

Matisse
Warren and Mahoney
Rhubarb Lane

futureofwork

CREATIVE SHOWCASE



Sustainability has become a buzzword and a major theme of business planning. But are we looking deep enough? Discover how sustainability affects our workplaces, and what some companies are doing to make the way we work sustainable.

The final frontier

The space you work in is more important than you think. Its very existence impacts the planet, your people and the neighbourhood you work in. Is your workspace making a good impact?

By now most businesses will be aware of the concept of a carbon footprint. The rising awareness of climate change has led Kiwi businesses to pay close attention to measuring and tracking their environmental impact.

The results depend on how committed you are. Some say the heightened awareness of sustainability has merely resulted in more talk about the environment, but not as much action as there could be. *BusinessWeek* magazine recently ran a story called 'Little Green Lies' exposing some of the corporate 'greenwash' that runs in annual reports.

Not all companies are so cynical. The firms profiled in this Creative Showcase are taking the challenge of environmental sustainability at more than face value and implementing long-term solutions.

Meridian Energy, for example, could have looked at the refurbishment of its Wellington HQ with merely cost and productivity in mind. In fact, sustainability has been the primary driver. It employed architectural firm Warren and Mahoney to create a plan that reduced energy needs, minimised office waste and sourced recyclable or non-toxic materials.

The result is not just improved environmental impact but improved business outcomes. Quoting US data, Warren and Mahoney reports that the cost saving of Environmentally Sustainable Design (ESD) is about US\$50 per square foot over a 20-year lifespan. The saving comes from a mixture of

waste reduction, energy savings and that old truism that quality lasts longer.

As companies pursue environmental sustainability, they often discover that the mindset can be applied to other aspects of business life. Marketing, HR and work/life balance are three areas where managers and business owners are learning to play the long game.

Take marketing. By investing in ESD, companies are also making a brand statement. The much-reported Vodafone building in Auckland's Fanshawe Street does as much for the Vodafone brand as it does for its staff. By embracing openness, mobility and long-term sustainability, the company embodies the values it promotes.

If the battle for customers is tough, the battle for staff is bloody. Recruiters, and by implication everyone in business, are facing a crunch as skilled managers age, and there just aren't enough younger people to fill the gap. Add to that the increased reliance on communication technologies and the fundamental drive to innovate, and suddenly the models of employment and recruitment are no longer sustainable.

