

GLOBAL RESEARCH REPORT UPDATE

MAKING PLACE

THE RECALIBRATION OF WORK, LIFE, AND PLACE

REVISITED 2022



IPUT REAL ESTATE
DUBLIN

MAKING PLACE REVISITED 2022

Putting placemaking and communities
at the core of development



Niall Gaffney

Chief Executive, IPUT Real Estate Dublin

Almost three years ago, IPUT published a comprehensive global research project, 'Making Place', to examine the relationship between work and workplaces, and the recalibration of work, life, and place.

This significant piece of research, which ARUP were engaged to lead, was intended to inform IPUT's long-term strategy. In particular, it sought to determine what the working environment would look like in the coming decades; and the role of the office and placemaking in that environment. 20 global experts in design, real estate and placemaking provided qualitative insights together with a survey of more than 2,000 workers to capture the occupier's perspective.

The main themes that emerged from 'Making Place' were in many respects ahead of their time, concluding that the nature and role of the traditional workplace was changing and that the design of office buildings and the neighbourhoods in which they are located would need to adapt as a result. In response to these conclusions, the need for focussed investment in the public realm and putting placemaking and communities at the core of development was very clearly identified.

The main themes that emerged from 'Making Place' were in many respects ahead of their time.

A key consideration was the impact that digitisation was likely to have on influencing flexibility and the ability to work from anywhere. The research also focussed on the societal push to offer agile working solutions to employees - two themes that became even more pertinent following the onset and progression of the pandemic.





While Covid-19 was transformational in so many respects, and fast-tracked the concept of hybrid working; attitudes and associated actions are continuing to evolve. Those interviewed as part of our research during 2020 were firmly of the view that hybrid working patterns would transform workplaces and in many respects they have. However, now that the hybrid model has been in operation for almost three years, the reality is that the situation remains very fluid and, in fact, is still unfolding.

Many organisations that were wholly opposed to or ill-equipped to facilitate remote working, changed their views when the pandemic forced their hand. Some businesses that adjusted to a hybrid model in the early stages of lockdown and had a positive experience of remote working vowed never to return to an office full-time. However, many have since had a change of heart. Almost three years since the onset of Covid-19, some are still assessing the situation as it pertains to their business and considering their next moves.

As identified in 'Making Place', while technology has made it technically possible to work full-time from home, there are clear social, cultural, and economic reasons why companies shouldn't pursue this option. These reasons have become clearer over the last 12 months as increasing numbers of workers return to offices. It is now becoming evident that businesses need to embrace technology and new ways of working but this needs to exist alongside a renewed relationship with the office and both the professional and social benefits that brings.

While technology has made it technically possible to work full-time from home, there are clear social, cultural, and economic reasons why companies shouldn't pursue this option.



“The needs and wants of individuals are wildly different. We are not quite sure on how much space is enough space or how that space should be configured.”

