

Deloitte.



Creating Spaces
Transforming our workplace



Introducing Creating Spaces	01
Connecting people	08
Flexing to our needs	10
Working efficiently	12
Ensuring sustainability and wellbeing	14
Inspiring our people	16
Welcoming our clients	18

“At Deloitte, we’re transforming our workplace strategy and the way we work. We’ve invested in the New Street Square area, our future and our people. However, what makes our campus really special are the spaces we’ve created to support our new ways of working, both within our flagship UK office and across our wider London estate.”

Will Esplen
Managing Director, Global Real Estate



Introducing Creating Spaces

Creating Spaces is the story of how we've transformed our workplace at Deloitte, and the journey we've been on to get there. It's about how we've not only changed our space, but our entire workplace strategy, revolutionising the way we work, and the way we engage with each other and our clients.

The evolving workplace

The world of work is constantly evolving. Our people are changing too, and what they want from work is different now. The average age of our employees is 32, and 67% of our people are millennials, craving informality and the freedom to work in their own way. Our clients' expectations have also changed as their own businesses evolve. To lead the way we need to be more agile, connected and creative than ever before.

An opportunity to change

Our workplace is key in enabling the way we work, and it too needed to evolve, to make it relevant to our people and clients within this new working landscape. It was time to move on from the old world of offices and meeting rooms that all looked



and felt the same. We also recognised that while headcount was increasing at pace, we weren't using our space efficiently – 45% of our offices and 30% of desks were unused at any one time, that's nearly 200 empty offices and 1600 empty desks. There was an opportunity to do things very differently.

The Creating Spaces vision

We needed to design something that spoke to our wide variety of people and clients and met all their needs, while maximising our investment. Using our space more efficiently was key – this would allow us to give back in spaces we could all share, creating something relevant for now, which would grow with us in the future. In doing so, we would also create the space to work in a whole new way, enabling new thinking, sparking creativity and starting new conversations. It would enhance our client relationships and allow us to achieve even more.

“We've got to evolve. We've got to be fluid. Our workplace has to be receptive to the fact that the world around us is changing and will continue to change.”

Clare Bridger, Deloitte Real Estate Consulting



“We’ve created an inclusive, inviting and inspiring workplace for our people and clients so we can do our best work.”

Devinder Bhogal
Head of Workplace Strategy



Designing a space that was uniquely Deloitte

Five principles guided our design for the new space:

Unique:

Our space had to be uniquely designed to fit our needs. A space that would work for us today, and enable our future journey.

Connected:

We needed to easily connect our people in an era of agile working – face-to-face and through technology. We needed to enable better engagement within teams across our organisation, and with clients, allowing new ideas to flow and links to be made.

Simple:

Simplicity was key. We wanted a workplace that was easy and

uncomplicated to work in, where technology and the services environment worked smoothly and effortlessly.

Relevant:

The space needed to be relevant for our people and our clients. A place which catered for a multitude of working styles, personalities and preferences so we could all work in the way we wanted to.

Inspiring:

We wanted to feel inspired – by the space itself, and by the possibilities it offered us. This would be our space, a workplace to be proud of, in which we could evolve as a business.

