A COVID-19 Virtual Ideation Experience

WORKING REMOTELY IS HERE TO STAY, BUT SO IS THE CORPORATE OFFICE
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.

This report is a summary of one of six topics addressed in the hackathon. To see the full team reports for each topic, visit: www.corenetglobal.org/hackathonresults

The Challenge

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 in the following key area:

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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Introduction:

Of all of the topics explored in the CoreNet Global COVID-19 Hackathon, Space Utilization and Metrics perhaps strikes closest to the core of the work of the corporate real estate professional. How has this profound global crisis affected the ways that companies use space and what will be the strategies and tools that move us forward once the crisis has passed? More than 40 teams of corporate real estate’s deepest thinkers and most profound strategists deliberated on this concept and the result is a road forward that is both experience-driven and future-minded.

The teams were tasked with expounding upon a set of key questions. 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?

A majority of the teams conceptualized the future in three stages: the immediate crisis response and the return to work, an intermediate phase of adjustment and measurement, and the long-term, or “new normal,” envisioned in a world post vaccine. Many of the teams do not see this new normal phase emerging until at least 18 months from now.

The return to work, the initial phase, will be driven by social distancing guidelines, adjusting workspaces as necessary, redesigning traffic flows, sanitizing, implementing touch-free systems wherever possible, and an overall focus on employee health. Individual workspaces will likely become larger, but the impact on the floor plate is less certain because employees will not all return at once, and many will continue to work from home, some on a shift basis.

The intermediate phase will include new metrics of everything and anything that can be measured: body temperature, the number of people in a conference room, the productivity of those working remotely. This phase will be dedicated to taking these measurements into account in building the new normal.

And what will this new normal be? Certainly the focus on employee health will be paramount. The work from home experiment has demonstrated success, yet it has also demonstrated the need for a corporate office: to collaborate, to integrate and to provide a human connection.
The teams resoundingly agree that the role of office space will remain vibrant. Many of the teams do envision a workplace post crisis (hopefully post vaccine) with permanent adaptations of innovations, technologies and big, bold thinking that will create healthier, and more productive workplaces and companies.

**Phase One: The Return To Work**

We know from our own internal CoreNet Global surveys conducted during the crisis that 84 percent of companies will bring their employees back in waves, they will not return all at once.

It is expected that as restrictions are starting to lighten, many companies will go through a process of identifying who needs to go into the office. Teams expect companies to begin the return to work fairly conservatively with restrictions on the number of employees in the office, enforced social distancing and limited use of common facilities.

Parameters need to be defined. Workers could be categorized and identified to determine where their function relates to their productivity. One team identified three types of workplace personnel:

1. **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.
2. **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.
3. **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.

**Focus on Health and Safety**

As employees do return, the focus on their health and safety will be the top priority:

- **Air Quality** — One of the concerns is air-borne spread of infections. Use of high efficiency filters like HEPA filters and fresh air intake will take prominence. Teams will focus on how to measure the air-quality and also share the same with the users of the facility. Once the air-quality is measured, actions need to be taken to maintain.
- **Access to counseling and life coaching to deal with the new work environment.**
- **Social Distancing (SD) Measures** — There will be many measures implemented to achieve the required norms. These are and may not be limited to the below:
  - Implementation of barriers and partitions at relevant areas
  - Having one-way pathways / directions
  - Posters/Artwork to emphasize Social Distancing
  - Frequent Education / Awareness sessions
  - Improved Visitor Management process
  - Ensuring limited occupancy
  - Cleaning/Disinfection protocols — This is certainly one of the most detailed measures that needs to be undertaken. This shall include Cleaning/Disinfection of surfaces, food and facilities.

“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.”

TEAM 22
— Touchless Design — This shall be one of the metrics that has been there in select industries, but now will be adopted across all the industries. The points of “Touch” shall be identified, and efforts will be made towards replacing them with “Touchless” ones. Some of the usual “Touch” surfaces are: Door handles, flushes, faucets, access control systems, dustbins etc.
— Personal Protective Equipment (PPE) — PPE kits needs to be present at the location and must be in good quantity to make sure everyone is safe and protected. This could include: masks, sneeze guards, gloves, wipes, sanitizers, goggles, etc.