Angela Mancini, Studio Director
Livework London

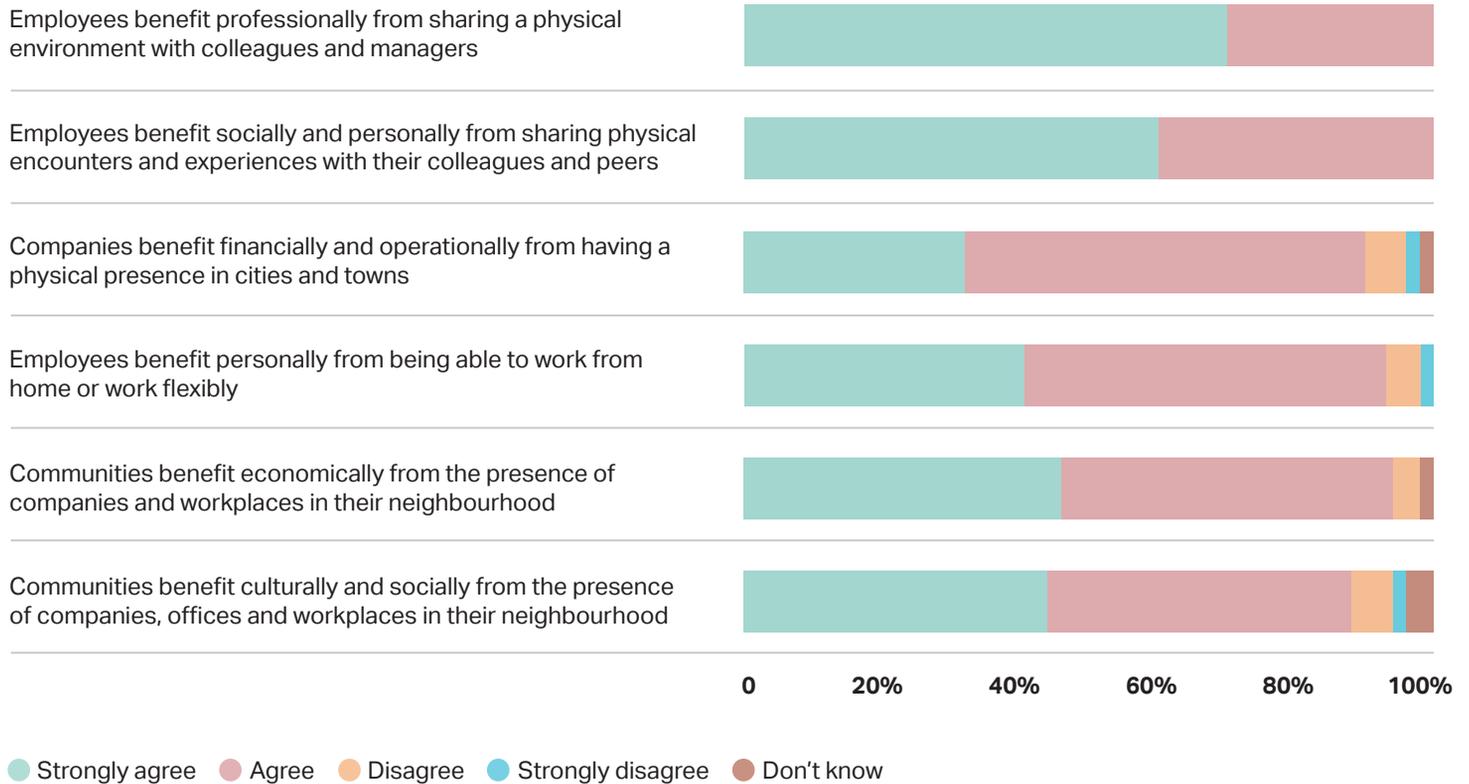
To demonstrate how this discussion is evolving, IPUT recently conducted a comprehensive survey of office occupiers within our portfolio, which yielded some interesting results. We purposely revisited some of the questions asked of office occupiers by YouGov as part of the original research in 2020. The responses broadly mirrored the findings of 'Making Place'.

100% of respondents agreed that **'employees benefit professionally from sharing a physical work environment with colleagues and managers'**, with 70% **'strongly agreeing'** to this statement. Similarly, 100% of respondents agreed that **'employees benefit socially and personally from sharing physical encounters and experiences with their colleagues and peers'**, with 60% strongly agreeing to this statement. Meanwhile, 90% agreed or strongly agreed that **'companies benefit financially and operationally from having a physical presence in cities and towns'**. 90% of respondents meanwhile agreed or strongly agreed that **'communities benefit economically from the presence of companies and workplaces in their neighbourhood'**.

“The 'anchor days' approach seems to be the one that is winning out, formally and informally. This is more or less getting locked in and suggests a long-term shift in the use of real estate.”

Anthony Townsend, Urbanist in Residence
Cornell Tech, US

The role of the office



100%
agreed that 'employees benefit professionally from sharing a physical work environment with colleagues and managers.'

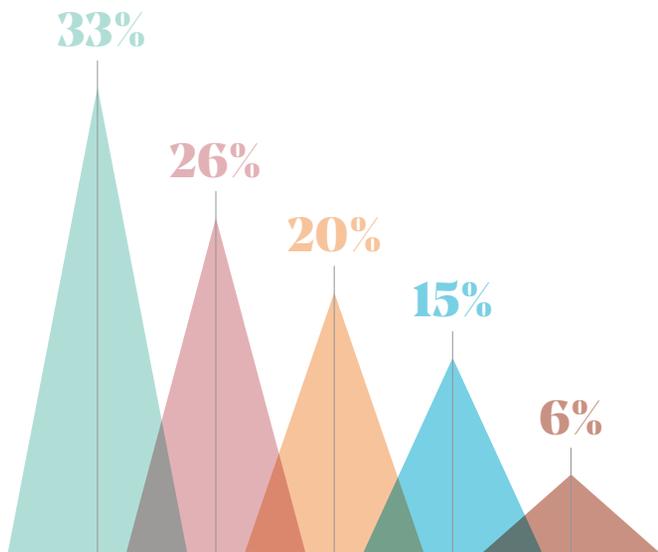
70%
strongly agree that employees benefit professionally from sharing a physical environment with colleagues and managers.

90%
agreed or strongly agreed that 'communities benefit economically from the presence of companies and workplaces in their neighbourhood.'





