

2017 Report

DON'T BE AFRAID OF ACTIVITY BASED WORKING



NEW OFFICE?
NEED FOR CHANGE?
EMPLOYEE MARKET?

Find out what kind of work environment
is offered by your competition.

Don't be afraid! Find out what you need
to know about ABW - it may be the
solution for you!

The work environment is constantly changing. The world and Poland are undergoing a transformation that introduces a younger generation of workers and modern technologies to the market. Today many people are telecommuting, often performing most of their duties remotely. So are modern offices adapted to the current needs of workers and business challenges?

The concept of Activity Based Working (ABW) makes the office a flexible space that adapts to users and the nature of their activities.

Hays, Kinnarps and Skanska are organisations for which the working space of different generations and temperaments is extremely important, although the emphasis is placed on its various elements. Long-term, close cooperation with employers and tenants of office space on the Polish market has allowed us to gain a variety of experiences.

We are aware of the current needs of companies, as well as the expectations of employees with respect to the workspace. We can see that the modern office, which allows employees to choose their workspace based on the nature of their work, is no longer treated as a curiosity.

Is the abandonment of the traditional concept of the office becoming a necessity for organisations that seek to further technological development, and be open to the diverse needs of employees?

The rapidly progressing transformation of the work environment and the applicable office standards has inspired us to conduct research on the arrangement of workspace and its role in achieving the company's goals and strategies for acquiring the best employees. The survey was conducted in August 2016 in almost 100 companies, employing a total of over 50,000 people. The publication is supplemented with available reports, conclusions and comments of experts.

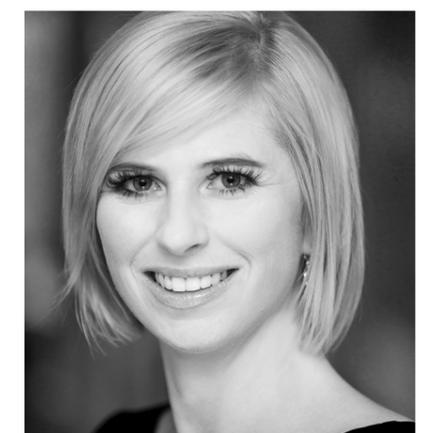
We invite you to read further.



Paula Rejmer
Managing Director Expert Perm,
Hays Poland



Beata Osiecka
CEO Kinnarps Polska,
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Ewelina Kałużna
Leasing and Asset Management Director,
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DON'T BE AFRAID OF ACTIVITY BASED WORKING

The main topic of this report is the concept of Activity Based Working (ABW), which implies that what we call “office work” does not have a single meaning, but consists of various activities carried out individually or collectively, requiring different levels of attention, expenditure of time and the environment.

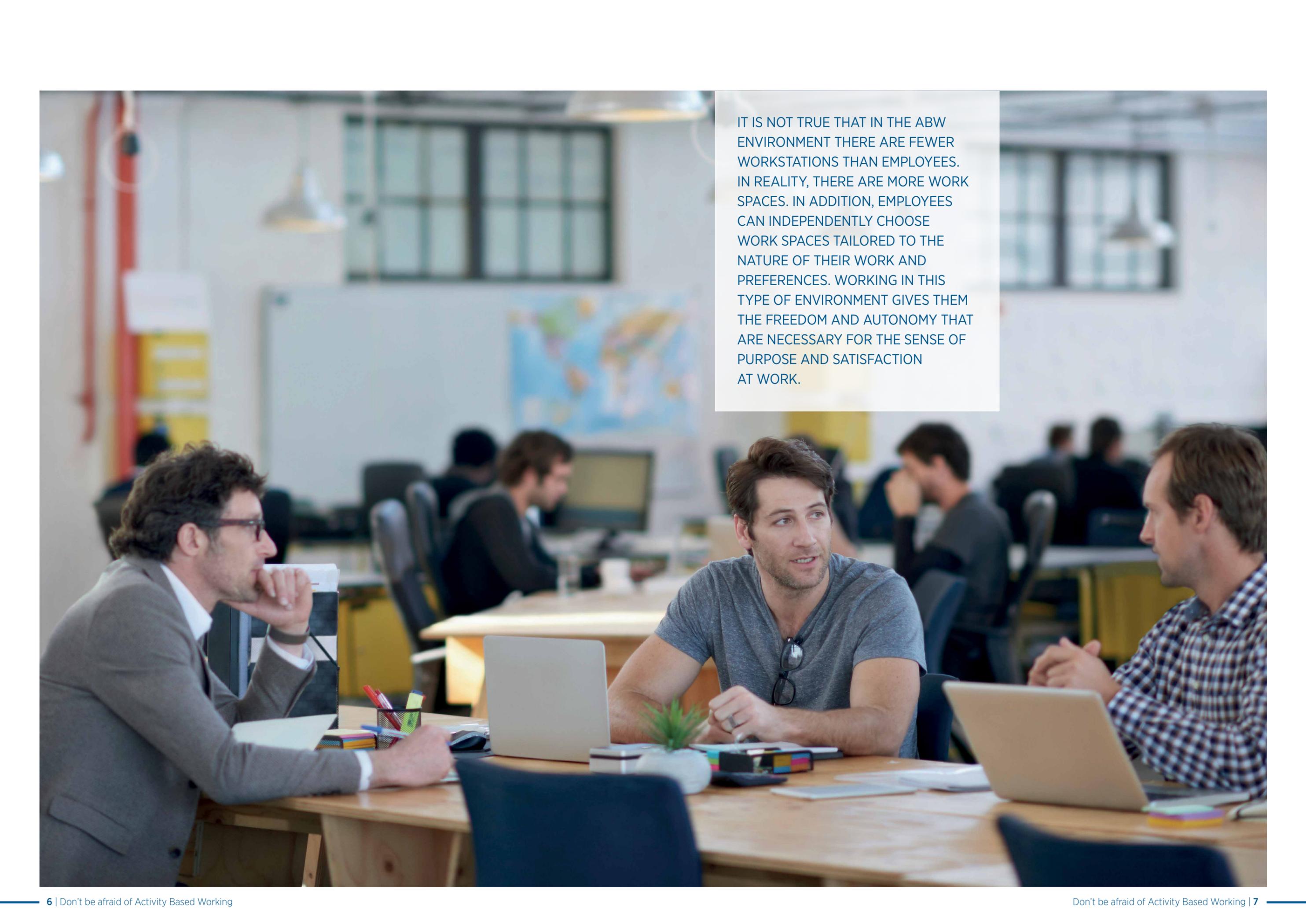
The most common mistake is to identify ABW with interior design. Meanwhile, the space planned in accordance with this concept is only the most visible result of its implementation. According to ABW, the office is a tool for team management on the basis of independence, autonomy and willingness to change on the part of employees. Making full use of the opportunities offered by this office space is made possible by the organisational culture built on trust.

Therefore, the main goal of the ABW concept is not to deprive employees of their own desks, but the in-depth examination of the nature of work (current and planned), and selecting those elements that are most important. In modern offices it is not about fitting the largest group of employees into a defined space, but to most efficiently utilise the time and the potential of employees in this defined space. Offices are primarily meant to facilitate cooperation and creative, productive interactions.

Sylvia Pędzińska
Partner and Director
of Workplace
Innovation, Colliers
International



The space organised according to the ABW concept can be defined by the slogan “voice & choice”. It is an environment ideally tailored to the needs of a particular organisation. Such in which employees have the opportunity to choose the space that is best suited to the currently performed task (“choice”). In addition to choice, equally important is enabling the employees to have an impact on the shape of their work environment, and giving it a unique identity with which employees can identify (“voice”).



IT IS NOT TRUE THAT IN THE ABW ENVIRONMENT THERE ARE FEWER WORKSTATIONS THAN EMPLOYEES. IN REALITY, THERE ARE MORE WORK SPACES. IN ADDITION, EMPLOYEES CAN INDEPENDENTLY CHOOSE WORK SPACES TAILORED TO THE NATURE OF THEIR WORK AND PREFERENCES. WORKING IN THIS TYPE OF ENVIRONMENT GIVES THEM THE FREEDOM AND AUTONOMY THAT ARE NECESSARY FOR THE SENSE OF PURPOSE AND SATISFACTION AT WORK.

PREFERENCES AND POTENTIAL

There is no office that would be ideal for all companies and employees. The starting point for determining the optimal layout can be an analysis of the organisation and the type of worker that prevails among the employees. It is simple – often requesting employees and managers to answer a few questions is enough.

The Activity Based Working concept can be a good option if:

- the company includes departments and teams whose work requires plenty of meetings;
 - the nature of work of some departments requires frequent telephone calls, while at the same time it is important that they are able to focus;
 - the majority of company meetings are of an informal, spontaneous or creative nature;
- or
- in order to work more effectively, the company's employees need more solutions than just their own desk and a traditional conference room.

SELECTED QUESTIONS

What percentage of time (of a typical day at the office) do you spend on the following activities?

Individual work requiring no interaction with others, e.g. writing reports, emails	...%
Collaboration, all forms of teamwork, meetings (both in conference rooms and quick consultations in the corridor)	...%
Telephone calls	...%

What percentage of meetings in which you participate are scheduled, and what percentage are ad hoc?

Scheduled meetings	...%
Ad hoc meetings	...%

How often would you like to utilise alternative work spaces?

	1 - I don't think I would use them at all	2 - Several times a year	3 - Several times a month	4 - Several times a week	5 - Daily
Focus room Small room for focus work, long telephone calls or teleconferences					
Design/ creative zone Space equipped with boards/glass for writing, design tables, and other creative elements					
Telephone Booths Small, acoustically isolated spaces for telephone calls					
Spaces for ad hoc meetings Dedicated space to hold a quick meeting of 2-4 people					

How important for your work are these individual aspects?

	1 – Not important	2 – Somewhat unimportant	3 – Sometimes important	4 – Important	5 – Very important
Focus work in silence and isolation from external stimuli (e.g. people talking)					
Creative work , unconventional thinking, generating ideas and solutions					
Ad hoc meetings in small groups					
Space allowing for regeneration during work					

* Source: Survey – courtesy of Network Office.

AN IDEAL CONCEPT

The report from the Dutch research project by Susan Smulders and Denise Clarijs shows that activity based workplaces often become the catalyst for developing a better environment for professional activities. Employees are spontaneously starting to doubt the stereotypes and to challenge them.

During the five-year research project, Smulders and Clarijs conducted interviews with more than 5,000 office workers, which clearly indicate that a flexible office enhances their well-being and supports their skill development.

By applying the ABW concept, the company has the opportunity to gain new knowledge on work practices, their relevance to current challenges, and for ongoing assessment of the extent to which the office supports the implementation of business objectives. A systemic approach provides an insight into how rapidly office work has undergone changes, under the influence of technology, demographic and management trends, in the last few years.

Management has also recognised the benefits. As many as 34% of managers have noticed that they can give their employees more responsibilities than they could in other circumstances.*

*Report from the project by Susan Smulders and Denise Clarijs of Kinnarps, 2016.

