent. Beyond advanced and technology-focused workspace, this would require areas for social interaction that would provide respite and inspire casual idea-generating gatherings. The design needed to communicate Box’s business stability and security as a provider to Fortune 500 companies, while also promoting the high energy and forward thinking that tech companies embody.

The new headquarters is considered one of the gateways for the emerging downtown in Redwood City, near San Francisco. The space is spread across two towers and includes seven floors of workplace and parking, a first-floor reception and executive conference center; second-floor café, coffee bar and game area.

Because Box has been entrusted with confidential information by major corporations, the design approach reflects a more conservative and professional character on lower floor areas, including reception and executive conferencing, which have greater visibility for clients and corporate visitors. The day-to-day work areas and social areas are more spirited with branded space and colorful themes to engage employees, facilitate interaction and support the company’s workflow.

Each work floor is themed and color coded to reflect the irreverent and fun nature of the employees. Integrated wayfinding and branded graphics around the office reinforce the character of teams, with the added benefit of providing a visual system for navigation around each floor.
Brand that sparks collaboration
DIRECTV’s vision was to create a high-energy work environment that reflects their brand, sparks far-reaching collaboration, improves employee engagement and leads innovation through enhanced productivity and performance. DIRECTV opted to create a campus within its existing architecture, dividing 680,000 square feet over 37 floors in four buildings.

AECOM interviewed 42 departments, speaking with more than 300 members of senior leadership and 1,000 employees on campus about work process, to better understand which occupants and proposed amenities would be best suited within each building.

The greatest modification to the workplace culture was removing the high paneled workstations and perimeter offices and replacing them with open workstations along the windows and glass offices at the core to increase the number of collaborative spaces. A high number of open and enclosed meeting spaces are provided throughout.

Special amenities include a training and conference center, a state-of-the-art media room for VIP guests and research, a 10,000-square-foot fitness center to support the company’s wellness program, and a coffee bar bar and cafeteria where fresh food is prepared daily. The cafeteria/dining function also serves as a meeting area providing space where employees from all buildings can meet. Access from the cafeteria to an outside seating area with a fountain feature quickly made this space the new heart of the campus.

The visual strength of the design starts at the “cyclone”, a massive LED display that surrounds the main entry, beginning with a pixilated image and finishing on a high resolution wall-to-wall, floor-to-ceiling video display, describing the video provider’s vision of the future way of the television.
Green energy research & development

The 330,000-square-foot Envision Headquarters building was designed to support a green energy research and development firm responsible for designing and producing wind turbines.

The headquarters supports design engineers and the executive directors of the company while providing public display and educational facilities informing customers of the benefits of green energy. The building also houses dining facilities, a sports and fitness center and an employee “spirit lounge room” designed to promote collaboration and rejuvenation among the design talent.

The concept of wind energy and movement was the impetus behind the development of the building’s massing, exterior skin and interior atrium. The headquarters building was designed to meet or exceed LEED certification standards for green buildings.

The atrium, organic in form, moves around the “eye” and emerges at the roof of the building allowing natural light to filter down into the space and to the main lobby below.

The organic nature of the atrium, with its curving sloped floor, provides a space to exhibit Envision products and is the beginning point of a tour circuit allowing Envision clients a look into their products, operations, monitoring and execution of wind energy turbines.
A Chameleon Space
AECOM’s long partnership with GE has included design through program and construction management across a variety of project types and locations across the globe.

We have completed more than 25 major building programs including Global Research Centers, Innovation Centers, the Global Management Institute in New York and the new Software Center of Excellence in California. Our work also includes more than 30 on-demand studies for projects ranging from locating a locomotive factory in India to GE’s office/call center consolidation in South Carolina. AECOM assisted GE in updating their Workplace Guidelines Generation II and producing their project delivery process manual.

Our challenge for the GE Ventures projects was to create a progressive environment to host small incubating companies as well as large corporations with established roots. The existing workspace established a new way of thinking by combining a variety of spaces to optimize flexibility. The 10,000-square-foot center includes training, workspace and flexible meeting areas for promising start-up companies and full-time employees alike. Materials and finishes complement the existing adjacent GE suite, while updating the aesthetic for a new generation in the workforce. Art and branded graphics were curated throughout the space to reflect the history of innovation at General Electric.

