



HIGH-PERFORMANCE
BUILDINGS AND THE

Evolution of the Workplace

Insights for a People-First Approach

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Photograph by Eric Laignel; Huntsman Architectural Group (Uber Global Headquarters Mission Bay)

Welcome

About This Paper

This paper utilizes findings from a perception survey to offer clarity on what decisions around changes to the workplace experience will most positively impact employee productivity, retention, and well-being, equipping real estate and workplace professionals with guidance on where to focus investments on employee experience.

About Stok

Stok is reimagining the built environment. Founded in 2008, we provide sustainability consulting, energy and performance engineering, and real estate and workplace solutions. We work across sectors to balance financial performance with environmental goals, resulting in high-performance buildings and exceptional human environments. Leveraging interdisciplinary expertise and knowledge from involvement on 1,000+ projects, we provide clients with strategy, management, and technical support through all phases of the project lifecycle—all under one roof.

Stok serves six of the Forbes top 10 Most Valuable Brands, is a Certified B Corp, and is an ILFI Just organization. We service projects worldwide from offices in San Francisco, San Diego, and Denver.

Contact Stok for help in evolving your workplace:
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1. Executive Summary

In 2018, Stok issued a report on the financial case for high-performance buildings demonstrating the positive impact that high-performance buildings can have on the individuals who occupy them. Today, in exploring the future of work, remote work trends and their impact on the role of the built environment are still being defined. There is still a need for high-performance buildings, however their place in and effect on the workplace experience, and where to focus efforts, remains ambiguous.

Continuing to build upon the metrics of employee productivity, retention, and well-being, this piece provides an update to Stok's last report in consideration for the evolving role of the workplace and its impact on the employee experience and ultimately the organization's bottom line.

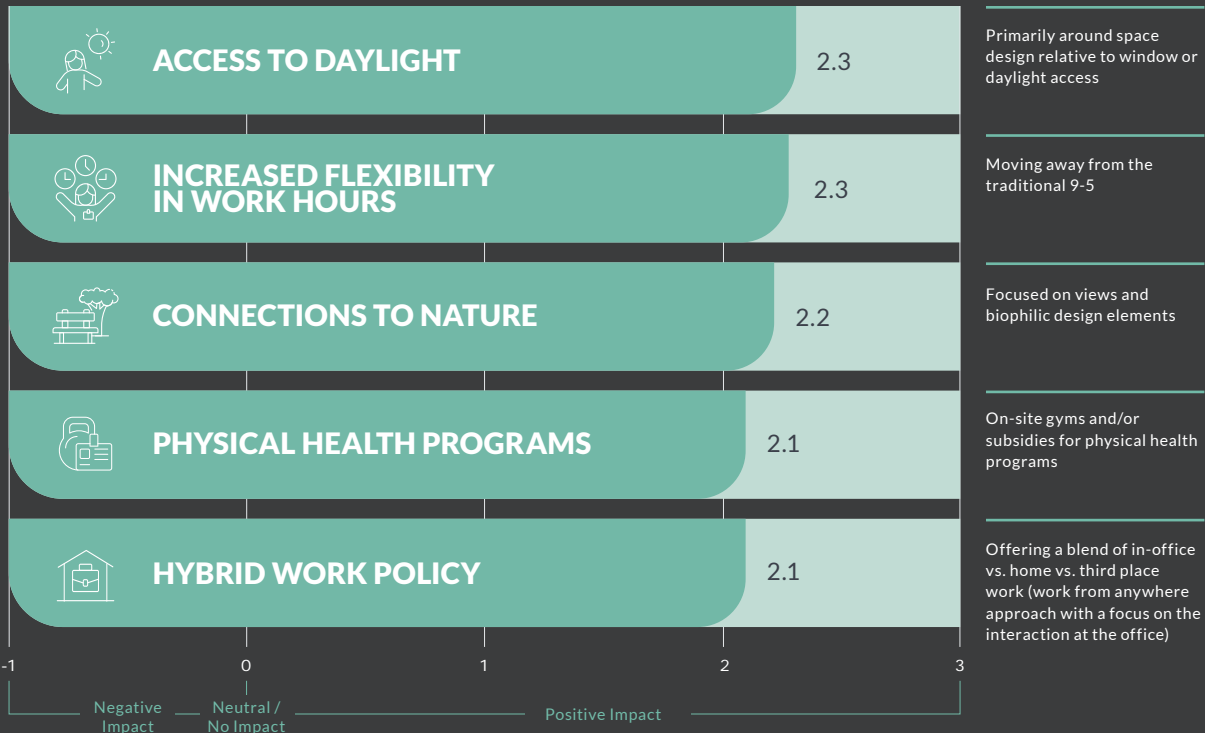
While there are many shared best practices around the design, operations, and policies that define a workplace experience, Adam Grant, Organizational Psychologist at Wharton and #1 New York Times bestselling author, reminds us that "many of

our best practices were built for a world that does not exist anymore...instead of sticking to our old best practices, we need to be constantly searching for better practices."

