A COVID-19 Virtual Ideation Experience
Chair Welcome

On behalf of CoreNet Global, I am pleased to present the summary reports from our 2020 CoreNet Global COVID-19 Hackathon. The input and participation from our members was awe-inspiring and an acknowledgement of the unimaginable, unprecedented times we are in. As corporate real estate professionals we have been thrust into mission critical roles within our companies identifying ways to ensure the safety readiness of our built environments across the globe as workers return to the office.

It wasn’t that long ago that all companies were deemed technology companies. Now, we’re all in the health and safety business and learning as we go along. That’s why an organization like CoreNet Global is essential in times of crisis. We have the ability to lean on our peers, share best practices and thought leadership when none of us alone has all the answers. Together, we are stronger and wiser and willing to give freely of our time and talents for the greater good.

You likely have that long-coveted seat at the table on your organization’s risk mitigation or crisis management team at present. And with the support of the CoreNet Global community, you are armed with insights and expertise that will enable you to shine.

I’m incredibly proud of this association that I’ve called my professional home for more than 20 years. In good times and bad, it has been a trusted resource and platform that has enhanced my career.

We hope you find value in the summary reports and full team reports from this important initiative available at www.corenetglobal.org/hackathonreports

CEO Message

It started out as a germ of an idea brought to me by the ever-thoughtful Becky Binder, CoreNet Global’s Vice President of Strategic Content. (No, not that kind of germ). Why don’t we empower members to ideate around the built environment’s response to COVID-19? Within days, we developed a roadmap and launched a hackathon initiative that has sprouted seeds of thought leadership across the globe. CoreNet Global has always been deeply rooted and firmly planted in community. But in a time of crisis, that community has bloomed in ways we never could have imagined, cross pollinating our path to the “new normal.”

I continue to be in awe of the organic nature of the CoreNet Global community - a group of individuals always eager to learn, share, adapt and evolve. And most of all, participate. Really participate. You showed up (virtually) at harvest time to bring this wildly collaborative project to fruition. Thank you.

Thanks to the thousands of members, volunteers, sponsors, local chapters and supporting organizations that fertilized this crop of thoughtful ideas highlighted in our summary reports. Thank you to the CoreNet Global Board of Directors for providing the rich soil and solid foundation upon which we operate. Thank you to Kay Sargent, HOK, for helping me cultivate the hackathon concept. And thank you to my amazing staff who have worked tirelessly for weeks across time zones and without sleep to bring this all to life. Thanks especially to Sonali Tare, Tim Venable, Angelina Mullins, Cinnamon Draper, Henry Rosales, Janet Carter, Kathleen Beeckman (and her entire chapter team), Larry Bazrod, Dean Jordan, Colleen Lex, Villy Savino, Arturo Holmes, Jan Peter, Becky Binder, Arielle Sanders, Carolina Bieri, David Harrison and Kathy Godwin. You are amazing.

I encourage you to dive deeper into the 122 individual team reports summarized in this document and six topical reports.

Michelle Alvey

Angelica

To review CoreNet Global COVID-19 Hackathon team reports in full, visit www.corenetglobal.org/hackathonresults
Introduction

The corporate real estate community stepped up to respond to the challenges posed by COVID-19 through CoreNet Global’s Hackathon. The virtual ideation experience drew more than 1,000 real estate-related professionals from 35 countries to participate in 122 teams to develop collective solutions that go beyond the immediate crisis response — and help ensure the long-term health and well-being of citizens, companies and communities.

Many corporate real estate professionals, together with companies’ HR, IT and leadership teams, are already taking extraordinary steps to slow the spread of the disease, protect the health and safety of employees and customers, support workers and help companies survive the turbulence. But what will workers return to when the virus subsides? Certainly not old habits or business as usual.

And that is why bold leadership is so critical at this unprecedented time.

The Issues

We are in the midst of a massive, unplanned global work experiment. For companies that have well-established business continuity plans, this will test the viability of those strategies. For those that do not, it has forced a new normal. Companies that were reluctant to embrace remote work before may now be seeing it as a viable option. Corporate real estate professionals must rethink how they operate their facilities; their cleaning protocols; the design of their workspace; the tools workers need to do their jobs; and how to provide for the health and safety of their work environments.

And yet, they must also consider the other major forces of change that were already underway – AI, automation, the gig economy, IoT, proptech, climate change — and not miss opportunities to explore them as part of their post-pandemic response. COVID-19 will have a lasting effect on where, when and how work gets done moving forward. Crisis can be a catalyst for change — or an accelerant. Crisis is a disruptor that also affords an opportunity to innovate. Catastrophic events including terrorist attacks, hurricanes, wildfires, floods, disease outbreaks, cyberattacks and civil unrest have taught us about the importance of contingency planning. Most of those plans and risk mitigation strategies have traditionally focused on a localized response, not a global one. No one was truly prepared for a globe-spanning pandemic. No one is fully prepared for what could come next. What will be the lasting lessons from COVID-19 and the shutdowns that have paralyzed communities and economies everywhere?

A hackathon, by definition, is a group of individuals convening to solve problems collectively and within a short, defined period of time. Teams were formed and participants convened for a period of less than three weeks during April/May to ideate and explore what comes next.

The Challenge

1. Space Utilization & Metrics
   Corporate real estate (CRE) metrics have traditionally focused on cost and efficiency. Yet an organization’s most valuable resource is its people. Will COVID-19 reverse the trend of reducing square footage per employee and shift the focus from space-centric measurements to human-centric measurements? Or will companies place greater priority on reducing expenses? Further, will the significant business disruptions and prolonged uncertainty ushered in by COVID-19 bring transformational change in companies’ leasing strategies?

   Challenge: Develop key forecasts and recommendations for corporate real estate professionals as they address how the pandemic will impact space utilization and metrics going forward.
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2. Distributed Work
With government-issued orders to shelter in place across the globe — and corporations shutting offices — employees have been sent home. We are now conducting a worldwide experiment in remote working. What will this experiment reveal? Will it transform workplace strategy? Will companies that were reluctant to embrace remote work before now see it as a viable option? Or will employees be eager to return to their workplaces and be in the physical space with their colleagues again? Will the employer see greater value in one over the other and what may prevail? And will it result in corporations using less traditional real estate?

Challenge: Develop key forecasts and recommendations for corporate real estate professionals as they address how the pandemic will impact where we work going forward.

3. Workplace Wellbeing
Given the catastrophic loss of life from COVID-19, will wellbeing no longer be a ‘nice-to-have’ and instead become a ‘must-have’? What new protocols around wellbeing, mindfulness and enhancing health and safety should be introduced into the workplace? What becomes of our willingness to be in common spaces, and will people and companies be reluctant to use co-working spaces and shared office settings as part of their real estate and workplace needs? Will this be the end of benching and other solutions without partitions (e.g., protection) from others around us? What steps should be taken in the event of a COVID-19 recurrence?

