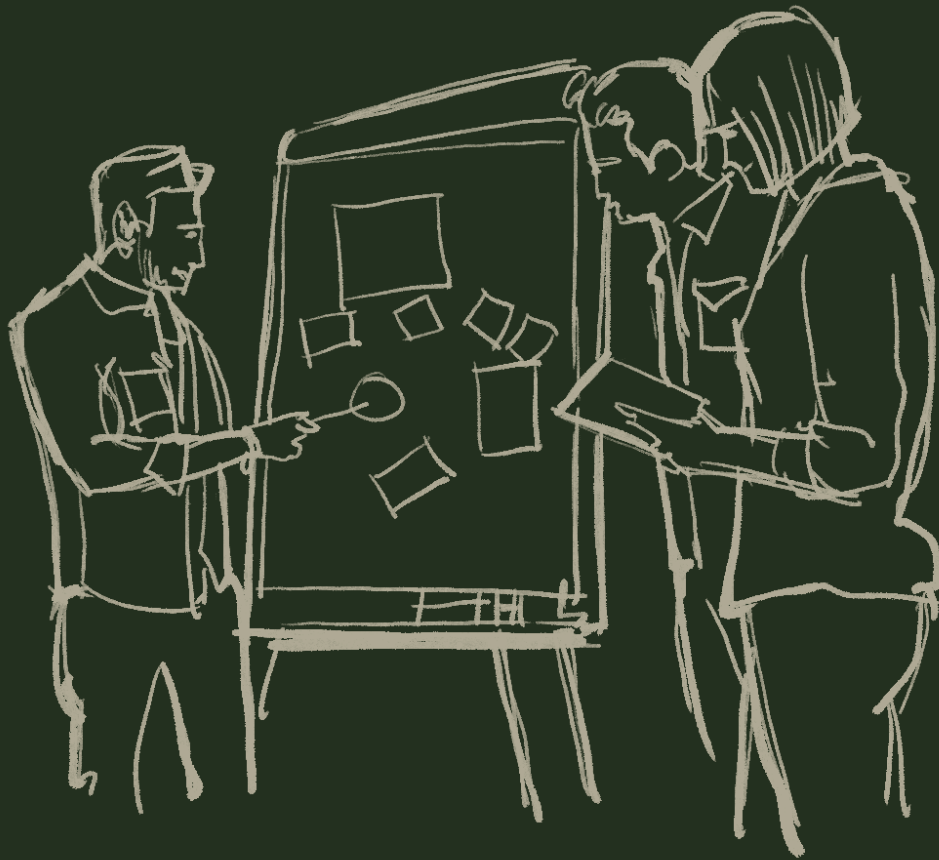


THE ADAPTIVE WORKPLACE

Insight Report

INSIGHTS FROM MIRVAC'S SIX-MONTH PILOT



WHERE WE CO-CREATE AND CURATE
EXTRAORDINARY PLACES AND EXPERIENCES



THE PILOT

OUR PLAN TO DESIGN WORKSPACES THAT EMPLOYEES WANT TO BE IN

In May 2022, Mirvac launched an Adaptive Workplace pilot¹ at its Sydney headquarters to better understand, test and learn how employees want to use the office and how we can deliver the most productive workspace in a hybrid working environment.



THE ADAPTIVE WORKPLACE

The Adaptive Workplace is a highly flexible, dynamic work environment that responds in real-time to the specific task, people, or team using it. It is embedded with a kit of parts and design components that allow it to oscillate between a variety of settings based on the changing needs of a workforce in the short-term and over time, capturing insights and data that allow it to constantly evolve.