NEARLY 70% OF EMPLOYEES NOTICED THAT WORKING IN THE ACTIVITY BASED ENVIRONMENT GIVES THEM MORE ENERGY, HELPS THEM ACHIEVE BETTER RESULTS AND IS MORE STIMULATING.*



*Source: Report from the project by Susan Smulders and Denise Clarijs of Kinnarps, 2016.

HISTORICAL OVERVIEW

Work tools: paper, pencil, pen

- Room-oriented office layout;
- The beginnings of open space;
- Desks in rows, employees facing in one direction (similar to production lines);
- Place in the office reflects the position in the hierarchy;
- Monitoring, discipline and routine in work organisation.



BEFORE THE
19TH CENTURY

Mechanisation of work: 1st and 2nd generation computers

- Development of the open space office layout;
- Employees worked on a large open floor space, while the managers' offices were located on the mezzanine, so that they could supervise the work from above;
- Individual offices for the key people in the company;
- Working in groups;
- Emphasis put on the ability to communicate at work and meeting social needs.



FROM THE END OF
THE 19TH CENTURY
TO THE 1920s



1930s
TO 1950s

Dynamic automation: first personal computers

- Working in groups and conceptual work;
- The "combo" office style becomes widespread, which is a Scandinavian innovation that combines the advantages of the room-oriented and the open space office layouts;
- Intelligent facilities equipped with modern solutions and automated management systems;
- Increase in the need for comfort, aesthetics and respite in the office;
- Moving away from the rigid to the flexible style of work.



1960s
TO 1970s



1980s

Tools enabling work and communication from anywhere

- Balanced, intelligent office building – environmentally friendly and conducive to social, economic and cultural development;
- Office space allowing for adapting the workplace to the tasks;
- Flexibility and adaptability;
- Activity Based Working, telecommuting, shared office and co-working;
- Low maintenance and operational reliability;
- Co-creation and efficiency rather than productivity.



21ST CENTURY



Work tools: telephone, typewriter and counting tools

- Open space office layout in the building, reducing the space needed for a single employee in relation to the room-oriented layout;
- Monitoring, discipline and routine in work organisation;
- Quality of work depends not only on supervision and employee engagement, but also on the conditions, tools, and the possibility to rest during work and ergonomics.

Work automation: 3rd and 4th generation computers

- The landscape office;
- Working in teams and individually;
- Less formal nature of office space;
- Efforts to determine the demand for office space in the workplace depending on specific activities;
- The growing importance of the office location, aesthetics of the building and the environment.

The rapid development of electronics: mobile and multifunctional devices

- Working in teams and individually;
- Intelligent and ecological buildings;
- Acoustics and reduced distractions;
- Additional amenities, such as informal meetings rooms, booths for telephone calls;
- Distribution of employees according to the scope of their duties;
- Flexible work, telecommuting.

Source: Prepared on the basis of the publication
by E. Niezabitowska, *Evolution of the office building
in the course of the 20th century: Towards an intelligent building.*

IF WE LOOK AT THE EVOLUTION OF OFFICE SPACE
WE CAN NOTICE A CERTAIN PATTERN
– WITH THE CHANGE IN MANAGEMENT STYLES
AND THE CONTINUED EMERGENCE OF NEW
TECHNOLOGIES, THE STANDARD OFFICE MODEL
HAS ALSO UNDERGONE A TRANSFORMATION.

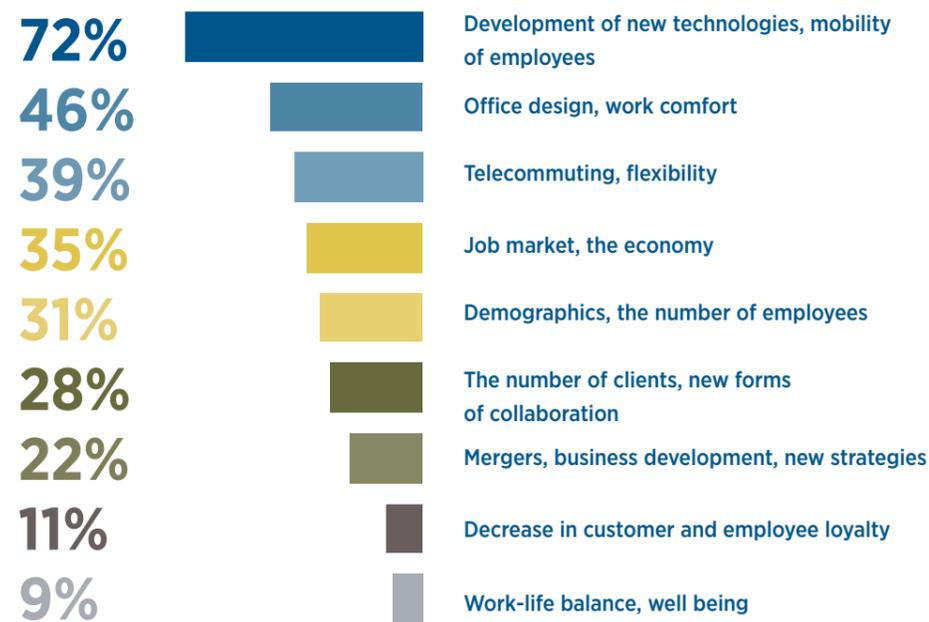


THE TIME FOR CHANGES

We live in times of accelerating change. The timely understanding of significant trends and skilful adaptation to new realities will help in building competitive advantage.

In a joint survey we asked employers about the factors which, in the next few years, will have the greatest impact on how work is conducted in their organisations. The period taken into account is not random, as five years is the average time that a company spends in one location.

FACTORS INFLUENCING THE WAY WE WORK



Source: Study by Hays, Kinnarps and Skanska – *The Office vs. Organisational Needs*, 2016.

All technological and cultural changes accelerate innovation in the work environment, and this is an extremely rapid transformation. It requires an immediate response from employers and the coordination of the company's vision with the new realities of the job market.

In order to accomplish business goals and at the same time remain competitive, a certain degree of flexibility is necessary. Employers need to understand that new technologies are intended to support professionals in building their careers and create favourable conditions for them to develop their own interests while meeting the company's goals.

Małgorzata Jasińska
 Managing Director
 Hays Talent Solutions,
 Hays Poland



Responding to the needs of employees brings huge benefits – not only personal or related to employer branding, but also financial. Meeting the changes occurring in the work environment will be conducive to strengthening teams and improving their efficiency. Employees will be more engaged, empowered and satisfied with their career. In addition, being open to innovation will help employers attract and retain talented professionals in their companies.



EXCHANGING TIME FOR SPACE

If we looked at the division of our time between individual work and teamwork, we spend an average of 50% of our time on either. If we then divide our tasks into those for which we need quiet in order to focus, and those we can do while being distracted, again we will see that we spend 50% of time on either. This means that only 25% of our time is spent on tasks performed individually and on which we need to focus in silence, while the remaining 75% of the time is filled with teamwork performed both in silent focus and with distractions, and with individual tasks performed with distractions.

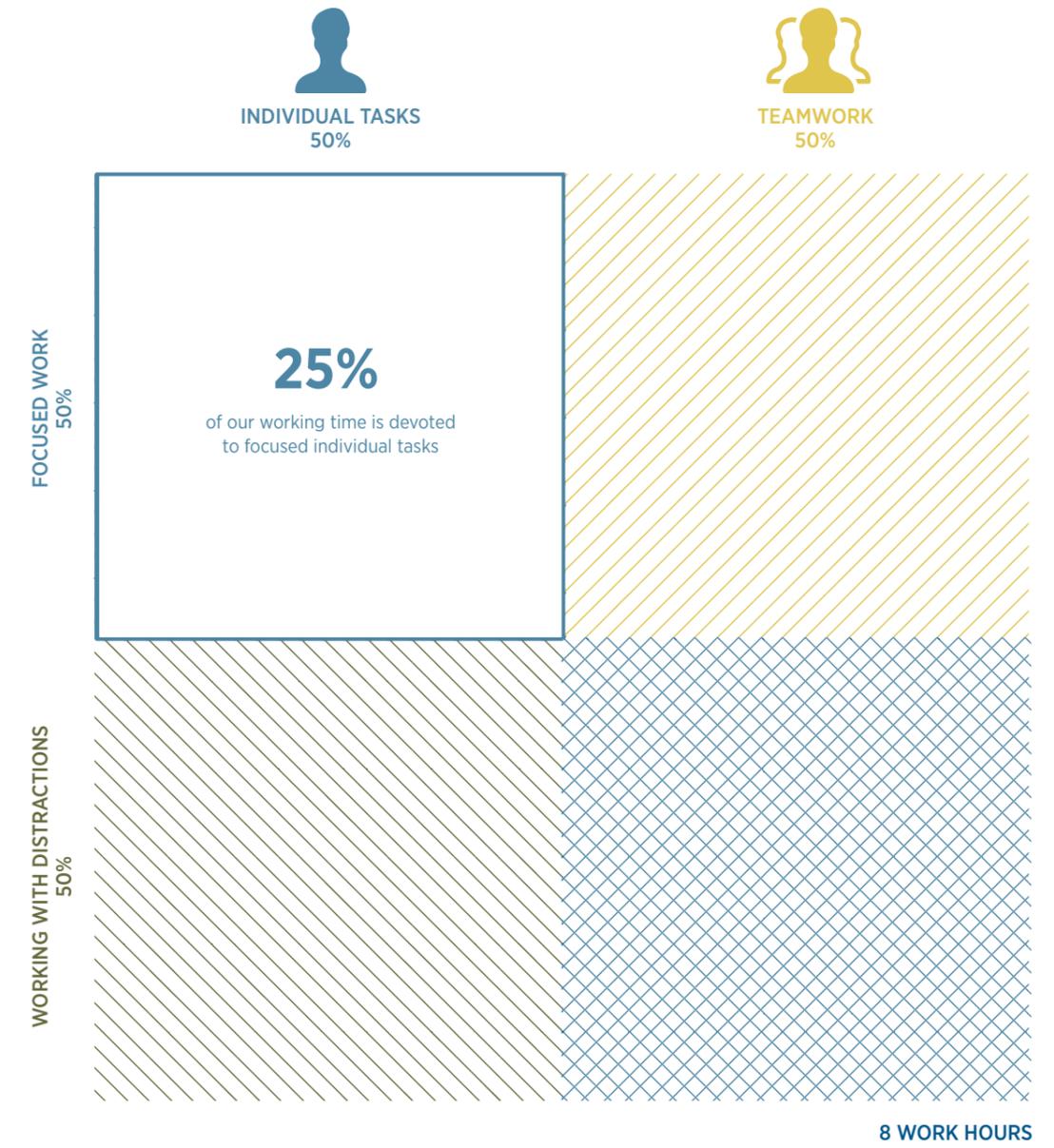
Meanwhile, today's typical office space does not reflect what occupies our attention at work. 75% of office space is taken up by individual desks, and all activities related to meetings and teamwork must fit in the remaining 25% of the space. Therefore, the main problem of contemporary work environments is the lack of space for meetings and teamwork, as well as a general high level of distraction.

The division and layout, as well as equipping of contemporary office space simply do not reflect the actual use of time and the modern work model of today's companies.