Challenge: Develop forecasts and key recommendations for corporate real estate professionals that address these challenges and response to wellbeing in the workplace going forward.

4. The Autonomous Workplace
It is more crucial than ever to leverage the power of technology to ensure health and safety in the workplace. Already, automation is filling some of the gaps. But when the risks of COVID-19 diminish, will automation have replaced some jobs for good? The answer is likely complicated and differs by industry. Will COVID-19 be the catalyst for more rapid development of the autonomous workplace, where we truly leverage the potential of artificial intelligence (AI), robotics and the internet of things (IoT)?

Challenge: Develop forecasts and key recommendations for corporate real estate professionals that address these challenges and the role of technology going forward.

5. Environment and Climate Change
Climate change, environmental degradation, and the growing prevalence of historic wildfires and catastrophic flooding, for example, pose major challenges to our world. Business as usual is no longer acceptable. The built environment — coupled with daily commuting and how and where we work — is a major contributor to climate change. How can corporate real estate professionals take a leadership role in helping their companies solve what is becoming an existential crisis? Will there be a lasting impact of the COVID-19 lockdown and forthcoming health and safety protocols and practices on the environment and climate change?

Challenge: Develop forecasts and key recommendations for corporate real estate professionals that address how the pandemic — and the built environment’s response to it — will impact climate change going forward.

6. Manufacturing & Industrial
With COVID-19 first becoming a serious challenge in China — “the world’s factory” — companies around the globe were faced with closure or reduced operations due to lack of raw materials and manufactured goods. Will the crisis prompt manufacturing companies to carry out a top-to-bottom review of their global supply chains with an eye toward reducing risks? Will manufacturing return to areas that lost factories to lower-cost production sites? Will regulatory and competitive environments shift, opening up new production opportunities in countries that have been off the radar? Will countries and locations with better overall pandemic readiness make the short list for the next new factory, even if they’re less competitive on costs? And will governments begin to offer new financial incentives to attract industrial jobs and investments as they see opportunities to capture projects that might have previously gone offshore and enable a more stable, controllable supply chain?

Challenge: Develop forecasts and key recommendations for corporate real estate professionals that address how the pandemic will impact the supply chain, stockpiles and manufacturing going forward.

To review CoreNet Global COVID-19 Hackathon team reports in full, visit www.corenetglobal.org/hackathonresults
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The COVID-19 pandemic and resulting shutdowns across the globe forced offices and factories to go dark. Unprecedented. Uncharted. We heard these terms over and over. And it truly was. It was not just companies and the workplace: schools, professional sports, restaurants, malls, and theatres. Life as we knew it stopped. Anyone who could perform job functions remotely would do so from home. It was labeled the great Work From Home experiment. What did it teach us?

When and how would workers return to offices and manufacturing plants? What would those places look like when they got there? How would employers ensure safety as we all collectively tried to restart the global economy?

And what would be permanently changed? Has the image of hundreds of people charging down subway tunnels and streets in Manhattan, London and Tokyo on their way to work, from nine to five, become an anachronism practically overnight? And what images would replace it? Temperature screenings, social distance, touchless elevators and one-way directional traffic patterns in the office?

Would the new normal ever feel normal?

The teams prepared written reports and participated in a two-week stretch of webinars and presentations of the collective vision. CoreNet Global welcomed corporate real estate end-users and service providers, academicians, economic developers and other industry associations; and we are grateful for their candor and openness, even among competitors. We are all truly in this together.

It is important to note that the hackathon was focused primarily on knowledge and manufacturing work. That is to say we did not address the challenges faced by those who could not work from home: the healthcare workers, grocery store clerks, delivery drivers, sanitation crews and many others who went to work every day, risking their lives so that anyone who could stay at home did just that.

On behalf of all of our members and Hackathon participants, we salute them with our sincere appreciation and deep respect.

**Space Utilization and Metrics**

The return to work will be marked by a focus on safety. Workers could be categorized and identified to determine where their function relates to their productivity. One team identified three types of workplace personnel:

- **Building Critical** - Job functions related to keeping the facilities up and running in a safe manner; individuals in this arena typically fall into facilities management, security, janitorial personnel and tech roles related to specific functional space.
- **Office Optimal** - Employees that are OK working virtually but have lost productivity. Being functionally adjacent to specific types of areas within the building would enhance their output.
- **Virtual Primary** - Personnel listed in these categories have been productive working from home and have developed efficiencies related to their areas of focus. Senior leaders will accept and even see the benefit for some individuals/teams working more virtually longer-term.

As one team (22) noted, the desire to provide physical distancing will result in a reduction of densification in the workplace, but we will likely see an increase in remote working as well. So, while the square footage per work point will likely increase; the square footage per employee might stay the same because there is likely to be fewer of them in the office at any given time.”

Everything that can be measured will be measured, and this data will inform the workplace in the long term. And while some will use less space as a result of remote work, the need for a corporate headquarters will remain for several reasons:

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• **Robust Collaboration:** Small groups, monitors, white boards, brainstorming, and paper output. Access to tools and technology for this kind of work is simply unavailable remotely. Small groups can be safely and effectively accommodated.

• **Effective Solo Work:** Specialized tools, equipment, highly confidential, and resources. Certain solo tasks require access to special tools, unique equipment, individual work areas, or specialized equipment that is simply unavailable remotely for unique solo work.

• **Mentoring, Coaching, and Informal Collaboration:** Career development, teaching, and training. Close physical proximity enhances learning and collaboration as ideas are exchanged and informal conversations are shared, or simply overheard. This kind of collaboration is currently impossible in a WFH situation where almost all collaboration is structured and scheduled.

• **WFH Limitations:** Size, ergonomics, families, loneliness. For some individuals, home settings have unavoidable distractions with small children, pets, shared spaces, or simply non-ergonomic workspace or limited connectivity. All these undermine productivity.

• **Company Culture:** Purpose, mission, values. The ability of management to more effectively create and promote an organization’s unique culture is significantly amplified by person-to-person interaction only available in the office.

### Distributed Work

The “old world” and the “new world” will exist in common. These parallel universes combined provide a place for work to be accomplished and for companies to produce services, products and revenue.

Each type of space will have its purpose. Mentorship, social and learning goals may best be met in an office where people come together. Work/life balance, business continuity, health and environmental concerns may be better served by other, alternative workplaces. Maybe the term “alternative” workplace will fall out of use. The alternative of the past will become the new typical workplace and a traditional office will become the “alternative.”

Work from home is currently playing a significant role in the conversation even though it is only one element of distributed work. Additional elements include flex space and co-working and other places, such as cafes.

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This global pandemic revealed that not everyone’s WFH experience is the same and individual circumstances need to be taken into consideration. Dependent care, technology infrastructure and space all play a role in the WFH experience. The effectiveness of CRE organizations in driving a safety-first agenda will be a key driver in bringing back employee confidence to “return to work.” Until that confidence is reestablished, digital water cooler interactions and WFH will likely persist.