Reimagine urban life

THE PURPOSE OF THE ADAPTIVE WORKPLACE

<h1>1</h1> <h3>INCLUSIVE</h3> <p>Creating an outstanding experience for everyone at work</p> <ul style="list-style-type: none">✔ Equal opportunity to participate and contribute whether physically or virtually present✔ Creating spaces to support all activity types and group sizes from large teams to focussed individuals✔ Developing a workplace that provides equality in accessibility and neurodiversity	<h1>2</h1> <h3>ASPIRATIONAL</h3> <p>Leading the way in modern workplace</p> <ul style="list-style-type: none">✔ Demonstrating innovation and leadership in workplace design✔ Creating a showcase for Mirvac customers✔ Promoting a sense of pride in working at Mirvac✔ Creating a future-proofed workplace that learns and responds to employee needs	<h1>3</h1> <h3>FLEXIBLE</h3> <p>A variety of options to suit every need</p> <ul style="list-style-type: none">✔ Space that can be arranged for a variety of team needs and easily adapted to enable testing of a range of solutions✔ All settings to be work-enabled so that productivity is maximised beyond the traditional workstation✔ A variety of spaces to provide optimal work environments for both individuals and teams	<h1>4</h1> <h3>CONSISTENT</h3> <p>A single approach across the business</p> <ul style="list-style-type: none">✔ Unified policies, guidelines and management styles✔ Democratic placement of spaces and amenity for all teams and worker types✳ Familiar and easy to use technology and tools across all settings	<h1>5</h1> <h3>HEALTHY</h3> <p>A focus on physical and mental wellbeing in the workplace</p> <ul style="list-style-type: none">✔ Environments which incorporate natural elements such as plants, natural light and fresh air✳ Quiet spaces to retreat and recharge✔ Social interaction encouraged to keep people connected
---	---	--	--	--

Legend: ✔ Achieved ✳ In progress

[Click on this link for the Adaptive Workplace research paper.](#)

THE DATA

The Adaptive Workplace was created as an experiment, measured by multiple data and employee engagement points, enabling us to respond in real time to the specific task, people, or team using it.

THESE INCLUDED:

1. XY Sense sensors capturing real-time utilisation data
2. Direct user feedback from multiple staff engagement touchpoints
3. Community manager located in the space, curating the environment, whilst listening and observing feedback
4. An experiential sampling survey by Swinburne University measuring productivity and wellbeing impacts
5. Observational study by The University of New South Wales*
6. Building security gate data
7. Data from Condec and Outlook booking systems
8. Data from Mirvac Employee Engagement Survey

*Research funded by the Alastair Swayn Foundation strategic research grant - <https://alastairswaynfoundation.com>.

AT A GLANCE

A WORKSPACE CURATED BY EMPLOYEES TO TEST THE OFFICE OF THE FUTURE

MORE THAN
1,000

EMPLOYEES ROTATED THROUGH THE PILOT

All business divisions were
DIVIDED INTO FIVE COHORTS
and each completed four-week rotations

35

CHANGE CHAMPIONS ACROSS ALL BUSINESS DIVISIONS

12

RECONFIGURATIONS OF ZONES FOLLOWING USER FEEDBACK

MORE THAN
50

EMPLOYEE ENGAGEMENT SESSIONS

130

WORK POINTS WITH POWER AND DATA, AND
70 WORK STATIONS

MORE THAN
240

EXTERNAL STAKEHOLDERS FROM OVER
65 COMPANIES TOURED THE SPACE

1. THE FINDINGS

How are you curating your office to engage with employees?



The team with the most success experienced a 40 per cent uptake in employees coming into the office

EMPLOYEE-CURATED OFFICE SPACE DRIVING SUCCESS IN HYBRID WORKING

The purpose of the office will be different for each organisation and team. Throughout the pilot, we have seen employees return to office at twice the rate at the Adaptive Workplace compared to the traditional floor.

The team with the most success experienced a 40 per cent¹ uptake in employees coming into the office, driven by a proactive, multi-pronged approach in staff engagement and curation. Leaders actively drove new ways of working, supported by change champions who proactively gathered feedback and used it to