As part of GE’s Center of Excellence (CoE) initiative to provide program support across all regions in 2014, AECOM was named Global Program Manager to manage a group of regional delivery hubs. Projects have been delivered using a variety of delivery methods, including PM, Design-Build and Construction Management at Risk.
AECOM has been supporting General Electric on projects around the world for over 30 years.
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<td>Crotenville of the West</td>
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Driving high innovation and knowledge sharing

The new Heinz Innovation Centre (HIC) is seen as a magnet for high-caliber recruits, as well as international staff.

The key objective for the 86,000-square-foot facility was to create a vibrant, energetic, professional R&D center that would drive high levels of innovation, collaboration and knowledge sharing. The new Heinz Innovation Centre (HIC) is seen as a magnet for high-caliber recruits, as well as international staff. It is a showcase building for the Heinz brand and will help support new strategic partnerships with Heinz clients and suppliers. The building is interconnected by a three-story open atrium, with a large main circulation stair connecting all levels.

The ground floor space acts as a funnel, drawing people through the building. Visitors and staff are greeted by a 65-foot-long feature wall. The cooking facility and flexible meeting suite can be fully opened to create one main ground floor space. The main workspace is on Level 2, which is fully open-plan with a high ratio of open project and team working space, quiet study rooms and enclosed bookable conference and meeting rooms.

In addition to the design, the AECOM team led the change management process to introduce Heinz employees to new ways of working in the flexible working environment. The project has been considered a huge success as noted by Heinz executives and employees.
Welcome Package
Part of the change management program included this ‘Welcome Package’. It was designed to complement the Day One experience — accessible, interactive and branded throughout.
21st Century Work Life
Intuit had for years functioned as a tenant in a cluster of 1990s-era corporate buildings lacking any relationship with the exterior and surrounded by parking lots. We worked with their corporate leadership to study how to invert the organization of the campus, pushing parking to the perimeter and creating useable and inspiring places near the buildings. These new places have become the outdoor meeting rooms for small interactions as well as company-wide meetings, and are cost effective both in terms of capital expenditure and operating costs.

The changes in the physical environment, coupled with mobile computing, have enabled employees to find the working environments best suited to their needs during the course of a day, both inside and outside of buildings. As a result, the campus as a whole has become an interconnected working environment for the collaborative exchange of knowledge and ideas. The company is launching into an exciting and important era where its campus—the look, feel and experience of it—can begin to truly represent the values of the company and its vision for the future. That vision, rooted in sustainability, unity, inclusion, collaboration and a strong sense of place, can be achieved in the landscape that binds the campus together. The attention to detail is accomplished in a way that speaks to a unique natural context and reflects the Bay Area’s tradition.
AECOM created a workplace strategy for National Grid, an international electricity and gas company, that reflected their work styles, increased collaboration and knowledge sharing across the businesses and created savings of £8-10 million per year in operating costs. Additionally, in an industry first, National Grid objectively measured the impact on productivity, through a series of cognitive tests, which revealed an 8% increase in performance.

Before working with AECOM, National Grid felt that their buildings were poorly utilized and no longer suited the way they worked. A workplace strategy was developed, using a research- and evidence-based approach, and with full engagement from the teams and departments involved. This was first implemented in a one-floor pilot space, at the company’s Warwick HQ site, before embarking on a full project roll-out.

Starting with senior leadership interviews and visioning sessions, we were able to articulate the vision and key drivers for the space. These were to create space that better supports and expresses the aspirations of the business, drive space harder to allow room for growth in the current building and increase knowledge sharing across the businesses, in order to drive efficiencies and innovation. Further research and data collection activities included utilization studies, online surveys and workshops.
We translated this strategy into a concept design. The main objectives of the design were:

- Increase ad hoc communication by providing informal collaborative space and project areas distributed throughout the floor.
- Provide greater choice of different settings to accommodate various working tasks and styles, which would also break up the regimented feel of the original floor plan.
- Provide a more stimulating and creative environment representative of National Grid’s culture and brand.

In parallel with the design process, we also implemented a comprehensive program of change management which created open dialogue with staff and a process which was undertaken in partnership with the business.

This approach created a strong sense of ownership for the final outcome, ensuring that change has staying power in the long term. AECOM continues to work with National Grid as they roll out the solution across their portfolio.

“AEAGOM has provided us with a well-designed office environment that creates a buzz and really helps in building our culture of collaborative working.”