Review of the RE Portfolio and Use of Space

There will probably not be any major changes to the overall portfolio in the short term, yet companies will be adhering to several key principles:

- No new long-term commitments
- Renewals, exploration of short-term contracts
- Negotiation/reexamine lease terms regarding parking, common areas
- Most expansions and consolidation will be on hold

Specific changes to workspaces

We know that allocating more distance between users in workstations and offices will be necessary. However, as space capacity requirements may change over time, metrics for those requirements should be readily available for business unit leaders and space planning members in order to make quick and informed decisions regarding immediate and future projections relating to space utilization.

In the near term, space per occupant will increase to adhere to government guidelines for a 6-foot distancing radius, thus reducing allowable occupancy.

An analysis of the overall floor plate will be informed during this immediate stage through the balance of the enduring need for increased space per occupant for employee health and comfort and the increased acceptance of remote work resulting in lower demand for individual work stations.

This indicates that “work space” will include increased common space, group meeting and gathering spaces and fewer individual spaces. Buildings and floor plates will have larger core and shared space per individual workspace per occupant potentially changing the calculations for Usable and Rentable space.

Many companies moved into open concept planning over the past few years and may find that modifications need to be made to create barriers that allow separation but also create a sense of comfort for employees returning to work. If barriers are installed, they should be created with both a sense of functionality and design.

As far as common areas, office culture needs to evolve and move away from high contact activities which many times are unnecessary. Copy rooms are perfect examples of this type of area. A change in culture is just as much needed as the current safety guidelines.

Additional items that companies will be considering in the immediate reconfiguring stage:

1. Modify seating arrangement to make better use of office space
2. Enhanced screening processes for anyone entering the space, including visitors

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3. Recreate the office as a place for creating memories
4. Minimize common touch points and introduce more contactless fittings
5. Examine the elevators and maximum occupancy
6. Examine entry and exit points to ensure the required holding areas are secure
7. Incorporate UV rays technology in your sanitization protocol at appropriate places to combat virus

Technological Impacts

Infrastructure technology may not have been prioritized prior to the pandemic; but it will be a key component in the new reality. New technologies will bring people together with minimum contact:

- Enabling site operations by calling the elevators and opening sliding doors with mobile apps or facial recognition
- Occupancy analytics for flexible space
- Applications for various in-office services: desk booking, meeting room booking, parking
- Contact tracing bands
- Touchless systems wherever possible including common areas

Phase Two: Metrics and Analysis

Once the immediate need of resuming operations is achieved (most say three to six months), the focus of the corporate real estate team will shift to stabilizing the operations. This will involve measuring everything that can be measured for the study, analysis and implementation of new strategies.

New areas to be measured may include:

- Actual business cost per employee vs. real estate cost per employee due to fitting out WFH employees with necessary infrastructure
- Health and safety
- Body and room temperatures
- Effectiveness and productivity surrounding remote work
- Increased focus on the employee NPS (net promoter score)
- Trust — how comfortable does the employee feel in the space and in the company’s stated procedures and ability to follow through on them.

Methods of collecting this data can be sensors, RFID codes, facility coordinators, signing in sheets, shifting hours for employees/teams, thermal sensors, biometrics, and occupancy sensors.

During this time frame, the positive and negative feedback and data gathered from employee and operations input will be analyzed. From there, adjustments can be made to the physical environment that better support the new way of working. The policies and associated metrics tracking will be phased in more broadly so that the future footprint of the office will be better informed and support a more flexible space.

Organizations will continue to need to be prepared to retrench during this phase as all means and methods of addressing future contagions may not be in place and a resurgence may occur. This will also involve continued measurement of employee illness cases and a strong adherence to a new social contract of self-monitoring health.

Workplace executives will be examining the true use of office space and looking to different models, rather than a mass congregation at a large HQ building. This process of making local facilities available to staff working from home or needing to collaborate has already started as many companies ask key questions around central services versus local space. Several scenarios emerge:

“While we anticipate organizations will still track the traditional metrics of square feet and cost, overall, we believe companies will shift from being space centric to employee centric, increasing the focus on people, their performance and digital tools to enable work in lieu of space metrics.”

TEAM 25

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• Some teams suggest that between 30% and 60% of staff are likely to be in the office at any one time.
• Teams will work on different days, ensuring that the same members are working together, reducing the risk of the virus spreading.
• The design of the office will shift its focus from an open plan collaboration methodology to a more segregated setting.
• Visitor management, user and site access will need to be enhanced to deal with both social distancing and greater vetting/security to ensure lower risks to all users of a building.