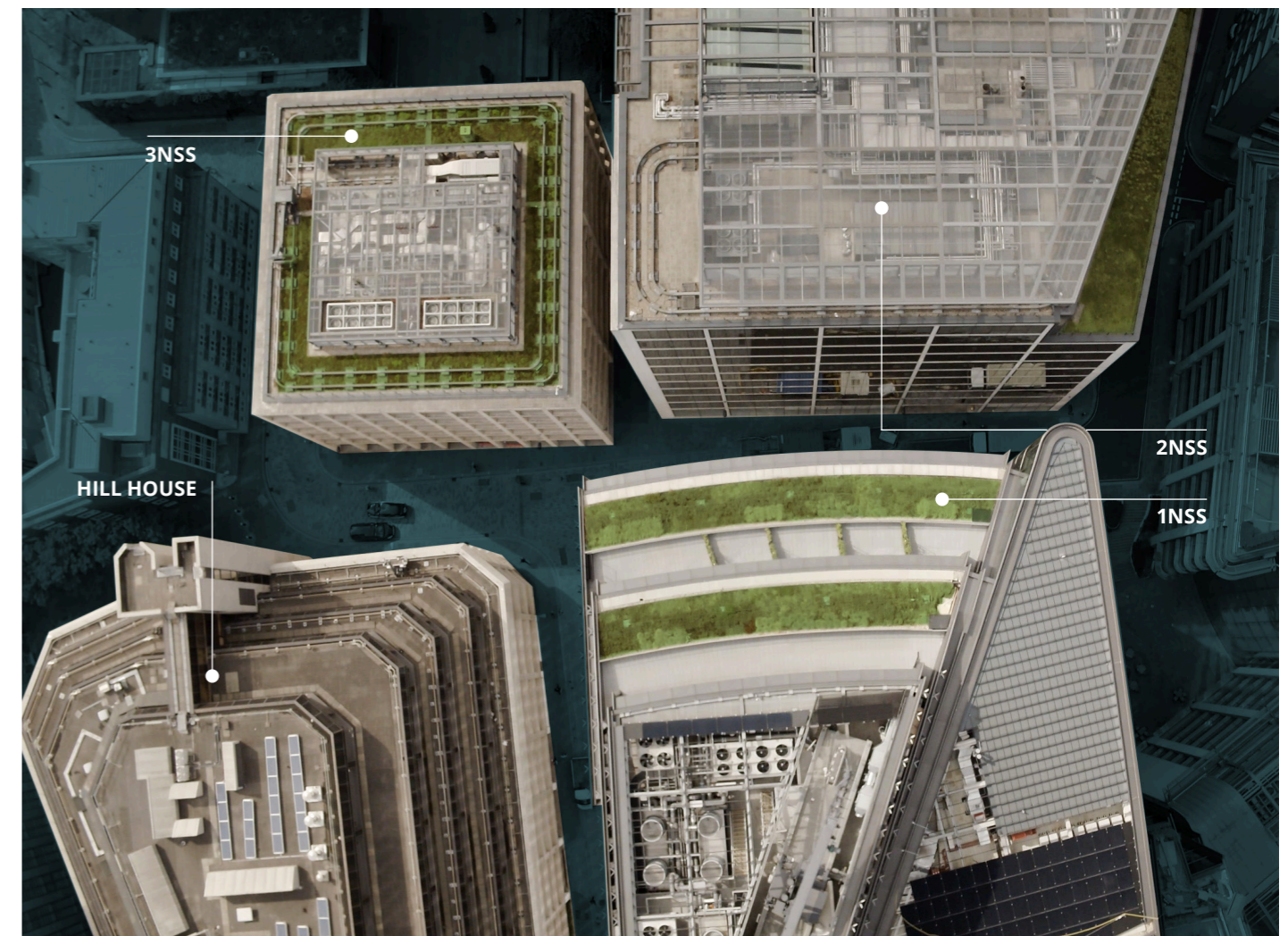
Our new central London campus

Our new flagship UK office at 1 New Street Square now forms the central hub of our Deloitte campus. With four buildings in our central London estate, including 2 and 3 New Street Square and Hill House, Creating Spaces has allowed us to design a true home for Deloitte that effectively supports our needs.

The following pages explain how our space works for us in different ways – both within 1 New Street Square and across our entire campus. From connecting us together in a flexible, efficient space; to ensuring our wellbeing, inspiring our people and welcoming our clients; our new workplace has reinvented the way we work.



Our new central London campus



Connecting people

At Deloitte, building effective relationships is fundamental to our business, so we've put this at the very heart of our workplace transformation. Our campus enables our people and clients to meet and connect in different ways, providing new opportunities to spark ideas and share perspectives.



“We’ve created innovative spaces across our campus which inspire our people and clients to connect at every level.”

Dominic McGrory
Head of Client Services

Creating a flow

On campus, the physical space itself is designed to bring people together. In 1 New Street Square, a central connected staircase weaves through the space, encouraging movement around the building and across teams. Link bridges will connect to other parts of campus, providing easy access to thoughtfully relocated shared amenities such as our talent suite and client/event spaces, and creating a flow of people across our whole estate. There’s a sense of fluidity across all our spaces and we feel more connected than ever before.