Moreover, we anticipate that by 2020, the amount of teamwork during a typical work day will increase to 70%*.

Source: Publication of Kinnarps – *Kinnarps Trend Report*, 2013.

DIVISION OF WORK TIME



VARIOUS REQUIREMENTS AND NEEDS

One of the factors which, according to employers, will largely determine the shape of the labour market in the near future, is flexibility. Employees want to have a variety of work hours to choose from, and thanks to the development of technology, remote work is also gaining importance. The newest generation of the Internet era entering the market has highlighted the need for changes in the approach to the work environment.

Young workers want to have a real impact on the company through the opportunity to express their opinions and participate in decision-making processes. Increasingly, the standard salary and full-time position are not enough to recruit and retain talent. Employees expect to have a greater influence in determining their work mode, including the ability to decide on the time and place of work.

Young people are creating a completely new way of working, based on characteristics such as multi-tasking, remote work and the use of several devices simultaneously, which in the near future will have a decisive influence on the operational model of companies. In contrast to previous generations, these younger workers are naturally more proficient in the world of new technologies and have the desire to improve their management skills.

On the other hand, the challenge for employers is to meet the expectations of all generations. Currently, we have four generations working under one roof, which significantly affects the shape of work environment. The Kinnarps study* shows that ergonomics is a priority for all generations.

The variety in employee requirements is generation-based. At the same time, the space designed according to the ABW concept meets the needs and expectations of many generations. For each employee, change can be a stressful situation, because it forces him to step outside his comfort zone and give up old habits. However, ABW provides access to a variety of zones and solutions that not only enable him to work in accordance with his preferences, but also create opportunities for intergenerational integration, sharing of insights and knowledge.

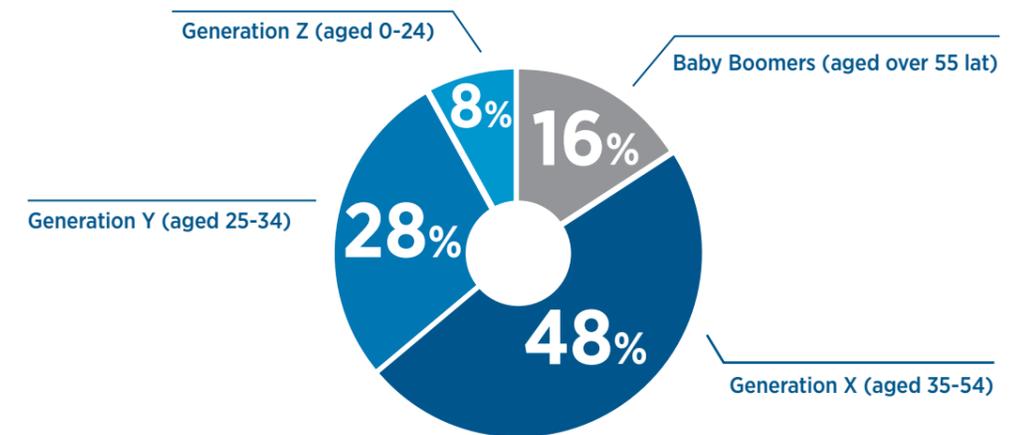
*Source: Study by Kinnarps - *United Minds*, 2015

Ewa Zmysłowska
Director of Human Resources,
PwC Polska



Young people want to travel, grow, gain experience. They appreciate flexibility and mobility. Employers who best respond to the expectations in this area will gain a significant advantage in the battle for talent. What companies can do right now is to adapt both their office space and their work models. This is possible thanks to modern tools, which not only allow for working from the office, but also from home, the park or any other place - even from the end of the world.

GENERATIONS ON THE LABOUR MARKET



Source: Central Statistics Office, 2016.

Paula Rejmer
Managing Director
Expert Perm,
Hays Poland



During interviews, questions about partial telecommuting or flexible working hours are becoming standard. Employers should be aware that they cannot ignore the evolution taking place on the labour market. If companies which intend to grow and utilise new solutions want to not only acquire, but retain talented employees, they should already start making changes aimed at tailoring the work environment to the needs of employees.

THE PERFECT CANDIDATES FOR IDEAL EMPLOYERS

Employers are increasingly experiencing difficulties in finding suitable candidates who will meet their requirements. Companies are using new and non-standard methods of interviewing candidates, including activity in social media, gamification or the use of special applications in the recruitment process. The battle for top talent continues, and some industries are struggling with a huge shortage of suitable candidates on the job market.

In a joint study conducted by Hays, Kinnarps and Skanska, employers responded to a question about the most desirable qualities and skills of new employees.

The skills employers look for, to a large extent are associated with changes in the modern world. Because we will constantly have to deal with changes of the job market, employees must be both creative and innovative, as well as hard-working and responsible. Companies need not just employees, but mini-entrepreneurs who will treat their place of work as their own business, and will respond quickly to the changing needs and environment.

Currently, we are increasingly faced with “turquoise companies” in which employees choose to engage in tasks and assign themselves roles tailored to their individual skills. They work there because they feel good there. Companies that rely on such a management style, often do not have job positions but rather roles. The latter may, however, change when new skills are acquired or when the employee wants to try something new. Also, the number of working hours may be individually agreed to by the employee and all of his internal clients. The only limitation is not to disturb the smooth operation of the company. Activity based working is a good solution for such organisations.

Companies are increasingly willing to think about the work environment in terms of strategy. Why? Because they see that the office tailored to the needs of employees improves communication and efficiency, strengthens cooperation and knowledge sharing. Working comfort allows to meet objectives better, which in turn ensures greater financial results. The starting point for reflection on how the work should be performed is to define the company’s values as well as to put emphasis on solutions that foster the satisfaction of employees.

Regina Gul
Senior Project
Manager,
JLL Poland



Source: Study by Hays, Kinnarps and Skanska – *The Office vs. Organisational Needs*, 2016.

THE MODERN OFFICE

Activity Based Working is not an interior design technique – it goes much deeper than that. The external appearance here is only the visible result of the implementation of the entire concept. Making full use of its capabilities depends on the organisational culture based on trust. It is part of the strategy for achieving business goals, which assumes knowledge of own work models, combining technology, management and physical space. The essence of the concept is the awareness of the objectives that the organisation intends to achieve with the help of the implemented changes. The office is a tool which helps in this transformation.

A WELL THOUGHT OUT AND ARRANGED OFFICE SPACE DOES NOT ONLY ALLOW FOR MORE EFFECTIVE DAILY OPERATIONS, BUT ALSO FOR MORE FLEXIBILITY, WHICH, IN CASE OF CHANGES TO THE COMPANY'S STRUCTURE, MAKES IT EASIER AND CHEAPER TO ADAPT IT TO NEW CONDITIONS.

In the era of diversity universal solutions do not exist in the work environment. Diversity of employees, business models and the changing environment means that every company has individual needs and expectations. The office space must consider them and respond accordingly. Going one step further – today's office must take into account the needs of the company which are not yet known. Thus, the need of every company for a different model of Activity Based Working is justified.

Magdalena Szkarłat-Meszczyńska
Architect,
APP KOLOR PLUS



The Activity Based Working concept is a form of organisational culture that allows us to see individuality – that each employee is different, that not everyone has to always work in the same way, that during a break at work we can come up with creative ideas. This forces the architect to think outside the box and allows for a number of different scenarios.

LEVEL OF IMPLEMENTING ACTIVITY BASED WORKING

0-25%

- Fixed workspace for each person;
- Permanent wiring;
- 100% of the time working in the office;
- Offices have owners;
- Single-function spaces;
- Closed meeting places.

26-50%

- Fixed workstations not for everyone;
- Hierarchical access to space;
- Division of office into smaller open spaces;
- Closed common spaces;
- Limited choice of common spaces.

51-75%

- Fixed workspaces for some employees;
- Shared worked spaces;
- Closed spaces for management;
- Expanded selection of space;
- Access to common areas;
- IT equipment tailored to individual needs.

76-100%

- No assigned workspaces;
- Office without cables;
- Telecommuting, teleworking;
- Task-based work;
- A wide range of available space;
- Closed spaces available to everyone;
- Access to common areas.

AN OFFICE IS MORE THAN JUST A DESK

With the growing awareness of the impact that office arrangement has on company dynamics, employers are increasingly recognising the potential of the office as a management tool, and are beginning to treat the office as an investment, not as an expense. The positive attitude to creating a flexible office carries more benefits than the result alone – a new workspace.

By getting to know the market trends and expectations of the younger generations of employees, you can better prepare the office for the challenges ahead, and take advance steps to ensure competitive advantage in certain business areas.

Currently, only 30% of offices support creativity and teamwork – qualities that employers look for in potential employees. In a similar percentage of offices the situation is reversed – the workplace does not support teamwork or help employees fulfil their potential. Most companies fall somewhere in the middle, meaning their offices contain elements that contribute to the expected behaviour and support the desired attitudes in the workplace.

On average, the costs of renting office space represents about 10% of the company's operating costs, while personnel costs are approx. 70%. It is worth considering what benefits can be achieved by investing in an inspiring office space based on the ABW model. Since so much of the budget is spent on personnel, we should provide them with a space that is best suited to the nature of their work. The cost of testing and arranging the new office will coincide with the budget for the personal development of our employees. We know that the ABW office brings tangible benefits to individual teams and consequently to the entire company.

Ewelina Kałużna
Leasing and Asset
Management Director,
Skanska Property
Poland



Our observations indicate that companies are more willing to revise their organisational culture and use the arrangement of office space as an element supporting desirable employee characteristics, as well as a response to the challenges of the job market. Increasingly, they also realise that the modern workplace has to be flexible and tailored to the needs of employees.

According to a study conducted by Hays, Kinnarps and Skanska, the trend is becoming more and more visible due to as many as 88% of respondents in Poland is considering using their office arrangement as a supporting tool for building the image of an attractive employer.