This intermediate phase will require a deeper understanding of movement throughout the space. This will enhance the employee experience, allow data driven decisions utilizing technological resources, optimize real estate, and streamline best practices and leading industry standards.

In this medium term, key decisions will be made and strategies adopted, potentially including:

• Leasing strategies in terms of locations and tenures of leases
• Consolidation vs. hub-spoke strategy in locating offices within a city (decentralization)
• New workplace designs to meet the future work patterns and modes
• Technology/innovations to meet the new norms of work
• Mobile focus booths for taking calls
• Recharge pods in technology free zone where employees can recharge with music / guided meditation or even sitting exercises.
• Bookable helpdesks: for IT, HR, security, travel, PR etc.
• Use of transparent partitions to enable interactions among staff
• Use of automation and digital tools regarding space utilization, sanitation and occupancy levels.

**Phase Three: The New Normal**

In this new normal, there are five drivers for the necessity of office space:

• **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.

This stage will be identified by advanced technology, defined privacy laws, and new building codes that society has naturally adopted. Working from remote locations, whether it is an auxiliary building or home will be expected and influence the way organizations purchase or lease space.

Rather than focusing on major campuses, companies may choose to spread their buildings across geographies, greatly reducing travel time for local employees. This also affects workplace design and requires inventory to move easily and spaces to flex on demand. The cost per employee to work from multiple locations will become a budgeting factor and contribute to the overall facilities cost. Phase three brings an elevated approach to technology with the widespread use of apps to track employee wellness, circulation, and building security. All become factors that could contribute to a new rating system for buildings, awarding the most compliant.

Space utilization and workplace efficiency is a technology that was in practice well before COVID-19 impacted organizations, but the post-COVID-19 landscape will require the full adoption of this practice for both personal wellness and design decisions.

This lays the foundation for a new way of working that integrates technology seamlessly within organizations. It will guide real estate and facility decisions for adopting and maintaining multiple leases across geographies.

Real estate costs rank among the top three largest expenses for most companies. Controlling this expense is — and will remain — a priority long after reentry. But the office serves an important purpose, reinforcing culture and providing space for innovation. Eliminating the office in its entirety is not the goal. However, many companies will rethink their space, aiming to reduce density and gain a greater understanding of their space utilization once they have settled into the new normal.

Having been forced to test its merits, companies and employees alike will soon evaluate the advantages and challenges associated with remote work.

Pre-COVID-19, Gallup discovered that remote workers are more engaged to a point. The optimal engagement occurs when employees spend 3 to 4 days (of a 5-day work week) working off-site.

Work from home is a blessing to most employees as it saves time to travel to office and between locations, freeing up time to spend with our loved ones and making space for new hobbies and interests. While there are benefits present, it also demands organizations to look at the challenges of WFH and channel the right actions.

For people living with family, with most family members being at home, there are many distractions and finding a right place for work can be a challenge.

Though not a one-size-fits-all solution, most experts agree remote work will gain a foothold in our post-pandemic operations, resulting in a potential reduction of space. Employers can enhance their remote work program by making initial investments to support the employee’s transition.

Blended solutions are likely, offering a mix of remote and in-office work. This allows both employers and employees to reap the benefits of each work model — the innovation generated by personal interaction and the flexibility and cost-efficiencies associated...
with working from home. We also expect interest to increase in suburban markets, as commuting on public transportation becomes a growing concern for many of the nation’s largest cities.

The shift will inevitably accelerate the “hub and spoke” strategy, a move away from centralized headquarters, to the dispersed office model. While the total office footprint for some businesses will remain largely unchanged, Hub headquarters could be about 10% of their current size.

Some companies are planning to take a more extreme approach, cutting fixed locations by 70-80% and striving to achieve greater utilization through shift patterns and rotations. We expect this trend to strengthen, with each solution requiring a specific set of performance metrics:

1. A Hub / HQ core leased office, holding primary business functions within it. Built around a necessity for collaboration spaces and an engaging environment. At lower densities, spaces will be tracked on a space per head basis through greater utilisation studies enabling consistent live-time monitoring and reporting and a direct link to reviewing a site’s productivity.
2. The emergence of local office “spokes” aligned to transport networks — or Work Nearer to Home contingent. Short-term space commitments - licenced, flexible offices will allow workers to come together to fill personal contact voids without commuting into the “Hub” office.
3. Homeworking Staff - operating from their residencies. This growing contingent of staff will require “touchdown facilities” for varying durations to ensure productivity through a “work where you need” offering.