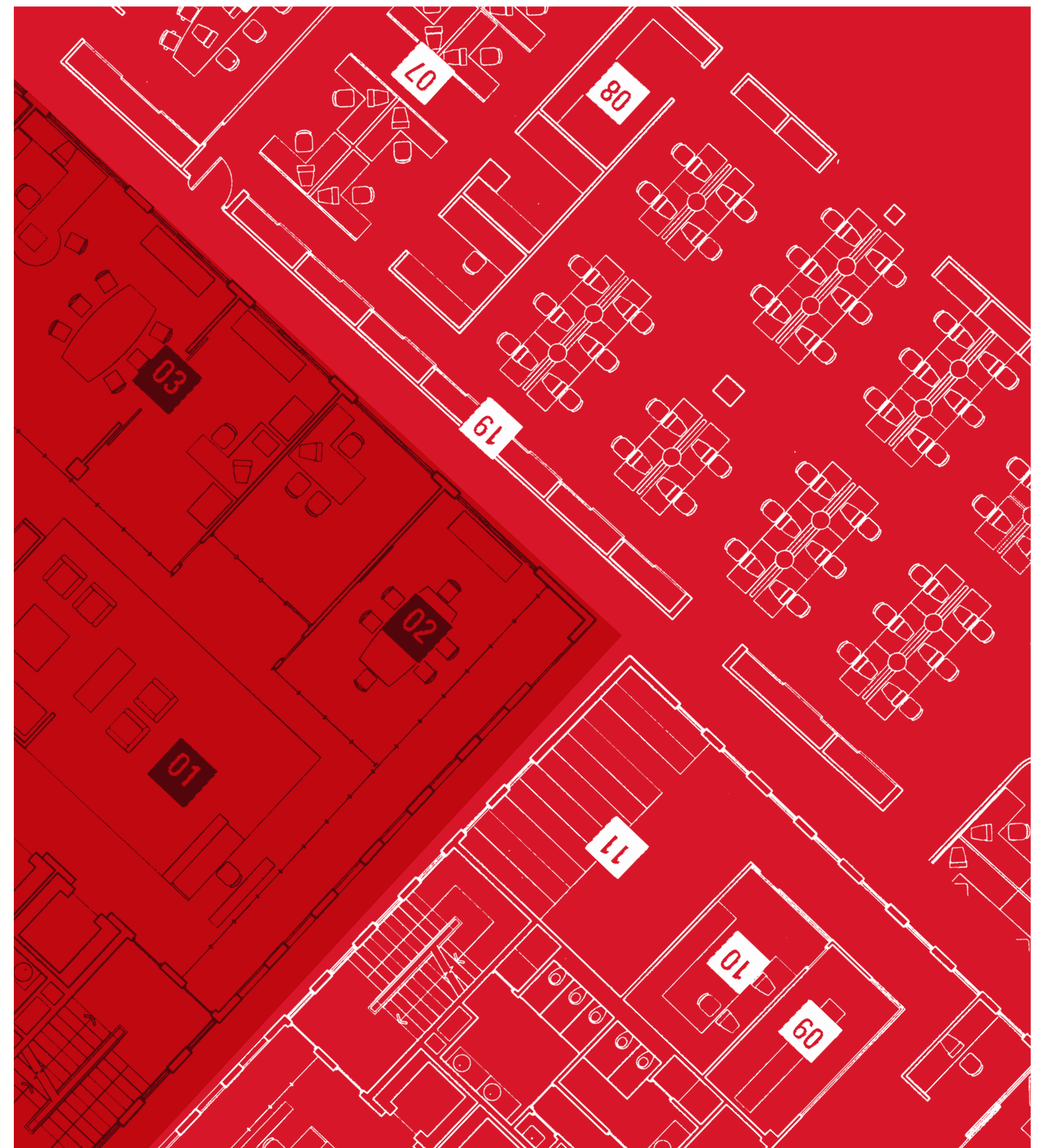
Matisse, the office design and furniture supplier, lays down a challenge to design working environments that reflect these 21st century needs. Employing the latest thinking in office design—so-called New Office Landscape—Matisse is remaking the

workplace into a village, rather than relying on a 'chicken coop' of traditional cubicles and individual workstations. The Matisse designs offer employees space to roam, collaborate and create more accidental interactions. They rely on natural light, views and open spaces to stimulate improved communication and productivity.

The new designs also reflect the new way we work. Research on London workplaces found that only 40 percent of us are tethered to the workstation. Numerous studies have found a strong link between improved environment, mobility and productivity.

A third area of impact is work/life balance. The days of the nine-to-five day are quickly fading as employees demand more flexibility for balancing family and work. Our third case study looks at Rhubarb Lane, part of an exciting new precinct development in Auckland's CBD. A driving idea behind Rhubarb Lane is combining work and living spaces to reduce commuting time and increase the number of stimuli workers are exposed to. Harking back to the village concept, Rhubarb Lane employed a range of architects to design apartments to create an eclectic group of buildings for a range of differing occupants.

The sustainability concept is now driving change at a fundamental level. How well are you placed to capture the opportunity?



Sustainable offices

Is your office killing the planet?

Does your company recycle paper and waste? Print pages double-sided? Switch all the lights off at night?

Many companies do these things, yet they're still contributing to New Zealand being the world's fifth highest greenhouse gas emitter per capita.

Who are the biggest polluters? We first think about the gas-belching industrial stereotype. Not in New Zealand—here offices are responsible for a substantial amount of our emissions.

While recycling and energy-efficiency measures make a dent in global warming, these efforts pale in significance compared with the damage wrought by unsustainable office use, underuse of IT, outdated working conventions and the continued practice of filling our buildings with obsolete furniture and fittings.

Whilst we strive to construct our buildings green, we forget that the interior fitout comprises at least 50 percent of the building's volume. If this fitout is destined to eventually head for the landfill, we are missing the point.