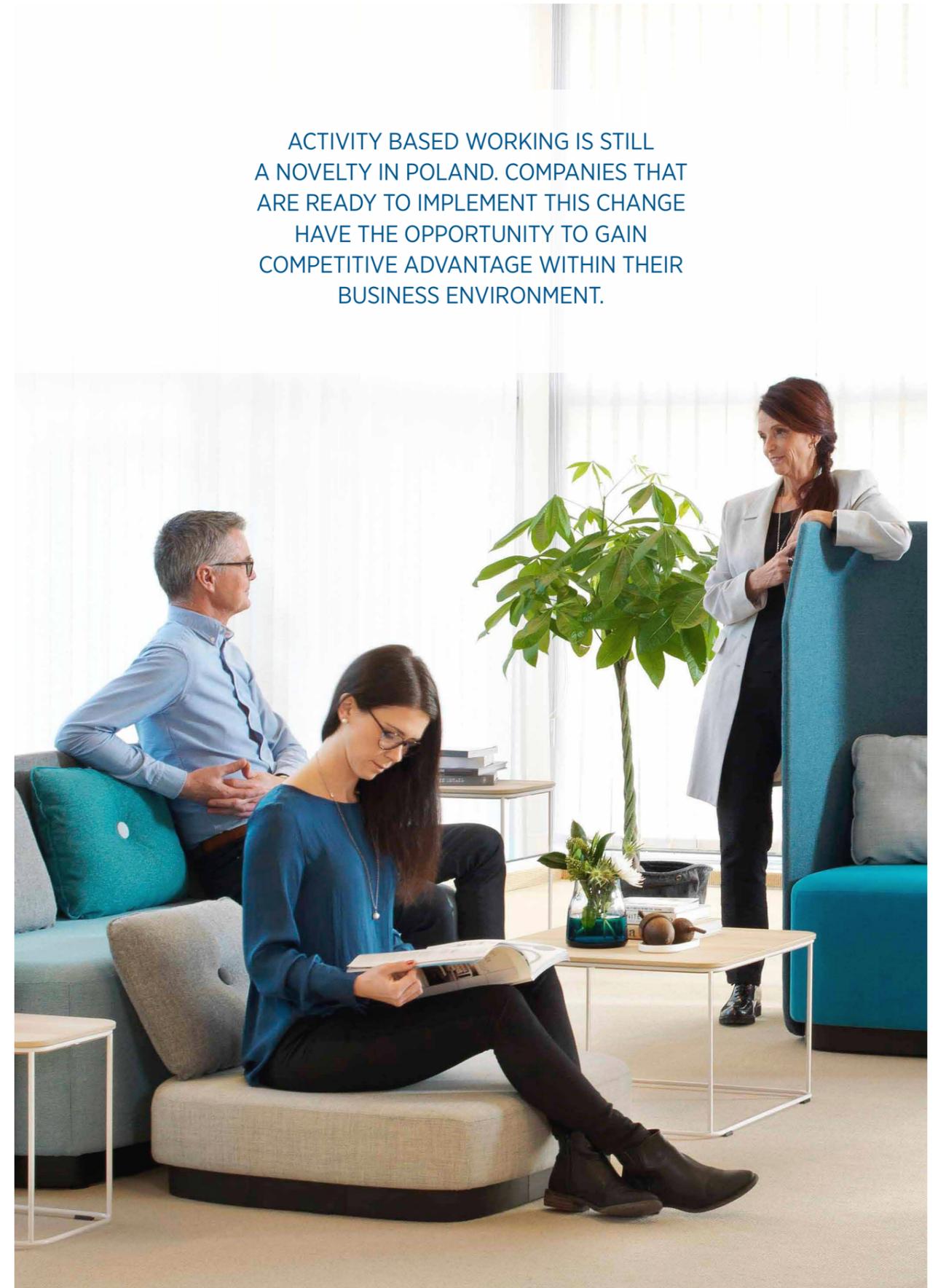
**Beata
Preis-Hryniewicz**
HR Manager,
Hays Poland



The greatest impact on the decision to take up employment at a company is the work itself. However, more often we are seeing that a modern and attractive office can help make a decision, especially among the youngest generation of workers. Companies are increasingly aware of this issue and try to arrange the workspace in a way that it becomes an additional deciding factor in the process of recruiting specialists.

ACTIVITY BASED WORKING IS NOT A NEW CONCEPT, AS IT RECENTLY CELEBRATED ITS 20TH BIRTHDAY. THE TERM WAS COINED BY THE DUTCH CONSULTANT ERIC VELDHOEN, WHO IN 1996 DESCRIBED A MODEL OF AN EFFECTIVE WORK ENVIRONMENT IN A BOOK TITLED THE DEMISE OF OFFICE.

ACTIVITY BASED WORKING IS STILL A NOVELTY IN POLAND. COMPANIES THAT ARE READY TO IMPLEMENT THIS CHANGE HAVE THE OPPORTUNITY TO GAIN COMPETITIVE ADVANTAGE WITHIN THEIR BUSINESS ENVIRONMENT.



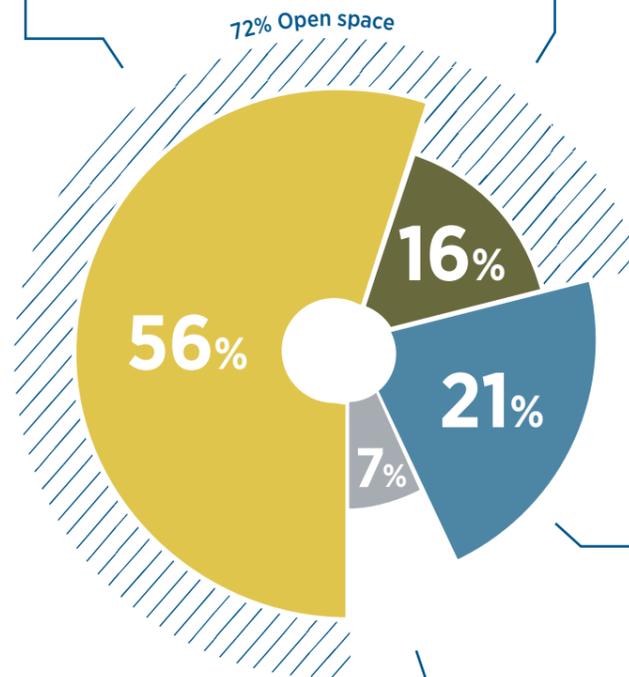
IN THE OFFICE AND ON THE COUCH

Although currently many offices are arranged according to the concepts developed in recent years, businesses are increasingly looking to design their office space in such a way that it reflects the desired characteristics and competences of the company. More and more important are spaces where people can meet and work on projects. Work is no longer defined as a place where we spend 40 hours a week, but as a collection of activities.

OFFICE SPACE IN POLAND

Open space with amenities (meeting and rest spaces, etc.)

- Open space with a minimum number of partition walls;
- Dedicated workstations, limited number of places;
- Rooms designed for quiet work, conference rooms, space filled with chairs, sofas and other amenities.



Flexible office, Activity Based Working model

- Space designed for teamwork and task-oriented system;
- Shared workstations;
- Space divided into zones tailored to the diverse needs of employees.

Traditional open space

- Open space with a minimum number of partition walls;
- Desks located in one large space with no division into separate rooms or offices;
- Individual departments occupy different parts of the office.

Office divided into rooms, individual offices

- Greater number of offices;
- Small rooms for departments or employees performing work of a similar nature;
- Very limited space for common areas.



IN POLAND, MOST COMPANIES OPERATE IN OPEN SPACE TYPE OF OFFICES, ENRICHED WITH SOME AMENITIES. 7% OF COMPANIES DECLARE USING THE ACTIVITY BASED WORKING MODEL.

We estimate that in Poland, flexible offices currently represent about 5% of all modern office space, while the open space model dominates in 75% of the spaces and about 20% are traditional office spaces with designated rooms. The process of converting office space is beginning in earnest. The flexible office will continuously change with new technologies and progressive process automation. Freed from repetitive tasks, employees will increasingly be involved in creative work, and their new needs will not only support the increasingly individualised offices, but also other spaces, forming a “third place” (literally and figuratively situated between work and home), which today we don’t yet think of as space for regular work, e.g. self-driving and fully automated cars.

Karina Kreja
Head of Workplace
Consultancy
and Design,
CBRE

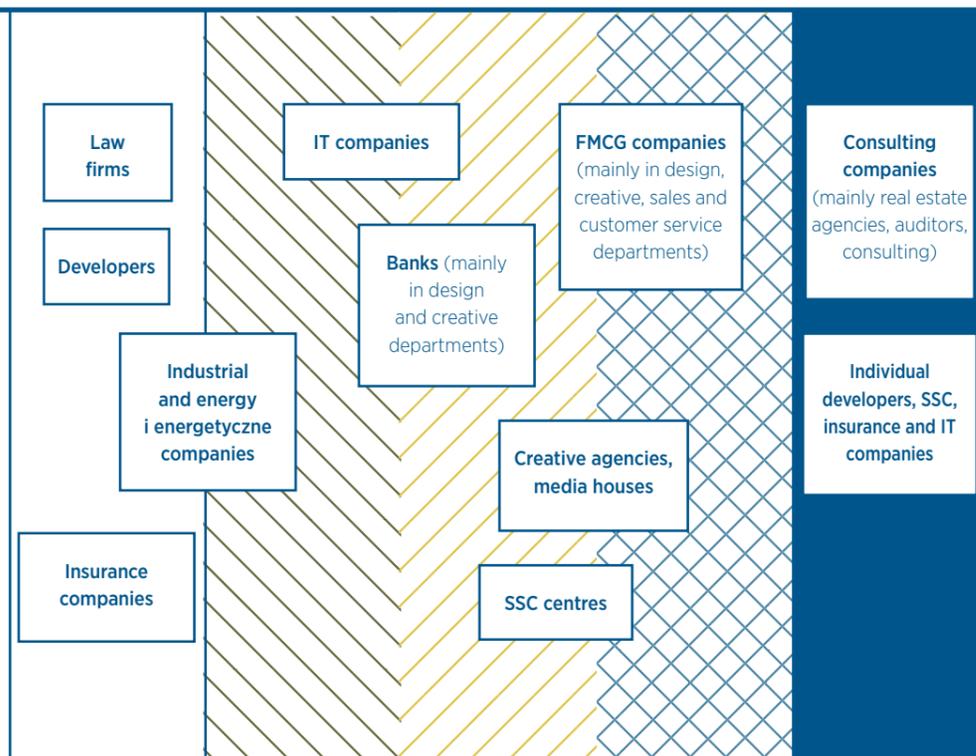


HOW MUCH ACTIVITY BASED?