Leasing Strategies

Corporate occupiers active in the market will increasingly select buildings that suit their revised requirements. This shift in demand will put pressure on landlords to respond with better-suited solutions. The more successful landlords will be those who will be alert to this and respond quickly.

For new leases, tenants will have a list of criteria which would include upgraded mechanical infrastructure, use of antimicrobial materials in the build out of the space, touchless technologies incorporated within the core shell of the building to name a few. For landlords, providing for these will be essential in order to attract tenants or the lack of these will result in higher TI allowances, reduced rent etc.

Future trends for corporate real estate executives to watch for and consider in planning with respect to cost and leasing might include the following:

The Future of Co-Working

One aspect of corporate real estate left unchanged by the pandemic is the wide range of thought on the future of co-working.

A quick assumption would be that COVID will kill co-working spaces, according to Dane Stangler, writing in Forbes.

“Any place or activity that brings together a sizable number of strangers is a top candidate for irrevocable disruption and lasting harm. Shared desks and office space and common areas, which require people to leave home, could permanently lose their allure. Or, at least, demand won’t return to what it was just a few months ago.” he wrote.

Indeed, cultures promoted by co-working companies may need to be rethought some team members reported. Co-working spaces are known for their shared areas and amenities including hot desks, where multiple users can use the same desking station in the course of a day. COVID-19 will challenge co-working operators moving forward to institute greater cleaning practices and rethink their space offerings.

Tenants will unquestionably want more control over who is coming in and out of the common areas. Some teams predicted reduced co-working at sites with high density, low individual space ownership. And yet others anticipated that commercial landlords will have more co-working operators, and that there will be an up-scaling of co-working operators for the handling of future outbreaks.

Stangler points out that there are three reasons justifying the continued life of co-working:

Remote Workers Have to Work Somewhere

• “But that doesn’t mean all those remote workers will work at home forever. After a couple of months of lockdown and working at home, my guess is that millions of people will be eager to work from somewhere else, anywhere else.”

They serve as a resource coordination location for small businesses

• Co-working spaces are a lifeline for small businesses that “operate on the periphery” of local economies. For many of them, working at home doesn’t provide a solution, and the burden falls especially hard on those in lower income quintiles.

Community is Key to Recovery

• Entrepreneurs, business owners, and workers will need social networks and local connections more than ever to regain their footing.
1. Properties that support and enable a continuation of current fit-out design trends including a human-centric and sustainable focus will likely prove the best support for businesses’ economic productivity. This is a result of best addressing staff health and safety, flexibility of space to adjust during crisis, etc.

2. Success and survival of CRE occupiers and their landlords will hinge on growing mutually beneficial relationships based on trust/communication/collaboration.

3. Premises strategy might include:
   a. Core+flex leases; offering business the ability to balance space requirements as they learn the best balance of working remotely.
   b. Decentralization of campus to a model of satellite offices to better cater to the locality of the workforce, while maintaining social connections.
   c. Encouraging highly productive WFH employees to continue visiting the office as a collaborative/social space as necessary.

4. Lease durations: as businesses cycle through existing leases there may be a readjustment of leasing to a model that supports shorter/more flexibility of duration; and or more optioneering.

5. Rebalancing of the future city scape and how a modern metropolis might change as a result of new demand for a Work/Live environment allowing people to work from home, or hybrid workspaces (e.g. co-working hubs), corporate campus HQs with hub and spoke connection centers offering the direct colleague collaboration still required for business innovation, and WFH/anywhere-but-the-office for focused work.

6. Further jumps forward in technology and always-online devices will be required to continue to support this — the new normal.

Maximum utilization rates will need to be set and monitored in real-time. In a pre-COVID-19 world, heads of corporate real estate were driven to optimize their space utilization as much as possible. Now, the focus has instead turned to identifying when space exceeds occupancy levels recommended by the CDC and local municipalities.

Using sensor dashboards, CRE executives can set a maximum utilization rate by floor or building so that they have a real-time, accurate understanding of when and where they are reaching unsafe occupancy levels. This information will be pivotal as companies quickly iterate on plans to stagger workforce re-entry.

**Big, Bold Thinking**

Several of the teams introduced new concepts and ideas, that didn’t necessarily fit in the structure of our report above, but represent incredible blue-sky thinking and we highlight them here:

**The Pixel Twin**

Instead of stating the obvious about the potential future of the workplace here’s a seed to plant for a different version, the rise of the digital workplace: a pixel twin that operates in synergy with the physical workplace.