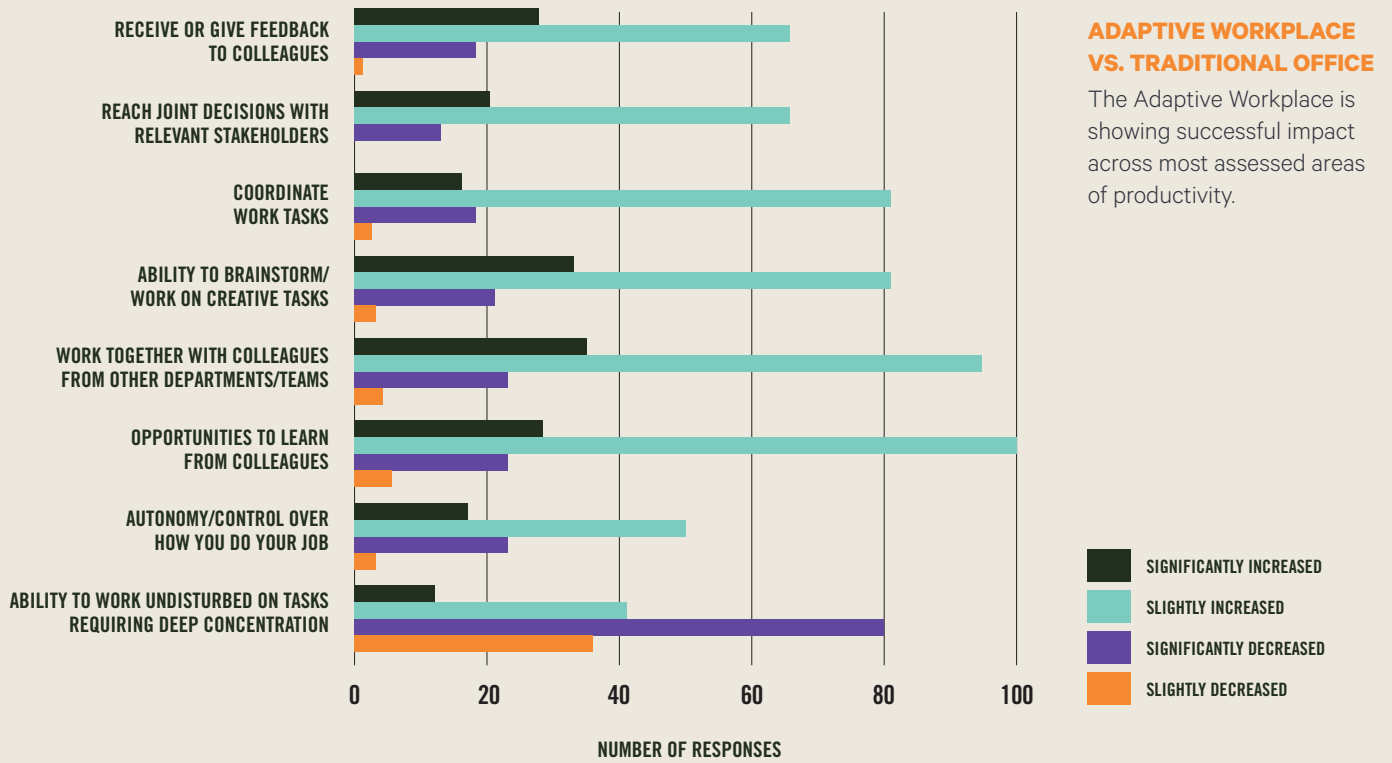
curate the space. This success highlights the need for energy and regular focus on hybrid working arrangements, and the importance of assigning employees responsibilities of coordinating, planning and curating the workspace.

While hybrid working offers greater flexibility, the pilot reinforced the office still has a valuable role to play because of the opportunities it provides for social connections, collaborations and shared learnings². The physical workplace also adds intangible value for employees through mentorship and career development opportunities.

Half of those surveyed reported a change in the way they worked within the Adaptive Workplace, compared to working from home and the traditional office floor². Except for the ability to work undisturbed, the Adaptive Workplace was considered better than the traditional office space on all productivity metrics surveyed including the ability to reach joint decisions, brainstorm with others, control over how job is done, getting and receiving feedback, and the opportunity to learn from others.