As you read this, where are you? If you are in the office, look around; how many of your colleagues are at their desk?

Workers are spending less time in the office, forcing organisations worldwide to reconsider the workplace more carefully. Customers, partners, and employees are working in ever more collaborative relationships, there is a constant drive to innovate and to energise workers and an increasing war for new talent and retention of old talent

Reality check

Don't get us wrong—offices are here to stay. But its how, not where, we work that will make a world of difference.

Most workspaces are designed assuming every employee is in the office all the time, but

that's not how we work.

In London, research tells us that workers are at their desk about 40 percent of the time. The rest of the time they're working at home, in hotels, airports, cafes or alongside customers and colleagues instead.

Work is becoming more flexible, driven by Generation Y work preferences, an aging workforce and a desire for greater work/life balance. Even office-bound employees are spending less time at their desks because of team meetings, training or annual leave.

For all this flexibility, occupancy costs are still the second highest area of expenditure after people. The London survey indicated that real estate wastage from office underuse was costing tenants in the city £1.5 billion annually.

And here's the killer—there's not only a bottom-line cost, but also an environmental cost. It's estimated that this underuse of workspace has a massive impact on the carbon footprints of these London organisations which eclipses any savings they may have already made in other ecological initiatives. The excess CO₂ comes from lighting, heating, power and air-conditioning for underused offices and meeting spaces.

These two contemporary pressures on business—expensive underused real estate and ecological responsibility—lead to a rethink on how we design our office space for the future.

Our solution The new office landscape

The New Office Landscape offers savings and efficiencies in maintenance, decreases its impact on natural resources, and creates a futureproofed, productive, creative and innovative environment. A successful

workplace is one which shapes the way workers work, determines how they feel about the organisation and pushes them to new achievements—a workplace which helps deliver strategy.

The secret is flexible office layouts based not on headcount, status, desk allocation or cost per square metre, but rather on how work is being conducted, the facilities required to get the job done, and the type of spaces and work environments staff need. For instance, spaces for research, drop in points, meeting rooms, and collaboration areas. In other words, variety and choice are vital.

Whenever possible, space or furniture should serve more than a single purpose. For example, a desk area this week could be a collaboration area the following week, and a meeting room today may well be a library or project room tomorrow.

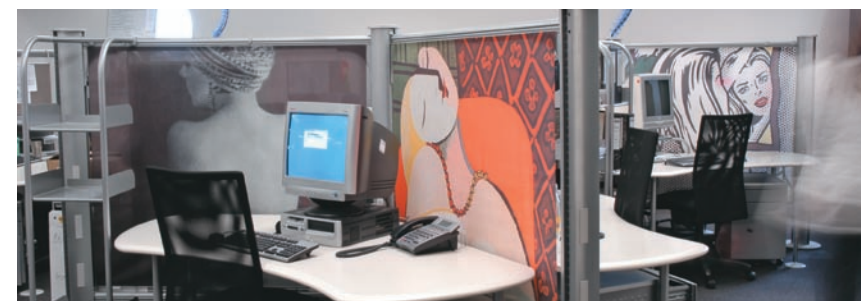
The overall goal should be to make workspace as desirable and as natural as residential spaces and activities. The ideas of introducing libraries, cafes, parlours, and a club-like atmosphere are becoming popular with leading companies.

Cubicles & chicken coops

We used to house zoo animals in cages and force egg-laying chickens into coops; we now allow them to roam free. The same should go for the office.

Rather than provide benches, cubicles and offices, the new office landscape gives every employee an opportunity to roam, work in a variety of locations, accidentally bump into others, collaborate and communicate openly and hence free our thinking to become a more innovative and productive workplace.

We got it right for our animals before we saw the light for ourselves.



Matisse's office fitouts for Bendon's head office (top) and Vodafone's new Auckland V'neue building

Sustainable office Landscapes for the future

A key barrier to organisational change is the cost of churn—the moving of people and equipment around a building or from one building to another. It's disruptive and costly. The New Office Landscape philosophy not only cuts the churn rate, but also negates the need for churn in the future.