Covid-19 has provided the “burning platform” from which to launch a full-scale change program related to distributed work. There was little to no time to thoughtfully implement time tested change methods. Employers and employees simply reacted to the best of their abilities to cope with the circumstances and knowledge at their disposal.

The adaptive reuse of retail and hotel buildings will diminish the role enjoyed by traditional office real estate. Fewer people will “go to work” like they used to. We will flex over the work week (perhaps a shorter or longer work week) from home to office to co-working.

Work anywhere anytime has arrived, and results-oriented management will prevail. Technology has enabled it. The health of the planet, employee preferences, cost structures, productivity, resilience and the speed of business demand it.

The Autonomous Workplace

Data driven decision-making will enable synchronization between buildings, people, and teams as wearables and smart gadgets keep us continuously connected.

The autonomous workplace will be based on human-centric design and will be a learning environment itself that improves team performance based on chronotypes while optimizing its own efficiency.

Buildings will no longer only lower the light intensity when the sun is too bright but will make algorithm-based judgments in advance using meteorological reports and optimize environments in anticipation of weather changes’ expected impacts on HVAC, lighting, and water reservoirs. Buildings will transform from hardware to provide the physical confines of team functions to enablers of human efficacy catering to the individual/team needs to facilitate peak performance through seamless technology.

Three Key Themes In the Long Term:

1. Embedded health & safety protocols in workplace design and building operations.
2. A continuation of the dispersed workforce in some form and focus on enhancing the remote working experience and productivity of employees.
3. Currently available technologies will be augmented and supplemented by new technologies

The new age will impact nearly every area of corporate real estate and workplace management.

Manufacturing and Industrial

Companies must contemplate new outbound strategies and reconsider how and where they are moving product. To the extent that geography is dictating demand, companies in the industrial sector will need to deactivate and ultimately sell off certain buildings and move more active products into more productive geographies — this would constitute a marked change in business models.
Some manufacturers will change their customer base altogether. Instead of B2B relationships, they will find B2C may be more beneficial to their profit. This shift in customer base also changes space utilization. It is conceivable that the amount of individual SKUs (stock keeping units) will decrease and therefore space utilization would change again to focus on fewer, more profitable SKUs. It is also possible that, in the wake of COVID-19, some businesses will come to see more value in shifting from direct to customer to e-commerce as a primary means of transacting business. The efficacy of this trend, however, could be limited by the fact that the cost per unit of e-commerce transactions is going up as it directly ties to volume of product that isn’t moving which can tie up capital that business might want to redeploy elsewhere.

Given the many factors the industrial sector has to consider, it has a unique opportunity to fundamentally change its space utilization and metrics. The ultimate differentiator between the companies that prosper in a post-COVID-19 marketplace will be how quickly they are able to rethink their footprints, realign their business models and implement changes that improve their operations. Companies that do not respond in this way may be forced to consider contraction and, in severe cases, their future viability might be at stake.

Near shoring may well become more prevalent for certain businesses, bringing manufacturing within country borders where possible to reduce the exposure to global pandemics. Near shoring creates shorter lead times and transport distances which enables reductions in stock levels and the demand for warehouse space.

There are many reasons why off-shoring of manufacturing still makes sense for a great deal of businesses, and for many businesses this pandemic will not alter their manufacturing strategy in terms of re-location, but only in terms of inventory and materials management. Locational decisions will still be made on a variety of issues including, power, labor availability, connectivity and cost.

**Energy and Climate Change**

Key factors that contribute to increased emissions in the built environment stem from community engagement, transportation and commuting, and buildings (design, construction, operations, electricity generation and consumption).

People are at the core of driving these shifts, as our habits directly influence the way in which the world evolves.

Both companies and employees must hold themselves accountable for the impact of direct pollutants and greenhouse gas emissions on our health and habitat.

COVID-19 has and will continue to affect the built environment, both in the way companies operate and how employees behave. To that end, every company must develop key frameworks around resiliency, sustainability, health, and wellness into their design, construction, and operation requirements.

Image source: Team 4
Short-term strategies involve reimaging how and where we work and switching from carbon-intensive energy sources to alternate and renewable sources. Long-term strategies involve innovative research and a fundamental change in our habits towards energy usage. By committing to new ideas and investing to facilitate these ideas into healthy sustainable alternatives, our planet and its people will yield long-term rewards.

The COVID-19 crisis has accelerated underlying trends and demonstrates that people are willing to help and make sacrifices to better community, society and public health. This indicates that we have the capacity to combat the climate crisis to move more rapidly to bend the curve on carbon emissions.

Workplace Wellbeing

Just as the events of 9/11 forced corporate real estate managers to consider security procedures in ways they had never imagined, the coronavirus/COVID-19 pandemic has pushed workplace wellness to the top of everyone’s minds — with dramatic ramifications for how, when and where we work.

And the similarities don’t end there. We have become accustomed to taking our shoes off at airport security gates, traveling without large containers of liquids and showing our ID’s when we visit an office building. We will now become accustomed to wearing masks in public places, having our temperatures taken frequently as a screening protocol, and of course, maintaining a social distance.

The pandemic is big, and its many effects are still unknown and unpredictable. In a recent survey by Ginger, an on-demand mental health company, 69% of workers claimed this was the most stressful time of their entire professional career. Many rate this pandemic as more stressful than other major events including the September 11 terror attacks, the 2008 Great Recession and others.
Architects, designers, and workplace managers have historically fostered employees’ higher-level needs for social interaction, esteem, and even self-actualization through the built environment and specifically office design. The global pandemic has shifted the focus to the foundation of Maslow’s Hierarchy of Needs (Maslow’s Pyramid). Basic needs such as physical and psychological safety are now under a microscope.

What’s the single most important aspect of re-entry strategy? It’s the physical and mental wellbeing of the individual employee. While it may be difficult to adjust in the immediate phase, ultimately this focus will benefit workers, and companies, over the long term.

