

Looking Beyond the
Return to the Office

Defining a Work Revolution

Our Goal



Help you rethink and plan for new ways of working and challenge you to reimagine how, where and when work is carried out.



Provide insights, considerations and tools to think more creatively – and help you mindfully respond to these emerging challenges by leveraging location and facilities decisions to drive change.



Assist in building real estate portfolios that become more resilient and nimbly respond to industry, demographic and technology trends.



Our vision is a future defined by employee choice, where the workplace is more flexible and agile to maximize performance and minimize operational risk - and where real estate portfolios position your entire organization for sustainable success.



When connected with the right advice, the right analytics and the right tools, every company can be empowered to reimagine the Future of Work.



While Colliers is here to assist with immediate return-to-the-office challenges, it is our mission to prepare you for a Work Revolution.



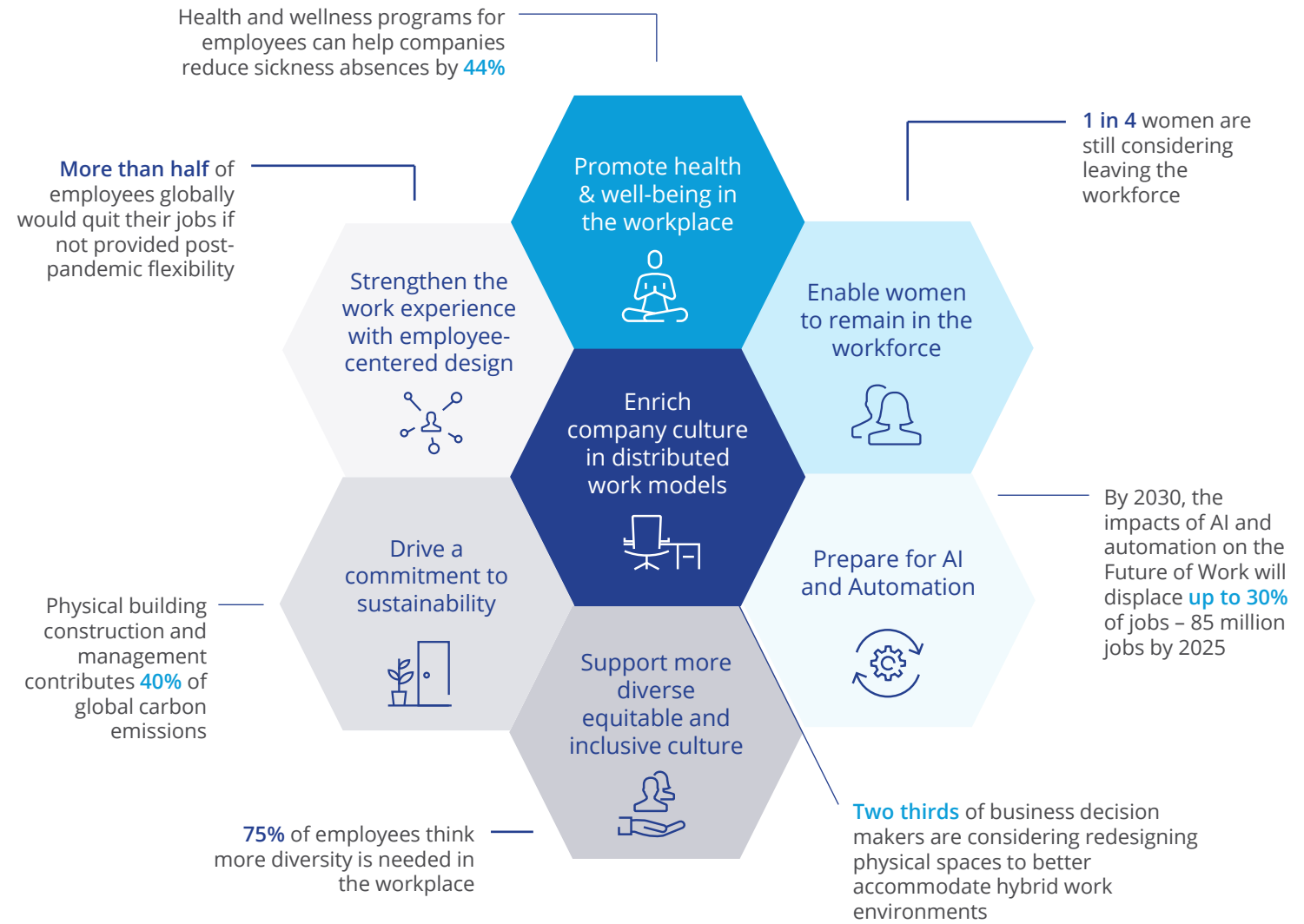
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Work Revolution

There are dramatic socio-economic, technological and business forces emerging which will impact the Future of Work – defining an imminent Work Revolution.

The scale of these shifts requires an interconnected approach to organizational problem solving.

We have identified **seven** significant Future of Work challenges. Here are recommendations for how real estate, workplace and facilities can play a role in solving them.



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Meeting the Challenges Of an **Evolving Workforce, Workplace and Workspace**

Many emerging workforce, workplace and workspace trends accelerated and evolved during the COVID-19 pandemic. These challenges across industries and markets are being met by services and tools combined in a dynamic mosaic:



People

The demand for skilled and diverse talent is intensifying the need to create a work culture that doesn't just value diversity and accommodate new talent but serves as a magnet for the best talent in the market.

Understanding demographic preferences for work environment, flexibility and location is essential to attracting and retaining your future workforce.



Place

From headquarter offices to flex facilities, the workplace is being redefined. With lessons learned from a year of remote and revised work practices, all companies now have customized intelligence to inform back-to-work and Future of Work possibilities.

Virtual work, as well as changing workforce and consumer geographic preferences, are opening new opportunities to revise everything from office location criteria to sustainable supply chain design. Also, innovative technologies are enabling workflow automation and facilities management solutions that are smart, responsive and minimize environmental impact.



Space

Creating engaging, collaborative and efficient work environments - that reflect company culture, and which are technology-enabled - is more critical than ever.

Whether redesigning an office to accommodate increased hoteling and team building or developing an R&D lab that can be flexibly reconfigured, every workspace can be optimized to promote innovation, productivity and employee satisfaction while reflecting your company's unique DNA.



The Work Revolution Playbook



The Work Revolution demands that real estate and workplace become key enablers for successful business transformation.

Colliers offers Mosaic — an integrated suite of diagnostic tools and advisory services that combine to examine and meet the challenges of the evolving workforce, workplace and workspace.

Our cross-functional approach allows you to diagnose and define your company's Future of Work vision, while resolving today's back-to-work occupancy and operational challenges. No matter what the scope, we recommend integrated services, configured to inform decision-making across disciplines, supported by data and insight. We seek to span boundaries of traditional service offerings and recommend a multi-disciplinary approach to help solve for the work and real estate challenges that lie ahead.



Explore a Mosaic of Integrated Services for Organizational Problem Solving

Approach

Mosaic Services

1

Make employee wellbeing a success factor. Develop strategies to structure work to enable and encourage health and wellness, supported by location and design decisions. Align with sustainability goals.

- Partner with HR to develop integrated work strategies
- Location Strategy
- Workplace Design
- Remote Work support
- Workplace Amenities Strategy & Design

2

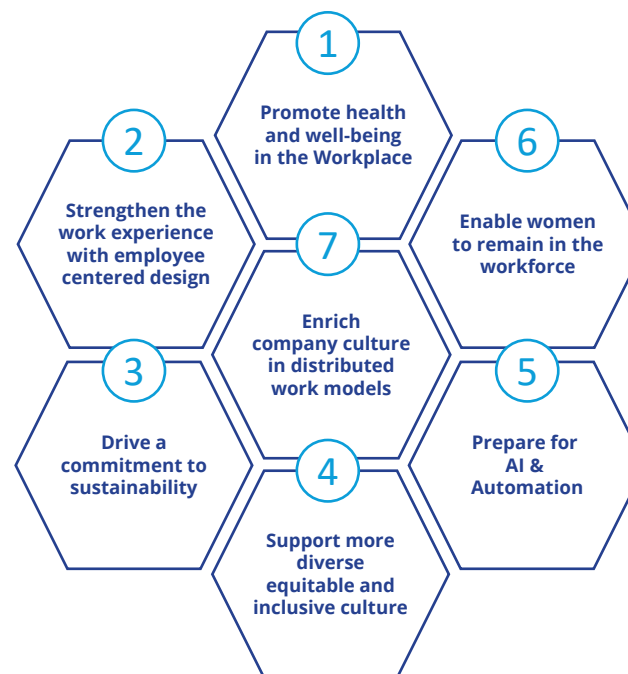
Develop a holistic definition of success that reflects employees' values and preferences for work contribution and productivity.

- Employee preference and sentiment surveys
- New productivity benchmarking
- Distributed work strategy development
- Remote Work support

3

Maximize space utilization, embrace virtual work and location strategy to reduce commutes and footprint, improve facilities sustainability operations and reinforce best-practices through green lease protocols.

- Sustainability Consulting
- Portfolio Strategy Development
- Flexible Space strategy
- Workplace Design
- Virtual Work Support



Approach

Mosaic Services

4

Deploy Colliers Workforce Intelligence platform to identify metros that align diverse talent availability with a targeted location strategy. Employ hyper-intentional workplace design.

- Workforce Analytics
- Portfolio Strategy
- Location Strategy
- Workplace Strategy

5

Develop a workplace and portfolio solution where employees have the agency to choose how, where and when they work, while ensuring business objectives are met.

- Workplace Strategy
- Portfolio Strategy
- Flexible Work Strategy
- Location Strategy

6

Develop a fully-integrated range of work and location options that women can adopt to better plan for and support work-life balance.

- Portfolio Strategy Development
- Location Strategy
- Flexible Space Strategy
- Workplace Design
- Virtual Work Support
- Workplace Amenities Strategy & Design

7

Employ a multiple stake-holder and integrated planning approach with business units (BU), HR and operations to assess opportunities and impact.

- Portfolio Strategy
- Workforce Analytics
- Location Strategy
- Workplace Strategy
- People Strategy

New Ways Of Measuring Value

To meet Work Revolution challenges, explore measures and KPIs that will be impactful to the business and not simply real estate.

Real estate organizations have traditionally measured performance based on metrics that relate back to focused organizational cost, efficiency and use metrics. Future-focused metrics will seek to measure how engaged employees are and the impacts of a more meaningful work experience.



Talent Attraction & Retention

How does the business improve by implementing people, place and space solutions? Measure the pre and post implications of these metrics by analyzing the ability to attract and retain more diverse employee populations.



Innovation

It is proven that organizations with increased diversity enjoy higher degrees of collaboration, develop more innovative solutions and succeed in greater overall growth. Develop measures that illustrate how real estate and facilities are driving more innovation through place and space changes.



Knowledge Transfer

With the advent of more distributed workforces, it is critical to ensure that the collaboration and transfer of organizational knowledge in business units improves and remains seamless. Develop a strategy to measure how real estate plans enable smooth transfer of information in remote and onsite work.

Given the scale of the emerging challenges, now is the time to define the value CRE can play to the overall organization. Success measures need to illustrate that added value:



Workflow Improvement

With the advent of increased machine learning and automated task workflows, work with operations, HR and IT to measure the impacts of improved adjacencies. Ensure remote workers have the guidance and resources needed to be connected and productive.



Collaboration

Enabling collaboration is critical to decision speed and achieving business success. Measure how work strategy, technology and space design enable employees to focus when they need to and collaborate for the generation of new ideas, information transfer and evaluation.



Belonging

Employees will want to understand how they fit within the organization and aligned with the collective culture. It is important to measure the value the office and facilities foster which creates a sense of belonging and inclusion. Social interaction will be a key driver in engaging employees in the office.

New Ways Of Measuring Value

To meet Work Revolution challenges, explore measures and KPIs that will be impactful to the business and not simply real estate.

Business Impacts

Talent Attraction & Retention	▲
Innovation	▲
Knowledge Transfer	▲
Workflow improvement	▲
Collaboration	▲
Belonging	▲

Technology Enablement

Key Driver Across Trends

Technology plays a key role in employee and client communications and connectivity, and directly impacts solutions for all emerging trends. With 77% of US employees frustrated with outdated technology at work*, planning for and measuring technology enablement across disciplines is critical.

*Source: <https://www.paycom.com/learn-more/frustrations/>





Enrich Company Culture in Distributed Work Models



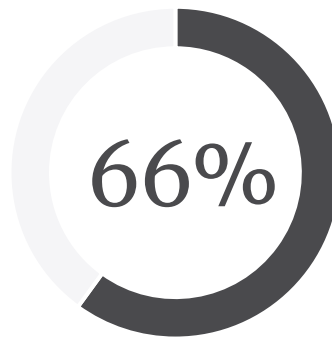
Employees want the best of both worlds



of workers want **flexible remote work options** to continue.



Of workers are craving more **in-person time** with their teams.



of business decision makers are considering **redesigning physical spaces** to better accommodate **hybrid** work environments.*

US Insights: How New Work Experiences are Shaping the Future. Colliers, 2021.

Context: Culture is often tied to the in-office work experience. But studies have shown that aspects of culture are independent of location and are more influenced by team norms and leadership. Today's challenge is to actively maintain and enhance company culture in a distributed work environment.



Goals

- Create active and mindful ways to maintain a desired organizational culture in a distributed work environment.



Approach

- Develop a workplace and portfolio solution where employees have the agency to choose how, where and when they work, while ensuring business objectives are met.



Measures for Success

- Increased engagement scores
- Increased employee retention
- Increased employee attraction index



Solutioning Services

- Workplace Strategy
- Portfolio Strategy
- Flexible Work Strategy
- Location Strategy



Enrich Company Culture in Distributed Work Models



Sample Tools, Methods & Processes

1. Initiate a cultural assessment to define the current and desired culture.
2. Develop Workplace Strategy that supports your desired behaviours and cultural norms.
3. Plan to accommodate more on-demand meeting and office opportunities to accommodate asynchronous work and meeting schedules.
4. Design a Portfolio Strategy to optimize connectivity, collaboration and agility.
5. Implement a change management program that helps transition current employees to the new future state.
6. Create an onboarding program that helps new hires assimilate into the company culture.
7. Ensure technology enablement supports integrated work and meeting requirements.
8. Define a Location Strategy with talent

occupancy/SF requirements that leverage the workplace strategy output, and build tactical plan to acquire space in key identified markets and buildings.

9. Structure a Disposition/Flexibility Strategy with lease terms that allow optionality and by leveraging more flexible workplace options.

Results & Deliverables

1. A Culture Plan to define behaviours and help measure the success of real estate strategies.
2. A Work Strategy that includes location, flex, workplace and work hours as well as remote elements and accommodations.
3. An onboarding and change management program that effectively communicates cultural and business norms and expectations.
4. A flexible portfolio that gives employees choice for how they can best complete their work.

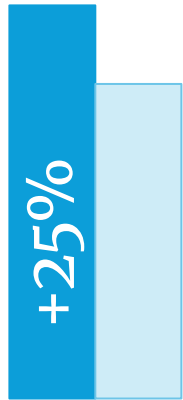


#7

Ensure technology enablement supports integrated work and meeting requirements.



Support More Diverse, Equitable and Inclusive Cultures



Companies with **high gender diversity** out-performed companies with low diversity by 25%.



Highly ethnically diverse companies out-performed less diverse companies by 39%.



Companies with **above-average diversity** produced a greater proportion of revenue from innovation (45% of total) than from companies with below average diversity (26%).

1. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>
2. <https://www.forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/?sh=5dbd5e2bc4a6>

Context: Despite a dramatic spike in corporate focus on diversity, equity and inclusion since 2020, real change is incremental. Organizations need to be more intentional about how real estate strategy can enable progress and meet these critical business objectives while increasing overall innovation.



Goals

- Leverage a comprehensive suite of analytics to measure current diversity and plan for increasing diversity to improve business performance and innovation.



Approach

- Deploy Colliers Workforce Intelligence Platform to identify metros with suitable diverse talent and design workplaces and practices that will attract a diverse workforce.



Measures for Success

- Increased diversity
- Innovation-centric KPI's (patents, new product rollouts, % of revenue from new products, etc.)
- Engagement scores



Solutioning Services

- Workforce Analytics
- Portfolio Strategy
- Location Strategy
- Workplace Strategy
- Work experience design



Support More Diverse, Equitable and Inclusive Cultures



#2

Design Workplace Strategy to create environments and work practices that promote inclusion and attract diverse candidates.

Sample Tools, Methods & Processes

1. Employ Workforce Intelligence Analytics to Identify where diverse markets, industries and specific talent pools are located to inform the site selection process. Identify what these talent pools desire and let that drive location, workplace design and work experience strategies.
2. Design a Workplace Strategy to create environments and work practices that promote inclusion and attract diverse candidates.
3. Develop a Portfolio Strategy that provides the right mix of hub and spoke locations, combined with distributed work strategies, to balance in-person collaboration and remote work flexibility.
4. Deploy Colliers Mobility Pass to provide drop-in office solutions that are convenient for diverse, remote candidates.

Results & Deliverables

1. A Culture Plan to define behaviours and help facilities to be located appropriately to attract a highly skilled, diverse workforce.
2. Office environments and work experiences are aligned with what your desired talent desires.
3. Innovation metrics show a clear improvement.

Does your workplace attract a diverse range of candidates?





Enable Women to Remain in the Workforce

1 in 4

women are considering leaving the workforce



The McKinsey Global Institute estimates that global GDP growth could be **\$1 trillion lower** in 2030 than it would be if women's unemployment simply tracked that of men in each sector.*

*<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/seven-charts-that-show-covid-19s-impact-on-womens-employment>

Context: The workforce is at risk of losing women, given their need to balance work and home life. Real Estate and facilities can be instrumental to retaining a robust female workforce with the development of gender-focused portfolio and workplace strategies.



Goals

- Use location, virtual work, workplace and on-site amenities as key business enablers to improve opportunities to support women in the workforce.



Approach

- Develop a fully-integrated range of work and location options that women can adopt to better plan for and support work-life balance.



Measures for Success

- Increased retention of women
- Ability to attract a more diverse and dynamic workforce
- Employee engagement improvement from female employees.



Solutioning Services

- Portfolio Strategy Development
- Location Strategy
- Flexible Space strategy
- Workplace Design
- Remote Work Support
- Workplace Amenities Strategy & Design



Enable Women to Remain in the Workforce



Sample Tools, Methods & Processes

Gender-Aligned Work & Portfolio Strategy:

1. Analyze employee centers and identify location options that support increased diversity, equity and inclusion.
2. Develop a location strategy that prioritizes proximity to family services like healthcare, day-care, schools and family support services.
3. Provide more flexible workplace / asynchronous work policies. Include ability to access on-demand / flexible office space versus having a fixed office environment.
4. Develop targeted onsite employee amenities and services, including access to day-care, quiet/family rooms, etc.
5. Redesign the workplace to accommodate more balanced gender and diversity balanced elements.

Results & Deliverables

1. A redefined space and place strategy that more closely aligns the needs of a gender balanced workforce. Tactics include:
 - Redefined metro-plans
 - Flex and workplace design solutions that focus on supporting gender-based location and workplace solutions.
 - Redefined locations and amenities focused on family care solutions.



#3

Develop a location strategy that prioritizes proximity to family services like healthcare, daycare, schools and family support services.



Prepare for AI and Work Automation

In its “Future of Jobs Report 2020,” the World Economic Forum estimates

By 2030,
85
million

US jobs could
be displaced
by machines.*



By 2025,
97
million
new jobs will
be created across
26 countries.*

*<https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>
*<https://www.weforum.org/reports/the-future-of-jobs-report-2020>

Context: The demand for agile technology skills is four times greater than the number of qualified candidates. With five roles available per applicant, many businesses will look to graduates to fill their widening skills gap, but the solution may take the form of reskilled workers, who are rapidly increasing in number as roles have evolved. In the transition, businesses will have to attract and retain technology workers. Retain and upskill should be the mantra of companies in the medium term.



Goals

- Identify and consolidate impacted populations and space
- Pick the right locations to attract and retain key tech talent
- Right size the portfolio



Approach

- Employ a multiple stake-holder and integrated planning approach with BU's, HR and operations to:
 - Plan for tech-based job migration
 - Re-train/circulate the affected workforce;
 - Consolidate, demise and dispose of secondary occupied space;
 - Develop location strategy that identifies key tech talent, and workplace strategy that engages and retains them.



Measures for Success

- Targeted functions' hiring rates
- Retraining effectiveness
- Efficient space utilization
- SF and occupancy savings
- Distributed work effectiveness



Solutioning Services

- Portfolio Strategy
- Workforce Analytics
- Location Strategy
- Workplace Strategy
- People Strategy



Prepare for AI and Work Automation

Sample Tools, Methods & Processes

1. Establish a People Strategy for affected existing population - Working with HR, identify where the affected populations are located. Plan for re-training.
2. Combine Location Strategy and Workforce Analytics to identify key technology functions for future work and align with metro areas that offer strategic advantage and labor arbitrage opportunity.
3. Design Workplace Strategy to create and supplement office fit-out that is customized to facilitate new workflow, attract and retain tech talent.
4. Develop Responsive Portfolio Strategy
5. Location strategy – Acknowledge that collaboration will often happen virtually. Locate facilities to be near key target talent populations. Define occupancy/SF requirements for new tech talent by leveraging workplace strategy output.

Build tactical plan to acquire space in key identified markets, based on site selection criteria.

6. Disposition/Flexibility Strategy - Drive more flexibility with lease terms that allow optionality and by leveraging more flexible workplace options. Dispositions become easier to execute when the timing is right.

Results & Deliverables

1. Key talent is identified and acquired. The portfolio is agile enough to align to the labor pool location(s).
2. Workplace Strategy and culture supports distributed work.
3. Targeted populations are re-trained and re-purposed.
4. Portfolio is right-sized and more scalable - can grow and shrink more readily to meet the location demands of target talent.



#3

Design Workplace Strategy to create and supplement office fit-out that is customized to facilitate new workflow, attract and retain tech talent.



Drive a Commitment to Sustainability

Physical building construction and management contributes

40%

of global carbon emissions.*



*<https://architecture2030.org/why-the-building-sector/#:~:text=Buildings%20generate%20nearly%2040%25%20of,for%20an%20additional%2011%25%20annually.>

Context: Sustainability is a major factor in developing today's offices. Targeting carbon neutrality (net zero) will have a dramatic impact on virtual work, site selection and space design as well as the capital and operating budgets required for facilities fit-out and maintenance.



Goals

- Leverage an integrated approach to portfolio strategy, virtual work, workplace design and lease management to reduce water and energy use, promote wellness, and reduce carbon footprints.



Approach

- Maximize space utilization, embrace virtual work and optimize location strategy to reduce commutes and footprint, promote and improve facilities sustainability operations.
- Reinforce best-practices through green lease protocols.



Measures for Success

- Reduced Carbon Footprint
- Improved Triple Bottom-Line - People, Planet, Profits
- Improved asset utilization
- Reduced rooftops
- CapEx & OpEx cost reduction
- Reduced commutation



Solutioning Services

- Sustainability Consulting
- Portfolio Strategy Development
- Flexible Space Strategy
- Workplace Design
- Remote Work support



Drive a Commitment to Sustainability



Sample Tools, Methods & Processes

Sustainability Lifecycle Approach:

1. Perform Portfolio and Flex Strategy Assessments as related to Sustainability – develop roadmap for areas of improvement and promote more hybrid and flex strategies to reduce employee travel times.
2. Establish Green Lease Practices that align with corporate goals.
3. Build best practices into Lease and Project Management workflow — Implement Green Lease Landlord engagements and construction/ refurbishment projects.
4. Develop disposition strategies for assets that are inefficient and don't meet sustainability standards.
5. Implement facilities management tracking and continuous improvement plans to meet sustainability goals.
6. Integrate Lease Administration tracking to monitor sustainability measures.
7. Include sustainability criteria as part of location decisions, including access to transit, sustainable location, supported by green infrastructure, etc.

Results & Deliverables

1. An optimized portfolio that relies on maximizing space use and implementing advanced technology to reduce the effects of carbon loading.
2. A hybrid-work strategy that provides employees choice while reducing carbon footprints and all areas of cost.
3. A balance between meeting business objectives, employee wellness and carbon footprint reduction goals.

#5

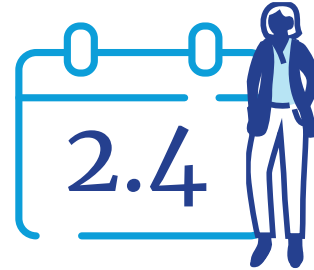
Develop disposition strategies for assets that are inefficient and don't meet sustainability standards.





Promote health and well-being in the Workplace

Programs that promote the health and wellness of employees (that include practices like family and team-building days and health walks) can help companies **reduce sickness absences by**



44%

The equivalent of an average of **4.3 days** per employee a year to **2.4 days**.*

*<https://www.mckinsey.com/mgi/overview/in-the-news/good-health-is-good-business>
<https://www.mckinsey.com/business-functions/organization/our-insights/the-overlooked-essentials-of-employee-well-being>

Context: Two critical factors — Job Control and Social Support — have been shown to increase engagement and improve employee health, potentially reducing healthcare costs.



Goals

- Structure work to provide employee agency with a focus on well-being. Best practices will lead to increased productivity and engagement. Location and workplace design can play a significant role.



Approach

- Make employee well-being a success factor. Develop strategies to structure work to enable and encourage health and wellness, supported by location and design decisions. Align with sustainability goals.



Measures for Success

- Employee wellness scores
- Employee satisfaction
- Decreased absenteeism
- Engagement scores
- Talent attraction and retention



Solutioning Services

- Partner with HR to develop integrated work strategies
- Location Strategy
- Workplace Design
- Remote Work support
- Workplace Amenities Strategy & Design



Promote health and well-being in the Workplace



Sample Tools, Methods & Processes

1. Through surveys and benchmarking, determine the kinds of wellness programs that will be most appealing to the targeted talent.
2. Analyze locations considering commute times as well as nearby wellness amenities like open space, childcare, local gyms, healthy food choices; optimize for quality of air, water and light; etc.
3. Partner with HR to craft work experiences and flexibility that meet the needs of all workforce constituencies, including senior people, working mothers, mid-career professionals, entry-level, etc.
4. Provide healthy food options, solitude rooms, wellness rooms, multi-function spaces for after-hours workouts, bike storage, showers, occasional on-site nurse/doctor, etc.

#2

Analyze locations considering commute times as well as nearby wellness amenities.

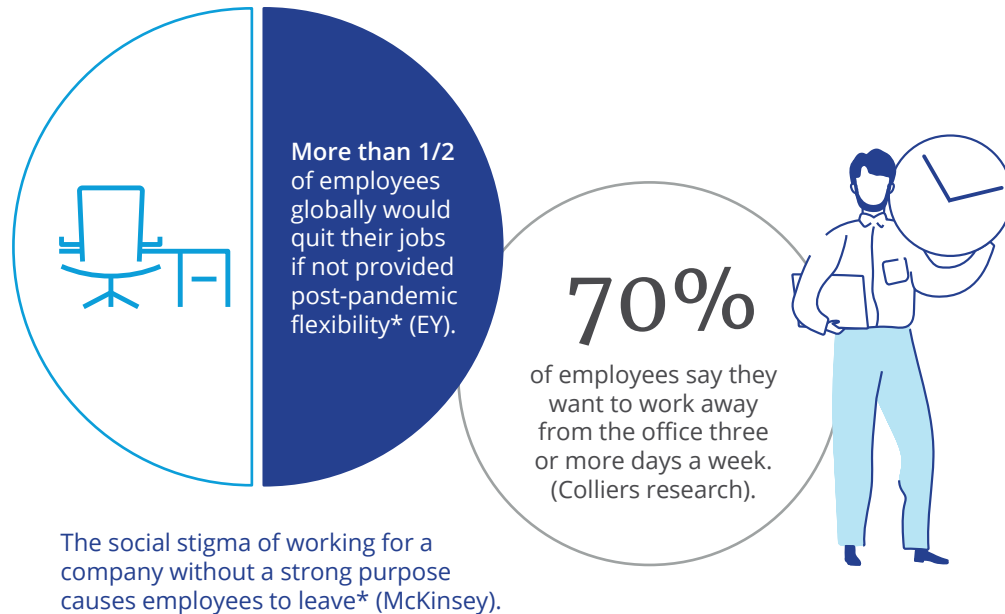
Results & Deliverables

1. Work experiences that are supported by good workplace design and location, that enable and encourage both physical and mental wellness.
2. Amenities and programs that yield measurable results.
3. Company value placed on true downtime, restoration, balance and employee empowerment.





Strengthen the Work Experience with Employee Centered Design



*<https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Strategy%20and%20Corporate%20Finance/Our%20Insights/Five%20ways%20that%20ESG%20creates%20value/Five-ways-that-ESG-creates-value.pdf>

Context: Success factors to attract and retain talent include offering flexibility and choice in location and hours, in addition to providing inspiring workplaces that reflect company purpose and support on-site collaboration. Organizations that listen and respond to the evolving work preferences of top employees and meet the emerging demands of the target workforce will retain and attract the talent necessary to compete and succeed.



Goals

- Design jobs so employees have choices about how, when and where they will work.
- Establish mission-driven work and culture.
- Create work environments that provide a range of spaces – from private and quiet to social and collaborative. Make spaces easily reconfigurable by employees.



Approach

- Develop a holistic definition of success that reflects employees' values and preferences for work contribution and productivity.



Measures for Success

- Employee satisfaction and engagement scores
- Talent attraction and retention
- Reputation scores on key indexes



Solutioning Services

- Employee preference and sentiment surveys
- Industry intelligence (what are competitors doing?)
- Distributed work and experience strategy



Strengthen the Work Experience with Employee Centered Design



Sample Tools, Methods & Processes

1. Conduct benchmark surveys and research to inform decision-making.
2. Employee Sentiment Survey to understand preferences and focus spending.
3. Flex Practices Study to understand the flex-work practices most appealing to targeted talent.
4. Productivity Survey to gather evidence about productivity, management, connection and activities that drive productivity.
5. Assess technology enablement readiness to determine tech support for flexible work solutions and increased engagement.
6. Partner with HR to design job experiences that provide flexibility and choice.
7. Develop a company value set that supports balance, ESG initiatives, flexibility and choice.

8. Create a new set of metrics that measure a holistic approach to work.

Results & Deliverables

1. Purpose-driven culture and job structures, supported by workplace design and locations, that attract and retain talent.
2. Technology strategy that enables flexible work.
3. Holistic metric set that provides insights for continuous improvement.

Offering flexibility will help meet demands of the target workforce (top employees and new talent)

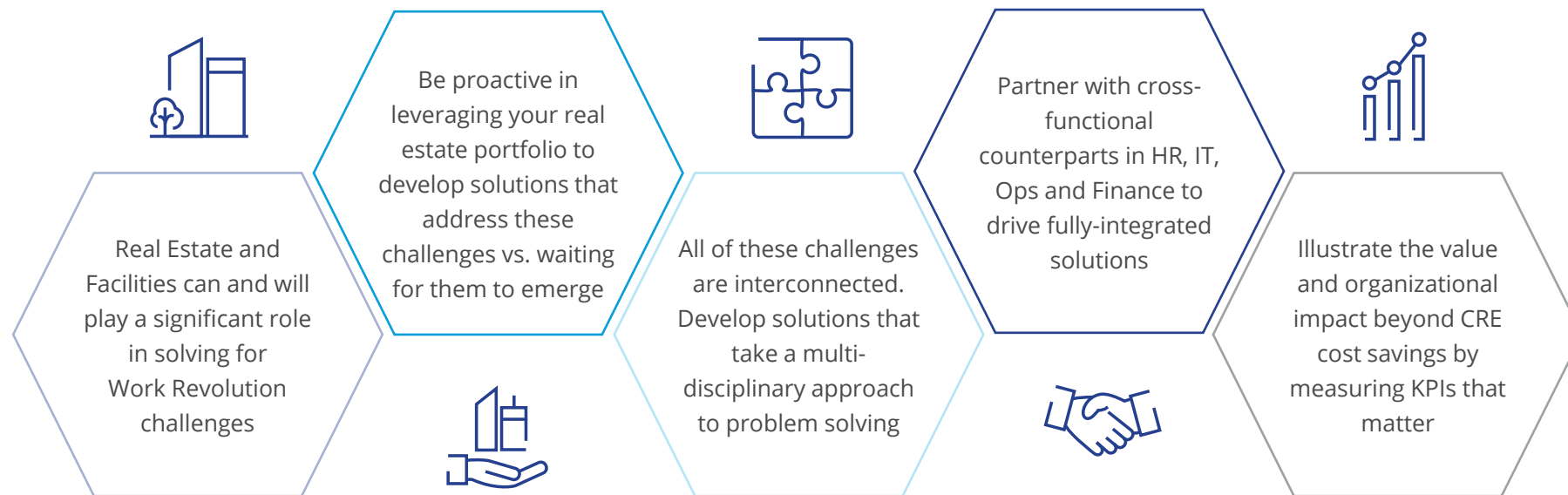


#6

Partner with HR to design job experiences that provide flexibility and choice.



Summary Insights



Let Colliers help you navigate the new priorities of the Work Revolution.

Contact our team to begin your exploration and plan for your future competitive advantage.



Contact Information

About Colliers

Colliers is a leading diversified professional services and investment management company. With operations in 66 countries, our more than 15,000 enterprising professionals work collaboratively to provide expert advice to real estate occupiers, owners and investors. For more than 25 years, our experienced leadership with significant insider ownership has delivered compound annual investment returns of almost 20% for shareholders. With annualized revenues of \$3.3 billion (\$3.6 billion including affiliates) and \$45 billion of assets under management, we maximize the potential of property and accelerate the success of our clients and our people.

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