1. Building gate entry data comparing cohort attendance during the pilot and one month before & after the pilot.
2. Swinburne University Experiential Sampling Survey

1. THE FINDINGS (CONTINUED)



TEAM TIME

Team building. Come together, curate conversations, chat with people. This generates ideas, and creates opportunity.

COLLABORATE

A space built for purposeful time. Build trust, relationships and knowledge through in-person collaboration.

CONNECT

Use the social space, arrange coffee catch ups, walking meetings and team stand ups to connect with team mates.

PLAN AHEAD

To get the most, you must give the most. This means planning ahead, commit to coming in as planned, don't leave team mates alone.



LEARN & GROW

Sit with your team, learn by osmosis. Casual conversations with leaders. Opportunity to bump into colleagues.

WORKSTYLES

Your day is never all one thing. Variety of spaces responding to all work styles, such as concentrate, socialise, and collaborate.

WE IDENTIFIED POSITIVE HUMAN HABITS TO MAXIMISE THE BENEFITS OF AN ADAPTIVE WORKPLACE

MEETING EXPERIENCE

Inclusive meeting etiquette requires greater planning. Consider everyone and equality.

IRL EFFICIENCY

Use the time in the office to have those In Real Life conversations. Don't be a Teams Zombie...

2. RECONFIGURING SPACES CHANGES DYNAMICS

“

We are really taking advantage of the seating hack, love having the team together to share the buzz of being in the project, having different zones close-by allows us to quickly transition to spaces appropriate for how we are working.

”

Mirvac Employee



Using research and co-creating with a diverse employee group, we developed five personas of the typical worker with the most representative of Mirvac’s Sydney Head Office at 200 George Street being the hybrid worker. For that persona, 75% of their typical workday involves some type of collaboration, and we took this into consideration when designing the space layout of the Adaptive Workplace.

75%

of the floorplate is dedicated to collaboration

“

Davenport Campbell collaborated closely with the team at Mirvac in the project envisioning, design and delivery of the Adaptive Workplace Pilot at 200 George St Sydney.

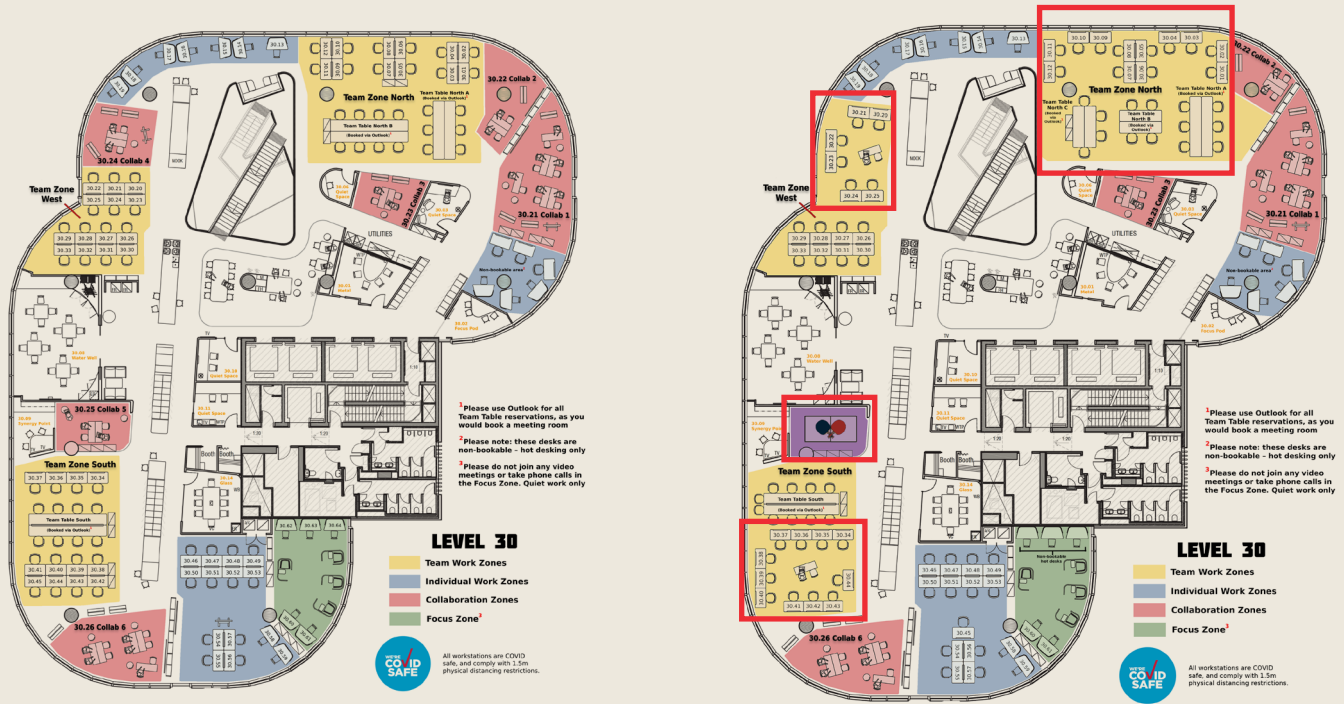
”