Bringing people together

Our spaces encourage us to meet in a variety of environments to suit different activities and working styles. In our new flagship office, spaces like The Loft and The Terrace, and our restaurant, cafes and amenity spaces, provide informal places to meet and exchange ideas. With inspiring views over the city outside, exciting contemporary design inside, and the space to think freely, some of our best work is done here.

Cohesive team working

Open access floors and informal presentation spaces allow teams to collaborate within a semi-structured environment. Our working floors are designed and serviced to create communities and build relationships. Team zones, collaborative spaces and tools allow our Deloitte teams to work cohesively so we can make an impact that matters for our clients.

Connecting through technology

We’re connected by the space, and connected by our technology too, which is simple to use and reliable. In 1 New Street Square we can join the Deloitte network, screens and power quickly and easily using single cable technology, and surface hubs provide an integrated team collaboration tool for wider connection beyond our physical space.

Flexing to our needs

We think of our new Deloitte workplace as a stage – a flexible environment which can be set and reset, providing the background which enables us to deliver our best work. Versatile and malleable, many of our spaces can be repurposed to fit whatever we need them for.



“It’s your space,
my space, our space.”

Will Esplen
Managing Director, Global Real Estate

Thinking about space differently

We’ve broken the traditional allocation of space, and shifted our thinking to ‘our space’ instead of ‘your desk’ or ‘my office’. We’ve brought the entire campus to life, for everyone’s use, with spaces that can be booked as needed, and freedom in where and how to work.

In-built flexibility

In 1 New Street Square, flexibility is designed in. Movable walls, multi-purpose areas and team spaces that adapt as required. Modular seating that can be shaped and reshaped. From small and cosy to large and capacious, many of our settings can flex, so event spaces become social spaces, which become meeting spaces, which become working spaces. There are guidelines but few rules, mostly to use and enjoy our amazing spaces to the fullest.

Behind the scenes

The efficiency and customer centricity of our enhanced workplace management service and 24 hour campus support model is essential in making this work. Our workplace services managers, who each look after a floor of the building, have a concierge style role, building close relationships with teams to make flexible, agile working simple. Meanwhile our campus support model provides the infrastructure that allows seamless transitions across our spaces, as they transform for different uses and users. Each space is reset overnight ready for whatever the next day brings.



“The evolution of our strategy has seen a campus originally designed to support 7,000 people now supporting over 13,000 people.”

Devinder Bhogal
Head of Workplace Strategy



Working efficiently

Our Deloitte workplace strategy around shared spaces is more than just inspiring to work in – it has enabled efficiencies in a way that wasn't possible before. Adding Intelligent Building technology to the mix takes this a step further, creating an efficient workplace for the future.

Room to grow

Capacity is critical in the world of corporate real estate. Introducing shared spaces and non-assigned seating has revolutionised the way we work, allowing us to accommodate our people and clients efficiently and to maximise the value of our investment. With London-based headcount continually fluctuating, this is about future-proofing Deloitte – transforming our workplace has ensured that we have room now, and room to change in the future.

Working our spaces

Efficiency isn't just about capacity – we manage our flexible spaces effectively via the Intelligent Building technology built into 1 New Street

Square. The data provides a new level of insight, informing our decisions on how to occupy the building to drive real value in terms of efficiency and an improved user experience. It's a foundation on which we can continue to learn and improve.

Using live data

A key element is the live 'heat map' shown on digital wayfinding screens throughout the building. Connected to sensors, this shows real time availability of working positions and the occupation levels of our amenity spaces. We can also adapt our cleaning and maintenance services to match busy and quiet times, and predict how to maintain optimum comfort.

Freeing space for people, not paper

Changing our mindset around storage allowed us to free up our space dramatically and give it back to our people. To reduce our dependence on paper we pushed PaperLite working practices and digital archiving, and introduced smart lockers with expiry dates, reducing five drawers of storage per person to just one. By prioritising people over paper we've liberated space we can all share.