**Data Points:**

During the course of the pandemic, CoreNet Global surveyed our more than 11,000 members worldwide to track expectations and predictions. We have highlighted those findings from mid-May as follows:

- Ninety-four percent of end users think that expanded use of remote working will last beyond the current crisis (up from 89 percent in the previous survey)
- Ninety-four percent of end users surveyed think that expanded use of virtual meetings (e.g., vs. face-to-face meetings) will last beyond the current crisis (unchanged from the previous survey)
- Sixty-nine percent of end users surveyed say that their company’s real estate footprint will shrink as a result of increased work from home (up from 51 percent in the previous survey)
- Seventy percent of respondents say that real estate projects have been put on hold (up from 67 percent in the previous survey)
- Eighty-four percent of survey respondents indicated that they plan to bring employees back in waves; only 16 percent reported plans to bring all employees back at the same time.
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Distributed Work – 5
Team Member: Johan van der Walt, Unilever, South Africa
Team Members:
Adriana Montes, United Kingdom
Alex Harvey, Spacestor, United Kingdom
Alex Rowley, BCG, United Kingdom
Anup Patel, Seven, United Kingdom
Caroline Waldron, HPE, United Kingdom
Chris Bunker, Royal Bank of Canada, United Kingdom
Lilian Hubbers, Hewlett Packard Enterprise, Netherlands

Distributed Work – 6
Sponsor: Colliers
Team Lead: Jan Jaap Boogaard, Colliers, United Kingdom
Team Members:
Francisco Vázquez, 3G Smart Group, España
Artem Poliakov, Biometric Technologies OÜ, Estonia
Ed Payangayong, Shell, Netherlands
Valentina Taniška, ING, Netherlands
Regina Johnson, Open Society Foundations, United Kingdom
Ronen Journo, WeWork, United Kingdom

Distributed Work – 7
Team Lead: Chris LaPata, MCR, BHDP Architecture & Planning, NC, USA
Team Members:
Barbara Greenberg, changeship, OR, USA
Bill Hansen, Flexport, CA, USA
Bob Varga, SmithGroup, MI, USA
Brian Columbus, Netrix, LLC, TX, USA
Burcin Kaplanoglu, Oracle, IL, USA
Caitlin Cunningham, Uber Technologies, OR, USA
Candace Todd, HOK, PA, USA
Ashley Sineath, Duke Energy, NC, USA
Ashu Kaushal, Colliers International, OH, USA

Distributed Work – 8
Team Lead: Rajeev Thakur, Newmark Knight Frank, WA, USA
Team Members:
Chris Grinsted, Menlo Security, CA, USA
Christina Cooper, Knotel, NY, USA
Danijel Pocanic, NELSON, NY, USA
David Bergeron, T3 ADVISORS, CA, USA
Laura Lee Ross, Teknion, Canada
Deirdre Fenlon, Karndean, NY, USA
Dina DiTommaso, Creative Office Pavilion, MA, USA
Steve Fontaine, Hewlett Packard Enterprise, MA, USA

Distributed Work – 9
Team Lead: Jeremy Done, Vestian, NC, USA
Team Members:
John Friel, RefineRE Benchcore, CT, USA
Doug Sitzes, AECOM, CA, USA
Kenneth Gries, Firmenich, NJ, USA
Elizabeth Baubler, Hendrick, GA, USA
Eric Johnson, Allsteel, AZ, USA
Eric Linebarger, HOK, MO, USA
Fred Bachicha, USAA, TX, USA
Géraud Biebuyck, Self-employed, USA
Andy Bade, Oracle, CO, USA

Distributed Work – 10
Team Lead: Jack Weber, Gresham Smith, TN, USA
Team Members:
Gordon Pfeil, Corporate Interiors, PA, USA
Greg Schementi, Cushman & Wakefield, IL, USA
Heather Turner Loth, Epstein Uhen Architects, WI, USA
Sheri King Parente, HOK, USA
Elisa Konik, Cushman & Wakefield, CA, USA
Tony Fedel, Clorox, GA, USA

Distributed Work – 11
Sponsor: RefineRE Benchcore
Team Lead: Peter Holland, RefineRE Benchcore, CT, USA
Team Members:
Kirsten Hall, City of Peoria, IL, USA
Kristin Reed, Herman Miller, CA, USA
Lenette Posada Howard, Niantic, Inc, CA, USA
Lindsey Walker, Little Diversified Architectural Consulting, FL, USA
Michael Marks, Open Society Foundations, NY, USA
Nasim Yalpani, Dropbox, CA, USA
Mark Nisbett, People Places and Spaces, CT, USA
Matt Weiner, LiquidSpace, FL, USA
Antonia Cardone, Cushman & Wakefield, CA, USA

Distributed Work – 12
Team Lead: Melissa E. Marsh, Savills and PLASTARC, USA
Team Members:
Melanie Lowe, Salesforce, CA, USA
Melodee Wagen, Workspace Strategies Inc., KY, USA
Robert Teed, ServiceNow, CA, USA
Sharon Aucoin, HPE, USA
Michelle Cleverdon, Colliers, CA, USA
Greg Lindsay, New Cities Foundation, Canada
Sara Escobar, Netflix, CA, USA
Amy Rosen, PLASTARC, USA

Distributed Work – 13
Team Lead: Jan Johnson, MCR.w, Allsteel, IL, USA
Team Members:
Nour Abi Samra, Salesforce, CA, USA
Preet Kaur, Hewlett Packard Enterprise, CA, USA
Quentin Smith, USAA, TX, USA
Rachelle Vopal, First National Bank of Pennsylvania, PA, USA
Rik Ekstrom, HLW, NY, USA
Sarah Oppenhuizen, HOK, IL, USA
Stephen Swicegood, Gensler, GA, USA
Karen Heintz, CBRE, CA, USA
Mike Trapsnider, Hixson Inc, OH, USA
Charles Meyers, Wells Fargo, CA, USA

Distributed Work — 14
Team Co-Leads:
Ryan Turner, RefineRE Benchcore, CT, USA
Tammy Lindberg, Workplace Solutions, CO, USA
Team Members:
Jenna Anglin, Chapman Construction/Design, MA, USA
Suvi Reilly, MovePlan, MA, USA
Shannon Nagel, LiquidSpace, GA, USA
Tricia Wackerly, Workplace Solutions, CO, USA

Distributed Work — 15
Team Lead: Renee Ovrut, MUFG Union Bank, MA, USA
Team Members:
Zachary Flora, Center for Active Design, NY, USA
Elo Ofodile, VergeSense, CA, USA
Stuart Thompson, TD Ameritrade, TX, USA
Jack Hall, Chapman Construction/Design, MA, USA
Johanna Rodriguez, Savills, WA, USA
John H. Vivadelli, AgilQuest Corporation, VA, USA
Keith Perske, Colliers International, NJ, USA
Holly Ellis, Capital One, USA

Distributed Work — Australia Chapter
Team Lead: Bryan Froud, JLL, Australia
Team Members:
Maria Russo-Fama, BGIS, Australia
Julie Huynh, Queensland, Department of Employment, Australia
Helen Baker, Allianz, Australia
Catherine Sullivan, Telstra, Australia

Distributed Work — Carolinas Chapter
Team Lead: Jenna Geigerman, Citrix, NC, USA
Team Members:
LaMonte Johnson, Atrium Health, NC, USA
Abdul Khan, Cisco, NC, USA
Caitlin Chandler, Cushman & Wakefield, NC, USA
Carrie Renegar, Gensler, NC, USA
Josh Vallimont, DPR, NC, USA
Matt Shelton, Bandwidth, NC, USA
Anna Marshall, Red Hat, NC, USA
Irene Vogelson, Perkins & Will, NC, USA
Courtney Fain, Little, NC, USA
Jessika Douglas, Heapy, NC, USA