The Mirvac team took a highly innovative approach to exploring and testing the practical application of new ways of working for Australian business.

Emma Davenport, Davenport Campbell

2. RECONFIGURING SPACES CHANGES DYNAMICS (CONTINUED)

ORIGINAL SET UP VS EMPLOYEE HACKED OUTCOME



The ability to hack their own space had a positive impact on employees, allowing them to adapt the space and co-create the office environment to manage the task at hand, enabling them to do their best work.

Designed as a kit of parts, the Adaptive Workplace provides a diverse and equitable (supporting accessibility and neurodiversity requirements) range of settings, enabling employees to reconfigure the space.

Employees reported that, when working at home, an average of 41.5%¹ of tasks would have been better completed in the office. Conversely, when working in the office, employees reported that only 31.2% of tasks would have been better completed from home¹.

The most common 'seat hack' was for people to create a horseshoe shape space with a common area table in the

middle, which demonstrated the need for more collaborative workspaces. Conversely, employee feedback about noise disturbance confirmed collaboration zones need to be well distanced from focus zones.

During the pilot, these zones were reconfigured 12 times following rotation reviews and user feedback. Having a highly flexible, dynamic work environment, embedded with a kit of parts that responds in real time to the specific task, people, or team using it, delivers not only benefits for employees, but generates long terms cost and sustainability benefits for businesses too as the space can be reconfigured at no additional cost by embedding flexible power, data, and furniture in the design.

Providing guidance on how to use each zone and processes to enable this at the outset is important to drive cultural change, including how to use booking systems correctly to ensure optimal use of spaces according to the necessary task.

WOULD YOU CONSIDER U-SHAPED DESK LAYOUTS IN YOUR WORKSPACE?

“The configuration of the U-desk makes it easier to collaborate by sharing ideas off the top of my head, and I get inspired by overhearing something someone else is working on.”

Mirvac employee

3. FLEXIBLE FURNITURE FACILITATES MORE CUSTOMISATION

The success of furniture set-up is underpinned by multiple factors. As we rotated cohorts with very different workstyles through the space, it became apparent that some settings would work for some but not others, and some settings were successful in one location but not another. It also highlighted the importance of analysing data from multiple angles.

“It’s interesting to see one piece of furniture change the culture and dynamic of the whole floor”

- MIRVAC EMPLOYEE (REGARDING THE SOCIAL TABLE)