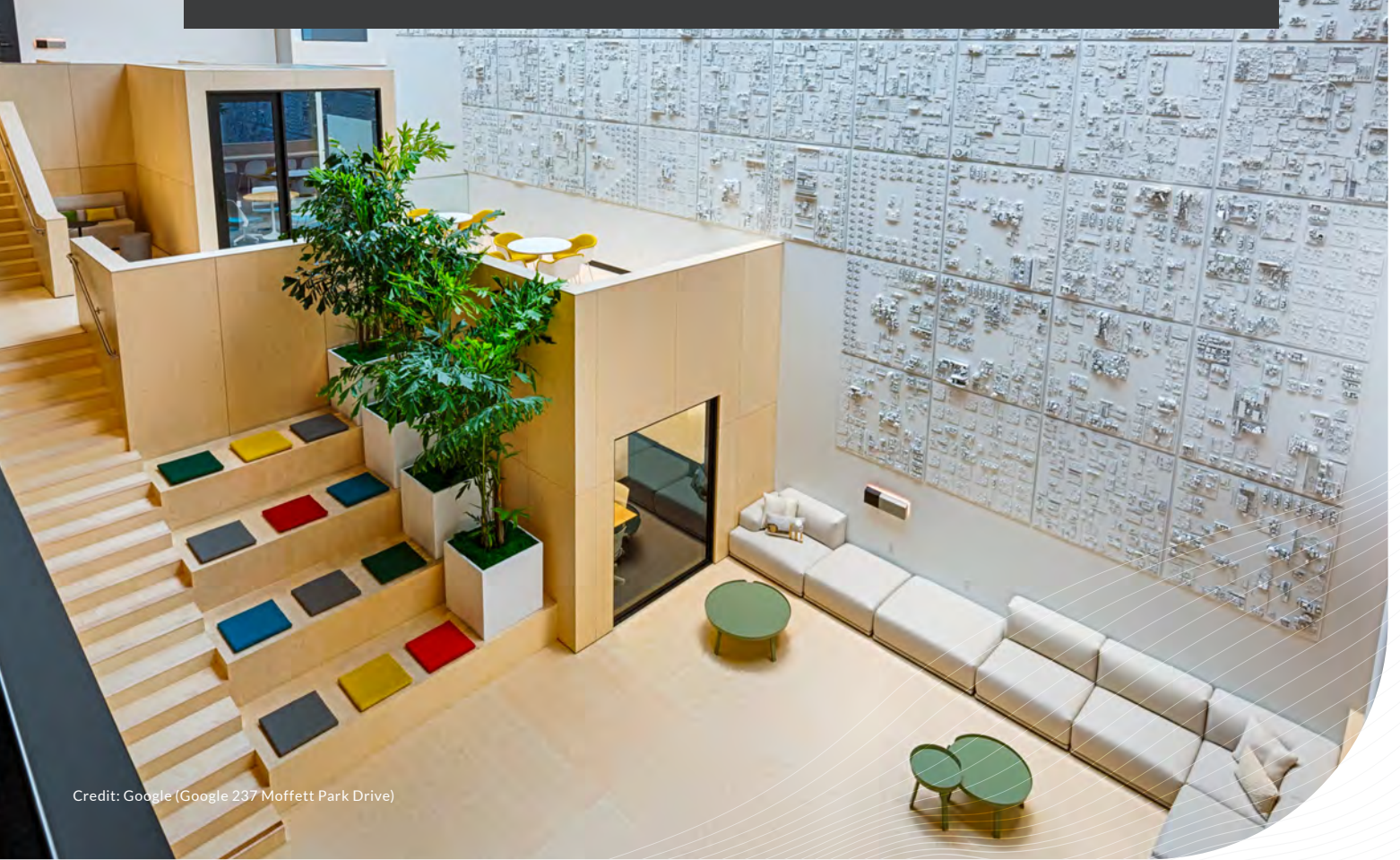
In an effort to demystify some of the noise around the next era of the workplace experience and the role of the built environment, Stok reached out to a select group of industry professionals. The goal was to gather insights and feedback on evolving aspects of the workplace experience and their perceived effect on three key occupant impact areas: **employee productivity, retention, and well-being**. The survey results highlighted five aspects of the employee experience that respondents indicated have the most positive impact on these three key occupant impact areas.

This paper provides clarity around what investments should be made in the existing physical workplace, and perhaps more importantly: in this changing paradigm of work, which investments will drive the largest positive impact on employee productivity, retention, and well-being.

Five aspects of the employee experience with the most positive impact:



Responses to the survey were weighted across the three metrics of productivity, retention, and well-being, and resulting scores are provided on a 3-point scale, with 2.32 (for daylight) as the highest scoring aspect. Full methodology and scoring calculation outlined in Appendix.



Credit: Google (Google 237 Moffett Park Drive)

2. Introduction

The Financial Case for High-Performance Buildings, a report published by Stok in 2018, focused on the correlation between well-designed, high-performance spaces and the productivity, retention, and well-being of people within the space, particularly office workers.

By applying financial impact calculations to findings from over 60 robust research studies on the effect of high-performance buildings in three key occupant impact areas (productivity, retention, and well-being), the report found that by focusing design elements on the needs of the occupants, owner-occupiers and tenants could gain \$3,395 per employee or \$18.56 per square foot in annual profit.

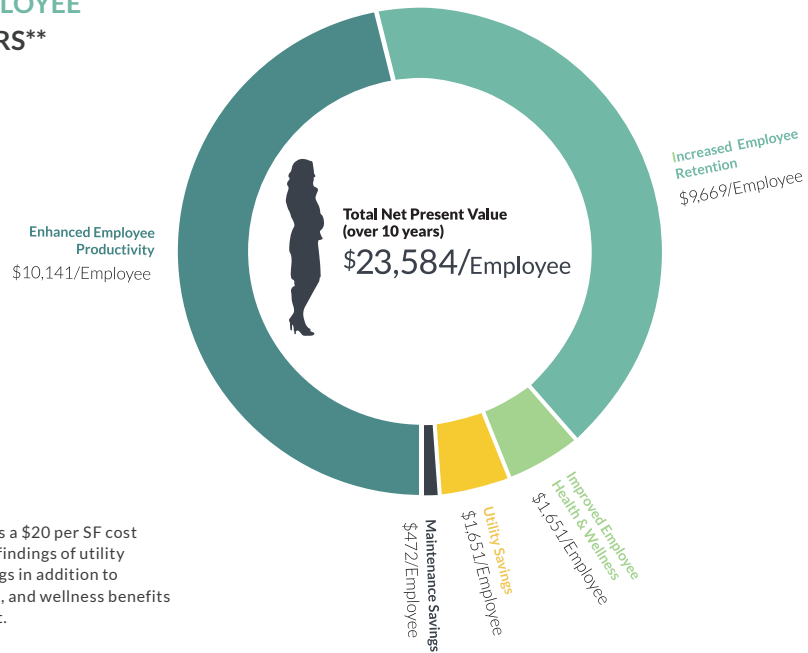
This is a Net Present Value (NPV) of \$21,172 per employee or \$115 per square foot over ten years (assuming a conservative

\$20 per square foot cost premium for high-performance design).¹ Essentially, this demonstrated that a human-centered design approach is one of the most important considerations when creating a high-performance building and the resulting financial gains via the employee experience are significant.