As work styles change, furniture must be future-proofed so that components can be simply reused or 'morphed' into a new format rather than being condemned to the landfill.

As little as five years ago offices were being designed with 75 percent of the space devoted to individual work and 25 percent available for collaboration. Innovative companies like Vodafone and Hewlett Packard have reversed these principles and are heading to a future where only 25 percent of their workspace will be available for individual work and 75 percent devoted to collaborative and publicly accessible space.

Inevitably, all organisations will need to start their journey towards a more collaborative, energising and inspirational workplace strategy.

To illustrate these inevitable trends, the four layouts on the next two pages demonstrate an evolution from inefficient, traditional 90°,

linear, open-plan office spaces (for 65 workers in these cases), to team-based desking in a flexible, completely open plan workspace. The blue areas indicate zones only usable by an INDIVIDUAL (cold space) and the orange areas indicate zones usable freely by all of the workers occupying the space, i.e. GROUP (warm space).

Layout A assumes 100 percent occupancy, five days a week with 75 percent of the space being devoted to INDIVIDUAL work. Most of the corridors (circulation space) adjacent to the workstations appear owned (or controlled) by the individuals occupying these workstations and cannot be used comfortably by others or as group space for collaboration.

Layout B initiates a slight warming of the space by introducing more group working zones and freeing up some of the circulation space to make it conducive to collaboration between occupants. GROUP space increases from 25 percent to 38 percent.

The real benefits from New Office Landscapes emerge when we move from the old, linear, 90° model to flexible, organic, 120° planning in Layout C where we dramatically release circulation space. This creates an interesting landscape with surprises around every corner to spark creativity and generate fortuitous encounters between individuals—the

cornerstones of a productive and innovative environment. Warm GROUP space now increases to 55 percent.

Layout D expands upon these benefits by introducing 20 shared un-allocated workstations available for mobile workers. In this case, fixed offices are eliminated and 48 workers retain individual allocated workstations. Anywhere from 20 to 50 mobile workers can now share a wealth of 100 different places to work from, including unallocated workstations, touchdown spaces, collaboration tables, lounges, meeting areas and back yards. Available warm GROUP space now reaches 75 percent, a complete reversal of the availability in Layout A (25 percent). In this case the office can now accommodate over 100 workers (an increase in capacity of 55 percent).

Layout A is an example of a workspace that makes inefficient use of available space and provides no room for changes in staff numbers or varying work tasks. To expand its current workforce, this organisation would need to move into larger premises to accommodate the increase in numbers.

Doing this would incur costs—an increase in accommodation costs, churn-related expenses, increasing building facilities expenses, and, of course, a higher environmental cost. These costs are entirely avoidable with a different approach.

Layout D, in contrast, accommodates employees' differing working styles, including those who work away from the office, offering approximately 150 different places to complete various tasks.

To improve productivity, a workplace needs an environment that supports individual tasks, group collaboration and impromptu interaction between individuals.

Employee mobility is inevitable from a sustainability viewpoint (reducing wasted workspace) and a practical viewpoint. We know

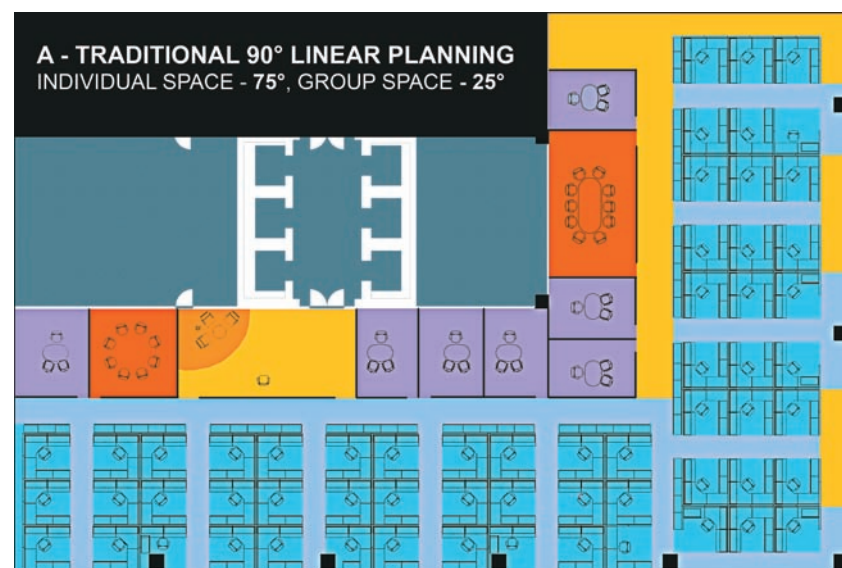
that tomorrow's workers will have little interest in being tethered to either a desk or an inflexible and dull work environment. They want to be free to move throughout the office and work at any location at anytime. The emerging worker wants 'places to work' not a 'place to work'. Research conducted by Cisco Systems in 2005 suggests that mobile workers are considerably more productive.

The mobile work environment of layouts C and D exponentially increase chance and fortuitous encounters, reducing the need for formally planned meetings. This greater opportunity for 'creative collisions' leads to higher productivity and greater innovation. Workers are stimulated and inspired through working in a variety of settings and ambiances, while real estate and accommodation costs and the organisation's carbon footprint are considerably reduced.

Decreasing office and desk space also encourages staff to store more information electronically, reducing stationery costs and generated paper waste.

Research shows that, on average, mobile workers consume half the amount of energy consumed by their office-based counterparts. This is due to the effects of lighting, heating and air-conditioning large energy-inefficient spaces, and having all systems on all the time when the office is being significantly underutilised.

Organisations that introduce New Office Landscape and Organic Planning Principles are future-proofing themselves for the inevitable work style changes of the future. New Office Landscape products like Herman Miller's Resolve workstations (used by forward thinking organisations in New Zealand like Vodafone, Fonterra, Bendon, Harris Tait Lawyers and Christchurch City Council) feature a 120° infrastructure to delineate spaces, circulate cables, emphasise branding, introduce nature,



and reinforce team values. Desks, touchdowns, storage, printer stations, canopies, and hundreds of accessories can quickly clip on and clip off to transform spaces instantly.

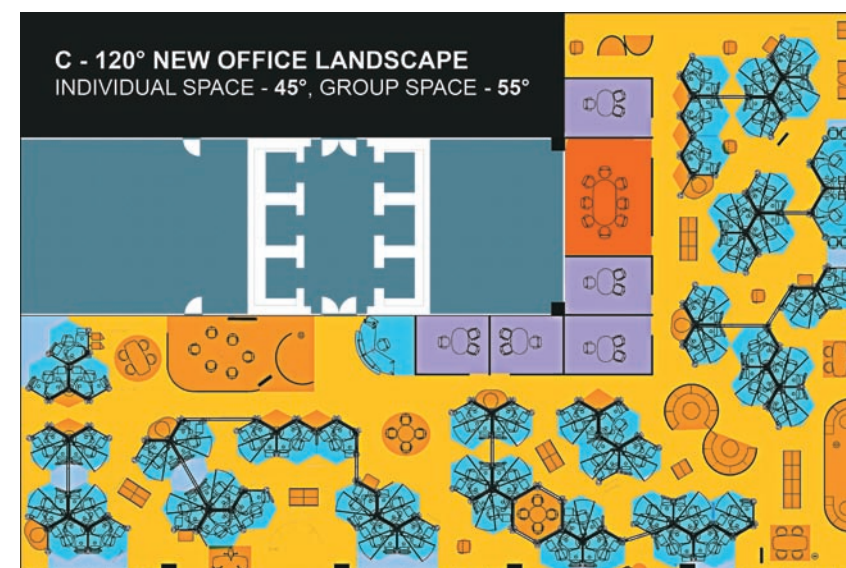
Vodafone

What does a new office landscape look like in practice? There are many international examples of companies that have successfully optimised their office layouts, and in New

Zealand, Vodafone is one of the leaders in using mobility to optimise office space.

Vodafone's new Auckland V'nue building is an environment with a rich variety of places to work, converting a space layout originally planned to accommodate 870 individual workstations into a floorplan that can easily accommodate over 1,300 staff with over 1,700 places in the building to work from.

Allocated and unallocated spaces for



staff have taken a variety of forms including personal desks, unallocated desking and seated and standing touchdown areas. These are spread throughout the building with collaboration tables and lounge seating for scheduled and unscheduled meetings and collaborative work.

The mobile workstyles Vodafone have established for its 'zoners' and 'roamers' have saved potentially wasted real estate

costs. They've also significantly reduced the company's carbon footprint by avoiding the inefficiencies that most Auckland corporates experience, with estimates showing that the average workstation is used around 50 percent of the time.

Vodafone also invested in the environmentally responsible desking system Resolve from Herman Miller. Constructed from steel, ABS plastic, wood and textile, Resolve is



86 percent recyclable at the end of its useful life and already comprises 27 percent recycled content. The system is GREENGUARD certified as a low-emitting product that meets current indoor air quality standards, and has been designed for easy disassembly for recycling purposes. The life of Resolve is extended with easily changed screens to continually refresh the product's look, and backed by Herman Miller's 12-year 24/7 warranty. The product is referred to as a "furniture"—furniture and architecture which can morph as a company shifts its workplace strategy.

Is your office sustainable and futureproofed?

Are you part of the problem or the solution to global warming? The largest contribution you can make is to carefully consider how you will plan your offices in the future.

You can help reduce carbon emissions, increase productivity and creativity, and attract and retain forward thinking, innovative talent by investing in a workplace that's not only built to last, but built to change with the times.

And the best news is that sustainability costs less, not more. We can show you how a one percent improvement in productivity or a half percent improvement in staff retention can pay for your entire fitout.

Start the conversation with Matisse today to discuss the best way you can save costs, reduce your carbon footprint—and set your staff free into greater productivity and creativity.

For more information, contact: Jo Culleton or Alan Bertenshaw in our Auckland office, phone 09 302-2284 or visit www.matissefutureoffice.com

Built to last

Turning environmentally sustainable design into 'business sustainable design'

When Meridian Energy began planning its new, Wellington waterfront headquarters, it had a reputation to uphold as a leader of environmental sustainability in New Zealand.

To help them, Meridian enlisted the expertise of Warren and Mahoney director Graeme Finlay—an environmentally savvy architect with a passion for building successful, sustainable business. Finlay was a member of the design panel that helped Meridian create the brief for their new building.

As the developer of New Zealand's first environmental protocol (for Warren and Mahoney clients), an adviser on New Zealand's first two, five-star Green Star buildings, deputy chair of the New Zealand Green Building Council and a director of New Zealand's first carboNZero architectural firm, you could say Finlay has a passion for Environmentally Sustainable Design (ESD).

But Finlay's passion is equally "business sustainable design". He says Meridian's design panel was a result of the company understanding that buildings are business tools which can fundamentally advance (or

retard) the cultural and commercial goals of a business. But to achieve their goals, they needed to define them first.

One of these goals was leadership in environmentally responsible design. It was also for a building which would help attract and retain the best staff, profile the Meridian brand and allow the integration of the latest technology.

Tenant power

The catalyst for the advisory panel approach was the tenant, Meridian Energy, whose 12-year lease commitment to building owner Dominion Funds allowed them to play a key role in determining the environmental specifications of the building.

"Meridian took the view that this building would be a cornerstone of their business, their people policies and their brand for the next 12 years at least, and they were prepared to go to considerable lengths to specify and, through the panel, oversee the creation of a radically new environment for a commercial building."

Finlay says this is the start of a growing

trend, with tenants contracting specialists to help set the criteria for their future workplace environment.

"As issues like attracting and retaining good staff, achieving greater productivity and using premises as a statement of brand intent become more important, so too will tenants' involvement in the specifications of their buildings." Finlay sees this as an inherently positive trend.

"Great outcomes will only occur where those with the greatest long-term stake in a property—the owner and occupier—are equally motivated to test what's possible."

There is compelling evidence, too, that suggests Meridian will quickly see the benefits of the new building's state-of-the-art ESD—in both financial and human terms.

For example, the total financial benefits of ESD buildings in California are estimated to be almost US\$50 per square foot over the assumed 20-year life of a building. This is achieved with an initial investment in ESD construction of typically 2 percent more than conventional buildings, equating to a US\$4 per square foot

premium. The result: savings of over ten times the initial investment over the building's 20-year life. Based on these findings, a US\$100,000 investment in ESD features in a US\$5 million project would lead to savings of at least US\$1 million over the 20-year life of the building.

The commercial and productivity benefits stemming from a healthier environment contribute greatly to this financial benefit. Behind this is a very simple fact—the staff costs for most businesses are significantly greater than the cost of premises. Gains in productivity and reductions in absenteeism of 5-15 percent are commonly recorded in environmentally sustainable buildings. As a Royal Institute of British Architects study revealed, in some cases simply maximising natural lighting with skylights and windows can create productivity gains of 13 percent.

Collaborating from the inside out

The interior design for the Meridian building, by Warren and Mahoney, underlines the spirit of collegiality in this enterprise.

Warren and Mahoney and Studio Pacific Architecture did the interior and base design roles respectively. Warren and Mahoney senior designer Kelly McCardle says the collaborative ethos of Meridian's close involvement in the project and use of the design panel was repeated in the design implementation.

"The key was involving interior design considerations from the start of the process and everyone having a 'we're in this together' attitude."

Testament to this collaboration is the central staircase, a suspended structure that

forms the heart of the building and creates its primary informal gathering places.

"Rather than treating the stair merely as a functional component of the building, the team worked together to make it the centrepiece of the building's interior."

The interior design considerations also played a major role in the building's sustainability. "One example of this was the decision to locate the reception on level one rather than, as would be more typical, on the highest level.

"We did this because it encourages every visitor to the building to use the stairs and allowed us to reduce the number of lifts."

McCardle says that although the need to choose sustainable materials meant many typical products were not considered, this actually increased the options in some instances.

An example was using 100 percent recyclable PET fibre panels on the walls which were, in turn, screen printed with water-based ink. In addition to a unique look it also enhances the acoustic benefits while allowing Meridian to incorporate their internal brand.

Similarly, natural woven grass from Pacific Wall Coverings allowed the team to apply texture and interest to meeting room walls that would otherwise be plain.

McCardle encourages anyone with the opportunity to push the limits of ESD.

"It's stimulating, it's creative and it can create a very special result."

We believe Meridian proves this.

For more information, contact:

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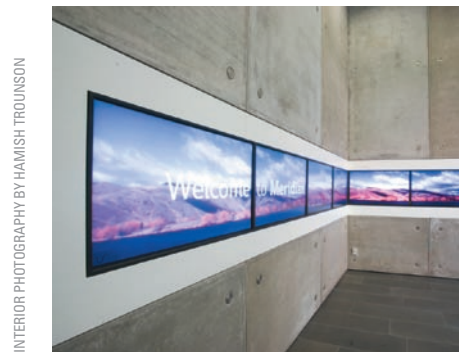
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Warren and Mahoney's Kelly McCardle and Graeme Finlay



"Rather than treating the stair merely as a functional component, the team worked together to make it the centrepiece of the building's interior," says Kelly McCardle



INTERIOR PHOTOGRAPHY BY HAMISH TROUNSON

Push the limits of ESD: "It's stimulating, it's creative and it can create a very special result, as Meridian has proved," says Kelly McCardle

The time machine

Looking after the Earth—and us—in Rhubarb Lane

A village in the heart of New Zealand's largest city aims to make time for "love, laughter or whatever you're into". Here's why.

Sustainability is about a lot more than carbon footprints and waste reduction. Yes, the planet is in big trouble. And yes, we can do a lot to help it. But in the process there's something we don't talk about enough in sustainability—and it's us.

The way we've worked, lived and played for decades is becoming unsustainable. As fewer people enter the workforce every year, we need to do more with less.

Hard work never killed anyone, but stress is another thing. Studies have shown the link between chronic stress and early death. Every time you experience stress, a chemical called Interleukin-6—associated with heart disease, cancer and other illnesses—is released into your bloodstream. Stress is also bad for productivity. Studies show that harassed commuters sabotage productive work efforts and verbally abuse their colleagues. A stressful model of work is an unsustainable one. We need better ways to do what we love, and better places to do it.

