WORKING WELL

A journey to wellbeing
Why supporting people to feel well and do their best at work requires a holistic approach.

Smarter, greener, better for you
We throw a spotlight on the benefits of high-performance building design.

Rhythm of light
Discover how lighting can be designed for health — even in the harshest of environments.

The changing nature of work
Read up on the fundamental shifts we’re seeing in workplace design and practice.
Foreword

Absenteeism, presenteeism and workplace stress are some of the biggest challenges employers face today. The pace of life is getting faster too, and society’s preoccupation with living well, and for longer, means businesses are under pressure to provide ways and means for employees to feel good, so they can perform at their best.

While corporate health and wellbeing programmes aren’t anything new, the following pages show that the workplace wellbeing agenda is starting to reach new heights. For the first time ever, four generations are working side by side, sharing ideas and perspectives and inspiring change in the nature of work and how we manage and support people, with the youngest of these generations wanting more flexibility and control of how, when and where they work.

Fierce competition for the brightest staff is driving businesses to invest more in ways to attract and retain the best people. Reducing workplace-induced illnesses is also a priority; stress is ‘the health epidemic of the 21st century’ according to the World Health Organisation, leading to absenteeism, demotivated staff and workplace accidents, having a big impact on productivity and bottom lines.

With all of this in mind, we’re taking wellbeing in the built environment seriously, gathering evidence from the companies and cities that are putting designs and strategies in place that attract, motivate, inspire and support staff.

We believe good health isn’t just the absence of illness, and that supporting employee wellbeing is a journey that considers not only a person’s physical but psychological, emotional, material and spiritual state of being.

But how do we know that the workplace wellbeing agenda isn’t just a passing fad? We invited a panel of workplace experts to share their insight into the relationship between wellbeing and organisational performance, and the benefits of making organisations healthier and happier places.

All too often, employee health and resilience are undermined by things like workplace noise and poor lighting and ventilation. In this issue of See Further, we look at the world’s first building certification focusing exclusively on human health and wellness — the WELL Building Standard — discovering what it will mean for developers, occupiers and future best practice in building design.

We also investigate how strategic workplace design is inspiring and supporting employees at The Estée Lauder Companies and increasing job satisfaction by around 60 per cent; take a look at how clever lighting design is keeping scientists’ body clocks in check at Halley VI Research Station in Antarctica; discuss how to design buildings that are green and good for those who work inside of them; draw links between building community resilience and encouraging individual wellbeing in Rotterdam, Netherlands; and speak to Rolls-Royce about its LiveWell Certification Scheme, where employees are encouraged to make healthy choices so they can be at their best.

Exploring these real-world examples, in our first See Further issue dedicated to workplace health and wellbeing, throws a spotlight on how businesses can ensure their people are well, engaged and satisfied in their jobs, to drive productivity — and how work could actually be good for you.

Nicola Gillen
Director, Strategy Plus, Global
nicola.gillen@aecom.com

Dave Cheshire
Director, Sustainability, UK and Ireland
david.cheshire@aecom.com
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There’s endless anecdotal and academic evidence linking good employee health and happiness with increased job satisfaction and productivity. Workplace strategy and design experts Hilary Jeffery and June Koh, both reporting from London, and Mica Manaois, in Chicago, explore our holistic approach to creating healthy workplaces that encourages people to feel well at work and flourish in their jobs.

A JOURNEY TO WELLBEING

1 in 3
European workers is affected by work-related stress according to European surveys*

9.9 million
working days were lost due to work related stress, depression or anxiety in Great Britain in 2014/15**
Organisations are no longer primarily concerned with the bottom line and driving energy and space efficiencies. Today, one of the biggest questions our clients ask us is, how can we make work ‘good’ for people and drive real value from the work environment?

Through research and by sharing expertise, we’ve developed a holistic approach to understanding, encouraging and developing health and wellbeing in the workplace that considers not only building operation and design but strategies and processes that, when working together, encourage employees to flourish, allow healthy and sustainable work relationships and ensure each person in the organisation thrives and does their best work.

15% increase in wellbeing and creativity when exposed to greenery and sunlight at work***

10-25% improvement in employee performance when daylight is available****

* & *** Source: Humanspaces, Biophilic Design in the Workplace, 2015, www.humanspaces.com
** Source: Health and Safety Executive UK, www.hse.gov.uk
Physiological
Good physiological health allows us to get through our daily activities without undue fatigue or physical stress.

Intellectual
Intellectual wellbeing at work is the ability to use knowledge and skills to perform well and develop new ideas, both individually and with others. It also relates to the desire and ability for continuous learning and development.

Mental and emotional
Mental health at work centres on specific psychological symptoms or diagnoses, whereas emotional wellbeing in the workplace centres on job-related experiences relating to happiness and positivity, and how they affect job satisfaction and attachment.

Spiritual
Feeling spiritually well at work is about the coming together of a person’s values, ethical principles, morals and beliefs with work activities and organisational values; it’s about finding meaning and purpose in the work we do.

Material
This relates to feeling financially rewarded from work, which is measured through income or other tangible remuneration, and feeling that we have the tools and environment we need in order to perform well.

While health is often defined as the absence of illness, wellbeing is increasingly thought of as having the psychological, social and physical resources needed to face particular challenges in life, according to the International Journal of Wellbeing. We believe workplace health and wellbeing is also affected by intellectual, spiritual and material factors, and that all of these need to be considered to truly inspire and support employees and create a healthy and resilient organisation.
What influences wellbeing at work?

How well we feel at work is influenced by a set of interrelated universal and organisational factors.

**Universal:** these include things that an organisation has little or no control over, such as family life or a bereavement. These events affect a person’s health and wellbeing, which in turn affect their work — and the organisation.

**Organisational:** these relate directly to work and can be broken down into organisational context and organisational content, as outlined below.

### Organisational context
- Physical workplace
- Cultural norms
- Leadership style
- Availability of resources/support to encourage healthy working — eg, healthy eating campaigns

### Organisational content
- Job content — eg, repetitiveness, meaningfulness
- Job demand — eg, complexity, quantity, pace
- Job resources
- Level of autonomy
Good organisational context and content will have a positive impact on all aspects of a person's health and wellbeing at work, increasing their resilience to challenges and changes both in the workplace and in everyday life.