With a global pandemic changing the way people live, work, and interact with others, many have shifted to some level of a remote working arrangement.

Today, the purpose of office real estate and how it functions is being redefined. As workplaces (and even work itself) are reimagined, corporate real estate professionals and building owners alike are challenged with where to focus their efforts as they look to enhance the employee experience and optimize the value of office real estate.

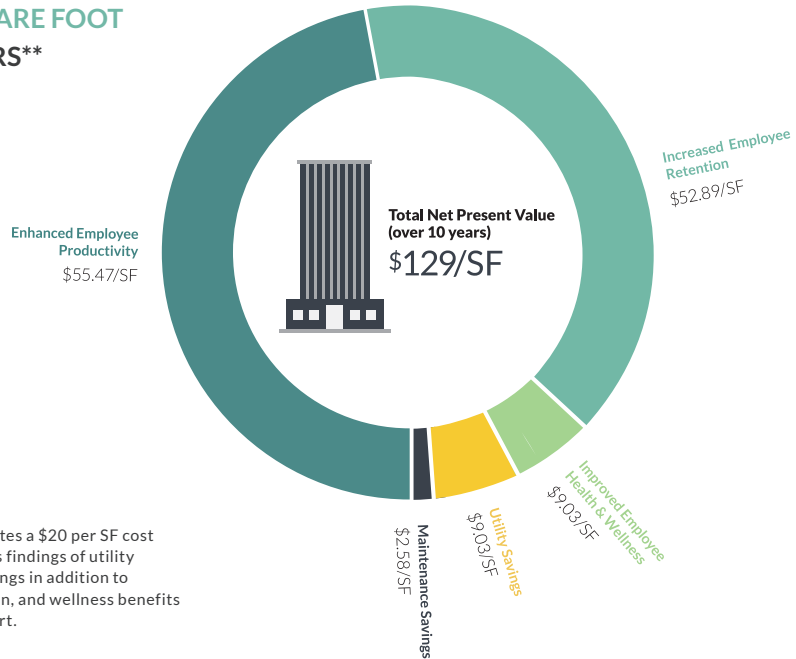
NPV PER EMPLOYEE OVER 10 YEARS**



**Analysis demonstrates a \$20 per SF cost premium and includes findings of utility and maintenance savings in addition to productivity, retention, and wellness benefits discussed in this report.

The Financial Case for High-Performance Buildings. Stok. (2018)

NPV PER SQUARE FOOT OVER 10 YEARS**



**Analysis demonstrates a \$20 per SF cost premium and includes findings of utility and maintenance savings in addition to productivity, retention, and wellness benefits discussed in this report.

The Financial Case for High-Performance Buildings. Stok. (2018)

3. Context: Why Reimagine Work?

Data on the current job market continues to tell the story that employees are also, in fact, consumers and with that comes a significant amount of influence. Even with a potential economic downturn, employees today still demand that their employers prioritize similar values to their own and their engagement is dependent upon a sense of pride they feel when they come to work. Employees demand respect for their time and a certain

level of autonomy when choosing how to accomplish their work. A recent study from Future Forum found that out of over 10,000 respondents, 80% of knowledge-based workers want flexibility in where they work, and even more notably, 94% want flexibility in *when* they work.² Organizations that do not provide this type of flexibility and support will see some employees flex their power of choice to find employers that better meet these needs or enter the growing freelance market.

COST OF SEPARATION



Adding to this complexity around workplace strategy, organizations today are faced with a number of key decisions beyond the employee experience. Decisions regarding real estate, supply chain, and market reputation, among others, are important considerations that impact an organization's triple bottom line (people, planet, profit) and ESG (environmental, social, governance) performance. There is no one simple strategy that works for every organization, especially given that the culture of each organization is unique and should be carefully considered with any decision. When people go into the office today, it is less about safety and security from disease, but more focused on the other aspects of the human experience that were provided at home—the flexibility to walk the dog at lunch or pick up the kids at school.

B. Sanborn, Principal and Design Research Leader at DLR Group, explains:

“ We need to stop asking ‘How do I entice employees into the office?’ We need to consider what we are not offering our employees in an office environment that they now need. On the flip side, we need to ask ourselves what the office is providing that isn't needed anymore.”



Today, it is even more evident that the culture of an organization can no longer be exclusively dependent upon the physical workplace and as professionals explore the impact of decisions on the culture of an organization, ensuring alignment with DEI (diversity, equity, inclusion) goals is an essential part of the equation.

Jessica Simpson, Executive Director, Human Resources at Amgen, discusses Amgen's decision to be a remote-first organization. She explains that data on employee satisfaction indicated an interest in a remote-first approach, and the location of its headquarters along with a higher-than-average

cost of living further supported the decision to move to this work model. In addition to attracting and retaining key talent with a broader footprint, reduced real estate and operational expenses, while not a key driver, also supported the decision.

Findings from this perception survey, together with Stok's experience supporting a variety of organizations on their journey, show that each organization has the opportunity to create a unique and effective approach to the next era of work, integrating decisions around real estate, environmental impact, and employee experience to foster the success of their own organization and its positive impact on the future for all.