Factors employees most appreciate in the environment OUTSIDE their office



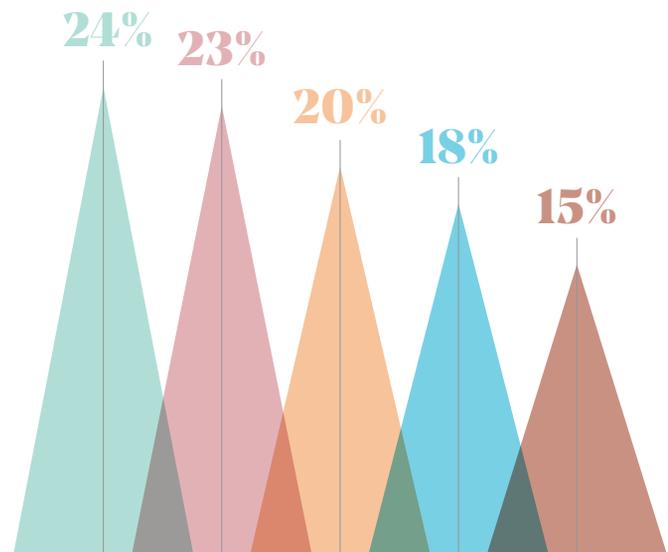
- Proximity to transport connections
- Availability of shops and amenities
- Places to socialise with colleagues, clients and friends
- Access to green space and open, clean air
- Places to work and collaborate with colleagues

When asked about factors employees most appreciated about the environment inside their office, **'Opportunities to have informal social encounters with colleagues and clients'** and **'opportunities for informal collaboration, creativity, and spontaneous group work'** as well as **'places to meet and welcome clients, external collaborators, and customers'**, ranked highest. Meanwhile, when asked about factors employees most appreciated about the environment outside their office, **'proximity to transport connections'** and **'availability of shops and amenities'** ranked highest.

“Neighbourhoods will increasingly accommodate more, new and different uses and matter more and more as places of human experience.”

Yolande Barnes
Professor of Real Estate at The Bartlett,
University College London, UK

Factors employees most appreciate in the environment INSIDE their office



- Opportunities to have informal social encounters with colleagues and clients
- Opportunities for informal collaboration, creativity and spontaneous group work
- Places to meet and welcome clients, external collaborators, and customers
- Opportunities to take part in organised social activities with colleagues
- Space and facilities for quiet and focussed individual work

We also went back to some of the original contributors to our research to explore if their observations or views had changed over the last three-year period. For the most part, contributors' views have not changed in the intervening period although all acknowledge that the situation is continuing to evolve.

Encouraging workers to return to the office remains a challenge for many organisations making the need to focus on investment in the public realm and placemaking more important than ever. On a positive note, several contributors say that 'Making Place' has informed their thinking and direction of strategy within their organisation, having a bearing on space planning and refurbishment decisions.

The rise of remote working doesn't necessarily mean that city centres and neighbourhoods will never recover - it simply means they must adapt. For this to happen, collaboration between all stakeholders is essential. One of the observations from our research in 2020 was that developers, city planners and employers all have a role to play in creating enticing workplaces.

As stakeholders grapple with encouraging employees back to traditional workplaces and at the same time sustaining local neighbourhoods and communities, the **five spatial typologies identified in 'Making Place'** have become even more pertinent:

Watering holes

Places that attract people to linger, meet and socialise: this is based on the experience that employees see work as a social experience.

Street classrooms

Places that bring people together in formal and informal knowledge exchange: this recognises that employees seek opportunities to acquire new knowledge and skills.

Cultural canvases

Places that can be shaped curated, and programmed by people and communities: this recognises that employees seek opportunities to express individuality as well as shared culture that can lead to a better sense of belonging and identity.

Mind labs

Places that invite people to come together around shared issues, ideas and challenges: this recognises that employees seek opportunities to share ideas and challenges with their peers that can lead to greater breadth of problem-solving.

Mind gardens

Places that support people's individual and restorative thinking processes: this recognises that employees seek opportunities to think and contemplate ideas and challenges on their own that can lead to greater depth of problem-solving.

"The conclusions of 'Making Place' still have application. The city needs to have close dialogue with developers to build commercial buildings that are active, interesting, and inviting and this ambition needs to be written into local area plans and building permits."

**Camilla van Deurs, City Architect
City of Copenhagen, Denmark**

Several stakeholders in the built environment have told us that the concepts and strategies highlighted in 'Making Place' inspired their thinking and strategic planning over the last few years. It is gratifying to know that this important research remains relevant and is continuing to inspire decision makers.

It is also encouraging to know that the ethos of this research is being embraced by local authorities and other stakeholders. It was clearly identified within the report that city authorities and planners have a significant role to play in promoting a wider mix of uses and to encourage investment in the public realm as well as various cultural and community amenities. The new development plans for Dublin, which have been drafted since our report was launched in 2020, have clearly embraced this philosophy.