There will be times when specific workplace events or changes impact on a person's wellbeing — for example, when a company restructures or during an office move. A person's resilience levels will determine for how long and to what extent these events affect them.

As the rate of change within workplaces increases, we believe employee resilience levels will become a crucial factor in driving organisational effectiveness, employee engagement and productivity.

The resilience scale

A workplace that maintains wellbeing

A workplace that promotes wellbeing

A workplace that obstructs wellbeing

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Increasing wellbeing, sustaining resilience

Organisations can use a range of tools and initiatives to encourage health and wellbeing in the workplace. We've identified some of them, within organisational context and content, and have divided them into three categories: **physical environment**, **culture and behaviours** and **organisational design**. When all three are working together, it's possible to achieve a sustained increase in wellbeing and resilience levels.

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<th>Culture and behaviours</th>
<th>Organisational design</th>
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<td><strong>Physiological</strong></td>
<td><strong>Context:</strong> Encourage movement, provide a high quality indoor environment (air, light, colour) and promote good ergonomics and acoustics</td>
<td><strong>Context:</strong> Encourage healthier behaviours and habits eg, taking a lunch break</td>
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<td><strong>Social</strong></td>
<td><strong>Context:</strong> Create team neighbourhoods and effective social spaces</td>
<td><strong>Context:</strong> Promote active social lives and team spirit within the organisation and include opportunities for staff to interact within and outside their normal circles</td>
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<td><strong>Material</strong></td>
<td><strong>Context:</strong> Invest in the workplace to provide employees with a high-quality place to work that demonstrates the value placed on them and gives them a sense of pride</td>
<td><strong>Context:</strong> Organisations and leaders can reward staff for good performance and positive behaviours, for example through social outings and spot bonuses</td>
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<td><strong>Spiritual</strong></td>
<td><strong>Context:</strong> Invest in sustainable buildings, including sustainable heating and cooling systems, façade design, ventilation, water systems, and responsible specification</td>
<td><strong>Context:</strong> Foster a culture that encourages job creation for the local community/uses local suppliers</td>
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<td><strong>Mental and emotional</strong></td>
<td><strong>Context:</strong> Provide spaces for different work styles and preferences</td>
<td><strong>Context:</strong> Create a culture that promotes and respects diversity, equality and openness in talking about stress and wellbeing</td>
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<td><strong>Intellectual</strong></td>
<td><strong>Context:</strong> Create spaces that showcase the work people do, and for both thinking alone and collaborating. Collocate the right departments and groups to facilitate knowledge sharing</td>
<td><strong>Context:</strong> Create and encourage a culture of learning, innovation and rapid sharing of ideas, enabling teams to fail fast, learn lessons and succeed faster</td>
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Is the wellbeing agenda a passing fad or does it signal a fundamental shift in workplace design and practices? We invited three industry experts to a learning day in London to share their insight into how the workplace is transforming and the benefits of making organisations healthier and happier places.

On the panel...

**Dave Cheshire**
With 20 years’ experience in making buildings greener, Dave is a Director of Sustainability at AECOM, specialising in the built environment. He has written best practice industry sustainability guidance and is a chartered environmentalist.

**Ashley Wickham**
Ashley is The Estée Lauder Companies’ Learning and Talent Development Manager for the UK and Ireland. She has extensive experience in learning and development, specialising in management and leadership development programmes and performance management. Ashley has played an integral part in The Estee Lauder Companies’ recent workplace transformation programme.

**Dr Joanna Yarker**
Dr Yarker is Associate Professor of Occupational and Business Psychology at Kingston Business School and Co-director of Workplace Health Consultancy at Affinity Health at Work, London, focusing on leadership and health. She develops workplace change strategies with organisations and has had papers published in academic and practitioner journals.
Is the workplace wellbeing agenda here to stay?

Dr Joanna Yarker: Absolutely. Studies into ill health and positive working from around 2005 onwards show that poor working conditions are a top cause of absenteeism, while poor working relationships and lost productivity cost UK and global businesses billions each year. We’re also seeing a dramatic culture shift in people’s expectations of their job, and signs that they want more control over how and where they work — a major component in workplace wellbeing. We’re also seeing more people with dual careers. A lot of these things come down to wanting to better manage our personal lives and interests alongside our jobs, and are becoming even more central to managing work. It’s worth saying though, that organisations are at different stages of maturity when it comes to wellbeing — some are still tackling basic health and safety policies while others have moved beyond this, and are investing in strategies that don’t just keep people safe but promote healthy behaviours.

Ashley Wickham: Yes, definitely. Health, happiness and wellbeing are integral to The Estée Lauder Companies and our headquarters at One Fitzroy Place were designed with this in mind, including flexible spaces and in-house services, to create an environment that promotes wellbeing. Some of the ways we’re utilising agile spaces include piloting on-site yoga and Pilates classes, which are proving very popular, especially with our Millennials. We are also introducing a wellness programme at our Hampshire office. Additionally, we have brought in summertime hours where people can leave work an hour and a half early on Fridays. It’s a small change but it’s empowering. And we don’t say work-life balance anymore — we call it work-life harmonisation, because it’s a blend, a choice and about how we fit things into our life.
Q **What role do managers play in creating environments where people want to work?**

**A Dr Joanna Yarker:** It’s more complicated than just a leadership issue, but research shows managers need the right skills and knowledge to spot when someone isn’t performing as well as they usually do — and know how to help. Saying hello in the morning or suggesting team drinks are small gestures that can lead to big problems if they don’t happen. At Affinity Health, we have conducted a seven-year-long project looking at the role of managers in workplace stress and in creating a positive work environment. The results show that most people feel that managers have a responsibility to reduce workplace stress and are pivotal in making the work environment more enjoyable.

**A Ashley Wickham:** We believe that recognising different perspectives, experience and knowledge are all essential to enable an inclusive culture and create an environment where everyone feels valued and recognised — a good idea can come from anyone in the business. Our corporate induction programme focuses on ensuring our employees have the opportunity to discover our brands and functions and understand not only what leadership at The Estée Lauder Companies UK and Ireland looks like, but also their own role in creating a successful working culture. Our UK executive and leadership teams are mostly in their early 30s to late 40s. They’ve got kids, they’re still juggling everything. We’re mindful of each other and encourage people to work according to their particular lifestyles.
Is the wellbeing agenda changing the way the industry designs buildings and manages people?

Dave Cheshire: It’s starting to. In the 90s, when developers and occupiers were mostly concerned with energy efficiency, the Building Research Establishment’s Environmental Assessment Method (BREEAM) — the world’s first sustainability rating scheme for the built environment — was developed, and included an entire section on health and wellbeing. So, it was actually thinking ahead of its time. Health and wellbeing took a bit of a backseat, however, when the environmental and sustainability agenda started to grow from around 2006 onwards. From a building design perspective, interest really started to pick up again from around 2014.

Today, the WELL Building Standard is receiving a lot of attention (read all about WELL on pages 14–21). It rates how a building affects a person in relation to air, water, nourishment, light, fitness, comfort and mind. It’s really taken off in the US, and now also in the UK. We’re receiving lots of enquiries about it from clients — mostly developers, and occupiers looking to refit their current office spaces. In fact, we’ve had more enquiries about it than any other new building design product since around 2011.

Is there a business case for investing in health and wellbeing?

Dr Joanna Yarker: There are formulas, turnover statistics and absence data that we can use to estimate the impact of implementing health and wellbeing initiatives in the workplace, but many organisations find it incredibly difficult to evaluate the overall return on investment. Because change is so complex, takes time and impacts different teams in different ways, it’s difficult to systematically assess the impact. But there’s a lot of evidence to suggest that even tiny changes in a workplace’s wellbeing offer can link to aspects of improved performance or turnover.

How important is control in the workplace and how can organisations manage change?

Dr Joanna Yarker: For a lot of people, things like flexible working and being in control of when, where and how they work are good things. But a lot of people find change hard: changing the design of a workplace, for instance, could make someone who is more resistant to change feel anxious.

People who prefer tried and tested ways of doing things, moving offices or even discussing a new layout, for example, may provoke strong resistance. Instead of saying ‘this is our new way of doing something,’ organisations need to have conversations with their employees to guide and support them through change. Building resilience and change readiness within organisations is vital for overall wellbeing.
Sustainability expert Dave Cheshire, reporting from London, investigates the invisible toxins inside our homes and offices and the revolutionary new certification setting standards for healthier buildings across the world.
Give me shelter

Buildings were originally created to protect us from a hostile world. Now that there are fewer large carnivores lurking outside, we are much safer. But what if the structures designed to protect us are also damaging our health?

The concept of health and wellbeing was a major component in the original BREEAM 1990 New Offices scheme and has moved up the agenda since 2014, thanks partly to the World Green Building Council’s 2015 Health, Wellbeing and Productivity in Offices report, which made the case for health and wellbeing and their relationship with productivity.

New kid on the block

Today, a new certification is making waves. Launched in 2014, the WELL Building Standard is the world’s first building certification that focuses exclusively on human health and wellness and is based on seven years of scientific, medical and architectural research.

While some of the common risks to our health today include airborne pollutants, poor diet, stress and lack of sleep, which can weaken the immune system, WELL research has found that buildings also have a profound impact on our bodily functions, ranging from our endocrine (hormone production) system through to our nervous system.
Clocking off

Humans need to be connected to the outside to maintain their circadian rhythms, or internal clock, which helps regulate sleep patterns and other physiological processes. Workplaces with deep floor plates cut off access to daylight, corresponding sun angles and colour temperatures (the colour characteristics of light), which calibrate our body clocks. Electric light is often the wrong colour temperature, making us alert when we should be winding down for the night, leaving us tired for the following day; the WELL standard requires buildings to be designed with good access to daylight and electric lighting with appropriate colour temperatures.

Breathe

Mechanically-ventilated buildings attempt to protect us from some of the air pollutants prevalent in our cities by constantly filtering the air, but this typically only removes the particulates. Meanwhile, we’ve introduced a whole set of toxins into internal environments through microbial contamination of ductwork and volatile organic compounds (VOCs) found in our furniture, fittings and even our cleaning products.

WELL sets standards for, and measures, the air quality in internal spaces to reduce exposure to contaminants. This is done by combining ‘source control’ — removing the contaminants from materials in the first place — and good ventilation design, to provide enough freshly filtered air into a space. For example, it shows that using underfloor displacement ventilation with ceiling extractors is a far more effective way of bringing fresh air into a space than using overhead ventilation. Displacement ventilation drives contaminated air up and out, without cross-contamination with incoming air. In one study, displacement ventilation has shown to be up to six-point-six times better than standard air conditioning.

Stressed out and in

The internal environment can cause us physiological stress by having to ‘cope’ with discomfort caused by glare, relentless grey, noise and cold draughts. The WELL Standard encourages design features that give occupants more control over their environment, allowing them to adjust internal conditions to reduce the need to filter out distractions and put up with discomfort.
WELL is a new, voluntary standard setting out how building performance can be improved, and looks set to influence what people consider to be standard practice in the future.
Going down well

Each level of WELL certification — silver, gold or platinum — requires buildings to meet a number of minimum standards. These preconditions alone set a high standard. The apparent simplicity of the scheme, with just one page per ‘feature’, belies the consequences and implications of the design and operational measures that have to be implemented to meet the required performance standards.

For example, the idea of flushing out a building before occupation, to expel VOCs from its internal finishes, is a sensible idea and already included in the Leadership in Energy and Environmental Design (LEED) certification — the US version of BREEAM.

However, this is no overnight exercise. Depending on the size of the building, it can take up to 20 days of running the ventilation system to push the required air volumes through the space. And this can only be started once all the fittings, finishes and furniture have been installed, as they are often the source of the pollutants. It is hard to see how those extra weeks are going to fit into the typical project programme.
Food for thought

Under WELL food standards, drinks offered for consumption in buildings must contain no more than 30 grams of sugar per container, which eliminates lots of fizzy drinks, while food should not contain any trans fats (partially-hydrogenated oil). Trans fats do not have to be declared in UK foods and many manufacturers have phased them out, but they can still be found in some pies, cakes and biscuits.

Lifelong commitment

WELL has set itself apart from most other building assessment methods because certification is based on actual operational performance. After completion, the building operation is audited and everything that can be measured is measured.

The audit includes measuring water and air quality, lighting colour temperature, radiant temperature, decibel levels and sound reverberation. Design features like the installation of flexible work stations, including the provision of standing desks, are subject to spot checks by the auditor. And it doesn’t stop there — the certification has to be renewed every three years and there is an on-going commitment to provide records of post-occupancy surveys, maintenance logs and measurement of environmental parameters such as air and water quality. It’s a lifelong commitment.

Lost in translation

WELL was developed in the US, so there are some notable anomalies when applying the standard in the UK. Some of these differences help. A good example is the indoor smoking ban, which is already enshrined in UK law. Equally, our high water treatment and quality standards may help to gain some points, although recent experience shows that water filtration may still be required to meet WELL’s high standards. Some of the ideas, like mindful eating and biophilia (the affinity of humans and the natural world), may seem slightly alien to a UK audience, but there is an increasing awareness of these issues, especially among enterprising companies who are competing for employees and finding that people choose companies on the quality of the workspace as much as the quality of the work.

Well balanced

The ‘mind’ section of WELL highlights the link between mental and physical health, with stress being a primary risk factor for many chronic diseases. This section includes having a balanced lifestyle that promotes healthy sleep patterns. To achieve these optional points, organisations need to have a range of policies that include allowing staff to avoid those notorious ‘red eye’ flights that leave people dazed and confused. Recent experience with WELL shows that it is just as important to engage with the human resources team as it is with the design team for the fit out.
Setting things right

The WELL Standard is currently influencing a very small percentage of buildings, meaning that only a lucky few will be able to benefit from living, working or convalescing in healthy buildings. However, this is a new voluntary standard that is setting out how building performance could be improved, which should have an influence on what people consider to be standard practice in the future. Judging by the uptake of WELL in the US (see graph below) there is certainly a demand for setting higher standards for our buildings.

There seems to be sense in reducing the stresses caused by the work environment from distractions, poor posture and pollutants and by conditions that mess with our body clocks and hormones. The role of voluntary certifications is to take the lead by setting high standards for the few and hopefully influencing the others by turning best practice into business as usual.
COMMITTED TO BEST PRACTICE

As one of the first companies outside of the US to deliver WELL Standard projects, we have a number of certified WELL assessors and are currently working on one of only three building projects registered in the UK being built in line with the WELL v1 for New and Existing Interiors standard, which applies to new and existing buildings and addresses the full scope of project design, construction and building operations. We’re also delivering WELL projects across the US, Europe, Middle East, India and Africa region and China, allowing us to share experiences and best practices.
HERALDING THE FUTURE OF WORK

Clinique brand space at The Estée Lauder Companies HQ, London.
Workplace strategy and design specialists Nicola Gillen, reporting from London, and Kelly Bacon, in New York, look closely at The Global House of Prestige Beauty, The Estée Lauder Companies’, new UK and Ireland headquarters to show how strategic workplace design and supportive change management can encourage creativity, support wellbeing and increase job satisfaction.

The world of work is changing fast; it is a thing we do rather than a place we go.

Advances in technology from wireless networks to mobile devices give us the freedom to work wherever we want — in the café, at home or anywhere in the office, with agile and flexible working playing a big part in attracting today’s best staff.

But the changes we’re seeing and what constitutes ‘good’ work transcend the digital and physical. Today, work needs to enrich, engage and work in harmony with employees’ family and social lives, beliefs and wants.

This is especially true for Millennials: born between 1980 and 2000, PricewaterhouseCoopers (PwC) research suggests they will make up 50 per cent of the global workforce by 2020. This digitally savvy generation are showing signs of wanting more freedom and flexibility at work, are less interested in corporate structures and more concerned with having fulfilling careers. PwC research also shows that attracting and retaining these younger workers is one of the biggest challenges faced by employers today.

Employees are also dissatisfied: job satisfaction in the UK has reached a two-year low according to the results of a 2016 Chartered Institute of Personnel and Development survey, with one in four looking to leave their jobs.

So, how do you help people feel happy at work and drive satisfaction so you can attract and retain the best staff?

Our view is that driving workplace satisfaction and productivity isn’t just about the percentage uplift on the bottom line: it’s about creating spaces and cultures that people want to spend time in, be a part of and allow them to innovate, collaborate and feel — and do — well.

Our recent partnership with The Global House of Prestige Beauty, The Estée Lauder Companies, on the development of its new UK and Ireland headquarters (HQ) in London, shows how good and detailed strategic briefing and interior design can together connect spaces, technology, facilities and services to truly inspire employees to do well and spark creativity and innovation, driving workplace engagement and satisfaction.

In fact, seven months after The Estée Lauder Companies moved into its new office, staff workplace survey results show almost 90 per cent workplace satisfaction, up from 30 per cent pre-move.
EMPOWERING POSITIVE CHANGE

The Estée Lauder Companies
UK and Ireland HQ, London, UK

Located in the heart of central London, within the City of Westminster, One Fitzroy brings The Estée Lauder Companies’ 400 London-based UK and Ireland head office employees and around 20 brands together under one roof for the first time.

As workplace consultants on the project, we held discussions and workshops with The Estée Lauder Companies’ employees to understand the company’s people, workplace culture, current ways of working, future wants, needs and overall vision for its new workplace.

The workshop results were clear: The Estée Lauder Companies’ vision was to create a new home, designed with employees at its heart, that supports collaboration, creativity and innovation, and strengthens the company’s commitment to work-life harmonisation. Its new HQ also needed to be flexible enough to grow with the company as its people, technology and ways of working evolve.

This meant introducing new ways of doing things, such as going from anchored desktops to agile working and from segregated work spaces to open plan, requiring ongoing support to guide employees as they transitioned from new to old.

To ensure the new physical workspace matched The Estée Lauder Companies’ vision, wants and needs, we developed a strategic brief for interior designers MCM Architecture to base its designs on, followed by workplace change management and post-occupancy evaluation.

With such a strong sense of identity, it was important that The Estée Lauder Companies’ new space strengthened its brands, existing culture of wellbeing and its passion for inspiring and empowering women to feel well and look beautiful.

87% agree that they work in a stimulating and creative environment, compared to 43% of people pre-move.

The Estée Lauder Companies HQ, London includes spaces for employees to exercise, and quiet corners for conversations and collaboration (above).
01
MANAGING CHANGE

There’s no doubt that workplace design can encourage positive employee behaviours. But if you lift people up and move them into a new environment without the right support, they’ll more than likely behave in the same way. Engaging and supportive workplaces only work well if the right conditions and initiatives are created and put in place to support new ways of doing things.

Working closely with The Estée Lauder Companies’ human resources and communications teams made it easy for us to connect in with the organisational change and the company’s inherent focus on employee wellbeing, to provide the ongoing change management and support it needed.

We also worked with The Estée Lauder Companies in the early stages of the project to develop a change and communications programme, including a welcome pack for employees that outlined the location and purpose of their new workplace spaces and a blog for sharing project information with staff.

Assigning employee change champions within teams gave staff a friendly face to speak to and ask questions throughout the transition.

02
STRATEGIES TO FEEL AND LIVE WELL

Wellness, health and happiness have always been important at The Estée Lauder Companies, and can be seen not only in its cultural commitment to work-life harmonisation, but also in its new workplace facilities.

Subsidised gym membership, bike storage, showers and an event space designed to be flexible enough for yoga classes, talks, workshops and social activities, encourages healthy activities for mind and body; the building’s environmentally-friendly, intelligent lighting system and temperature-controlled air improve employee comfort; and an in-house café with many healthy food options, barista coffee bar and two outdoor terraces make it easy for staff to eat well and make the most of natural sunlight during the day. It’s also introduced summertime hours, where staff can leave an hour early on Fridays during summer — a small but empowering change for everyone.
FROM ANCHORED TO AGILE

Previously, every employee at The Estée Lauder Companies owned a desk. To reflect the company’s desire to better support its employees’ lifestyles and encourage work-life harmonisation, The Estée Lauder Companies has introduced agile working, where most employees use a laptop rather than sit at the same anchored desk each day, giving them the freedom to work across teams and locations, whether in the office, at home or elsewhere. Spaces for collaboration, concentration and one-on-one meetings, coupled with seamless IT, let employees move around the office, while staying connected.

TECHNOLOGY AS AN ENABLER

Widely-connected technology and Wi-Fi at One Fitzroy gives employees the freedom to move around in the office. In line with The Estée Lauder Companies’ agile working, employees are encouraged to take up free desks in other neighbourhoods, empowering them to work in whichever brand neighbourhood best supports the work they’re doing on each particular day, be that concentrated, collaborative, with direct teams or across departments. For this reason, The Estée Lauder Companies has introduced a clear desk policy, with employees allocated individual lockers to store their belongings.

Staff report that new information technology including digital meeting room booking systems and tablets help them be more productive. A physical ‘IT Salon’ helpdesk lets staff ask questions and fix their IT problems quickly and easily, while also encouraging more face-to-face interaction across departments.

85% say it’s easy to interact across teams, brands and functions compared to 49% pre-move
05
A SENSE OF COMMUNITY AND BELONGING

A big part of the project was about creating spaces that balanced The Estée Lauder Companies’ overall corporate identity with individual brands, while encouraging employee interaction and collaboration not only within teams but across them. It was also important to create a sense of identity and belonging for employees, especially as they would no longer ‘own’ their own desks.

Physical brand neighbourhoods or hubs not only carry the individual brand personalities against the beautiful The Estée Lauder Companies backdrop, they also provide employees with a more collaborative attachment to their workplace. This fundamental shift from ‘me and mine’ to ‘us and ours’ encourages people to share knowledge across brands to spark innovation and build a sense of community.

Employees say they met more people in the first week at One Fitzroy compared to all other times in their previous buildings, and that they see a lot more of each other now, whether in shared spaces, brand hubs or over lunch in the employee restaurant.

85%
say the company culture promotes collaboration and the sharing of ideas, compared to 61% pre-move

87%
feel a sense of belonging and community at The Estée Lauder Companies — an increase of 11% compared to the pre-move findings

06
SPACE TO COMMUNICATE

Previously, across The Estée Lauder Companies’ offices, there were few opportunities for chance encountering among employees. Staff needed to make appointments to see people, so communication was quite formal.

Going from segregated work spaces to open plan means people can see each other and connect much faster. Chat rooms allow confidentiality and privacy; 50-plus meeting rooms and informal breakout areas with virtual conferencing facilities encourage creative communication; while collaboration spaces with high tables and stools for informal standing or sitting meetings encourage flexibility of movement and a chance for employees to engage in more interactive ways.
Too much light or the wrong type can make us less productive and leave us stressed. Lighting designer Anna Rooney looks to Halley VI Research Station in Antarctica, where darkness falls for more than three months of the year, to explore how lighting can be designed for health — even in the harshest of environments.
The body’s natural internal clock regulates many of our bodily functions, also our known as circadian rhythms, which include our sleep patterns, temperature, mood and even our digestion.

Light — especially natural sunlight — has the greatest influence on our circadian rhythms: the wrong type, wavelength and brightness can throw our body clock and hormones out of whack and disrupt not only our sleep patterns but metabolism, mental alertness, emotional wellbeing and overall resilience. In fact, research increasingly shows strong links between disrupted circadian rhythms and the development of health conditions including diabetes, obesity, heart disease and depression.

Making lighting work

Within the workplace, lighting plays a big part in building design, especially considering that most people in office environments receive little natural sunlight each day. Glare, brightness, light direction and colour all impact on how well we feel and how much work we get done.

So, what happens when you live and work in one of highest, windiest and driest places on Earth, with 24-hour darkness in winter, 24-hour sunlight in summer and where temperatures reach minus 56 degrees Celsius?
Lighting extremes

Located on the Brunt Ice Shelf — a 150-metre-thick floating ice block in Antarctica, British Antarctic Survey’s (BAS) Halley VI Research Station is the world’s first fully relocatable, permanently-manned Antarctic research station.

Up to 70 people live and work at the Station throughout the year, where scientists conduct pioneering research into the Earth’s atmosphere, from climate change to sea level rise, often working in shift patterns for up to 18 months at a time.

All about survival

Designed by AECOM and Hugh Broughton Architects, Halley VI provides life support to its occupants much like a space station supports its astronauts when in orbit — the station must be totally self-sufficient to ensure occupants’ health, wellbeing and survival, with lighting playing a crucial part.

We look closely at Halley VI’s lighting design to show how light sources can be used to regulate circadian rhythms so people stay happy, healthy and motivated.
Halley VI lighting design makes the most of natural light throughout the Station’s eight modules and includes artificial light sources of varying colour temperatures, keeping the occupants’ body clocks in check.

**Setting the mood**

Light sources have a particular colour temperature measured in Kelvin (K). Colour temperatures can be compared to different types of natural light, from cool-white to warm-blue, each one creating a certain mood or effect, playing an important role in simulating the different strengths and benefits of natural daylight needed to regulate the natural body clock.

Light sources of varying colour temperatures have been used throughout Halley VI to differentiate between work and social and sleeping areas: cool 4000 K lights, which encourage concentration and alertness, illuminate work spaces, while warm 3000 K lights, which create feelings of relaxation and calm, are used in the bedrooms, corridors, lounges and throughout Halley VI’s main module, where occupants relax and socialise.
Combating SAD

Because winter falls for nine months of the year at Halley VI, occupants are at particular risk of developing Seasonal Affective Disorder (SAD). Symptoms are generally worse during winter and include persistent feelings of low mood, irritability and lethargy, and weight gain.

To reduce the chances of occupants developing SAD, we worked with the University of Surrey’s Endocrinology Department, who have been conducting research on lighting in Antarctica for over 20 years. Their research concludes that for Antarctic station workers, a single significant exposure to blue-rich light is more beneficial in suppressing melatonin and maintaining serotonin levels, both vital in regulating the body’s circadian rhythms, than trying to control exposure throughout the day.

To provide occupants with a single powerful burst of vital blue-rich light, each bed has a custom, built-in lighting panel, which can be set and turned on gradually with the occupants’ morning alarm, providing controlled levels of ultra-blue 17000 K daylight-coloured light that mimics the rising of the sun and, in turn, helps regulate their body clocks during periods of darkness, continual daylight and shift work.
Built to last

Halley VI has been designed and built to endure 20 years of Antarctica’s extreme weather, with at least one relocation expected due to the shrinking of the Brunt Ice Shelf. Most of Halley VI’s lighting has been designed to last for at least 10 years, minimising maintenance and the number and variety of lamp spares that need to be transported and stored on site. All lamps are 600 millimetres or shorter for safety, storage and transport.

In control

Manual black-out window blinds help occupants regulate their circadian rhythms between shifts and at night during the summer months when they seal the station to conduct atmospheric optical experiments. Halley VI staff can also manually dim the lights in every room, giving them control over brightness and mood.

Halley VI redefines polar architecture and engineering. Its eight interconnected elevated modules rest on extendable legs fitted with giant steel skis that allow the modules to adjust to changing ice and snow levels beneath them. The central module is a large, open space with a dining room, bar, library, gym, living and meeting areas, all accessible by a spiral staircase. The other seven modules contain science facilities, work spaces, bedrooms and energy generation rooms. © James Morris
High-performance building architect Jason Vollen, reporting from New York, explains how to design workplaces that use less energy, create fresh air from within and are good for those who work inside of them.
When designing a high-performance building, we ask ourselves: how much can we reduce overall energy consumption? How much can we improve the indoor air quality? How much more daylight can we get into people’s living and work spaces on a daily basis? It’s about connecting everything together to increase overall performance of the building — and of the people inside.

What makes a building high performance?

While it’s important that organisations become more environmentally friendly, the major cost inside workplace buildings is people. So, it makes sense to help people who work inside of them to be healthy and feel well.

When we talk about a building’s energy footprint, we mean anything that we do to create comfort for occupants, from balanced lighting to thermal management. In a high-performance building we look to reduce artificial lighting, for example, by using window arrangements at the building façade that let enough natural light in, while keeping the heat out: daylight is vital in aligning our natural body clocks, making us healthier people and more likely to make better decisions, increasing productivity. In fact, results from Harvard University’s 2015 *The Impact of Green Buildings on cognitive function* study, where 24 people were exposed to both green and typical building conditions over six days in an environmentally-controlled office space, show cognitive scores were, on average, 61 per cent higher in the green building conditions, with CO₂, VOCs and ventilation all having significant, independent impacts on cognitive function.

While individual parts of high-performance buildings increase initial capital costs, the greater the number of parts, the more they’re able to work together to drive down operational costs. Typically, we’re seeing evidence showing that multiple high-performance building parts working together can shrink a building’s central mechanical systems, including heating, air-conditioning, and ventilation, by 10–20 per cent.

Another reason why businesses should go high-performance is because it’s just the right thing to do. If you know you can do something better, why do it any other way?

Two key aspects of high-performance buildings are window treatments and indoor air quality. Let’s look at these in more detail.
Letting in the light

Fifty per cent of energy in a building is said to be gained or lost through the exterior façade, and yet building façades are typically made of poor materials because we not only need natural light to come in through them, but we also need to see out of them. There’s a paradox here that needs to be addressed.

Glass is not a terrific thermal insulator, so you need to use as many tricks as possible to ensure occupants receive the right amount of light and heat; typically, we want light to come in and heat to stay out. We use computational analysis to check the direction of a building’s façade and global location to assess if, depending on the local climate and other environmental factors, we can use vertical, horizontal or other-shaped components on the outside of the building to regulate the light that comes in.

These can be static or automated and movable, via sensors, to reflect or allow in light according to the time of day. For example, in certain colder climates, and even some desert climates, light energy is needed mostly in the morning to preheat buildings.

Frit patterns, which are essentially etchings or printings on glass, can provide an interlayer between the sun and façade, by diffusing some of the light and reflecting it, helping to manage the energy that flows through the building.

Internal sensors that detect when the temperature inside is getting too hot, for example, can provide data to the building management system (BMS), which then automatically controls the internal temperature through air conditioning and/or window treatments — something we’re seeing more of and expect to become the norm in future high-performance building design.

From the inside out, high-performance design considers the link between light and comfort — from how natural light affects the visual cortex through the rods and cones in our eyes, to how too much or too little light can impact on our natural body clocks, to ensure window treatments increase the amount of natural light that comes in but reduce glare and ensure an even light level.
Creating fresh air from within

Only in the past 100 years have we started spending more time indoors than outdoors. This is quite a big change in a comparatively short amount of time for evolution to contend with: high-performance buildings work to reduce our dependence on mechanical air-conditioning systems and increase the exchange of outside air within.

In the 50s we typically designed buildings with massive floorplates, lots of artificial lighting and windows that we could open. Then, in the 70s, and largely due to the energy crisis, we realised that from an energy perspective, we needed to seal buildings to save money, trapping in and recycling the same air through mechanical air conditioning and heating systems. This led to buildings with deep floorplates and little or no natural light or ventilation, creating what is known as sick building syndrome, putting occupants at risk of respiratory infections, headaches, fatigue and decreased concentration.

Fresh air intake through mechanical systems, such as air conditioning, increase energy use, because you have to change the temperature and humidity level of the air before bringing it inside. In New York, for example, outside air is the right temperature and humidity for only for a few months of the year so it either has to be heated or cooled the rest of the time.

Air in our cities, certainly since the mid-60s, has become polluted because of increased traffic and other industrial pollutants, so the air outdoors can be worse than the air indoors. Policy developed to combat sick building syndrome requires us to take air from the outside and spend energy doing it, but in many cases the air is no longer considered healthy.

One solution is to create fresh air from within through large-scale phytoremediation; in other words, a large-scale interior green wall. This is an incredibly innovative solution that uses plants to clean inside air of carbon dioxide and remove or lower toxins released from carpets and plastics (VOCs), releasing clean, oxygenated air back into the building.

Emerging science shows us that living and working in healthier buildings with better air quality leads to better executive functioning. But the difficult thing with advanced systems such as large-scale phytoremediation, is that they’re expensive to put in place. For this reason, it should be a showpiece, because that’s also where the value in this approach lies. The materials used in impressive lobbies are generally very expensive, and while expensive stone looks great, it doesn’t do anything; green walls look good, reduce energy use and improve health.

To be effective, you need to use many plants, so this approach may not seem cost effective in the traditional way that we calculate return-on-investment, and it can be difficult to quantify the benefits of having a closer connection to nature. But this shouldn’t be the focus of the story.

The story is that in our cities, there’s limited room to add biodiverse spaces outdoors. Whereas indoors, where we spend most of our time, there are plenty of opportunities. It comes back to doing the right thing, and working hard to see that innovative approaches like this become commonplace.
The Bentemplein Water Square, Rotterdam, Netherlands, holds rainwater to reduce flooding and provides community space for recreation and rest.
Where we live and how we spend our time outside of work play a part in our overall health. Planner Cristian Bevington, who specialises in urban resilience and sustainability, looks to Rotterdam, Netherlands, to show how adapting a public square to cope with flooding is encouraging locals to play, rest and learn.
The importance of designing, building and growing urban resilience to shocks and stresses has never been greater. By 2060, for example, more than one billion people around the world could be living in coastal areas 10 metres below sea level, leaving countless communities, homes and workplaces at serious risk of flooding, especially as sea levels continue to rise and climate change brings heavier and more unpredictable rainfall.

Adaptation and innovation

Surrounded by water, Rotterdam — home to Europe’s largest port — is located in the delta of the Rhine and Meuse Rivers. With around 80 per cent of its land below sea level, the city has been investing in innovative water management strategies for centuries, turning its biggest threat into its greatest opportunity.

Today, visitors regularly come to see Rotterdam’s dykes, levees and urban water systems, which include water squares, green roofs, underground water storage and multi-purpose water buffers, creating a vibrant, industrialised port city, with a reputation as a global leader in climate adaptation that aims to be 100 per cent resilient to climate change by 2025.

Withstanding change

Rotterdam was an early member of 100 Resilient Cities (100RC), which helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC is pioneered by The Rockefeller Foundation, which provides funding and support to cope with, and spring back from, chronic stresses like high unemployment, and acute shocks such as floods and earthquakes.

As one of 100RC’s strategy partners, we worked with the City of Rotterdam to develop its first comprehensive resilience strategy, which seeks to build on existing — and promote new — actions and initiatives to enhance city resilience and build healthy and connected people and communities.

A vital sponge

One of the existing projects that the strategy aims to build on, The Benthemplein Water Square, designed by Rotterdam-based design studio De Urbanisten, includes several sunken spaces that can hold 1.7 million litres of rainwater falling directly onto the Square and
from the roofs of neighbouring buildings. The water then permeates through the pavement to the soil beneath or is pumped to nearby canals, easing the burden on existing sewage systems. It’s so effective at storing storm water that neighbouring buildings have since been disconnected from the municipal drainage system.

**Space to play and ponder**

With community involvement a key part of the project from the start, members of the local gym, youth theatre, church and schools took part in three workshops to discuss possible uses for the Square, agreeing that it should be a dynamic place where people can run, play and relax.

During dry weather, Benthemplein doubles as a vibrant community space, with a basketball court, football pitch, volleyball court and performing arts space, encouraging a more active, engaged and healthier community. Surrounding trees and wild plants create a relaxing setting, where people can sit and ponder. Previously occupied by empty commercial buildings, Benthemplein is now a catalyst for regeneration, with 120 companies now operating in the surrounding Zomerhofkwartier (Zoho) neighbourhood.

**Activity and inclusiveness**

Developing more resilient infrastructure and public services is crucial in making the places where we live and work sustainable, in cities across the world. Rotterdam shows that resilience strategies bring with them great opportunities to simultaneously tackle risks and create healthy and engaging public spaces for people to enjoy and lead healthier lifestyles, encouraging activity and inclusiveness, while weaving resilience into the fabric of people’s lives.
The Rockefeller Foundation launched 100RC in 2013, which includes cities from across the world including London, Los Angeles, Singapore and Melbourne. Through 100RC, member cities receive grant funding for a chief resilience officer; a strategy partner to help them develop a city resilience strategy; access to solutions, service providers and partners from private, public and non-governmental organisations to help them develop and implement their resilience strategies; and membership to a global network of member cities where they create and share new solutions that cross city boundaries. To be selected, cities needed to show commitment to the initiative and to building resilience in the face of complex challenges of the 21st century, as well as demonstrate strong mayoral leadership. We’re working as the strategy partner with 30 of the cities selected.

www.resilientrotterdam.nl/en
www.100resilientcities.org
An aerial view of Rotterdam’s innovative water park, which has attracted new businesses to the neighborhood.
We speak to engineering giant Rolls-Royce’s Chief Medical Officer Dr David Roomes about the company’s global employee health and wellbeing certification scheme, the LiveWell Accreditation, and why it makes sense to invest in workplace wellbeing.

With more than 20 years’ experience in occupational health, Dr Roomes is an expert in workplace health and wellbeing and has led the development of Rolls-Royce’s LiveWell certification scheme.

Launched in 2015, LiveWell is central to the company’s commitment to empowering and enabling employees to lead healthy lifestyles at work, wherever they are in the world. It requires all sites with more than 50 employees to meet rigorous health and wellbeing standards, in line with bronze, silver and gold levels of accreditation. The aim is for all eligible sites to be gold accredited by 2020.

LiveWell considers all the factors that can affect a person’s health, and finds ways to maximise physical, mental and social wellbeing. It helps break down the barriers in changing unhealthy behaviours; it demonstrates to colleagues that Rolls-Royce takes employee wellbeing seriously; it creates an environment where employees are motivated to make healthy choices; and it is a step towards creating a high-performance culture within the business.
“In terms of investment”, explains Dr Roomes, “the scheme is structured so that initiatives range from simple to the more advanced, and don’t cost a lot to put in place. Sites can achieve bronze accreditation through basic initiatives like implementing flexible working and smoking policies, and by offering employee resilience training. To achieve silver or gold accreditation, sites must meet these and more advanced requirements such as providing showers, cycling racks and subsidised gym facilities. To date, five of the 77 sites participating in the scheme have been accredited, and we expect a further 10 to do so by the end of 2016.”

Dr Roomes notes that poor health and wellbeing have significant negative impacts on workplaces, including higher absenteeism rates and lower productivity and engagement.

“By investing in wellbeing, it’s possible for us to not only reduce the bottom line impact of employee health, but provide an environment that allows our people to be at their productive best. Ultimately, healthier employees mean we’re more likely to meet our business goals and keep our customers happy,” he says.

To further encourage teams to take up the scheme, certain health, wellbeing and productivity metrics are used as motivators for change.

“Obese people, for example, take on average 10 more sick days than others; 25 per cent of US healthcare costs are down to lifestyle disorders; and Type 2 diabetes, bad backs and chronic musculoskeletal conditions are most commonly related to lifestyle. Lost time as a result of absenteeism ultimately equates to lost productivity,” says Dr Roomes.

Often, people think of health as the absence of illness but Dr Roomes sees it as much more than this. “Take obesity, for example. The European Court of Justice has ruled that in some instances obesity may be a disability. If this is the case, is smoking a disease? It certainly causes diseases. There are many grey areas. But in an occupational health setting, health relates mainly to adverse work exposures, such as noise or exposure to harmful chemicals.

“Wellbeing, however, is more about the individual feeling good and functioning well. It’s a combination of physical, mental, emotional and social health factors and is influenced by things like rewarding work, nutritious food and supportive relationships. It’s about allowing a person to improve their health and wellbeing beyond a base level so that they’re more resilient and able to thrive,” he adds.

Dr Roomes says the corporate athlete analogy is a good one to draw on. “Coined by psychologist Jim Loehr and author Tony Schwartz, it looks at how organisations typically connect employee performance with a person’s mental capacity, but much like an athlete, you need to strengthen and align energy across the body, heart, mind and spirit to really drive high performance.”
According to Dr Roomes, the LiveWell accreditation provides a framework for sites to make specific and targeted investments in the workplace that are supportive of wellbeing. He notes that research published in The Harvard Review’s *What’s the Hard Return on Employee Wellness Programs?* shows that wellbeing schemes typically bring a return on investment of three-to-one.

So, what’s the single biggest or most effective thing an organisation can do to ensure workplace stressors are addressed and health and wellbeing becomes a priority in workplaces?

“You need to have someone who owns the agenda and champions it. Getting your policy framework right is also important, inexpensive and likely to lead to sustained improvement. If you don’t have the culture and policies in place then all the physical environment investment may as well go down the drain,” says Dr Roomes.

“People often cite heavy workloads as a leading cause of stress but data shows that change, control and lack of clarity are the three biggest stressors. When I see people who are burnt out or who have developed serious mental illness from work, it’s often because their role isn’t clear, there’s a lack of change management or they receive insufficient support.”

What about encouraging healthier practices on a bigger scale? It is crucial that we get people moving more, says Dr Roomes.

“Fitbit products are quite useful as they motivate people to get up and walk around. The other big ticket item is about making it easier for people to make healthy food choices. We’ve introduced a nutrition standard at Rolls-Royce that requires all of our catering suppliers to comply with nutrition standards. Across our sites, the food that we sell is split into three types; eat more of; eat less of; and avoid. Aside from movement and nutrition, smoking and mental wellbeing are the other major areas of focus and investment,” he adds.

“Ultimately, moving the needle even one percentage point in any of these areas will have a significant impact on the overall health of an organisation and of the general population.”
PEOPLE-CENTRED DESIGN

Rolls-Royce Trent XWB Project Hall

We devised and rolled out workplace strategies and design and change management initiatives across Rolls-Royce sites globally.

To improve global communication, efficiency and productivity across Rolls-Royce, and help it bring products to market more quickly, we developed the strategic brief and design for its project hall in Derby, UK, which houses around 400 staff working on the company’s latest project — Trent XWB — the world’s most efficient jet engine.

Previously, teams were often based in different buildings across the site, resulting in poor information flow and communication. Many offices also lacked natural light, while work spaces featured uninspiring rows of desks.

To create a workplace that would inspire Rolls-Royce staff, we spoke to employees to understand current work patterns and how they wanted to work in the future. This allowed us to put people at the heart of our designs.

At the Trent XWB project space, teams work under one roof in a highly innovative environment that encourages better communication and collaboration, allowing teams to thrive.

By placing all workspaces near windows, staff receive more natural light, which is important to help regulate their natural body clocks; varied workspaces, including dedicated quiet spaces mean employees can escape noisier areas and work undisrupted; and vibrant group and social spaces create a stronger sense of community, enhancing people’s social wellbeing.

Crucially, we also provided change management expertise to help those moving into the new workspace embrace agile and more collaborative ways of working.

Image credit: © Hufton + Crow
Space for collaborative working and introducing standing desks at Rolls-Royce’s Trent XWB Project Hall, Derby, UK, encourages employees to share knowledge and move around more while in the office.
About AECOM
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