4. Methodology

With the goal of taking a clear and data-informed approach to the future of work, Stok created a question set around various factors in the design, operations, programs, and policies of the workplace experience to explore what effect, if any, these aspects would have on the three key occupant impact areas of employee productivity, retention, and well-being. While there are a number of ways to define these terms, here is one way to interpret them:

WELL-BEING



Well-being is defined as the state of being happy, healthy, and successful. While the structure of well-being can be broken down in a number of different ways, the key for any organization is to find the components that best address the needs of the individuals and organization as a whole. It is important to remember that how each person prioritizes aspects of their well-being is unique to them. It is not expected that an organization curate a specific well-being program for each individual. Instead, well-being as a strategic initiative should be focused on offering options to allow each individual to create an experience that supports their own unique needs. In Stok's survey, well-being was inclusive of physical and mental health.

Why include operations, programs, and policies in this exploration? A company's programs and policies must be aligned with its built environment to be effective, and operations is where these programs and policies come into play. For example, if an office has state-of-the-art on-site amenities but employees are so overloaded with work that they don't have time to use them, they won't have the intended positive impact on employee well-being. The survey therefore took a holistic view at potential factors in an evolved concept of workplace experience.

PRODUCTIVITY



At a high level, productivity is evaluated in terms of the output of a distinct product or service by an employee over a defined period of time. If specific tasks or products are not available for measurement, one comprehensive way to measure productivity of knowledge-based workers is through self reporting. Across different roles within an organization, asking how well an individual feels that their experience enables them to be productive can be a great way to not only set a baseline metric for evaluation, but also a continuous metric to understand progress. Additional metrics that can provide supplemental quantitative data may include speed to market on products or services as well as sales revenue achievements.

RETENTION

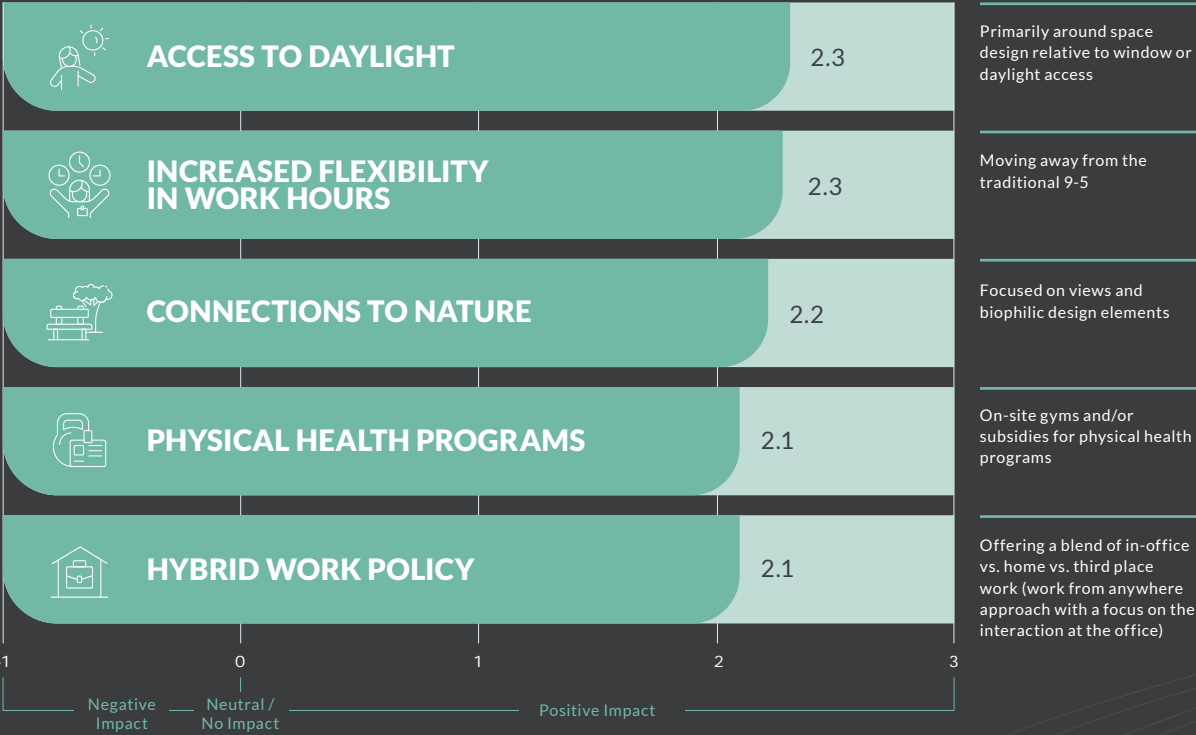


Employee retention is the ability for an organization to retain employees and reduce turnover of talent. Often measured within human resources and recruitment, this metric is commonly aligned with attraction of talent and specific metrics are generally provided in turnover percentages. The impact on the organization from a financial perspective also considers time to hire, time to train, and resources to replace and onboard talent.

Stok focused the survey on a select group of industry professionals with roles in corporate real estate, human resources, facilities, strategic consulting, architecture, and design. The data was analyzed to understand what professionals believe is most important when examining potential investments in the employee experience through workplace design, operations, and policies.

5. Findings and Analysis

With this research, Stok’s analysis found that out of over 30 options, the aspects perceived to have the most positive impact on employee productivity, retention, and well-being are:

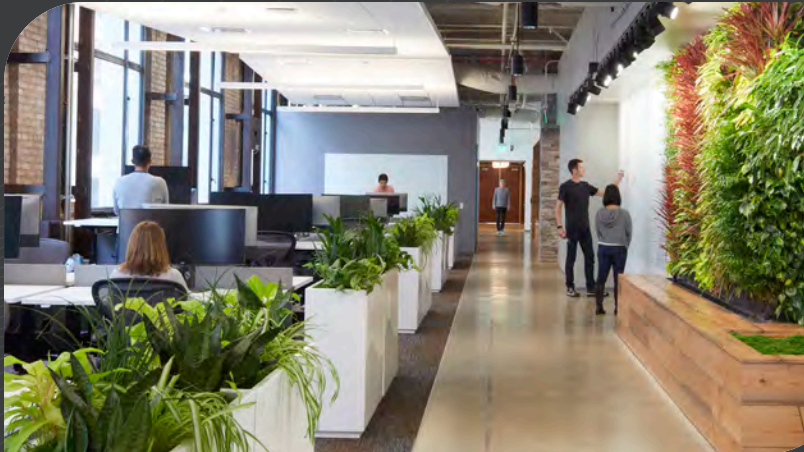


Responses to the survey were weighted across the three metrics of productivity, retention, and well-being, and resulting scores are provided on a 3-point scale, with 2.32 (for daylight) as the highest scoring aspect. Full methodology and scoring calculation outlined in Appendix.