"'Making Place' was written at a unique time when the world was experimenting with new ways of working with no 'best practice' to follow. The publication is still a useful resource to remind policymakers and urban stakeholders to adopt a flexible and agile outlook on cities."

**Carlo Ratti, Director
MIT Senseable City Lab, US**

At IPUT, while placemaking has been at the centre of our investment strategy for many years, we have used 'Making Place' as the basis to enhance our commitment to the neighbourhoods and places in which we are invested - something we believe builds long-term resilience into our portfolio. We have embraced our role as 'stewards' of the neighbourhoods in which our buildings are located. Indeed, our development at Wilton Park has evolved in line with the principles of 'Making Place', putting placemaking at the core and giving equal weighting to the needs of the local community and those who will be occupying the physical real estate. This new design philosophy, which caters for both the physical and mental health of all users of space, sits between traditional workplace design and public realm and placemaking. It recognises that the impact of placemaking is captured at a societal level with benefits shared among a variety of stakeholders.

We are now undertaking the next step in this journey; commissioning another ground-breaking global research project

Following on from the success of 'Making Place', which continues to stimulate debate and discussion and influence strategic thinking, we are now undertaking the next step in this journey; commissioning another ground-breaking global research project. Using our Wilton Park development as a case study, we are about to commission a team to work with us to produce a body of work entitled 'Making Impact'. This research which will be led by our Head of Research, Marie Hunt, will set baseline metrics and measure the social, economic, environmental and cultural value generated over the next five-year period. This pivotal piece of longitudinal research will, for the first time, attempt to measure the intangible benefits and value of investment in the public realm, building on the concepts first explored in 'Making Place'. This new research will provide valuable insight on the true value of placemaking and positively influence both public and private sector decision-making over the coming years in the same way as 'Making Place' continues to do.

Niall Gaffney

Chief Executive, IPUT Real Estate Dublin

“'Making Place' is still relevant. In fact, an even more holistic approach is now key, linking the quality of office space, amenities and the immediate surroundings to the wider environment. Private sector developers and investors are realising that they have a role to play, realising that if they invest in green space and the public realm so that an area is safe and interesting to go to and the space is active, it contributes to the value of the property and the longevity of the investment.”

Lisette van Doorn

Chief Executive Europe, Urban Land Institute

“There is evidence of greater emphasis on buildings as part of an attractive and stimulating environment, attracting workers and residents alike. Disruptions to patterns of life that accompanied the pandemic has modified the function of cities and the demands of real estate there.”

2023 Emerging Trends in Real Estate Europe - PWC & Urban Land Institute





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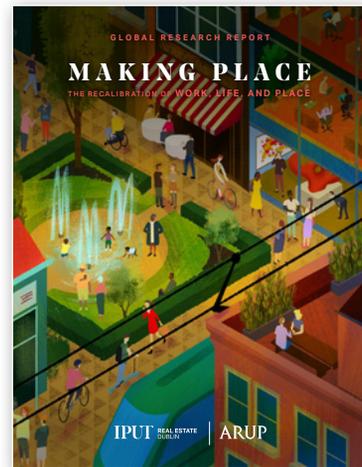
About the original research report

As we see our working lives being transformed by technology, we have reached a point at which we need to reflect on what this means for the future of physical offices and the communities surrounding them.

The digitalisation of how we work – enabling the flexibility to work from anywhere, anytime – has highlighted a built-in complacency as to what constitutes attractive workplaces for employees and their companies.

With the stakes now raised about the role of the office after the period of home-working prompted by Covid-19, it is more important than ever to recalibrate offices to make them appealing and to work harder to be part of sustainable places both socially and economically.

This report examines what we as employees are looking for from our workplaces, and what that teaches us about how we can narrow the gap between the physical make-up of the places in which we live and in which we work. Through this research, we want to start the debate on how offices can maintain their important economic and social functions while at the same time contributing to making our cities more enriching and sustainable places.



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iput.com/thought-leadership

About IPUT Real Estate Dublin

We are Ireland's leading commercial property investment company and the largest owner of offices and logistic assets in Dublin. We are a long-term investor with a 50-year track record in real estate. We own and manage a portfolio comprising over 5.2 million sq ft, with a net asset value of over €2.8 billion.

Our ambition is to create spaces where people thrive; modern, sustainable buildings that set the standard for how we work today.

We are proud to be one of Dublin's largest real estate owners, and with scale, comes the opportunity to shape our city.

Our buildings form the cornerstone of neighbourhoods that enhance business life, and are always inclusive, vibrant communities for all.

As a generational investor, responsible investing is in our nature. Our long-term outlook guides us as stewards of our neighbourhoods and means we are committed to creating places that endure economically and socially.

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