There’s something oddly familiar about this pixel twin, and that’s because it is a digital model of the workplace. When you login at home you enter the PixelPlace where you can navigate the spaces and see other colleagues that are occupying both the physical and digital spaces. This is not a new concept for those of you that remember navigating online chat rooms with your digital avatar.

The difference here is that you can not only interact with others that are at home and in the office, but you can also interact with the organization in ways that have come to fruition in lockdown life. Join a live stream lunch and learn, take part in a community quiz, change the digital décor of a space, participate in a working from home bake-off, join a special guest talk or perhaps pet the PixelPlace resident cat.

Yes, let’s not forget we’re here to work, but the PixelPlace provides a platform for remote workers to feel connected to each other and the organization binding the physical space with the digital space where people can either passively consume or actively engage.
Occupiers maybe able to rethink their commitment to renting office spaces when modern technology in the PixelPlace could be used to chip away at this fixed cost, reduce carbon footprint, and provide more flexibility for the workforce and the business.

Some of the key reasons why people go to the office is to be around people, tapping into team energy, having chance encounters, and to work productively when home is not suitable. These have been some of the greatest struggles under lockdown. The question is, how do organizations overcome this if more working from home becomes the new norm? With PixelPlace will we see the rise of the Digital Workplace Community Manager? The Digital Workplace Community Manager will need to engage across the business to re-design the metrics they use in a way that balances the physical and the digital, cost versus value and the performance of the business.

**Unified Building Communications**

Another team envisioned a unified building communication system, that enables companies that wish to thrive in the workplace industry - HVAC, lighting, furniture, access control, meeting tech to work on a common platform that allows their devices to interconnect. The unified platform enables workspaces, campuses, buildings, cities, countries to be truly smart and develop strategies to perform at their highest level at the lowest cost, support real needs of the human who use these spaces and constantly provide great experience that allows new business models to thrive.

Imagine a workplace that can proactively restrict number of users in each bay or floor ensuring the fire exit is always prepared to evacuate in case of emergency. Imagine a connected system tracking temperature of employees as they enter their workplace, with the power to deny entry to an employee who is reporting higher body temperature, if the system detects 100 users in a company and another 1000 within the community and another 3000 within the city, 100000 in the country and 1,000,000 globally, it knows its dealing with a situation that needs human intervention. Authorities can investigate if it's another pandemic that needs a shutdown or a viral fever that needs the health authorities to prepare for antibiotics or even the leadership in organizations to advice employees to work from home.

**Concluding Thoughts**

To quote Plato, “necessity is the mother of invention.” Another way of looking at the current situation is to not miss the opportunity in a crisis.

COVID-19 has created opportunities for businesses to work differently. This is a catalyst to consider how adjustments to workstyles, space utilization and the property strategy can be made. Key property metrics will continue to exist; however, the focus will likely shift to making human centric social/collaborative and flexible options available to employees while keeping them safe, maintaining and growing productivity, and providing ongoing employment in the tough times ahead.

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This pandemic reminds us of the value of resilience and there may be a desire to maintain a breadth of properties rather than aggregating into fewer, larger spaces.

A workspace is more than just bricks and steel. It helps a business to represent itself, serve its workers and sends a message to the world. We will continue to need corporate real estate for all of the reasons we needed it pre-COVID-19. Spaces will continue to get smaller and terms will get shorter as more work flexibly as technology continues to transform our world.

While cost will always be a factor in space utilization, the teams believe that a focus on the employee and the human-centric metrics of the workplace will provide a better shift into a new normal and provide longer term success for organizations moving forward. They see this being a key factor not only for existing employee retention and wanting to come into the workplace, but for new talent looking for a happy, healthy, connected and productive place to work.