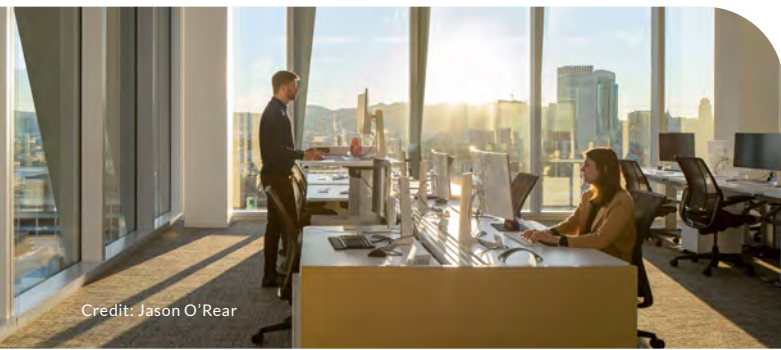
These findings provide insights into how corporate and commercial real estate professionals can best contribute to a positive employee experience, and thus a stronger bottom line: namely, by supporting well-being and providing flexibility.

Organizations overall can benefit from these insights as they explore ways to improve employee engagement, specifically related to productivity, retention, and well-being.

It is not simply about the physical space itself, rather how the design of the built environment aligns with a people-first approach to programs and policies to create a culture of inclusivity, flexibility, and well-being for all.



5.1 Support Well-Being



Credit: Jason O'Rear

ACCESS TO DAYLIGHT AND CONNECTIONS TO NATURE

A number of studies from environmental psychology researchers have proven that the availability of and access to daylight can have a positive impact on occupant health and performance outcomes.³ Beyond positive individual health outcomes, research has shown for decades that “companies moving their workers into buildings designed to prioritize daylight reported lower absenteeism, increased productivity, and fewer mistakes.”⁴

In addition to natural light, the windows within the built environment may also offer views of natural elements (trees, foliage, plants) and a connection to nature, which has also been proven to minimize the negative impacts of job stress and intention to quit, as well as support general well-being.⁵

These design components around access to daylight and connections to nature are also foundational aspects for building rating systems such as LEED, WELL, Living Building Challenge, and Fitwel. While it would be ideal to provide all building occupants with majestic views and natural vistas, that is not a feasible option for many existing structures. Biophilic design elements can have a similar positive impact and can be incorporated using plants, imagery, or even a pedestrian path that winds throughout the space mimicking a natural river. These types of thoughtful design elements are often easier to incorporate and go a long way in supporting employee well-being.

PHYSICAL HEALTH PROGRAMS

The benefits of physical health programs can be achieved in a variety of ways. Looking at on-site fitness centers from a design perspective can support well-being, though this generally comes at a greater cost. Program-based alternatives such as reimbursements for memberships to local fitness programs can be easier to implement, especially for a more distributed workforce. Ideally, it starts with understanding the types of programs employees want and working to equitably accommodate them. Even team building activities around physical health can be a great way to support well-being and further develop connections throughout the organization.

While some of these top-rated aspects of the employee experience primarily fall within building design, there are still others in this list that are provided through programs and policies. It is important to recognize that while design elements, programs, and policies may be considered to be disparate components to the employee experience, more often than not, these aspects overlap and must be aligned to achieve the optimal outcome.

Specific to on-site amenities (such as a gym), one respondent indicated that while some on-site amenities can be very beneficial to the health and well-being of occupants, ensuring workloads are reasonable enough that employees actually have time to utilize the benefit is equally important.

Managing workloads and encouraging a work-life balance is a critical consideration. A hybrid work policy and increased flexibility in work hours were aspects of the employee experience that industry professionals who took part in Stok's survey consistently found to have a positive impact on productivity, retention, and well-being. While listed as two different aspects to the employee experience, they are both built on the idea of flexibility.



5.2 Provide Flexibility



INCREASED FLEXIBILITY IN WORK HOURS AND A HYBRID WORK POLICY

More aligned with an organizations' programs and policies, flexibility has continuously been identified as a fundamental component to a successful and supportive employee experience—for many, it is the most-desired amenity or benefit their company can offer. Aligned with the fundamental human need of autonomy, flexibility supports an individual's desire to have control over their experience.

In support of this sense of autonomy, organizations need to ensure that leaders and managers are provided the necessary skills and training to effectively manage a remote or geographically dispersed team. It requires a trusting relationship between managers and their direct reports and metrics of evaluation beyond time at a desk.

When exploring a hybrid model at DLR group, B. Sanborn, Principal and Design Research Leader suggested that a hybrid model is more than just a pre-set ratio of days in the office and days at home. They explained that a successful workplace strategy needs to provide experiences within the office that are not well supported when working from home and interacting in a virtual environment. They cautioned however,

that people need to recognize the time it takes to move from one setting to the next and build a buffer into the workday to support the physical presence.

Not only do industry leaders believe that programs that support increased flexibility in work hours and a hybrid work policy will have a positive impact on the employee experience, arguably more importantly, employees have indicated this is a crucial part of a positive employee experience and a large factor in the decision to stay with a current employer.