USER FEEDBACK & OBSERVATIONS

FURNITURE	WHAT WORKED	WHAT DIDN'T WORK	UTILISATION BY COHORTS				
			OFFICE, BUILD TO RENT, INDUSTRIAL, RETAIL	DIGITAL, BUSINESS TRANSFORMATION	CORPORATE SERVICES, BUSINESS TRANSFORMATION	RESIDENTIAL DEVELOPMENT, CONSTRUCTION	MIRVAC DESIGN, SALES & MARKETING
Mobile Power Pack	High utilisation on busy days where greater usage of communal areas and project tables.	Returning of hardware to charging station, more education required.	Medium	High	High	High	High
Surface Hub	Multiple uses; supports multiple applications. Most often used for presenting.	Groups hesitant to use new gadget and education required on capability.	Medium	High	Medium	High	High
Open collaboration high table	High tables had notable higher utilisation than low collaboration tables, and greater usage when used with screen or Surface Hub.	Groups hesitant to use new setting and education required on flexibility and segmentation to encourage usage.	Medium	High	Medium	Medium	High
Project Tables	Observed strong preference with high setting providing more activity.	High preference from individuals to introduce monitors and computer mice at these tables.	Medium	High	High	High	Low
Phonebooths	Provision of private space within open floorplan.	Size and acoustic buffer can make some people feel claustrophobic.	High	Medium	Low	Medium	Medium
Small table in middle of U-shaped workstations	Works as a breakout spot to connect.	Proximity to workstations.	Low	Medium	Low	Low	Medium
Focus pods	Location of the pods was utilised as a regular work zone.	Area was not utilised as its intended purpose as a focus zone.	Low	Low	Low	Low	Low
Low table at open collaboration zone	Used as drop-in point and team collaboration point when team sitting together in vicinity. High usage with technology.	Not intuitive when placed next to high table.	Low	Low	Low	Low	Low

4. FLEXIBILITY AND WELLBEING NEED CAREFUL CONSIDERATION

Workers will die in a ditch over having flexibility in working across locations, but it is stressing them out. We are asking employees to solve a complicated logistical challenge: ‘where will I work today, when should I be there, what will I do, who will be there?’ This is leading to unnecessary stress and poorer wellbeing.

Dr Sean Gallagher, Centre for the New Workforce, Swinburne University
Swinburne Edge and Deloitte Reset, Restore, Reframe -
Enabling Wellbeing through Flexible Working, November 2022

LOCATION FLEXIBILITY IN HYBRID WORKING AT MIRVAC

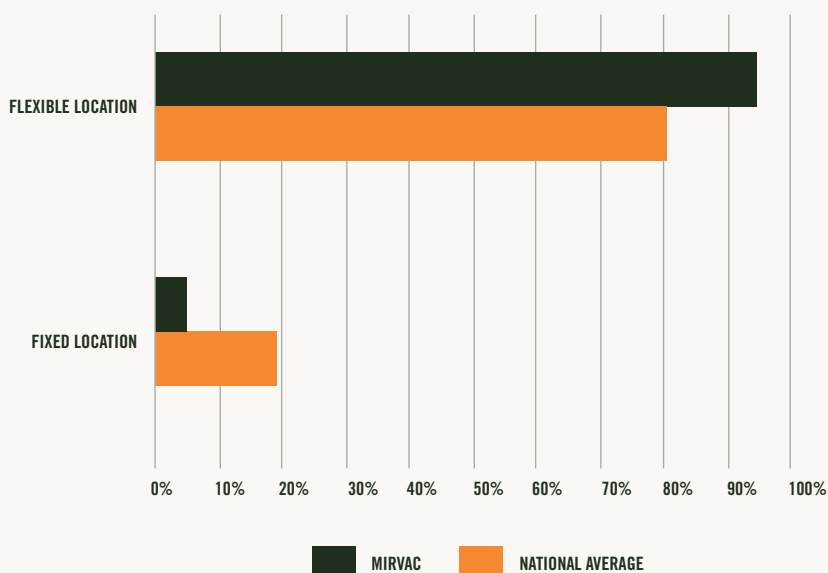
Employees have welcomed the flexibility in work location that is supported by hybrid working. About 95% of Mirvac employees across two cohorts have work arrangements with flexibility in location, much higher than the national average of 80%.

However, flexibility without structure has its complications. The employee can suffer from decision fatigue if there is insufficient guidance and principles agreed to within the team or organisation. Hybrid working needs to be simplified by structuring and organising flexible working according to the work ideal for that location. The office is ideal for collaborative and interactive activities; remote is ideal for individualistic and asynchronous routine tasks, deep thinking, and focused work. Not only will restructuring work

according to location deliver the creativity, culture and productivity benefits of hybrid working to the organisation, but it will also make flexible working more sustainable for workers.