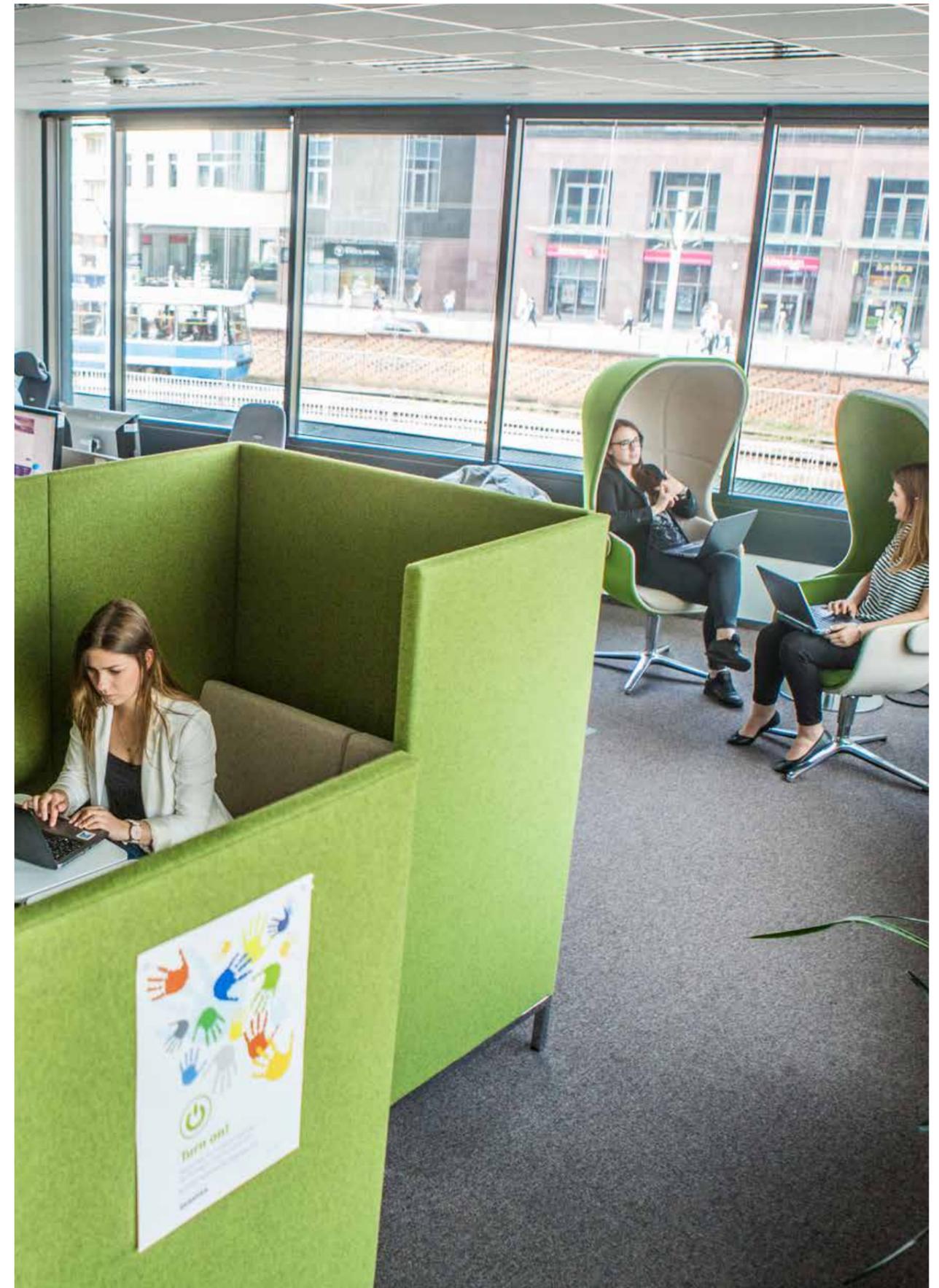
The experience of Network Office indicates that the ABW environment varies in different sectors of the Polish market. In large companies, employing over 100 people, we can see which industries and types of activities most frequently use the flexible office model.

WHICH SECTORS IN POLAND HAVE COMPANIES WITH THE FOLLOWING LEVELS OF ABW MODEL IMPLEMENTATION?

Lack of interest in ABW concept	First analyses of the potential of ABW model implementation	Pilot partial implementation of the ABW model in some areas of the company (up to 30% of office space)	Implementation of the ABW model in most areas of the company (30%-70% of office space)	Implementation of the ABW model in most areas of the company (over 70% of office space)
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Source: Analysis of Network Office.



RECIPE FOR SPACE

When should one decide to implement the ABW model if there is no concept that would be ideal for everyone? The starting point for determining the optimal system can be the answer to the question contained in the first part of the report, but also defining the type of employees in the company. One way is to divide them into Residents, Networkers, Nomads and Field Workers.*

*Source: Materials of Network Office.

Nomad – spends more time in meetings than at the desk, at which he spends up to 30% of his working time. Attends numerous meetings every day. He can also work remotely on a regular basis.

Networker – spends between 40% and 70% of the working time at his desk. Attends meetings at the office or outside nearly every day. Often moves about when carrying out his tasks. Works remotely at least part of the time.

Field Worker – appears in the office only occasionally.

Resident – spends over 70% of his working time at the desk. Only occasionally attends meetings. Works remotely only in exceptional circumstances.

Most employees perceive themselves as Residents (49%), spending their time working mainly at their desks. Meanwhile, workstation observations indicate that Residents account for only 18% of all employees in the company. More than half of employees are Networkers who often move around.

Companies or departments with a significantly large number of Residents should focus on creating a comfortable space for individual work. A quiet and ergonomic workplace is of great importance to them.

In contrast, for companies where Networkers dominate, spaces for meetings and all forms of teamwork are most important. The key aspect of a Networker's job is direct communication, and therefore larger common areas are a better fit. Networkers are a group for which it is worth considering implementing the ABW model in the work environment.

Nomads, first and foremost, need meeting places to conduct their office work. The arrangement of desks in the office space is not a vital issue for them, because they spend only up to two hours per day at their desks. For individual

tasks, Nomads prefer spaces where you can quickly start working with a laptop, making them a group for which the Activity Based Working model is most natural. Just as in the case of Field Workers who appear in the office sporadically.

Office space adapted according to the ABW concept translates into financial benefits as it increases the efficiency of employees. In companies where a significant percentage of staff works remotely, the traditional model, which is based on a specific structure and division of office space, does not work.

An office designed using the ABW model strengthens the employees' sense of having influence over their work area, which increases their engagement. Users see an increase in their efficiency, better use of time and improved mental and physical well-being thanks to the possibility of adjusting their work mode to individual preferences. It provides them with the opportunity to choose from a variety of spaces with different styles and functionality, spending more time moving around and a healthier and more ergonomic work environment. A flexible office also supports communication and teamwork.

Łukasz Polikowski
Managing Director
and Founder, Head
of Workplace Change
Management,
Network Office

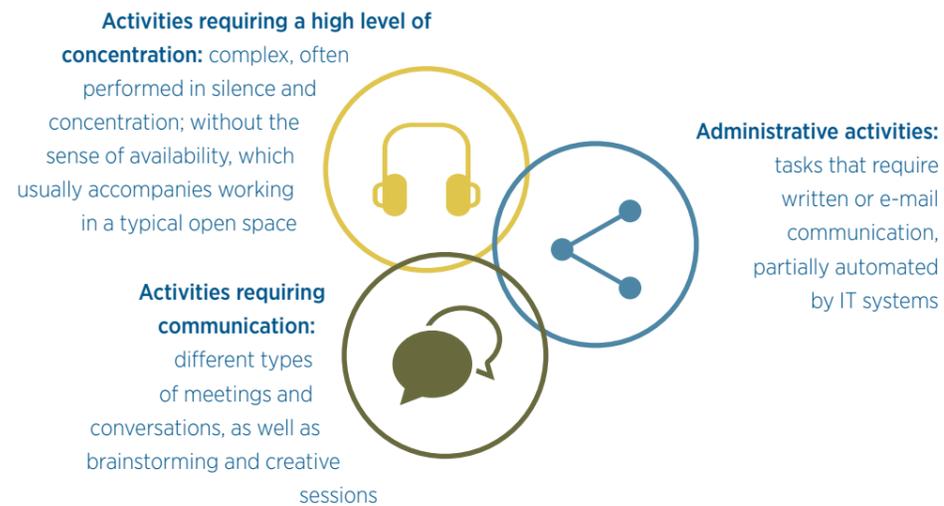


When planning a change process, it is important to check whether employees recognise how mobile they are and how rarely they use their own desks. High awareness of own mobility and needs associated with teamwork (e.g. greater need for access to various meeting places than to desks) is an indicator of greater openness to the flexible office model. For Residents it seems reasonable to invest in comfortable chairs and desks with adjustable heights where you can work standing up. For more mobile groups it will be much more important to invest in spaces for meetings.

THE CULTURE OF ACTIVITY BASED WORKING

Activity Based Working has become a household name in office nomenclature, although it is often mistakenly equated with the modern way of organising workspace. ABW is primarily a manifestation of a new organisational culture that develops due to the changes taking place in technology and social behaviour. This way of working supports the efficient execution of various activities, but is also meets the individual needs of employees.

In simplified terms, it can be assumed that a typical day at the office is filled, to a varying degree, with tasks falling into the following categories:



An office arranged using the Activity Based Working model should provide its employees with a choice of functionally varied spaces, allowing them to perform their daily tasks in optimal conditions. In practice, this means that the office must have both meetings areas and spaces supporting communication, as well as isolated places for quiet and conceptual work. Employees can perform their daily tasks in various places, not necessarily having assigned workstations at their disposal, but sharing them with their co-workers.

Aleksandra Krawsz-Kubica
Marketing & PR
Manager,
Kinnarps Polska



The arrangement of space in the ABW concept is natural. It resembles a house, where we have specialised spaces between which we move throughout the day according to the type of activity we are performing – we eat in the dining room, sleep in the bedroom, etc. Similarly at school, where we use special workrooms to study particular subjects. An office arranged in the ABW concept has a flexible work model, in which the employee moves around between spaces throughout the day, according to the nature of his tasks.



ACTIVITY BASED WORKING IS A CONCEPT REQUIRING THE TYPE OF ORGANISATIONAL CULTURE, IN WHICH THE MANAGEMENT TRUST THEIR EMPLOYEES AND IS CHARACTERISED BY MANAGEMENT TRUST IN EMPLOYEES AND OPENNESS TO CO-DECISION MAKING.

CONCERNS AND CHALLENGES

The ABW concept has many supporters, but it also has a number of critics. Noise can be problematic as it is difficult to reduce in an open space. However, this issue is not only solved by modern acoustic systems, but also by designing the space accordingly.

Ewelina Kałużna
Leasing and Asset
Management Director,
Skanska Property
Poland



There was a lot of fear of change in the functioning of my staff. It is natural that we resist giving up old habits. My employees came to me and asked directly whether the ABW concept and the new way of working will not negatively impact our results. Now, in meetings with clients I have the opportunity to tell them how important it is to prepare for this change, what challenges need to be addressed, and why switching the functions of particular departments to the ABW mode – because this concept may be examined on a microscale level – is perhaps the perfect answer to their needs for development as an organisation. Ask your staff how they work and provide them with the space that responds to those hidden needs.



Managers



Employees

CONCERNS REGARDING ABW

- Deterioration of working conditions;
- Team will not sit together and it will be necessary to search for workers throughout the office;
- Staff will spend time on entertainment;
- Lack of supervision;
- Worse flow of information;
- Loss of prestige attributes (e.g. individual office);
- Difficulty in obtaining information about the presence of workers;
- Noise.

- No fixed workstations;
- No sense of belonging;
- Lack of privacy;
- Need to seek out the best workstation;
- Concerns about the insufficient number of available workstations;
- Issues of storage and access to documents;
- Difficulty in obtaining information about the presence of supervisor and co-workers;
- Deterioration of working conditions;
- Noise

Source: Study by Hays, Kinnarps and Skanska – *The Office vs. Organisational Needs*, 2016.

Managers often fear losing control over employees who will spend time on entertainment and private conversations. The answer to this concern is primarily the organisational culture, which should define and regulate desired behaviour. On the other hand, if one is expecting employees to be creative and innovative, one cannot limit their work space to only their desks.

The biggest challenge may be to appropriately conduct performance evaluations of workers. Unfortunately, presence in the workplace still constitutes the basics for positive assessment. If employees are to have a real opportunity to decide on their work space, such a decision cannot bring with it the risk of receiving a weaker evaluation. Methods of managing people, team building, as well as shaping the workplace must keep pace with the trend.

Studies conducted in the office environment over the past 20 years show that employees generally use only a portion of their potential. It is no wonder since it is difficult to be creative and come up with new ideas when most of your time is spent in one place and always in the same company.

The best, and frequently unconventional solutions, often come to mind during unscheduled meetings, spontaneous conversations and exchange of opinions among colleagues of different backgrounds and beliefs.

The fact is that the ABW model will not work in every organisation, especially if the tasks of all employees are based on individual work or the work itself is repetitive. The concept, however, has been approved and successfully implemented in major corporations.

Working in a diverse and interesting environment is not only beneficial to health – it is also a chance to acquire better employees and reduce the turnover among current staff. What is more, a modern office serves as a great attribute in the eyes of customers.

Organisational culture is built by a solid, close-knit and dedicated team. Satisfied employees are paramount. The increasing level of satisfaction translates not only into better business results, but above all into a greater willingness to work together, which in turn guarantees the continuous evolution and strengthening of the brand.

The use of the Activity Based Working concept in office space has a positive impact on the team and the entire organisation, which you can easily see in a short time following the change – assuming the proper implementation process. This is the result of the simultaneous improvement of many areas of the company – from communication, efficiency and motivation, through the image of an attractive employer. Our experience also shows that the ABW office does not have to cost more than a traditional one. Certainly, the process of introducing the concept is more complex and should take longer than a typical office, which should also be seen as an investment in improving employee engagement.

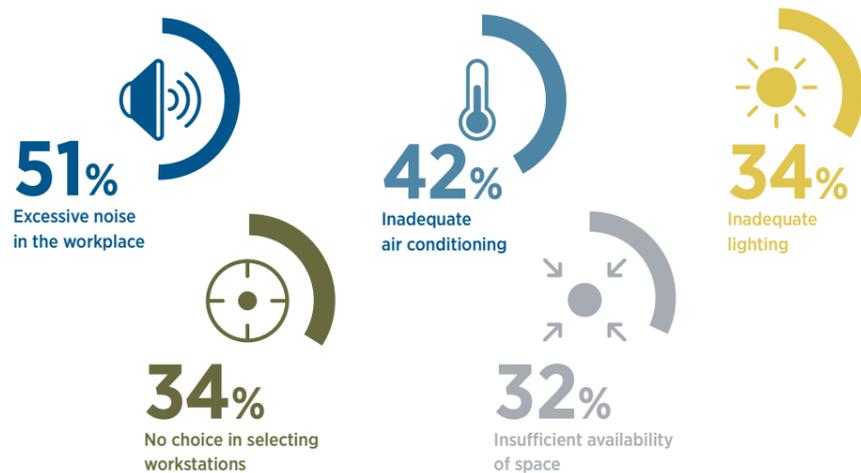
Beata Osiecka
CEO Kinnarps
Polska, Head of CEE
Region



WHAT BOTHERS US?

Despite effectively following trends, for years office workers have been bothered by the same issues that can be addressed when first choosing and arranging the office space. Invariably, the issues include noise levels, the state of air conditioning, lack of daylight and confined space.

INCONVENIENCES IN THE WORKPLACE



Source: Study by Hays Poland – *Overtime*, 2016.

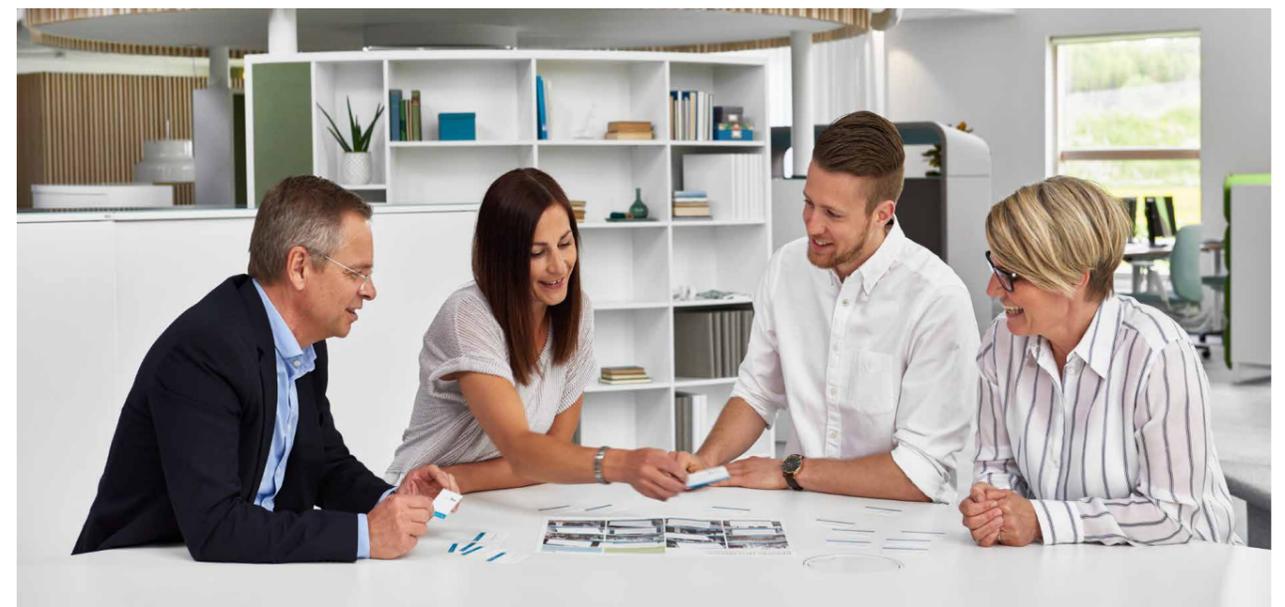
Heavy workload and its intensity mean that employees are often stressed and fatigued. In addition, as Hays studies indicate, the majority of employees work overtime and any hours beyond the standard eight hours of work have an adverse effect on the employee's well-being and health. Workers suffer from lack of concentration, sleep problems and all kinds of pain.

Maciej Zdrodowski
Workplace Assessment Team Manager, Chief Ergonomist, Medcover

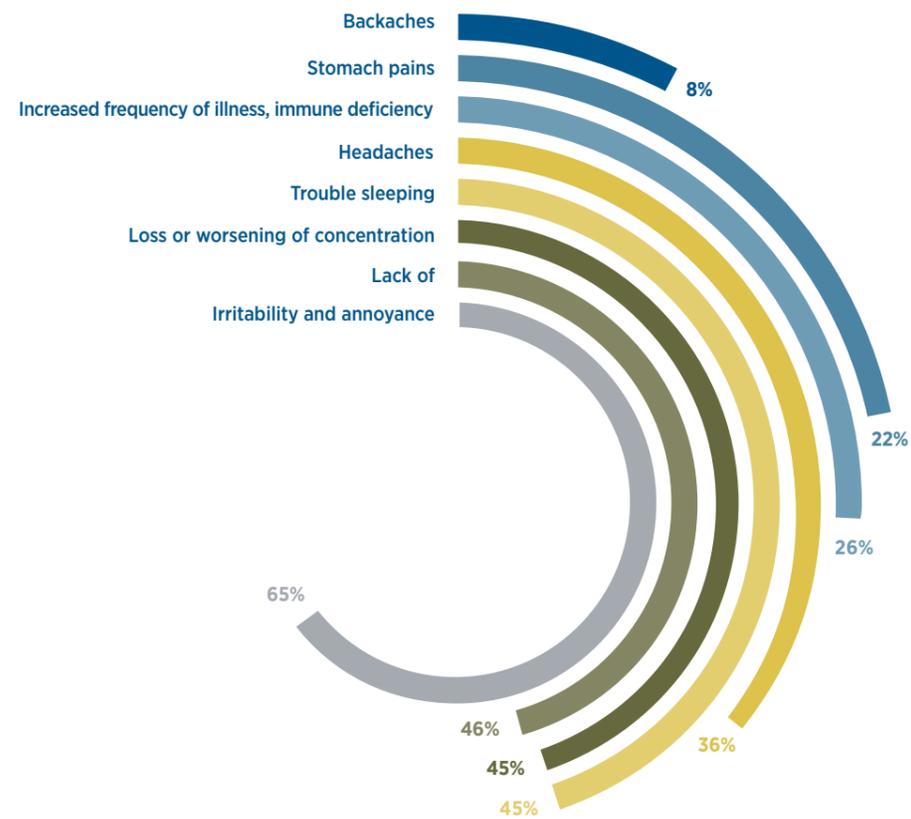


If every day employees spend many hours sitting in one position, at a workstation that has not been prepared in accordance with the principles of ergonomics, it can result in serious health problems. At the same time, studies clearly show the positive impact of working conditions on creativity. This means that it is worthwhile to create appropriate working conditions to benefit from the knowledge and strengthen the potential of your team. This requires understanding and a process approach, where the creation of a diverse space and range of tools gives employees the ability to choose how they want to work to be the most effective and creative, while taking care of their health and well-being.

The intense performance of work duties leads to many ailments that reduce the comfort of work and life. Employees increasingly point out that what contributes to their complaints is the low standard of office space. Pain in the back, head and shoulders, discopathy, carpal tunnel syndrome, problems with blood circulation – are all ailments that are the direct result of an uncomfortable work environment or not having the opportunity to choose own work space.



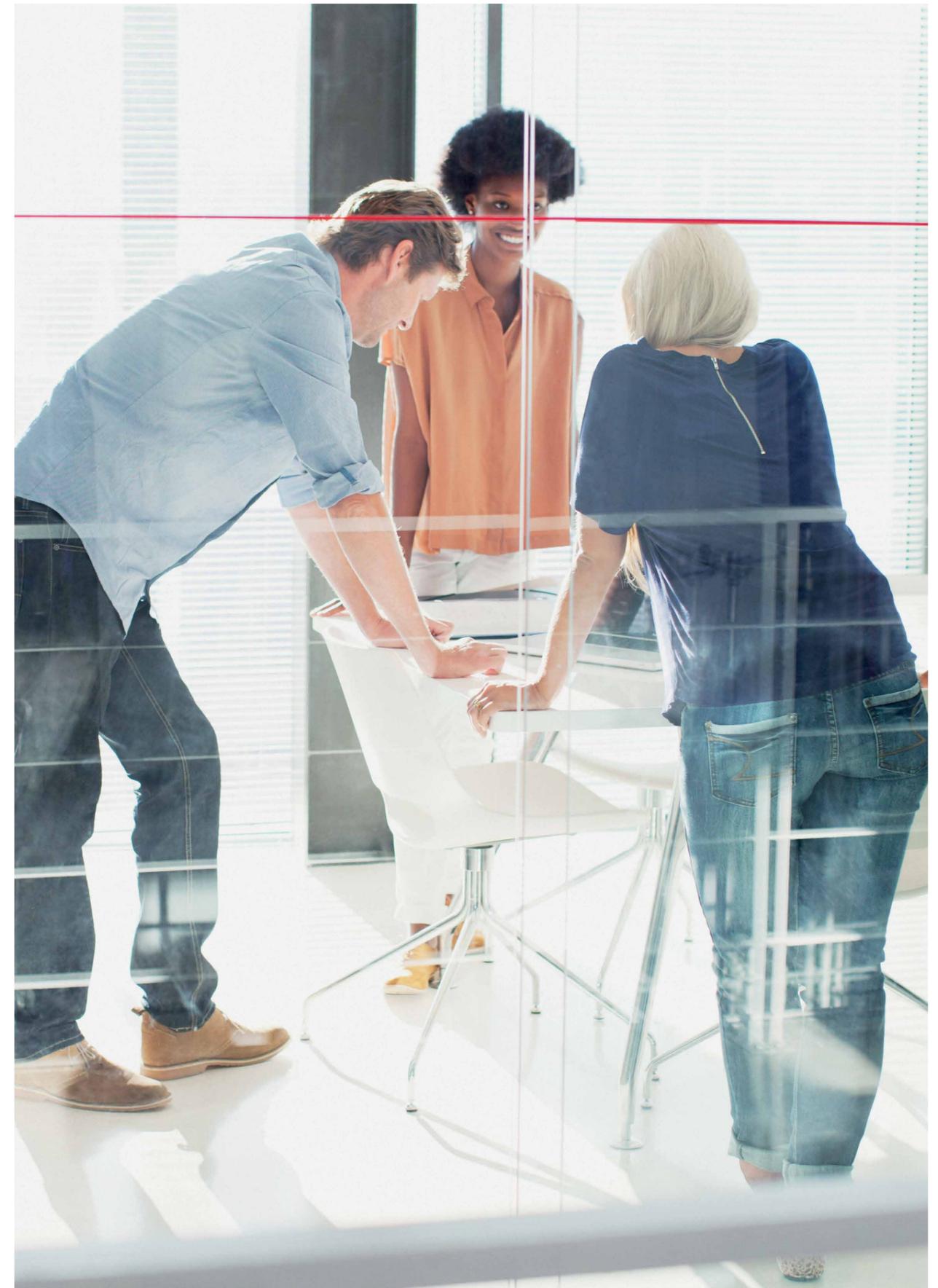
NEGATIVE CONSEQUENCES FOR THE WELL-BEING OF EMPLOYEES



Source: Study by Hays Poland, *Overtime*, 2016.

The human body is not designed to remain stationary and especially not in a sitting position for many hours. Meanwhile, according to statistics, 7 out of 10 professionally active Poles spent about two thousand hours per year in this position. Not only is it an unnatural position for the spine, but strains it more than long hours of standing or walking. The most often effects of prolonged sitting is pain in the back, shoulders and neck. In the long-term the health risks are much more serious. For many professions sedentary work is inevitable and in addition, there are indications that we will be spending even more time in sitting position both at the office and in our spare time.

In the interests of health of employees, more and more companies are opting for solutions that enable very precise tailoring of workspaces to the needs of the job. For example, they choose electrically regulated desks for their offices, which allow you to adjust the desktop level to the height and preferences of the user. Solutions for working in the standing or reclining positions are also gaining popularity. Office staff increasingly have the ability to choose and frequently change not only their desk, but the type of workstation. Depending on planned activities and the daily schedule they can choose between a standard desk, a computer station, a deckchair in the quiet zone or a table in a coffee shop. Physical activity is also a good idea and is encouraged by companies.



A STEP TOWARDS ERGONOMICS

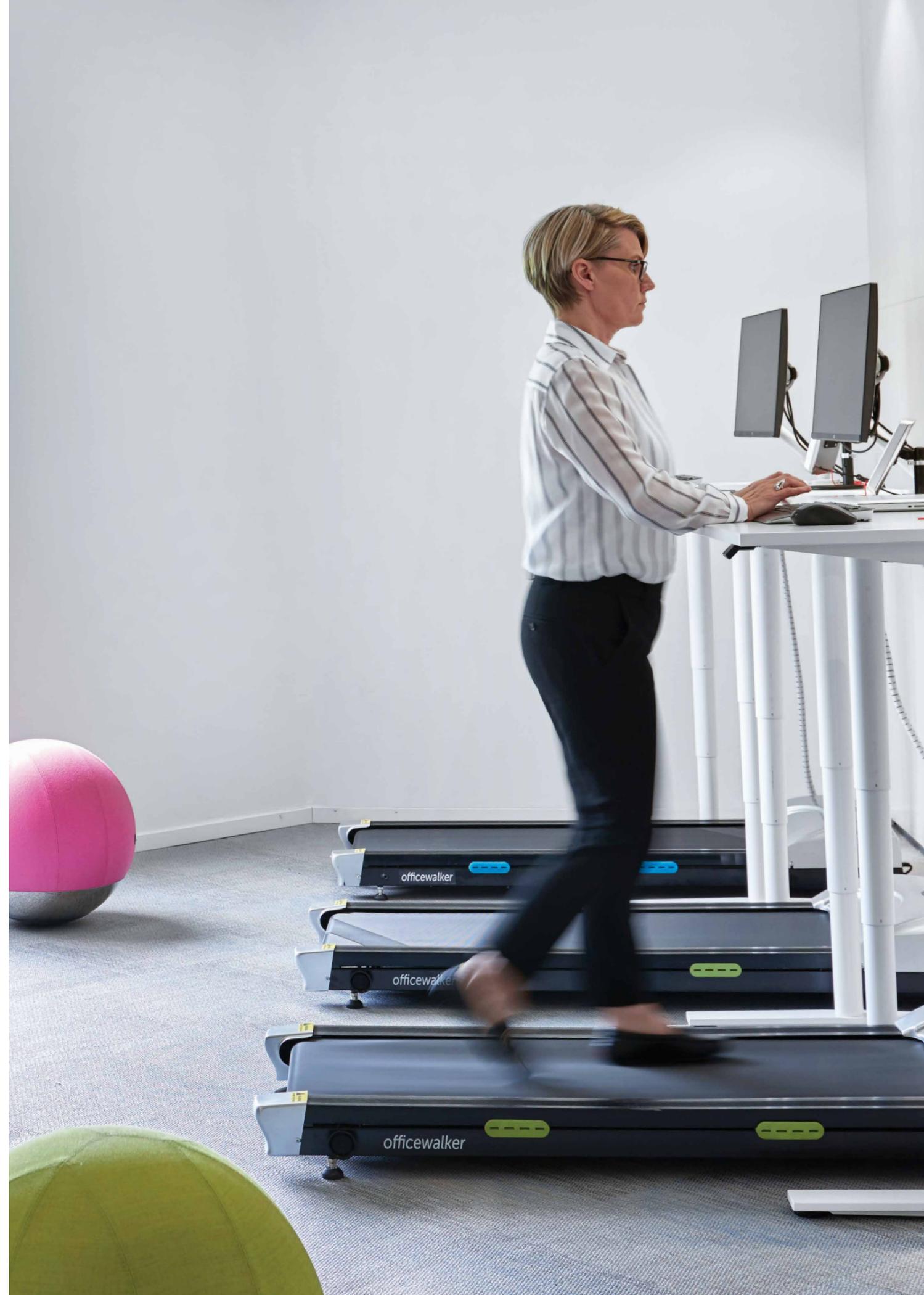
The modern market with its growing demands and challenges requires products that will help to solve problems: improve the quality of life of most social groups, protect health and natural resources as well as improve cooperation and communication between people.

The office should also recognise human needs as most important. These are needs for physical comfort (which are met by ergonomics and work comfort), mental and social comfort. Activity Based Working is a big step towards modern ergonomics.

Solutions tailored to a particular type of task, which guarantee freedom and high functionality, render work less static and reduce stress levels among employees. This allows companies to gain additional benefit in the form of lower costs of absenteeism and a higher overall motivation and engagement scores.

With Activity Based Working jobs are becoming increasingly multifunctional and flexible. They allow for both individual work and teamwork, with different levels of focus.

IN AN OFFICE ENVIRONMENT, WE DO NOT ALWAYS RECOGNISE THE INFLUENCE OF PHYSICAL WORKING CONDITIONS ON JOB EFFICIENCY AND EMPLOYEE SATISFACTION. WE CAN SAFELY ASSUME THAT ANY PHYSICAL DISCOMFORT MAY HAVE NEGATIVE EFFECTS ON THE QUALITY OF WORK OR ON THE CUMULATIVE STRESS CAUSED BY THE CONTINUOUS NEED TO COPE WITH IT.



A NEW OFFICE IS A PROCESS

Companies implementing the ABW concept decide to change the management of the entire organisation and go through the long modification process. A well-conducted process is the key to success here.

Beata Rejkowska
Sales Operation
Director, Kinnarps
Polska



When implementing Activity Based Working we must pay special attention to communication within the company, as internal information plays a key role in any change process. After implementing selected solutions we should specify the rules of using the new space and define areas designated to various tasks. Staff have to get used to the new way of working, and they need time to change old habits.

It is worth remembering that the implementation of a new concept takes time – the first changes in the management process and work methods should be introduced at least six months before the planned move or office space rearrangement. Some companies devote up to two years to the entire process.

The process of implementing new solutions should be made clear to all employees from the very beginning. The company’s management should be actively involved in the project and treat it as an important element of the company’s strategy. It is also important for mid-level managers to be on board, because it is they who will be most affected by these changes. Employees should also be allowed to participate in creating their future work

environment to make sure it is adapted to their actual needs. By being involved, employees will feel co-responsible for the new space and will be more willing to utilise the solutions proposed by them.

Designing a new office arrangement is not enough. It is essential to establish the rules for using the spaces to avoid confusion or chaos. Ideally, organisational issues should be discussed during employee workshops. There should be continuous discussion on improving the work environment and adapting it to the current needs, challenges, expectations and communication channels (discussion groups, ambassadors, etc.).

AN EXAMPLE OF THE ABW IMPLEMENTATION PROCESS



Internal information campaign aimed at employees

Establishment of the project team, supported by the knowledge and experience of experts



Surveying all employees on their requirements and needs

The use of tools and interactive games to identify the relevant types of workspace



Create and discuss the initial office space concept



Implementing changes



Familiarising employees with the final version of the new office arrangement

Participation of the project team in the finishing stages of office arrangement – gathering and distributing information



A common agreement on the principles of working in the new office space



COMMON SENSE IN CHANGE MANAGEMENT

In the ABW concept, the process of change management is just as important as properly selected configuration and arrangement of space. Activity Based Working requires first and foremost a change in thinking and habits – both of employees and managers. This is a change in the management culture and in the everyday functioning of staff. The newly arranged space will not create much change if the boss wants to have his employees constantly in sight and, for example, does not tolerate working remotely, though theoretically it is compatible with the new standards.

Next Office™, a set of tools developed by Kinnarps to help their customers examine the level of readiness to introduce the concept of Activity Based Working and in its implementation, allows for precise preparation of guidelines for the office project. Both the architect and the investor have access to hard data, how individual departments work, how much time employees spend in the office and outside of it, what is their work pattern, as well as how much quiet focus time they need to perform various tasks. This allows to precisely arrange the functional and spatial layout and determine what types of areas an office needs and how they should be arranged, e.g. open, closed or semi-open areas. Another great advantage of the Next Office™ tools is the direct involvement of future users in the conceptual process, which not only allows to gain a deeper insight into the needs of individual departments, but also reduces their fear of change and reinforces the sense of empowerment. Group workshops help avoid wishful thinking, and deepen the understanding of how everyone in the company works.

Sebastian Górski
Architect,
Kinnarps Polska



At the same time, a complete transformation in the functioning of the company is one of the most stressful situations for employees. Only in situation when we lose our job or are starting a new one do we experience higher levels of stress.

The right approach to the ABW concept and a carefully conducted process of change result in an inspiring, effective and flexible office that helps the company gain a competitive advantage on the market. The key to designing the workspace is awareness, taking into account not only the functional aspects, but also the

preferences of employees. It is good to be familiar with the ABW concept in its pure form, but the extent to which we will apply it should be subject to a multi-step decision-making process.

Another aspect of ABW space planning concerns the appearance of the office itself and its design. A varied office design can respond to the needs of a greater number of users, and is an excellent tool for managing diversity among staff. Ergonomics also constitutes an important aspect.



LET'S DO IT TOGETHER

In many companies, when the decision is made to relocate or rearrange the office space, employees have no influence over their workspace design process. As a result, the new office is often not tailored to their needs, preferences or the team's identity. It also happens that although employees are asked about their preferences, in the course of the project their recommendations are not taken into consideration. Companies often lack awareness that the new office or relocation, regardless of the scale, is a change management project, and has a big impact on the functioning of its staff. This is why it cannot be conducted purely as an operational project, but as a multi-stage transformation that takes place over time.

The key to achieving this is to involve employees in the creative and decision-making process, because the diversity of the space cannot be derived purely from the designer's imagination, but from the specific needs and nature of the style of work performed by the staff for which it is being created, and the diversity of tasks which the staff will be dealing with in the constantly changing business environment.

Allowing employees to have a voice and engaging them in creating their new work environment result in staff supporting changes in the company. Having an impact on the change increases employee satisfaction and positive perception of the employer by the staff.

The study conducted by Hays, Kinnarps and Skanska shows that in over 40% of surveyed companies, employees feel they have no impact on their work environment. Only one in four companies allows the opportunity to engage in a project of this kind. It's a great loss, because the office and the way we work are becoming increasingly important factors influencing the motivation and commitment of employees. In this perspective, employee involvement proves the least costly in the change process.

Dr Joanna Czarnota-Bojarska
Department
of Psychology,
Warsaw University



An employer who is tasked with designing a workplace for his employees, faces a daunting challenge. He must reconcile the different needs and preferences of users. The best solution is for employees to make joint decisions with management on the place where they will work. Such decisions do not have to concern the appearance and equipment of one fixed workspace. The employee may be allowed to change his workstation, depending on what task he is working on. Flexible solutions may also include the ability to work at home or elsewhere outside the employer's office.



FIRST STEP IS MOST IMPORTANT

Flexible arrangement, such as the Activity Based Working concept is possible when we are dealing with space which can be freely shaped. It can therefore be argued that everything begins with the building. This is confirmed by the most popular architectural trend of recent years – the design of intelligent, environmentally friendly office space. This approach can be seen in placing buildings in green surroundings, conscious choice of best quality materials, as well as the shaping of the building in a way that allows for maximum use of natural energy sources and access to daylight.

The building should be energy efficient, eco-friendly, with modern technology for cooling and heating, high-speed lifts, parking spaces for bicycles and charging points for electric cars. Properly designed shape of floors facilitates arrangement of rooms.

When asked about amenities that are important to them in the workplace, employees mentioned elements found in modern building construction. Increasingly, office buildings are offering additional services such as electric cars for employees of the tenants and concierge services.

Buildings designed to ensure user comfort are not a new trend, but are gaining in importance. For this reason there are new special types of certifications, which evaluate buildings in terms of whether working in them is comfortable. Until now we have been certifying sustainable technological solutions. Today we are going a step further and are studying air and water quality, or access to natural light, which affect the well-being and comfort of employees. In addition, increasingly often we are including space in buildings aimed at facilitating physical activity – employers willingly organise fitness or cross-fit activities for their employees, and need suitable space for it.

Adam Targowski
Sustainability Manager,
Skanska Property
Poland



90%

Comfortable workspace

81%

Efficient air conditioning

78%

Opportunity to work in quiet focus in a separate room

75%

Office location

72%

Greenery in the office

66%

Relaxation areas, places for meetings and creative work

62%

Building surroundings

19%

Room with video games and other forms of recreation



Source: Report by JLL and Skanska – BPO and Shared Services Centres: sector workers speak out on their work space, 2015.

BEYOND OFFICE WALLS

The task of office building developers is to go beyond the walls of the building and create a space for work and living. Modern office projects are an important part of modern cities, which after a period of dynamic and often chaotic development seek the best way to adapt urban spaces not only to the needs of tenants, but also the residents.

The citygenic factor is an extremely important element of development. Developers are aware that a building placed in isolation from the city is like a sentence taken out of context. Therefore, most modern office projects are part of the urban fabric and improve the quality of public space.

An office which can be reached by public transport or bicycle, and which is both a stimulating and a pleasant place to work in, is an additional benefit. Ergonomics and work comfort are important to employees.

Well-designed common areas and interesting, timeless architecture, combined with the arrangement of the workspace itself, are like the yin and yang of office building construction. As soon as he enters the building, the employee should know that this will be an inspirational day for him, and that he will spend it in comfort. By creating common areas that allow for working outside the buildings, the company responds to the increasing need, observed among the younger generations, to work according to one's own style.

Developers are increasingly striving to ensure that there is life in the office buildings outside of office hours – that the cafes, restaurants and other services on the premises are open in the evenings and on weekends. As a result, the word “office building” takes on new meaning, as it begins to define a building with a soul that lives not only between 8:00 and 18:00.

**Anna
Życińska-Wójcik**
Senior Project
Manager, Skanska
Property Poland



Thanks to our philosophy in which our focus is on people, we are able to create spaces that are not only a place of work, but which are also our company's representative showroom, business partners and future staff. “This is where I want to work!” – this is how we want our potential employee to think. And where in the office will he work? Best to let him choose himself.



QUALITY AND ARCHITECTURE

Developers face an extremely difficult task. These days no one builds “soulless” office buildings, but rather workplaces tailored to the needs and comfort of the job. When selecting space for their businesses, companies need to ensure that the installation of air conditioning and ventilation has been properly designed and implemented, no one will complain about the lack of daylight in the office, and acoustic parameters will be suitable. Technologies should work efficiently regardless of how we will want to adjust the office space to go along with the changing needs of employees.

Marcin Peđrak
Project Manager,
Skanska Property
Poland



Even a small amount of noise, which in the short term is not bothersome, after a full day can cause fatigue and discomfort to employees. When planning the move and selecting a new office building we must take many issues into account, not forgetting that rearranging office space or relocating to a new office is a long and multidirectional process.

Buildings and offices must offer freedom – they cannot limit the creativity, innovation and talent of people working in them, on the contrary – they should develop and support them. The entire building and its surroundings must be a place where different needs and work styles meet. New projects increasingly include green terraces, balconies and arranged spaces on the roof, allowing employees to spend time outdoors.

Anna Marciniak
HR & Administration
Manager,
Skanska Property
Poland



Modern office tenants want to make sure that they are not only getting a workplace for their employees, but above all, the answer to their needs. Taking good care of employees translates into good customer care, and hence – better company results.



THE PRACTICAL ASPECTS OF ACTIVITY BASED WORKING

It is not true that in the ABW environment there are no desks or closed spaces, like those needed for conceptual work. It is true, however, that employees are given a choice of space to work in accordance with their tasks and personal preferences. Working in such an environment gives users a sense of autonomy and freedom in terms of working methods.

Paulina Łukaszuk
Communications
Manager,
Hays Poland



It is the end of an era in which the employee was a slave to one workspace and work method defined by the company. Freedom of choice, greater energy within the company, higher motivation and efficiency, better communication – are the main advantages of Activity Based Working.

More and more companies are expressing interest in changing the way they work for a more dynamic and mobile one, benefiting from the ABW concept. Unfortunately, 30% of companies reject the idea of rearranging their workplace, claiming that this solution is inadequate to their business profile and the realities of working in the organisation.

In a few cases this attitude to change is indeed justified by a specific function played by a given company or department. When dealing with individual tasks related to working on multiple monitors at the same time, or

with a large number of printed documents – it is very difficult to apply the philosophy of mobile working. However, these days such cases are relatively few. Even modern accounting departments, strongly identified with sitting in a room filled with file cabinets, thanks to modern information systems and electronic circulation of documents are increasingly implementing elements of the Activity Based Working concept.

Resistance to the ABW concept comes from a fear of change. The new way of working means leaving your comfort zone, and overcoming fear requires effort, time

and professional support. This is why it is so important that the process of designing office space runs parallel to the change management process.

Here, too, we observe attempts at short cuts. Placing several colourful deckchairs in the office or installing a billiard table does not create Activity Based Working space. Workers do not use these facilities, because the ideas were not consulted with them or were not a response to their initiative. The unused space gains a new purpose. Usually new desks appear there.



6 REASONS NOT TO BE AFRAID OF ABW



1 The overall aim of ABW is not to deprive employees of their own desks, but to examine the nature of their work and choose the elements of the concept that are most needed.



2 The purpose of the office is not to fit as many employees as possible in a defined area, but to employ the space for most effective use of employees' time and potential.

3 In an office arranged according to the ABW concept we are dealing with a flexible work model, in which during the day the employee changes his workstation numerous times, according to the nature of the tasks performed, as well as the employee's own preferences and mood.

4 The implementation of the ABW concept does not require renting a larger office space. Changing the layout and arrangement allows for the available space to be better utilised.

5 Arranging the office according to the Activity Based Working concept is not more expensive than traditional office arrangement. Its flexible and multifunctional space allows to save costs associated with the development of the company in the long run.

6 Making full use of the possibilities offered by this type of office space is possible thanks to the organisational culture based on trust, and exhibited by the company's management staff.

THANK YOU

We would like to thank all the experts who shared their experiences.

The following experts contributed to this report:

Dr Joanna Czarnota-Bojarska (University of Warsaw), Sebastian Górski (Kinnarps Polska), Regina Gul (JLL Poland), Małgorzata Jasińska (Hays Poland), Ewelina Kałużna (Skanska Property Poland), Aleksandra Krawsz-Kubica (Kinnarps Polska), Karina Kreja (CBRE), Paulina Łukaszuk (Hays Poland), Anna Marciniak (Skanska Property Poland), Beata Osiecka (Kinnarps Polska), Marcin Pędrak (Skanska Property Poland), Sylwia Pędzińska (Colliers International), Łukasz Polikowski (Network Office), Beata Preis-Hryniewicz (Hays Poland), Beata Rejkowska (Kinnarps Polska), Paula Rejmer (Hays Poland), Magdalena Szkarłat-Meszczczyńska (APP Kolor Plus), Adam Targowski (Skanska Property Poland), Maciej Zdrodowski (Medicover), Ewa Zmysłowska (PwC Polska), Anna Życińska-Wójcik (Skanska Property Poland).

This publication includes the results of a study conducted by Hays, Kinnarps and Skanska – *The Office vs. Organisational Needs*, which was conducted in August, 2016 on nearly 100 companies, employing a total of over 50,000 people.

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