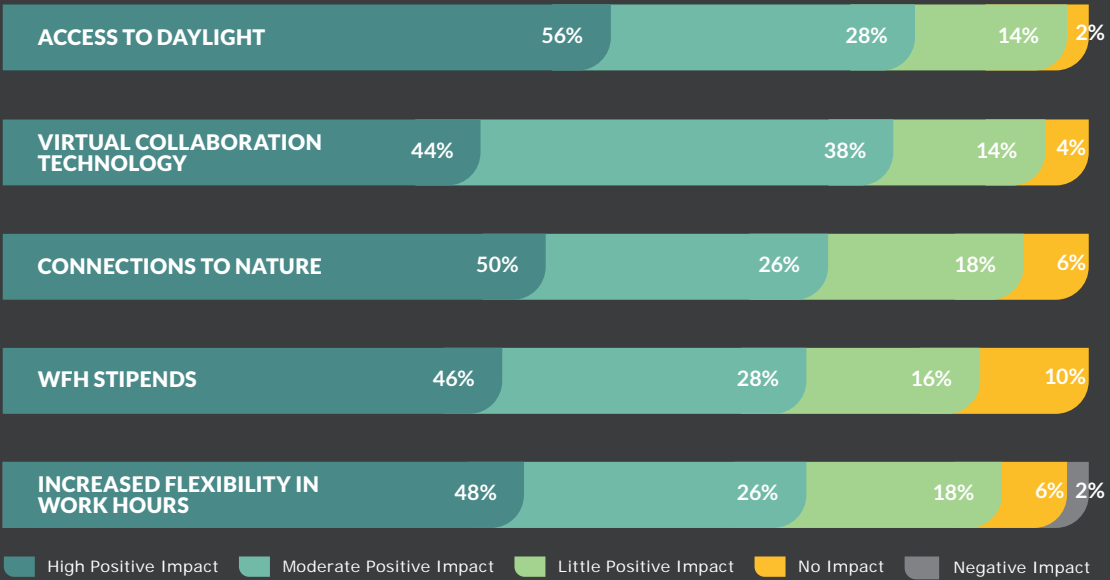
Beyond the impact on employee productivity, retention, and well-being, the same study found that “the desire for flexibility remains strongest among under-represented groups.”⁶ Despite the desire for flexibility in under-represented groups, evidence has shown that “people in the United States who are younger, more educated, or have higher incomes tend to have more options for working remotely.”⁷ As more leaders within organizations are focused on DEI goals, this is a notable component to be considered when looking at future decisions around the workplace experience, programs, and policies.

5.3 A Breakdown Across Productivity, Retention, and Well-Being

While the initial findings analysis focused on weighted scores across the aspects of productivity, retention, and well-being, it is essential to also consider the breakdown and some of the differences in impactful aspects across the three key occupant impact areas.



PRODUCTIVITY

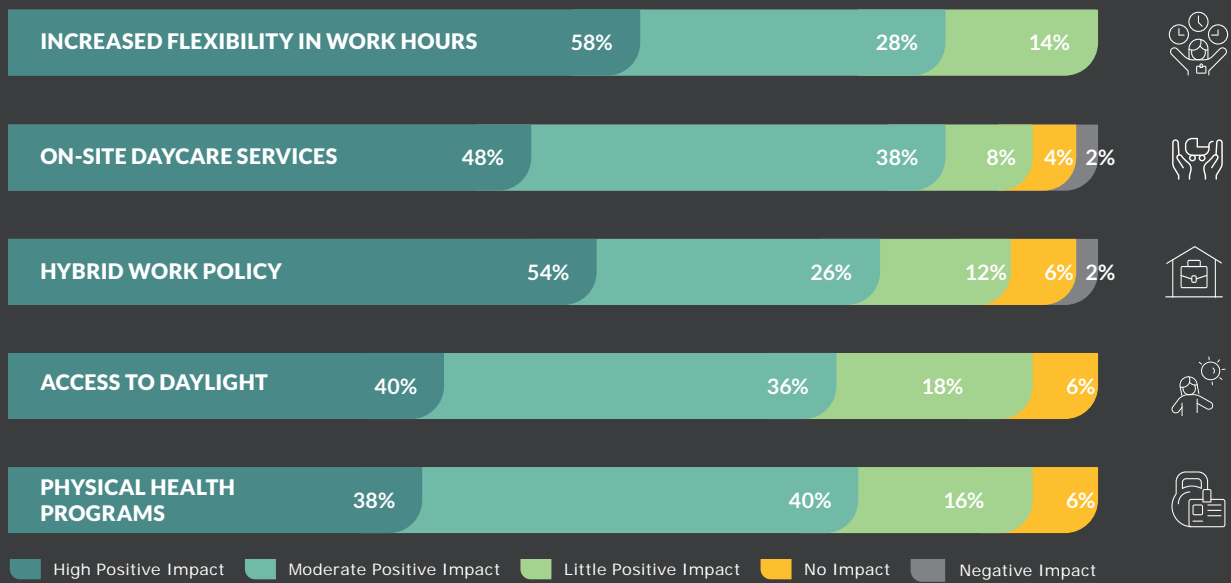


Access to Daylight and Connections to Nature came in the top five for both impact on productivity as well as impact on well-being. That said, the other top factors that professionals felt would have a positive impact specifically on productivity were Improved Virtual Collaboration Technology, Stipends for Improved At-Home Work Environment (WFH Stipends), and Increased Flexibility in Work Hours. Not surprising, these three factors all align with a desire for autonomy and support

for individuals to accomplish work in a way that works best for them. Technology and workplace set up (accomplished through WFH Stipends) are important considerations in a hybrid model and need to be integrated with the technology within the office as well as the policies supporting the hybrid work model.