These insights reinforce how important it is for organisations to provide guidance for hybrid working about how work should be structured across location to support teams and employees in their planning.

WORK ARRANGEMENTS - FLEXIBLE VS FIXED LOCATION

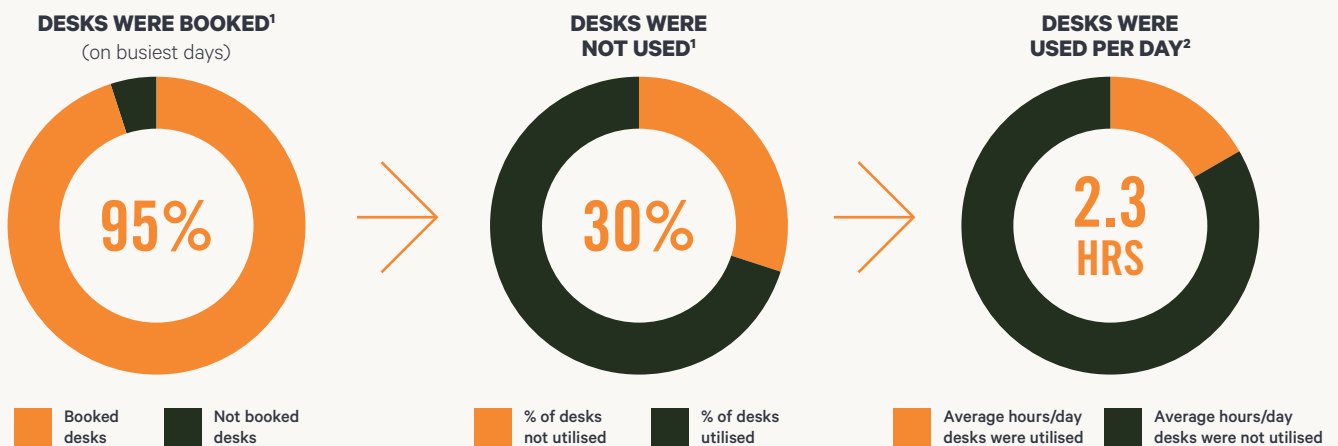


5. DATA IS CRITICAL TO SUPPORT CHANGE

The disconnect between flexibility and wellness highlights that data-driven insights are vital for employers to better understand the impact of change on people, place and technology. Employers need the ability to interrogate multiple datasets, even if they're conflicting.



DESK UTILISATION AND BOOKING DATA



HOW ARE YOU MEASURING DESK UTILISATION TO INFORM THE NUMBER OF DESKS REQUIRED?

The data allowed us to challenge some of the perceptions employees had about their needs in the office, by using data to understand the realities of their behaviour.

The number of individual workstations were reduced from 130 to 70 and initial employee feedback was that there weren't enough desks and people required more workstations with monitors.

However, upon interrogation of desk utilisation and booking data, we were able to see that, on the busiest day, 95% of desks were booked, but 30% of them were not occupied, and, on average across the floor, desks were used for only 2.3 hours a day.

Whilst the pilot showed there was a need to consider more workstations, the response was also a strong focus on behavioural

elements such as, such as not 'camping' or leaving personal items on a desk while working elsewhere. Better coordination of team calendars was encouraged, and alternate drop-in spaces were provided as means to improve employee experience while optimising the use of spaces.

5. OBSERVATIONAL STUDIES ARE KEY

SENSORY DATA NEEDS TO BE OVERLAYED WITH DIRECT USER FEEDBACK AND SENSOR STUDIES FOR A HOLISTIC UNDERSTANDING OF THE OVERALL EMPLOYEE EXPERIENCE.

1.

Communal/ Breakout space had heavy usage during lunch and post-work drinks e.g. Taco Tuesdays, Australia's Biggest Morning Tea, Farewells (high attendance when these events were thrown).



FOOD (GATHERINGS) ENRICHES COMMUNITY.

2.