Distributed Work — Midwest Chapter
Team Lead: Jennifer Sommers, Haworth, MN, USA
Team Members:
Dan Williamson, HDR, MN, USA
Dan Herman, Fluid Interiors, MN, USA
Danielle Hermann, OPN Architects, IA, USA
Phil Kluesner, Avison Young, MN, USA
Tim Venne, All State Insurance, MN, USA

Distributed Work — New England Chapter
Team Lead: Stephen Elias, Citizens Bank, MA, USA
Team Members:
Aurora Cammarata, NELSON, MA, USA
Frank Cantwell, William B Meyer, MA, USA
Steven Dohen, National Grid, MA, USA
George Hadgiannis, Converse, MA, USA
Tara Martin, Dyer Brown, MA, USA
Sara Ross, Dyer Brown, MA, USA
Matt Scimone, AIS, MA, USA
Melodee Wagen, Workplace Strategies, MA, USA
Adrienne Fitzgerald, Dyer Brown, MA, USA

Distributed Work — New York City Chapter
Team Lead: Thomas Baade-Mathiesen, Altanova, NY, USA
Team Members:
Dale Schlather, Cushman & Wakefield, NY, USA
Deidre Buzzetto, Lenovo, NY, USA
Gina Rizzo, Herman Miller, NY, USA
James Camille, Blackrock, NY, USA
Kate Wieczorek, Ted Moudis Associates, NY, USA
Kimberly Smith, Knoll, PA, USA
Kristin Liu, Syska Hennessy Group, NY, USA
Lou D’Avanzo, Cushman & Wakefield, NY, USA
Marcus Rayner, Colliers International, NY, USA
Paul Darrah, Google, NY, USA
Pay Wu, Cushman & Wakefield, NY, USA
Sarah Brown, Capital One, NY, USA
Vito B accarella, Cushman & Wakefield / UBS

Distributed Work — Southeast Florida Chapter
Team Lead: Mario Anicama, Oracle, FL, USA
Team Members:
John Labus, Cisco, FL, USA
Juan Gallardo, Colliers, FL, USA
Miles Glasscock, JLL, FL, USA
Genevieve Janelle, Steelcase, FL, USA
Wilson Martini, Diageo, FL, USA

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OVERVIEW

Workplace Wellbeing – 1
Team Lead: Sathish Rajendren, Knight Frank, India
Team Members:
Duncan Young, Lendlease, Australia
Dhwani Talati-Padiyar, CBRE India, India
Ramya Iyer, Adrianse, India

Workplace Wellbeing – 2
Sponsor: Stantec
Team Lead: Sara Dickinson, Stantec, TX, USA
Team Members:
José Ricardo Mekitaian, Workplace Intelligence, Brazil
Christine Mayhew, Mayhew, Inc., Canada
Roberta Diachok, Savills, Canada
Deborah Sperry, HOK, Canada
Mohammad Ali Almoaidi, AIREA INC, MI, USA
Corrin Wolf, Bala Consulting Engineers, MA, USA
Andy Horning, Bala Consulting Engineers, PA, USA
Ellen Yang, Cushman & Wakefield, CA, USA

Workplace Wellbeing – 3
Sponsor: IA Interior Architects
Team Lead: Diane Rogers, IA Interior Architects, CA, USA
Team Members:
Heather Kampa, HGA, CA, USA
Mandy McGill, Inspire Consulting, WA, USA
David B. Bueckert, McAtee, TX, USA
Rex Miller, mindSHIFT, TX, USA
Terri Johnson, Roche, AZ, USA
Allison Stratton, RSP Architects, TX, USA
Gordon Macdonald, Spacestor, PA, USA
Jill Johnson, The Boeing Company, AZ, USA

Workplace Wellbeing – 4
Team Lead: Alexey Loginov, spaceOS, France
Team Members:
Stefanie De Mesure, Spacewel, Belgium
Dirk Dittrich, EDGE Technologies, Germany
Joshua Oyange, Standard Chartered Bank, Kenya
Cees van der Spek, EDGE Technologies, Netherlands
Jeri Ballard, Royal Dutch Shell, Netherlands
Lesley Kelly, Unispace, Ireland

Workplace Wellbeing – 5
Sponsor: HOK
Team Lead: Cara MacArthur, HOK, CA, USA
Team Members:
Lauren Moser, Vanguard, PA, USA
Audrey Roxas, World Bank Group, DC, USA
Lindsey Telford, Zeller Realty Group, IL, USA
Tricia Romero, BuzziSpace, CA, USA
Cindy Erickson, Citizens Financial Group, RI, USA
Beverly Steele, CORT, CA, USA
Eric Marvin, Equinix, CA, USA
Fran Neville, GDIT, VA, USA
Bill Bouchey, HOK, CA, USA

Workplace Wellbeing – 6
Sponsor: HNI Global
Team Lead: Chloe Simoneaux, HNI Global, IA, USA
Team Members:
Melinda McCann, Meyer, PA, USA
Michelle Boolton, National Office, OH, USA
Katie Schiavi, OTJ Architects, NY, USA
Thomas Ipan, ProLivings, CA, USA
Francesca Gentile, Savills, NY, USA
Mike O’Brien, NC, USA
Darrell Smith, Micron, ID, USA

Workplace Wellbeing – 7
Team Lead: Oliver Boote, UK
Team Members:
Michelle Rush, The Instant Group, Netherlands
Monique Arkasteijn, TU Delft, Netherlands
Sam Quellyn Roberts, Savills, United Kingdom
Zoe Humphries, AECOM, United Kingdom
Marta Gamarro, Savills, United Kingdom
Emily Hardwick, Savills, United Kingdom
Charlotte Herrmans, AECOM, United Kingdom
Kelly Derbyshire, AECOM, United Kingdom

Workplace Wellbeing – 8
Team Lead: Joel Ratekin, TD Ameritrade, TN, USA
Team Members:
Meghan Toner, IA Interior Architects, WA, USA
Michael Simcox, NJ, USA
Kristi Buckley, Insidesource, CA, USA
Janet Roche, Janet Roche Designs, MA, USA
Milica Vidovich, KI, IL, USA
Jason Klein, L&K Partners Inc, NY, USA

Workplace Wellbeing – 9
Team Lead: Leigh Stringer, EYP, DC, USA
Team Members:
Mary-Louise Gray, Microsoft, United Kingdom
Anna Warlow, Savills, United Kingdom
Cristina Benavente, Citibank, United Kingdom
Christine DePalma, EMD Serono, MA, USA
Jason Lee, HARVARD, MA, USA
Damien Chapman, Freespace by Workplace Fabric, United Kingdom
Renato Legati, MDC Partners, Canada
Kathy Paul, BGIS, Canada

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Robin Alexander, Bank of America, PA, USA
Natasha Bonugli, Unispace, London, UK

Workplace Wellbeing – 10
Team Lead: Tracy Brower, PhD, Steelcase, MI, USA
Team Members:
Cheryl Deichert, The World Bank Group, DC, USA
Michelle Martinez, VARI, CO, USA
Marilyn B Zucosky, Ware Malcomb, NJ, USA
Ben Prager, Oblok, WA, USA
Rick Page, Page One Consulting, IL, USA
Kerri McGovern, ACC, DC, USA
Rose Mary Su, Acentech, MA USA

Workplace Wellbeing – 11
Team Lead: Joan Price, Gensler, CA, USA
Team Members:
Jessica Pernicone, JLL, RI, USA
Marisa Fava, Humanscale, MA, USA
Neda Thiele, Knoll, CA, USA
Barbara Donaldson, Synapsys, CA, USA
Caroline Quick, T3 Advisors, CA, USA
Michael O’Farrell, Cohesity, IL, USA
Alyson McPhee, Gensler, CA, USA
Crystal Barad, HPE, TX, USA
Pam Strong, HPE, TX, USA

Workplace Wellbeing – 12
Team Lead: Scott Tibbo, JLL, CT, USA
Team Members:
Melanie Mack, JLL, United Kingdom
James Pack, Sentinel RPI, United Kingdom
Beccey Smith, Seven Partnership, United Kingdom
Stevanie Demko, ID3A, CT, USA
Kate Rube, IWBI, NY, USA
Nekesha Sawh, Hines, NY USA

Workplace Wellbeing – 13
Team Lead: Alex Andel, CBRE, CA, USA
Team Members:
Derrick Millard, GEICO, MD, USA
Luka deKekaita, Gensler, IL, USA
Clea Grimm, Global Total Office, NC, USA
Chelsea Connolly, Good Business Design, TX, USA
John Coluni, Guardian Life Insurance, NY, USA
Katie Finlayson, Herman Miller, UT, USA
Melissa Strickland, HLW, NJ, USA

Workplace Wellbeing – 14
Team Lead: Satish Kumar Sharma, Featherlite, India
Team Members:
Parul Mittal, Parul Associates, India
Shuchita Gupta, Space Matrix, India

Workplace Wellbeing – 15
Team Lead: Kate Langan, ANZ, Australia
Team Members:
Vijayakannan, Morgan Stanley, India
Meghna Vajjani, Space Matrix, India
John Philippine, Vitra, India
Priyanka Vashisht, 360 Degris, India
Jason Pierre, Cognizant, Philippines
Jarrod Brownlee, Humanscale, Singapore
Josanna Elarmon, Standard Chartered Bank, Singapore
Shivakumar P, WeWork India Management Pvt Ltd, India

Workplace Wellbeing – 16
Team Lead: Sujatha Ganapathy, Knight Frank (India) Pvt. Ltd., India
Team Members:
Norberto Figueroa, Cognizant Technology Solutions, Philippines
Ashwini Kuvalekara, Space Matrix Design Consultants Pvt Ltd, India
Santhiya Hegde, Space Matrix Design Consultants Pvt Ltd, KA India
Charisse Gail Bantling, Trends and Concepts, Inc., Philippines

Workplace Wellbeing – 17
Team Lead: Michael F Gummey, Allegis Group, PA, USA
Team Members:
Whitney Austin Gray, International WELL Building Institute, NY, USA
Michele Hagen, AECOM, WI, USA
Holly Jones, Afiniti, IL, USA
Lisa Philko, AIREA, MI, USA
Alfonso Alexandre Morales, AISC - American Institute of Steel Construction, TX, USA
Carrie Smith, American Society of Hematology, VA, USA
Jane Garfield, APG Office Furnishings, OH, USA

Workplace Wellbeing – 18
Sponsor: Teknion
Team Lead: Tracy Backus, Teknion, MD, USA
Team Members:
Charles Roy, Atlas IED, CT, USA
Rob Brierley, Bulfinch, MA, USA
Sara Kararet, Center for Active Design, NY, USA
Hugh Peltz, Citizens Bank, RI, USA
Maggie Blake, Citizens Bank, RI, USA
Mark Haskell, Citrix Systems Inc, FL, USA
Vanessa Escolera, CORT, CA, USA
Maggie Fernandez, CORT Business Services, VA, USA
Brandi Markiewicz, CI Group, FL USA

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OVERVIEW

Workplace Wellbeing – 19
Sponsor: BHDP Architecture
Team Lead: T. Patrick Donnelly, BHDP Architecture, OH, USA
Team Members:
Kristal-Lynn Archer, CORT Furniture, WA, USA
Eric Graham, CrowdComfort, MA, USA
Celeste M Tell, Epicycled, WA, USA
Karen Williams, ESI, AR, USA
Bob Norman, EUA, WI, USA
Rick Bertasi, Genpact, CT, USA
Molly Keenan, Gensler, MA, USA

Workplace Wellbeing – 20
Team Lead: Rebecca Greier Horton, Herman Miller, TX, USA
Team Members:
Scott Sneed, Graebel, CO, USA
Chadwick Burns, Harvard Maintenance, FL, USA
Brian Macdonald, Henry Schein, NY, USA
Emily M Dunn, Herman Miller, CO, USA
Matthew Wissman, Hilton, VA, USA
Lara Rodgers, HOK, MO, USA
Carrie Renegar, Gensler, NC, USA
Steve Polo, OPX, DC, USA
Monica Montefiore, Google, CA, USA

Workplace Wellbeing – 21
Team Lead: Chris Zlocki, Colliers, CO, USA
Team Members:
Rachel Rouse, HOK, TX, USA
Jules DeGroff, IBM, FL, USA
Stephen Brown, International WELL Building Institute, NY, USA
Anna Marie Glomb, JLL, NY, USA
Sherry Anderson, JLL, TN, USA

Workplace Wellbeing – 22
Team Lead: Rebecca Sistruck, Little, NC, USA
Team Members:
Jaden Franklin, Knoll, Inc, NC, USA
Courtney Fain, Little, NC, USA
Jenna Elkins, Little, NC, USA
Miles Grubbs, Little, NC, USA
Monica Audette, MPA Architects, MA, USA
Darrell Smith, Micron, ID, USA

Workplace Wellbeing – 23
Team Co-Leads: Sholem Prasow, Insight Management, Canada
Janen Glenn, Open Society Foundations, NY, USA
Team Members:
Kent Thomas, MUFG Financial, AZ, USA
Amy Holzle, Stantec, TX, USA
Christina Eddy, Stantec, TX, USA
Victoria Peterson, Oracle, CA, USA
Sabret Flocos, Perkins Eastman, DC, USA
Stephan White, PES Associates, MA, USA
Mary Thomas, Red Hula Design, CA, USA

Workplace Wellbeing – 24
Team Lead: Ambar Margarida, Spacesmith, NY, USA
Team Members:
Marco Giarracca, Salesforce, NY, USA
Stacy Roth, Scott Rice Office Works, KS, USA
Brady Mick, SHP, OH, USA
Cynthia Martinez, SLAM Collaborative, CO, USA
Alexis Kim, SmithGroup, MI, USA
Rob Maylan, SmithGroup, DC, USA
Julie Zitter, Stantec, TX, USA
Lyndsay Bennett, Nuance Communications, MA, USA
Melissa Ill, Nuance Communications, MA, USA

Workplace Wellbeing – 25
Team Lead: Chris Staal, Forcepoint, MA, USA
Team Members:
Nicolle Urbano, Stantec, TX, USA
Connie van Rhyn, Studio CvR, CT, USA
Melissa Jancourt, TAC design LLC, MN, USA
Matt Macko, stok, CA, USA

Workplace Wellbeing – 26
Sponsor: WeWork
Team Lead: David Flynn, WeWork, CT, USA
Team Members:
Bryant Adrian Dominguez, Travelers Insurance, CT, USA
Scott Jacobson, Vroom, CO, USA
Betsy Leto, Western Office, WA, USA
Joel Binstok, York Group, NY, USA
Kindell Williams, IA Interior Architects, CO, USA
Holly Briggs, IA Interior Architects, DC, USA
Kira Dickson, Comfy, CA, USA
Dan Ryan, VergeSense, CA, USA
Anthony Parzamone, Red Hat, Inc, NC, USA

Workplace Wellbeing – ABC
Team Co-Leads: Amy Faris, Associated Builders and Contractors, DC, USA
Janen Glenn, Open Society Foundations, NY, USA
Team Members:
Vance Walter, Associated Builders and Contractors, DC, USA
Samuel Winkler, Associated Builders and Contractors, DC, USA
Tim Sullivan, Associated Builders and Contractors, DC, USA
Michael Bellaman, Associated Builders and Contractors, DC, USA

Workplace Wellbeing – Academic
Team Lead: Dr. Elaine Worzala, College of Charleston, SC, USA
Team Members:
David Schacter, University of Massachusetts, Amherst, MA, USA
Chloe Heiligenstein, College of Charleston, SC, USA
Mason Cohen, College of Charleston, SC, USA
Nicole Kerr, University of Washington, WA, USA

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Satya Vyakaranam, University of Washington, WA, USA
Dr. Sofia Dermisi, University of Washington, WA, USA
Joseph Velasquez, College of Charleston, SC, USA
John Edwards, College of Charleston, SC, USA
Sam Ohaus, College of Charleston, SC, USA

Workplace Wellbeing — IIDA
Team Lead: John Czarnecki, International Interior Design Association (IIDA), USA
Team Members:
Ryan Ben, International Interior Design Association (IIDA), USA
Jane Hallinan, Perkins Eastman, USA
Paul LaBrant, STG Design, USA
Jon Otis, Pratt Institute, USA
Sandra Tipp, Huntsman Architectural Group, USA
Alissa Wehmuller, Helix Architecture + Design,

Workplace Wellbeing — Australia Chapter
Team Lead: Angela Barwick, Serraview, Australia
Team Members:
Amanda Morton, Broadspectrum, Australia
Ashley Casey, Steelcase, Australia
Alan Boyd, Ergotron, Australia
Caroline Boyce, Lendlease, Australia
Tarah Spencer, Lendlease, Australia
Lieven Mentens, Schiavello Systems NSW, Australia

Workplace Wellbeing — Mid-Atlantic Chapter
Team Lead: Sheryl Etelson, fhi360, D.C., USA
Team Members:
Erica Kimmel, DPR Construction, MD, USA
Hank Pohl, JLL, VA, USA
Rafael Notario, Tishman Speyer, D.C., USA
Susan Pelczynski, SKB Architecture & Design, D.C., USA
Chris Calhoun, MD, USA
Nicole Oliver, International Monetary Fund, D.C., USA
Ana Cooito, fhi360, D.C., USA
Megan Ryan, DPR Construction, MD, USA
Antoinette Woodland, T Rowe Price, MD, USA
Dorice Terik, World Bank, D.C., USA

Workplace Wellbeing — New England Chapter
Team Lead: Eric Graham, CrowdComfort, MA, USA
Team Members:
Chris Cotter, VVA, MA, USA
Mark D’Alleva, Morgan Lewis, MA, USA
Marisa Fava, Humanscale, MA, USA
Dorrian Fragola, Janitronics, MA, USA
Jennifer Taranto, Structure Tone, MA, USA
Nicole Keeler, NELSON, MA, USA

Workplace Wellbeing — New Jersey Chapter
Team Co-Leads:
Lisa Brinkman, HOK, NJ, USA
Matthew Negron, Dauphin, NJ, USA
Team Member:
Jennifer Kezicki, Audible, NJ, USA
Karen Ehrenworth, Verizon, NJ, USA
John Giordano, Avison Young, NJ, USA
Kate Causo, HLW, NJ, USA
Andrea Megnin, Barclays, NJ, USA

Workplace Wellbeing — Tennessee Chapter
Team Lead: Bill Threlkeld, Tennessee Valley Authority, TN, USA
Team Members:
Mark Younger, Hilton WorldWide, TN, USA
Whitney Brekke, Alfred Williams & Co., TN, USA
Carlie Campbell, Knoll, TN, USA
Ben Finney, FM Systems, TN, USA
Ava Sanders, JLL, TN, USA
Vince Dunavant, Foundry Commercial, TN, USA
Ian Prunty, Comfy, TN, USA
Greg Blandford, Diversified, TN, USA

Workplace Wellbeing — UK Chapter
Team Lead: Steve Wright, ttsp, United Kingdom
Team Members:
Vernon Blunt, Ericsson, United Kingdom
Vanessa Curtis, CBRE GWS, United Kingdom
Tim McDowell, Shell, United Kingdom
Rachel Edwards, Lendlease, United Kingdom
Heidi Blicharski, Discovery, United Kingdom
Stuart Cranna, Aviva, United Kingdom
Elizabeth Nelson, Learn Adapt Build, United Kingdom

Workplace Wellbeing — India Chapter
Team Lead: Ravi Ahuja, L&T Realty, India
Team Members:
Pallavi Srivastava, K/F, India
Kanwal Kumar, American Express, India
Amit Lall, Sodexo, India
Akshay Rajagopal, L&T Realty, India
Fancy George, KGD, India
Nisha Sharma, L&T Realty, India
Kaustuv Roy, Savills, India

Workplace Wellbeing — New York City Chapter
Team Lead: Andie Moeder, Jacobs, NY, USA
Team Members:
Courtney Grill, Faithful + Gould, NY, USA
Gina Rizzo, Herman Miller, NY, USA
Pay Wu, Cushman & Wakefield, NY, USA
Kendall Zoppa, Humanscale, NY, USA

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The Autonomous Workplace – 1
Team Lead: Evodia Alaterou, Hassell, Australia
Team Members:
Michael Wheal, Gallagher Jeffs, Australia
Camran Singh Sathar, Space Metrics Design Consultants, Australia
Pramod Panda, Cognizant, China
Joshua Wilkinson, CBRE, Hong Kong
Bipin Misra, Cognizant, India

The Autonomous Workplace – 2
Team Lead: Adeline Liew, Knight Frank, Singapore
Team Members:
Srikan AVR, Herman Miller, India
Abhay Varma, Standard Chartered Bank, India
Michael Leng, Wingate Architects, New Zealand
Ming Lee Chua, Cushman and Wakefield, Singapore
Zsolt Parkanyi, Commercial Bank International, United Arab Emirates

The Autonomous Workplace – 3
Sponsor: HOK
Team Lead: Peter Sloan, HOK, MO, USA
Team Members:
Rhiannon Chow, M Moser, Canada
John Florek, OnStream LLC, USA
Michelle Thurston, American Society of Hematology, D.C., USA
Julie Schoenagel, Blue Cross Blue Shield of North Carolina, NC, USA
Brad Liebman, HOK, MO, USA
Luis R. Vina Polanco, CBRE, Mexico
Tish Kruse, IA Interior Architects, IL, USA

The Autonomous Workplace – 4
Sponsor: IA Interior Architects
Team Lead: Clark Pickett, IA Interior Architects, CA, USA
Team Members:
Carolyn Rickard-Brideau, Little Diversified Architectural Consulting, VA, USA
David Stephenson, Little Diversified Architectural Consulting, NC, USA

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The Autonomous Workplace – 9
Sponsor: Cognitive Corp
Team Lead: James Waddell, Cognitive Corp, IN, USA
Team Members:
Lulu Khorakiwala, Genpact LLC, CT, USA
Scott MacMeekin, Gensler, NC, USA
Alexander Dunham, HLW International, NY, USA
Jennifer Baus, Kimball, TN, USA
Mei Lin Ng, Knotel, NY, USA
Hilda Beauchamp, Koch Global Services, GA, USA
Matt Garofoli, Cushman & Wakefield, IL, USA
Brandi Corbello, Cushman & Wakefield, IL, USA

The Autonomous Workplace – 10
Team Lead: Chris Calhoun, MD, USA
Team Members:
Ashley Cushman, Snowflake, CA, USA
Andrea Reay Wahl, Stantec, TX, USA
Angie Lee, Stantec, IL, USA
Adrian Hernandez, SVLLC, CA, USA
Cindy Light, TVA, TN, USA
Tamika Brady, Verizon, CA, USA
Brad Divins, Wells Fargo, NC, USA
Mary Jepsen, Stantec, CA, USA

The Autonomous Workplace – Academic
Team Lead: Jeffrey Clark, University of Massachusetts, Amherst, MA, USA
Team Members:
Jill Janasiewicz, University of Massachusetts, Amherst, MA, USA
Robert Barnard, College of Charleston, SC, USA
Tristan Wambold, Florida International University, FL, USA
Rod Sevilla, Florida International University, FL, USA

The Autonomous Workplace – Mid Atlantic Chapter
Team Lead: Mitch Dowd, BLUME, D.C., USA
Team Members:
Zareen Raza, GEICO, MD, USA
Margaret Maschal, T. Rowe Price, MD, USA
Cheryl Russ, JLL, D.C., USA
Bruno Grinwis, HGA, VA, USA
Jacob Dunbar, International Monetary Fund, USA

The Autonomous Workplace – UK Chapter
Team Lead: Sam Pickering, Incendium Consulting, United Kingdom
Team Members:
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Vernon Blunt, Ericsson, United Kingdom
Vanessa Curtis, CBRE, United Kingdom

Environment & Climate Change – 2
Sponsor: BHDP
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Jackson Weaver, Bank of America, NY, USA
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Environment & Climate Change – 3
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Team Members:
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Alex Dincu, Unilever, Romania
Ashraf Ghandour, Seven, United Kingdom
Byron Tudor, Cushman & Wakefield, United Kingdom
Sally Marshall, Turner & Townsend, United Kingdom
Amritava Chakraborty, Cognizant, India
Gloria Mamwa, Standard Chartered Bank, United Arab Emirates
Nora Nemesne Heffler, Signify, The Netherlands

Environment & Climate Change – 4
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Elaine Aye, RWDI, OR, USA
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Jennifer Todd, Little Online, NC, USA

Environment & Climate Change – 5
Sponsor: IA Interior Architects
Team Lead: Erik Luken, IA Interior Architects, MN, USA
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Ron Herbst, Braileford & Dunlavoy, WA, USA
Scott Brideau, Little, VA, USA
Sherry L Carroll, RMW Architecture & Interiors, CA, USA
Thomas Boadle-Mathiesen, Altanova, NY, USA
Wendy Rogers, Cushman and Wakefield, MN, USA
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Pradeep Dugar, CBRE, AZ, USA
Mohammad Murtaza, Public Services and Procurement Canada / Government of Canada, Canada
Hunter Fleshood, Comfy, NC, USA
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Gary Graham, Cushman & Wakefield, IL, USA
Roy Green, HNI Corp., IL, USA
Susan Heinking, Pepper Construction, IL, USA
Kurt Karnatz, Environmental Systems Design (ESD), IL, USA
Laurel Kruke, Illinois Green Alliance, IL, USA
Saagar Patel, ESD, IL, USA
Tony Smaniotti, MCR, Pepper Construction, IL, USA
Mark Sterntensagel, Whitney Architecture, IL, USA
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Manufacturing & Industrial – 1
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Team Members:
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Andrew Burton, Shell, Singapore
Tim Armstrong, Knight Frank, Singapore
Garick Wang, Shell Eastern Petroleum (pte) Ltd, Singapore
Leah Ong, Volvo Group Australia, Australia

Manufacturing & Industrial – 2
Team Lead: Mark Walsh, Savills, United Kingdom
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Beatriz Bare, Tampa Bay Economic Development Council, FL, USA
Peter Fennelly, Bridge Commercial, SC, USA
Rebecca Nolan, MetroHartford Alliance, CT, USA
George Urwin, Savills, United Kingdom
Chris Earle, Savills, United Kingdom

Manufacturing & Industrial – 3
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Team Members:
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Steven Kaufman, Jabil Inc., FL, USA
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Manufacturing & Industrial – 4
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Amy Broadhurst, CBRE, PA, USA
Team Members:
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Victor Murray, King Realty Group, NJ, USA
Chris Johns, Epstein Uhen Architects, MO, USA
Sean McBeth, TechnipFMC, TX, USA
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Winters Heafey, Savills, CO, USA
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Manufacturing & Industrial – Malaysia Chapter
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Previndran Singhe, Zerin Properties, Malaysia
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Natassha Halil, SW1 Solutions, Malaysia
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YY Lau, JLL Property Services, Malaysia
Darren Fu, Haworth, Malaysia
James Garraway, Teknion Furniture Systems, Malaysia
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