RETENTION

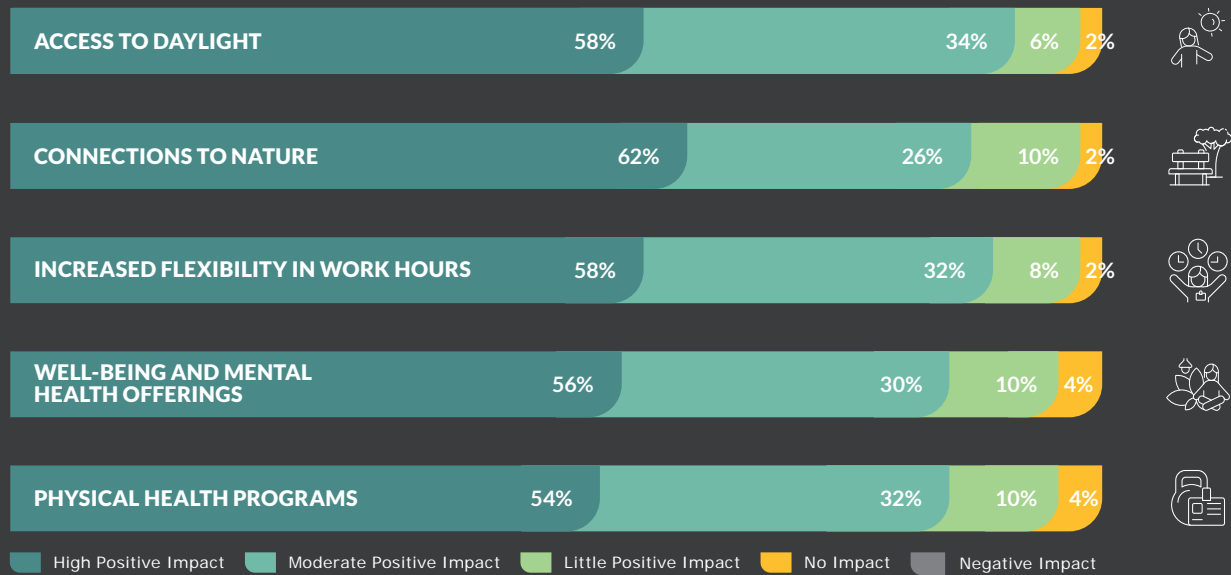


Access to Daylight came in the top five for retention, as did a **Hybrid Work Policy** and **Increased Flexibility in Work Hours**, again highlighting the theme of flexibility as a top amenity. The most notable aspect that professionals felt would positively impact retention was the presence of **On-Site Daycare Services**. Given the significant challenges created by the pandemic specific to those with children, having ongoing support for childcare can have a sizable

impact on both attracting and retaining key talent. And while having a company run daycare on-site might not be feasible for some organizations, there are options to outsource, supplement, and partner with nationwide, reputable vendors that provide daycare services. This shows a commitment not only to individual employees' needs, but also respect for their families and responsibilities outside of work.



WELL-BEING



Noting that the structure of well-being is open to various interpretations, professionals and research align on the importance of **Access to Daylight** and **Connections to Nature**, which landed in the top five for positive impact on well-being. Aligning with these aspects, having **Well-Being and Mental Health Offerings** as well as **Physical Health Programs** is

important when focusing on overall employee well-being. And again, there is a need for **Increased Flexibility in Work Hours** to have time to appreciate these benefits provided through the built environment and thoughtful programs and policies.

5.4 The Bottom Five: Where to Save

The aspects that scored at the bottom of the weighted scale, indicating that there was minimal positive impact—or even negative impact—on productivity, retention, and well-being, were:

- Increased Cleaning Frequency
- Emergency Preparedness Programs
- Touchless Technology
- Antimicrobial Surface Treatments
- Hoteling in Offices

Of the bottom five aspects, several were buzzworthy during the early days of the COVID-19 pandemic as facilities focused on reducing transmission risk. Survey results show conclusively that these interventions are now perceived to have limited value.

As air quality is an important component to occupant health and productivity, it is important to consider the impact of some of these lower-performing aspects on the indoor air quality (IAQ) within a space. Specifically, Antimicrobial Surface Treatments and Increased Cleaning Frequency, while providing comfort to some users of the space, may negatively impact air quality within the space. And while they may make some impact on the spread of disease, the airborne nature of COVID-19 and future variants are better controlled with investments in the filtration within HVAC systems rather than cleaning materials, surface treatments, and touchless technology that only minimize the spread of disease via physical touch.

In reviewing the final two aspects that scored in the bottom five, Emergency Preparedness Programs and Hoteling in Offices, Stok did not receive a substantial amount of qualitative feedback from respondents on these specific questions and are therefore left to some level of speculation regarding their lower scores. For example, emergency preparedness, while a staple component for a majority of organizations, perhaps scored lower in this survey due to prioritization. Many organizations already have these



measures in place, and spending time and resources to enhance these programs likely does not have a large direct impact on employee experience.

Perspectives on hoteling, on the other hand, may be more about how a hoteling experience is implemented within a workplace program and the ever-present concerns of occupants around shared space and lack of ownership within the workplace. As real estate professionals explore utilization of space and the ultimate need to share physical resources, the structure of hoteling needs to be carefully considered.

As the physical space can support a number of different activities, many individuals seek the physical workplace to support aspects of their experience that are not well supported at home. For example, Leesman data on the hybrid experience suggests that aspects such as informal social interactions with colleagues are not well supported in a fully remote working arrangement.¹⁰ Therefore, if people are hoping to achieve these experiences in the physical workplace, having team areas, neighborhoods, or some level of community space within the workspace will be essential to supporting these needs. Traditional and perhaps outdated forms of hoteling, that simply provide an array of desks available for anyone to reserve, often leave individuals searching for connections amongst a sea of matching desks, leaving them without variety and without the connections to others they crave.



6. Limitations

When exploring these various options that impact the employee experience, it is important to note that this is one perspective to the overall impact an organization can have on their employees and the world around them. For a more comprehensive perspective on the triple bottom line and an organization's performance towards ESG goals, a company must first align on their goals, understand the methods of measurement and metrics to evaluate progress, and then set

a plan of action. When focused on the employee experience, it ultimately comes down to understanding the needs of your employees and working towards meeting those needs. Nicole La, Principal and EVP at TEECOM summarizes:

“ When you take care of your employees, your employees take care of your clients.”