Before



45%

of offices unused at any one time – nearly 200 empty, some locked



30%

of desks unused at any one time – 1600 empty

After



30%

more people, 3% less space



60%

reduced on-floor storage



10

client environment choices



10

working environment choices

Ensuring sustainability and wellbeing

Our sustainability vision for 1 New Street Square was factored around two ideas – achieving the highest level of sustainable design to meet Deloitte’s stretching environmental targets, while delivering a campus which puts wellbeing at the forefront. Our flagship UK office is now being recognised with leading environmental and wellbeing design accreditations.

throughout the interiors. Living plants, moss walls and images of nature bring our building to life, and the planted terraces provide a breath of fresh air.

Wellbeing is critical

Looking after our people is paramount. In developing our flagship office we moved our thinking on from a traditional ‘green buildings’ approach to sustainable design, to lead the way with a broader, more user-centric philosophy.

Sensing what matters

The design prioritises light on all working floors with sensors ensuring optimal levels. Temperature, air quality, humidity and ambient noise are also monitored. Ergonomic design is inherent throughout, with 50% sit-stand desks to cater for individual needs. Spacious breakout areas allow for meals away from desks, with healthier restaurant food choices and comprehensive food labelling. Meanwhile The Retreat provides a small calming tech-free haven for some quiet time.

Biophilic design

In 1 New Street Square, natural materials, calming colours and warm textures have been incorporated

Facilities across campus

Across campus, a suite of re-sited and refreshed facilities supports wellbeing, with a larger multi-faith room, a nursing mothers’ room, mental health and occupational health suite, cycle bays, shower facilities and a new gym.

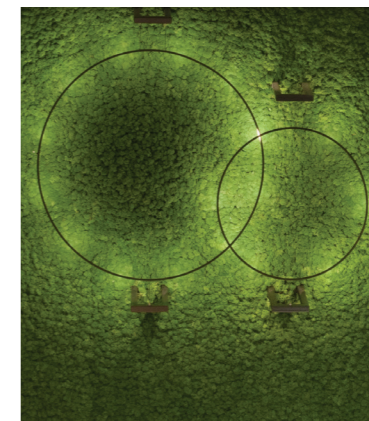
Benefiting our people and the planet

Our efforts have been recognised. Having pushed the limits on sustainable design and far exceeded the base build offer for 1 New Street Square, Deloitte has attained an Outstanding BREEAM rating – the highest accreditation level awarded to ~1% of building projects prioritising environmental efficiency. By providing our people with cleaner air, better light, fitness opportunities and natural elements we have also achieved WELL Gold – the world’s first building standard focused exclusively on health and wellbeing design. Deloitte’s flagship UK office is the first in the UK to attain both certifications – a significant achievement.



“We had a once in a decade opportunity to make a real statement on how a building can benefit our people and planet. If we can encourage more developers down this path then it was worth all the effort.”

Gavin Harrison
Head of Internal Sustainability





Data driven design

Extensive data analysis informed our design decisions and underpinned the entire Creating Spaces programme. In-depth research into our existing Deloitte population over a number of years allowed us to really understand our people – their needs, working styles and drivers. We explored the future of work, examining global trends in evolving talent patterns and unpicking the impact of the business disruptors shaping our working world and how we engage with it.

Putting our people first

Our people want to choose how and where they work, and many come to work for an experience and to be part of a community. We've listened carefully, and created inspiring spaces that are enjoyable to use and help our people deliver at their best, catering for every type of task and working style. There are collaborative spaces like The Mix and The Landing, social spaces like The Loft and The Terrace, individual and team spaces, formal and informal spaces. Everyone can work in their own way, and our people can still be together when needed.

10 choices of working environment on the working floors

- Standard desks (height-adjustable)
- Multi-purpose rooms
- Meeting rooms
- Phone/focus rooms
- Open collaboration space
- Team tables
- Touchdowns
- Individual booths
- Semi-enclosed collaboration spaces
- The Pantry

Attracting the best

With our campus and flagship UK office we've designed a stimulating, dynamic environment that absolutely inspires our people to deliver to their potential. It represents who we are as an innovative, future-focused business, and by enabling and engaging our workforce it will play a critical role in attracting and retaining the very best talent for Deloitte.