**Data Points:**

The teams provided several estimates and projections as noted from PwC and Gartner Research as follows:

- Facing the need to cut costs, 25% of CFOs are looking to cut back on real estate given expected headcount reductions and the ease at which companies have transitioned to remote working. *Source: PwC, COVID-19 CFO Pulse Survey US findings — April 27, 2020*
- 75% of CRE professionals believe more working from home will become the norm. *Source: Gartner Research, CRE Actions in Response to COVID-19: Week of 13 April 2020*
- About 2/3 of workforce shall be WFH which will create a need for re-looking at certain aspects of “Home Office Infra” that the organizations provide to their employees
- 30% of all office space expected to be flex-space by 2030.
- COVID-19 will accelerate the trend of diminishing lease lengths. One to three-year terms will be common.
- The average, mid-to-large conference room was only used 11% of the time last year. Furthermore, 30% of all conference room bookings ended up in no-shows.
- A typical employer can save about $11,000/year for every person who works remotely half of the time “ and individually”Employees can save between $2,500 and $4,000 a year (working remotely half the time) and even more if they are able to move to a less expensive area and work remotely full time.” — Workplace Analytics estimates
- 80% of experts who were polled believe that social distancing in the workplace will last only 12 to 18 months, at most, before workplace behaviors will resume as we once knew it. This will revert even sooner if a vaccine becomes available.

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Space Utilization & Metrics — 7
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Wendy Rogers, Cushman & Wakefield, MN, USA
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Adriana Konjani, Shell, United Kingdom
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Carrie Cary, DocuSign, WA, USA
Chris Tran, Oracle, WA, USA
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Kirsten Andrews, Ngai Tahu Property, New Zealand

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Sumit, Smarten Spaces, India
Pankaj Bhaisada, Cushman and Wakefield, India
Srividya Baloji, Cognizant, India

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Chris Kerr, Savills, United Kingdom
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Matt Biglam, GSK, United Kingdom

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Wendy McEwan, Knight Frank, Singapore
Sheridan Perkins, Standard Chartered Bank, Singapore
Sunil Gupta, Cognizant, Philippines
Rishi Patel, Savills, India
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Rajat Bhattacharjee, Turner & Townsend, India

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Team Lead: Sesha Sai T V, Savills India, India
Team Members:
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Setty Vamsidhar Rao, The Senator Group, India
Shraddha Mopili, Schneider Electric, India
Khaldoun Arabiyat, Unilever Gulf FZE, United Arab Emirates
Viktor Csedrik, Nestle, United Arab Emirates
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Team Lead: Tom Helliswell, tp bennett, United Kingdom
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Meghan Doyle, Open Society Foundations, United Kingdom
Tahera Hammond, Ninety One, United Kingdom
Weronika Holt, CBRE, United Kingdom