Credit: Chad Davies (DPR Construction Sacramento Office)

7. Conclusion

How we work is not and should not be what it once was—and nor should an organization's workplace strategy. Now is the time to reimagine work. There are endless options to pick from when it comes to designing the next era of workplace. How can commercial real estate professionals prioritize those factors that will have the greatest positive impact on their organization?

Dr. Angela Loder, Vice President, Research at the International WELL Building Institute, shares:

“ The future of work is a journey, not an end point. The current hybrid work situation is an opportunity to gain insight into not only what has been previously absent from organizational decisions, but also which decisions have massive impacts on the performance and sustainability of an organization.

Where do employees work best? What type of work is best supported where? Where do employees feel their best? What lessons can we learn that enable us to reimagine a workplace that allows

employees to thrive and perform at their best? Understanding these internal and external drivers, such as ESG reporting pressures and equity drivers, will help organizations be better prepared to attract and retain key talent and support the mission guiding the organization.”

By centering people in the decision-making process and considering impacts to productivity, retention, and well-being, five key aspects rise to the top: **Access to Daylight, Increased Flexibility in Work Hours, Connections to Nature, Physical Health Programs, and a Hybrid Work Policy.** While there's no one-size-fits-all solution, initiatives like these that support well-being and provide flexibility can be highly effective in this new age of work and are likely here to stay. Integrating these aspects into an organization's real estate and workplace strategy, ESG goals, and financial planning is crucial for success. And it's not just about the experience employers create for their own employees, but also how companies hold their suppliers, vendors, and industry partners accountable for their actions. Everyone must do their part as the future of work evolves.

The question to ask is not “How can we get employees back to the office?,” but rather “What do our employees need that is not provided today, and how do we change that for the future?”

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9. Appendix

9.1 Survey Questions

The following questions were asked in Stok's perception survey.

Flexibility

1. To what extent will "remote-first" (makes working remotely the primary option for most employees) workplace policies positively impact productivity, retention, and health?
2. To what extent will "hybrid" (blends in-office and remote work options, which are typically determined by employees' choice) workplace policies impact productivity, retention, and health?
3. To what extent will "hub and spoke" (features a main office or "hub" and smaller satellite offices/workplaces or "spokes") workplace policies impact productivity, retention, and health?
4. To what extent will increased flexibility in work hours positively impact productivity, retention, and health?

Workplace Policies or Programs

5. To what extent will expanded workplace well-being and mental health offerings (ex. no meetings day, free counseling/therapy) positively impact productivity, retention, and health?
6. To what extent will more robust and flexible sick leave policies positively impact productivity, retention, and health?
7. To what extent will clear and frequent health and safety communication within offices positively impact productivity, retention, and health?
8. To what extent will enhanced workplace emergency preparedness plans/resources positively impact productivity, retention, and health?

Amenities

9. To what extent will on-site daycare services positively impact productivity, retention, and health?
10. To what extent will expanded employee physical health programs (ex. on-site gym/wellness room, gym stipend) impact productivity, retention, and health?

Work from Home Support

11. To what extent will implementing improved virtual collaboration technology positively impact productivity, retention, and health?
12. To what extent will providing stipends for improved at-home work environments (ex. connectivity stipends, ergonomic chairs, keyboards) and/or coworking memberships positively impact productivity, retention, and health?

Office Design

13. To what extent will adoption of healthy building certifications (ex. WELL, Fitwel) at offices positively impact productivity, retention, and health?
14. To what extent will standardization of healthy and sustainable building guidelines across entire real estate portfolios positively impact productivity, retention, and health?
15. To what extent will expanded hoteling in offices positively impact productivity, retention, and health?
16. To what extent will expanded spaces for meeting/collaboration in offices positively impact productivity, retention, and health?
17. To what extent will expanded spaces for spontaneous/informal socialization in offices positively impact productivity, retention, and health?
18. To what extent will expanded spaces for rest/recovery in offices (ex. nap pods, wellness rooms, mothers' rooms, roof deck/outdoor spaces) positively impact productivity, retention, and health?
19. To what extent will increased access to daylight in offices positively impact productivity, retention, and health?
20. To what extent will improved connections to nature within offices positively impact productivity, retention, and health?
21. To what extent will increased utilization of outdoor working environments positively impact productivity, retention, and health?

Indoor Air Quality

22. To what extent will indoor air disinfection measures (ex. UV, ionization, etc.) in offices positively impact productivity, retention, and health?
23. To what extent will improved indoor air filtration measures in offices positively impact productivity, retention, and health?
24. To what extent will increased outside air measures in offices positively impact productivity, retention, and health?
25. To what extent will enhanced indoor air quality monitoring in offices positively impact productivity, retention, and health?

Surfaces

26. To what extent will increased use of touchless technologies (ex. elevator controls) within offices positively impact productivity, retention, and health?
27. To what extent will increased use of antimicrobial surface treatments in offices positively impact productivity, retention, and health?
28. To what extent will increased cleaning frequency at offices positively impact productivity, retention, and health?

9.2 Survey Results Analysis

Respondents were asked to answer on a quantitative scale (using the example of increased flexibility in work hours), "To what extent will increased flexibility in work hours impact productivity, retention, and well-being (inclusive of physical and mental health)?" Respondents were also given the opportunity to provide qualitative feedback that allowed for an understanding of the thought process behind the answers and nuances that need to be addressed when exploring these various aspects of the employee experience.

Options were weighted regarding their positive or negative impact on employee productivity, retention, and well-being.

Quantitative scores were on a 5-point scale from Negative Impact to High Positive Impact. Responses were tallied and data was presented as a percentage of respondents that indicated a specific point on the scale. From there, the weighted average was calculated by assigning a value of "-1" for Negative Impact, "0" for No Impact, "1" for Little Positive Impact, "2" for Moderate Positive Impact, and "3" for High Positive Impact. The data was calculated to understand the impact on the specific aspects of productivity, retention, and well-being as well as the overall impact across these three key occupant impact areas.