67%

millennial, Deloitte's average age is 32



650

additional informal teaming spaces



390

additional alternative work settings

Inspiring our people

Deep insight into our people at Deloitte, supported by extensive market analysis, has driven everything we've done within the Creating Spaces programme. This is very much a Deloitte workplace strategy, designed to inspire our people and attract new talent with a workplace that's relevant and exciting to use.



“The workplace is a huge contributor to employee experience. We had an opportunity to transform our workplace into something that attracts and retains our best people, and supports our increasingly diverse, agile and collaborative workforce.”

Chris Robinson, Deloitte Real Estate Consulting

Welcoming our clients

When our clients visit, we want them to feel inspired in an environment that helps them think differently about their business challenges, while enabling us to develop innovative, creative solutions that push beyond the ordinary. Our clients share the benefits of our Deloitte workspace as an essential part of who we are and what we offer.

Welcoming visitors

Our large London campus is designed to welcome our visitors into a spacious and bright reception in 1 New Street Square – the primary address for clients visiting us. From there it's a quick, easy journey to all our client spaces via dedicated client lifts and stairs and a link bridge over to 2 New Street Square.

Client spaces

The client suite provides a variety of comfortable business lounges, dining rooms and terraces, which our clients use as touch down spots, informal workspaces or meeting areas. Inspiring to work in and with spectacular views, these spaces stretch our clients' thinking and bring new perspectives. These areas can also transform into indoor or outdoor event spaces, providing stimulating settings to network or introduce novel concepts at larger gatherings.



“We’ve created exciting client spaces. Our clients come for a formal or informal meeting, or lunch – and will walk past spaces that absolutely showcase the breadth and depth of who we are at Deloitte.”

Dominic McGrory
Head of Client Services



Deloitte signature spaces

Core elements of our unique Deloitte offering include **The Greenhouse**, **The Deloitte Academy**, our **Transition Labs** and **Deloitte Ventures**. These enhanced signature client spaces are now all located under one roof in 1 New Street Square, so our breadth of expertise is easily accessible to clients on campus and we can build the strong relationships that underpin our success.

Flexible team working

For formal meetings we’ve designed state of the art client meeting rooms, and our two dedicated meeting floors provide a range of individually designed areas for focused project work. Our co-working space has flexible partitions and furniture and full collaboration and conferencing tools so clients and Deloitte teams can work together seamlessly.

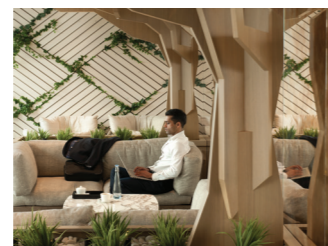
Client spaces



The Observatory: An inspiring space allowing clients to relax in informal comfort with incredible views of the city.



The Exchange: A space with a smart business lounge feel, offering an informal area to meet with our clients over a coffee.



The Orchard: A unique space connecting the terrace to the indoor client areas, used either as a touch down space or an informal area to meet clients.



The Brasserie: A lively, fully catered, less formal setting for meeting and entertaining clients for breakfast or lunch.

Signature spaces



The Greenhouse: A state of the art space, combining cutting edge technologies to accelerate positive outcomes for business challenges.



The Academy: An inspiring and exclusive environment for Deloitte Academy members to connect, collaborate and debate current issues.



Transition Labs: A dedicated space to facilitate senior business leaders, CEOs and CFOs to successfully navigate transitions to role.



Deloitte Ventures: An innovative, vibrant space with a variety of settings and tools to work together with our clients in.

“We’ve created an inspiring workplace – one that’s uniquely Deloitte and which extends a warm welcome to our clients. It’s enabled a huge shift in our working culture, providing the right setting for our people and clients. Fundamentally we’ve delivered what mattered to us, and we’re experiencing the benefits every day.”

David Gill
Managing Partner, Internal Client Services



Statistics references

Page 13
2015 Deloitte Workplace
Survey Data - Workplace
Analytics Choices – Creating
Spaces Design Team

Page 17
Creating Spaces Design Team



This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NWE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NWE LLP do not provide services to clients. Please see www.deloitte.com/about to learn more about our global network of member firms.

© 2018 Deloitte LLP. All rights reserved.

Designed and produced by We Are Tilt Ltd, 41 New England Street, Brighton.
BN1 4GQ