Simon Carter
Head of Corporate Property, National Grid
Branded communications
The Smart WorkSpace story, brochure created for National Grid by AECOM
Space to foster employee development
Our global tech client has been rapidly growing its presence in Silicon Beach, an emerging tech hub area in the heart of Santa Monica, California. The company’s goal with this project was to expand its existing footprint of space and cater to a young demographic of professionals who are training and learning about the company’s philosophy, history and relationships with its customers. The space is an incubator of sorts for new professionals to understand the products, service and marketing approach to doing business. The creative and highly branded environment supports a strong desire for high levels of employee interaction, collaboration and engagement. Picking up on visual cues from iconic Southern California landmarks like the Santa Monica Pier, the design team integrated colors, materials and brand graphics to mimic the region. Peppered throughout the space are gaming and socialization opportunities for employees that encourage casual and frequent interactions while supporting company culture, lifestyle and engagement while at work.

‘Silicon Beach, the emerging tech hub in Southern California, was the ideal location for this forward-thinking company.'
The multi-colored peg wall provides an interactive space for employees and visitors to create fun messages. For our client, this represents the important connection between people and technology.
The world’s second-largest consumer goods company
AECOM’s competition-winning proposal for this mixed-use project reinforces the identity of Unilever. With its stunning office architecture, the 474,000-square-foot building includes over 200,000 square feet of office space. The design captures the essence of their brand and connects their physical environment to their commitment to employees and communities. These kinds of connections are particularly important for Unilever, the world’s second-largest consumer goods company, as their mission and products are based on nutrition, health and well-being.

The interior workplace was designed using an open space concept to create a bright, agile, dynamic and enthusiastic working environment.

The space fosters a feeling of togetherness in a productive working environment while allowing the employees visual and physical access to enjoy the interior volumetric spaces that include the Stairway to Heaven, Town Hall, and outdoor Roof Garden.

The Stairway to Heaven is a large-scale communicating stair, skylit from above, that traverses through four levels of the interior workplace connecting the Town Hall to the Roof Garden.

The Town Hall is a five-level atrium that serves as a multipurpose flexible space including the main lobby and a gathering space for 1,200 employees, providing a venue for formal and informal gatherings. Inside this diagonal space, stairs and hanging pods of conference and lounge areas create a circulation path, providing connectivity between floors as well as opportunities for chance interaction between departments and employees, all adjacent to the path. The Roof Garden provides a source of daylight and magnificent views of Bangkok.
“AECOM’s Blueprint Travel Grant really extended our reach. In a typical year, we would support two villages and mentor two engineers and one student. Thanks to the Grant, in 2018 we completed seven water projects in five locations and mentored five engineers and three students!”

Michael Ottensmann, Head of Environmental Department, partnered with the Society of American Military Engineers — Kaiserslautern, Germany, Chapter, to improve water quality in rural Uganda.
Corporate responsibility

Our Corporate Responsibility platform—**Blueprint for a Better World**—is an extension of our purpose: Built to deliver a better world.

The platform’s foundation is built on three pillars: Opening Doors, Creating Opportunity and Protecting Tomorrow.

Encompassing our current sustainability efforts, these pillars provide a platform in which we can all help to create a safer, more secure and more resilient world that is better prepared for the future.

**Opening Doors**
We deliver access to safe and secure infrastructure so those who need it most have a place to call home and resources to thrive.

**Creating Opportunity**
We help develop the world’s next generation of problem solvers and ensure future leaders reflect the diversity of our world.

**Protecting Tomorrow**
We use our expertise to lessen our impact on the planet to help communities prepare for the future.

“This is a company where I can merge my career with my passion for international development and volunteerism.”

Jess Kersey, Engineer, partnered with Engineers Without Borders USA to build a community center in Hato Rincon, Panama.

For more about Blueprint for a Better World, visit: [https://www.aecom.com/blueprint](https://www.aecom.com/blueprint)
Creating our own workplace,
a living lab for change.
One integrated AECOM team in 150 countries

AECOM is the world’s premier fully integrated design firm — providing the global capability to design, build, finance and operate around the globe.

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AECOM is built to deliver a better world. We design, build, finance and operate critical infrastructure assets for governments, businesses and organizations. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 firm, AECOM had revenue of approximately $20.2 billion during fiscal year 2018. See how we deliver what others can only imagine at aecom.com and @AECOM.