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<thead>
<tr>
<th>Chapter</th>
<th>Team Lead</th>
<th>Team Members</th>
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<tbody>
<tr>
<td>Space Utilization &amp; Metrics – 28</td>
<td>Team Lead: Heather Leachman-Beck</td>
<td>Hyphn, OR, USA</td>
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<td>Team Members:</td>
<td>David Keith, CRB, CA, USA</td>
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<td>Frank Sherwood, CBRE, MN, USA</td>
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<td>Guy Geier, FXCollaborative Architects, NY, USA</td>
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<td>James Stafford, CAPTRUST, NC, USA</td>
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<td>Iramis Luz Audet, Perkins Eastman, MA, USA</td>
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<td>Space Utilization &amp; Metrics – 29</td>
<td>Team Co-Leads:</td>
<td>Karen Davenport, KTD Strategy, TX, USA</td>
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<td>Kari Smith, Herman Miller, MN, USA</td>
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<td>Team Members:</td>
<td>Jeanie Kirkpatrick Kuypers, Cambia Health Solutions, OR, USA</td>
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<td>Josh Bradshaw, Visa, CA, USA</td>
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<td>Kelsey LaPlogia, JLL, GA, USA</td>
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<td>Klarisa Will, The Boeing Company, AZ, USA</td>
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<td>Marissa Hinderks, CBRE, AZ, USA</td>
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<td>Maschera Usrey, Cresa, TX, USA</td>
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<td>Space Utilization &amp; Metrics – 30</td>
<td>Team Lead: Terry Moore, DLR Group</td>
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<td>Maureen Walker, McDermott International, TX, USA</td>
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<td>Melissa Maciorowski, Enterprise Holdings, MO, USA</td>
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<td>Rebecca Wanders, SmithGroup, CA, USA</td>
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<td>Ted Shannon, CUBE 3 Studio, MA, USA</td>
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<td>Nyles Scott, OpenSquare, WA, USA</td>
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<td>Michelle Brown, Comfy, CA, USA</td>
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<td>Team Lead: Stephen Mancuso, Philips</td>
<td>MA, USA</td>
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<td>Loreto Carvallo, Pfizer, Chile</td>
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<td>Brayam Garcia, Western Union, Costa Rica</td>
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<td>Jim Curcio, Hewlett Packard Enterprise, CA, USA</td>
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<td>Michelle Paul, Cummings Properties, MA, USA</td>
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<td>Luiz Gustavo Barbosa de Campos, RP Estudio, Brazil</td>
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<td>Fernando Acedio David, Realtycorp Consultoria Imobiliaria, Brazil</td>
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<td>Tim Baxter, Teknion, Canada</td>
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<td>Haroldo Covarrubias, Colliers, Mexico</td>
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<td>Space Utilization and Metrics – Mid Atlantic</td>
<td>Team Lead: Katy Redmond, JLL, D.C.,</td>
<td>USA</td>
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<td>Team Members:</td>
<td>Elizabeth G. Peterson, Stantec, D.C., USA</td>
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<td>Suzanne Wharton-Lake, World Bank, D.C., USA</td>
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<td>Shaun Hill, Nuvolo, NJ, USA</td>
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<td>Ramznah Khan, SKB Architecture &amp; Design, D.C., USA</td>
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<td>Dorice Tenk, World Bank, D.C., USA</td>
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<td>Eli Attel, CORT Business Services, VA, USA</td>
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<td>Jason Reel, TROWePrice Business Services, MD, USA</td>
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<td>Space Utilization and Metrics – Hong Kong</td>
<td>Team Lead: Emily Gray, CBRE, Hong</td>
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<td>Team Members:</td>
<td>David Chang, HSBC, Hong Kong</td>
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<td>Aurelie Pillot, M Moser Associates Ltd, Hong Kong</td>
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<td>Caroline Court, Ericsson, Hong Kong</td>
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<td>Chelsea Perino, The Executive Centre, Hong Kong</td>
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<td>Shelley Baland, Standard Chartered Bank, Hong Kong</td>
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<td>Jennifer Lai, Arcadis, Hong Kong</td>
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<td>Space Utilization and Metrics – Houston</td>
<td>Team Lead: Mark Gibbons, Shepley</td>
<td>Bulfinch, TX, USA</td>
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<td>Larry Lander, PDR, TX, USA</td>
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<td>Louis Rosenthal, JLL, TX, USA</td>
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<td>Keith Richards, University of Houston, TX, USA</td>
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<td>Jimmy Greene, BP, TX, USA</td>
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<td>Maria Perez, Gensler, TX, USA</td>
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<td>Beth Ann Siegel, Corgon, TX, USA</td>
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<td>Roxanne Ellis, Quality Cable, TX, USA</td>
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<td>Anya Marmuscuc, JLL, TX, USA</td>
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<td>Eberhard Laepple, HOK, TX, USA</td>
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<td>Space Utilization and Metrics – New England</td>
<td>Team Lead: Denise Pied, STV DPM,</td>
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<td>Chapter</td>
<td>MA, USA</td>
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<td>Erin Barcelos, Thermo Fisher, MA, USA</td>
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<td>Gretchen Barron, Massachusetts Medical Society, MA, USA</td>
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<td>Brighte Beltran, Saltmine, MA, USA</td>
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<td>Karen Bretagne, Blackrock, MA, USA</td>
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<td>Frank Cantwell, William B Meyer, MA, USA</td>
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<td>Bethany Davis, BCG, MA, USA</td>
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<td>Ann-Marie DiGregorio, National Grid, MA, USA</td>
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<td>Kristin Enright, Thermo Fisher, MA, USA</td>
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<td>Kim Giles, MovePlan Group, MA, USA</td>
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<td>Michael Gresty, FM Systems, MA, USA</td>
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<td>Stephen Mancuso, Philips, MA, USA</td>
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<td>Janet Morra, Margulies Perruzzi Architects, MA, USA</td>
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<td>Susan Ossman, Endurance, MA, USA</td>
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<td>Melodee Wagen, Workplace Strategies, MA, USA</td>
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<td>Cindy Grosse, PwC, MA, USA</td>
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<td>Gable Clark, SGA, MA, USA</td>
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<tr>
<td>Space Utilization and Metrics – Philippines</td>
<td>Team Lead: Jose Alberto Baldonado,</td>
<td>Visa, Philippines</td>
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<td>Joey Radovan, Santos Knight Frank, Philippines</td>
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<td>Victor Maningo, Haworth, Philippines</td>
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<td>Rita Kash, KMC Savills, Philippines</td>
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</table>

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