That's the idea behind the Auckland CBD section now known as Rhubarb Lane, in the new Victoria Quarter Precinct. The Precinct shows Auckland City Council's new thinking around planning controls, which now go beyond a single site and into the surrounding area. The controls encompass solar access, ventilation, privacy, and quiet enjoyment, mixing business and families in near proximity and across many land sections. From that new thinking comes an exciting new precinct on the Freemans Bay side of Auckland's CBD.

Come to Rhubarb Lane

The Rhubarb Lane project is a city block bordered by Cook Street, Nelson Street, Wellesley Street, and Sale Street. This particular master plan brings together a spectrum of land uses in near proximity—in the language of architecture, a conspicuous harmony.

The council wanted to encourage a vibrant precinct that had everything a community needs—places to live, work, shop and go out. The council found a like-minded partner in property development company Pelago.

"Every city has a CBD fringe where all the entrepreneurs and artists go," explains Pelago director Douglas Rikard-Bell. "They always find the spot where access and egress is practical and it usually catches the sun. Rhubarb Lane is that spot for Auckland."

The Pelago precinct scheme, with Rhubarb Lane an essential ingredient, will be a place where people can find everything they need within walking distance. Homes, offices, loft apartments, places to socialise, parks, parking and everything that's needed for normal household shopping. It gives people more time to enjoy life instead of having their soul sucked out by a daily commute.

It almost goes without saying that environmental sustainability is built-in from the outset. For instance, energy harvesting. Every living area in the project has a primary recreational space designed to capture sun, which has the potential to reduce energy consumption.

Designed diversity

The village is also an opportunity to bring a genuine community feel into the heart of the city. That's achieved not by monolithic sameness, but by well-planned diversity.

"We invited a strong master-plan team to create some good building lines and a calm, strong landscape to gentrify addresses," explains Rikard-Bell. Within the master plan, Rikard-Bell briefed different architects for each building, aiming for the diversity needed to create the village community. Each building has a different brief and role to play in the village.

Among the places to socialise are residential buildings around a large residential courtyard, a small boutique hotel, offices for larger users and, on Rhubarb Lane itself, the aPods.



The aPods are adjoining loft studios, inspired by the converted warehouses that once characterised the area, and are designed to bring work and life together in style. They could be a comfortable city residential pad, a live/work space, a business premises, or an investment property. Ian Moore, Architectus, Fearon Haye, Warren and Mahoney, Architecture Workshop and Cheshire were invited to create their own individual responses to the brief. The result is six very different and exciting new buildings.

Each architectural firm worked without consulting the other firms, ensuring genuine originality of thought. They all had the same basic brief, but with different sizes and budgets to work with to ensure the variety essential for a 'village' and diverse price choices.

"A village needs all kinds of different

people," says Rikard-Bell. "If we build different buildings and have different things inside them at a lot of different prices, we can cater to a wide variety of needs. Accessible price points in some parts, aspirational in other parts."

The aPods, described by one of the architects as "the kind of space that will nurture creative endeavour", can be used as homes, offices or both. Rikard-Bell points out the opportunity for small businesses to express their individuality as part of their competitive advantage.

"Most privately owned companies in New Zealand are small businesses," he says. "Most of those are at least seven years old, which means they're mature. Add to this that a surprising number of them trade internationally. This has to be the world's best place for having a go."

While many property developments finish at the level of an individual building, Rhubarb Lane and the wider Victoria Quarter aims to do something better. By having everything you need within easy walking distance, more time—and therefore more life—is literally within reach.

"Good precinct planning ensures that 'more' is 'nearer'," says Rikard-Bell. "It implies that if you spend less time going between home, work, and socialising, then you will be better placed to get more out of life. Less stress in traffic jams has to be a valuable benefit."

Construction on Rhubarb Lane is planned for completion in early 2010.

For more information visit www.rhubarblane.co.nz



Open, diverse and creative: Rhubarb Lane is pioneering precinct development in Auckland