Teams who were proactive in curation were able to maximise their use of the space.



CURATION IS THE FRAMEWORK FOR A BETTER EXPERIENCE.

3.

Noise was a factor for each division, and even more so for each person. Either there was a hyper awareness of hearing noise, or producing noise, however it is also noted that white noise improves experience.



FOCUS WORK IS STILL REQUIRED IN THE OFFICE. WHITE NOISE IMPROVES THE EXPERIENCE.

4.

Some configuration of workpoints allowed streamlined moments of collaboration. Although there was still some desire for privacy (or at least the perception of).



HAVING CLEAR CONTACT WITH TEAMMATES IS A KEY FORMULA FOR COLLABORATION.

5.

Not all workstyles got the best use of the space. e.g. Project Tables were hit and miss: stats indicate high usage by Corporate Services and Business Transformation teams, but negative feedback. While the Residential Development and Construction teams had low usage, but positive feedback.



BESPOKE APPROACH USING KIT OF PARTS ENABLES ANY CONFIGURATION FOR USERS.

6.

A strong desire for additional private or enclosed spaces, while also maintaining the well-liked open floorplan.



THE ABILITY TO ENCLOSE SYNERGY POINTS AND COLLABORATIVE ZONES WILL SEE BETTER USE. PHONEBOOTH OR MEETING PODS COULD BE LEVERAGED.

7.

Due to no definitive etiquette, desk booking/ zone bookings proved to be challenging and discouraging for most divisions.



BOOKABLE AND NON-BOOKABLE ZONES ARE NEEDED.

FROM PILOT TO PERMANENT: HOW DO YOU CREATE A GREAT WORKPLACE EXPERIENCE?

EMBED FLEXIBILITY EARLY

- » Flexible design enabling long term cost and sustainability benefits - futureproof against uncertainty.

MULTI-PRONGED APPROACH

- » Proactively engage employees in all phases of the pilot rotation and adapting solutions based on user needs.

DATA INSIGHTS AND ACTIONS

- » Establish effective metrics to optimise space usage and user experience.

CURATIONS

- » Teams who were proactive in curation were able to maximise their use of the space.

NOT ONE SIZE FITS ALL

- » Provide diversity and choice with the ability to customise.

PUSH THE BOUNDARIES

- » Challenge old behaviours and influence and encourage positive habits.

STRATEGIC PARTNERSHIPS

- » Explore non-traditional procurement to maximise flexibility in solutions.

TEAM TIME

- » Team time drives increased attendance, and specific work point configurations allowed for more enhanced collaboration for some teams who were willing to plan ahead.

FOCUS ZONES

- » To be effective, space requires distinct separation from social, team and collaboration zones.

“Using the ‘adaptive workspace’ concept, Zurich Tower’s new collaborative spaces will be customisable to ensure each team can be productive and thrive.”

**ZURICH FINANCIAL SERVICES
AUSTRALIA LIMITED**



“ While the initial pilot has come to an end, our work in this area continues. As a developer, landlord and owner, we’re regularly hearing from our customers about the challenges employers are having trying to navigate these new ways of working. While there’s no ‘one size fits all’ solution, it’s abundantly clear that employees want more autonomy over how they perform their duties. ”

Paul Edwards Mirvac Integrated Property Portfolio
General Manager of Strategy and Customer

Mirvac is a leading, diversified Australian property group, with an integrated development, asset and fund management capability. We have over 50 years' experience in the property industry and an unmatched reputation for delivering superior, products, services and experiences across our businesses.

Our integrated approach gives us a competitive advantage across the entire lifecycle of a project; from planning through to design, construction and development, leasing, property management and long-term ownership. With ~\$35 billion of assets under management across office, industrial, retail, build to rent and funds under management, and a \$30 billion development pipeline, Mirvac's contribution to Australia's major cities is significant. Our purpose, to Reimagine Urban Life, inspires us to make life better for millions of Australians by putting the human experience at the heart of every decision, while creating more sustainable, connected and vibrant urban environments that will leave a lasting legacy.



THANKS TO OUR PARTNERS:

