

Adaptive Spaces

# The India Future of Office Survey 2021

REPORT

CBRE Research  
December 2021





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CBRE's India Research team collaborated with Advisory & Transactions and Workplace Strategy teams to conduct a survey capturing office occupiers' sentiment during September-November 2021. The survey results and implications have been presented in subsequent sections of this report.



## SURVEY RESULTS: A SNAPSHOT

# Key Trends: The Future of Office Survey 2021



## Return to work

88% of respondents indicated that business conditions are improving; negligible contraction going forward

Average office utilization in June-August 2021 was mostly less than 25% for 47% of the occupiers due to the second wave

Asset enhancement via wellness, user experience, safety standards and sustainability to be key



## Hybrid working

58% to encourage employees to WFO but provide a WFH option

Hybrid workers would mostly be less than 25% of the total workforce in the long run; subject to pre-approved schedules and eligibility

64% said top challenges for hybrid work would be balancing family dynamics, space constraints and collaboration



## Portfolio growth

62% indicated they would expand their portfolios over the next two years

Increased use of flexible spaces (44%) and consolidation (31%) are top short-term portfolio strategies

93% plan to include flexible spaces in their portfolios two years from now

Renewals (49%), renegotiations (44%) and flexible terms (29%) are the top preferred short-term leasing strategies



## The future role of the office

Touchless technologies (82%), improved air quality (76%) and more collaborative spaces (57%) imperative in the future

Workplace to be more effective for employee engagement, collaboration and team productivity; remote working to be more effective for individual productivity and employee health



## Workplace strategies

No significant change in space per capita over the next two years; 60% prefer 75-125 sq. ft. / capita

51% to increase staff-to-desk-sharing ratio, mostly to 1.2-1.9 in the next two years

Targeted mobility (48%) and activity-based working (38%) to be top seating preferences

Note: These results are limited to those respondents who chose to answer this survey and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

# Return to work

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As employees return to the office, the desire for safety and flexibility would drive new behaviors among occupiers, developers and investors.



## RETURN TO WORK

# Office occupiers believe that a business recovery is underway in India

Over the past few months, Indian cities have succeeded in containing the pandemic and relaxed social restrictions to a certain degree - with a significant improvement felt in business sentiment as well.

About 88% of our survey respondents believe business conditions are currently improving in the country, marking substantial progress from a similar survey CBRE conducted post the first wave in 2020. Moreover, sentiments regarding this improvement are slightly stronger in India as compared to other countries in APAC where 71% of respondents highlighted the same.\*

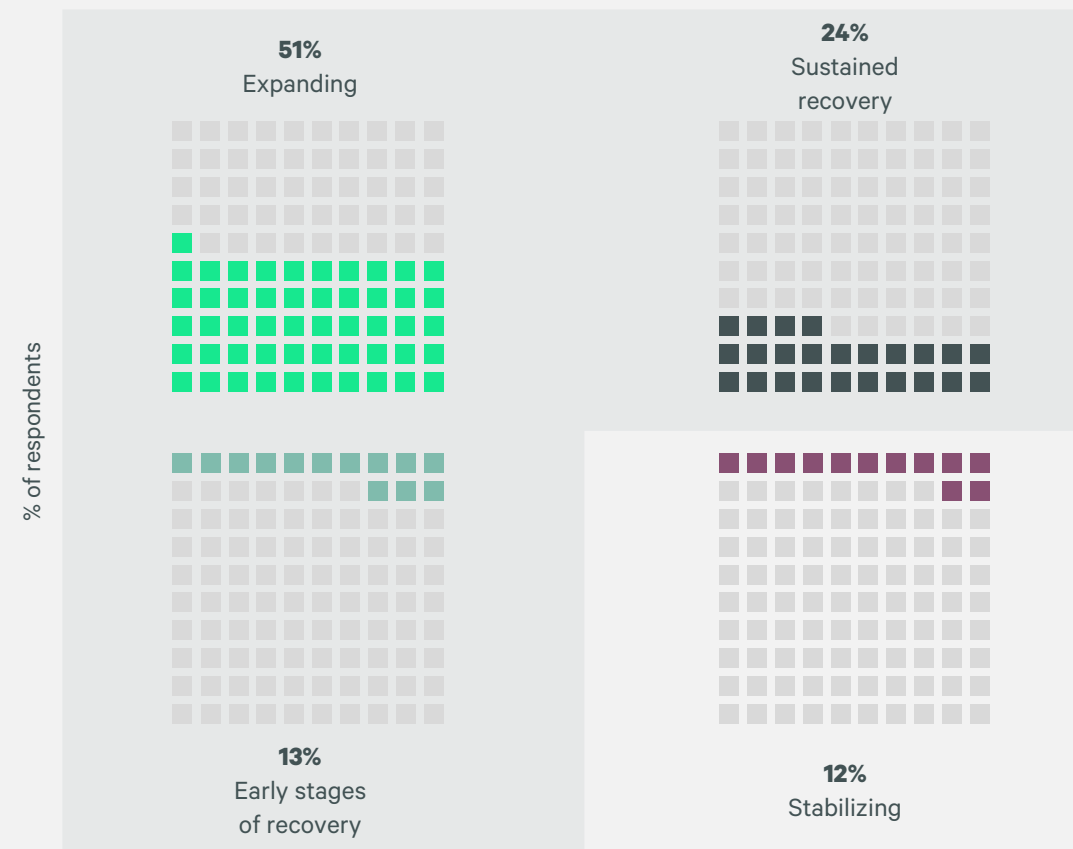
It is to be noted that none of the respondents chose 'contracting' as an option to describe their current business conditions in India.

The rapid increase in vaccination rates and the reopening of offices across cities has started to strengthen corporate confidence. However, the unpredictability of infection rates, new variants (such as Omicron) and yet-to-come approvals for the booster shot may continue to weigh on the pace of this recovery in the foreseeable future.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

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**FIGURE 1.1:** How would you describe your company's current business conditions?



Source: \*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021



RETURN TO WORK

# Office utilization rates are linked to infection spikes

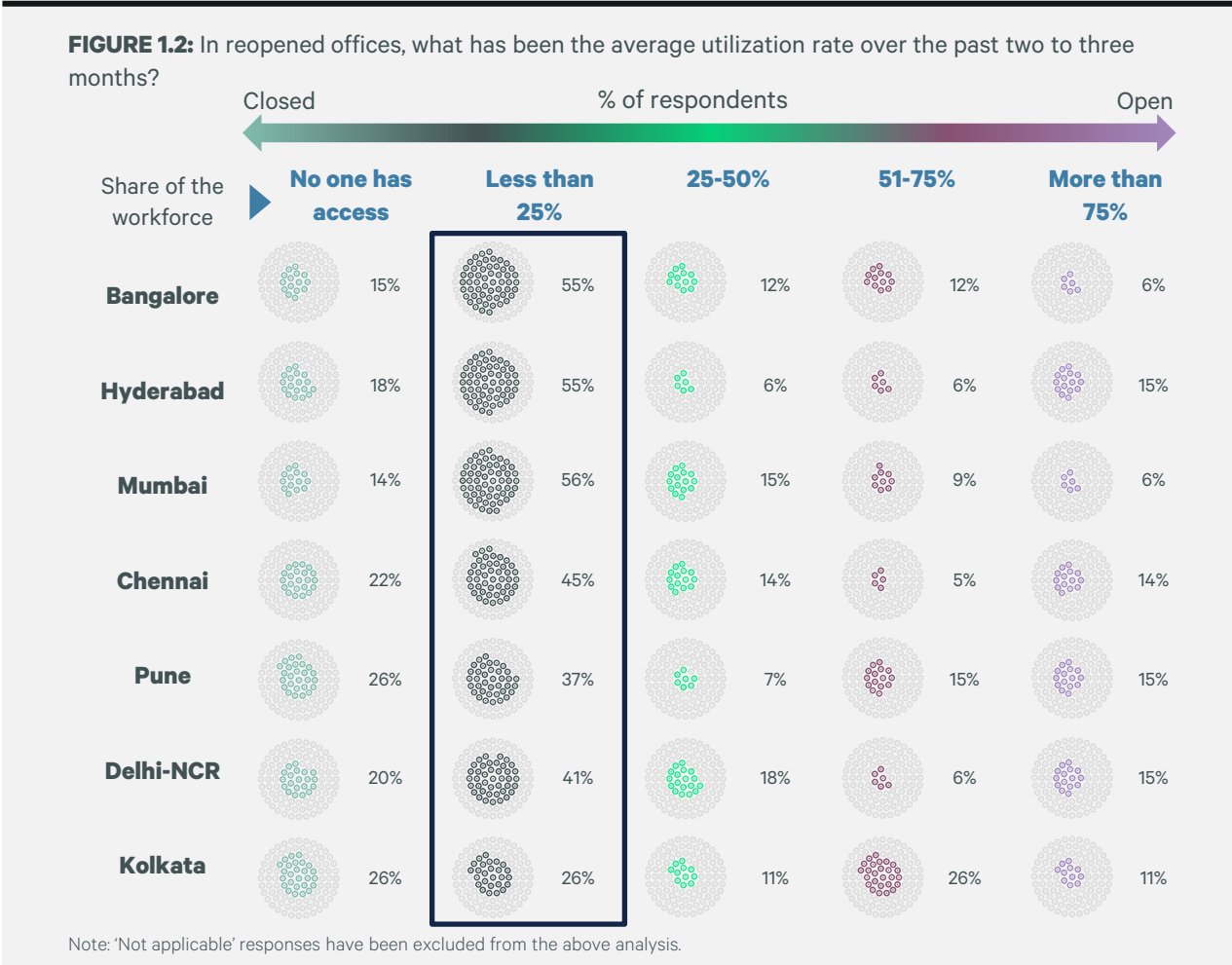
Several cities in India introduced restrictions on office capacity during the second wave, all of which have now reported an improved office utilization rate in this survey. The average office utilization rate in India was less than 25% during June-August 2021, with the pace of return to work varying across the country. CBRE expects the office utilization rate to fluctuate in tandem with sustained increase or decrease in infection rates. Further interactions with occupiers also suggest that office utilization rates in India would continue to pick up post December 2021 / Q1 2022.

Moreover, an emerging global trend has been the growing importance of occupancy data and its role in real estate decision-making. Office utilization rate (average and peak) was ranked as the top occupancy metric that mattered the most to decision-makers in our latest global occupancy insights report.\* Additionally, organizations want to measure their occupancy metrics against their peers and know how others are handling the ‘return to work’ process.

47%

of occupiers in India highlighted that their office utilization on an average across cities was mostly less than 25% during June-August 2021.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.  
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Source: \*CBRE Global Research, [2021 CBRE Global Occupancy Insights](#), November 2021; The India Future of Office Survey, Q4 2021

## RETURN TO WORK

# Asset enhancement initiatives to focus on wellness, user experience and sustainability

Post the pandemic, occupiers started to demand a more sophisticated real estate offering – capable of meeting both employee expectations for a safer and healthier working environment as well as companies' need for flexibility.

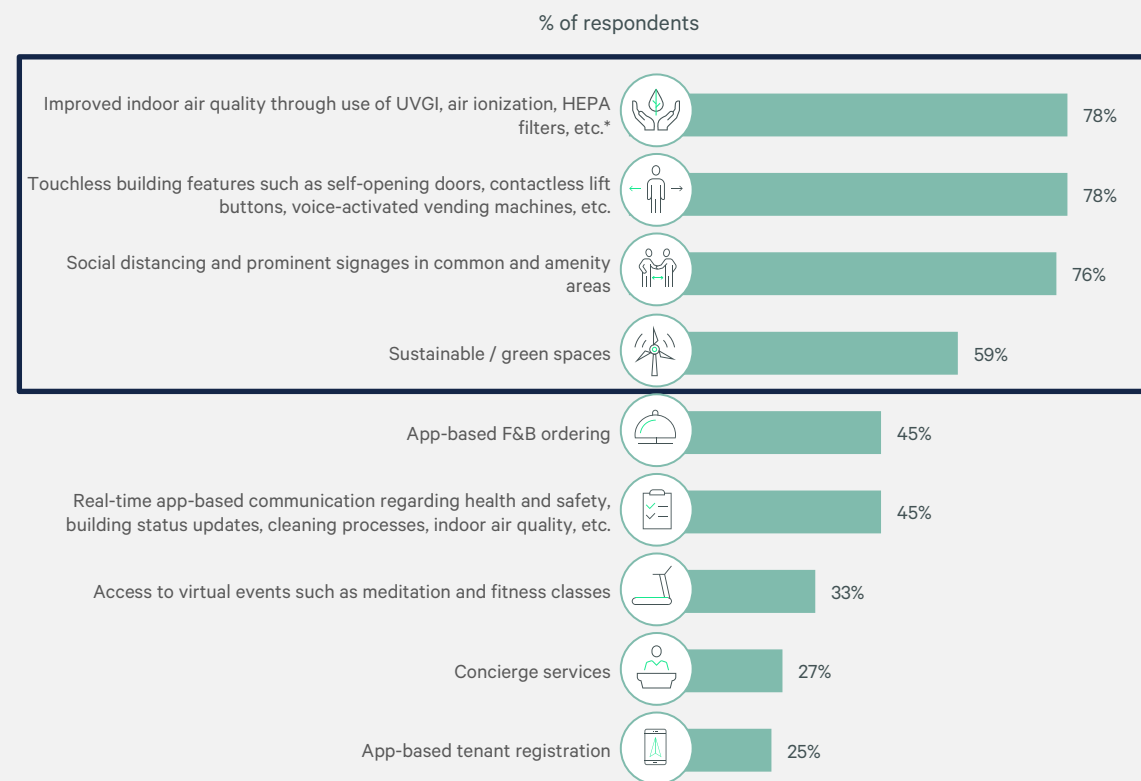
Our survey showcased similar sentiments – initiatives improving employee health & wellness are expected to facilitate re-entry in the workplace. These included improved indoor air quality, touchless technologies, social distancing signages and sustainable spaces.

CBRE believes that in these current times, CRE leaders are [prioritizing Environmental, Social and Governance \(ESG\) issues](#) on a whole new scale – far beyond just the 'Environmental' pillar and encompass more far-reaching goals. The 'Social' pillar covers areas including a company's labor practices, talent management and contractor relations, while the 'Governance' pillar covers areas such as reporting, ethics, leadership diversity and the provision of livable wages.

It is to be noted that occupiers' expectations from [developers](#) are in line with initiatives they are incorporating within their own workplaces. It is thus imperative for developers and [investors](#) to be cognizant of the benefits of asset enhancement initiatives specially to improve portfolio returns and add value to existing / upcoming assets.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

**FIGURE 1.3:** While planning for return to work, what are your expectations from developers in terms of facilitating re-entry in the workplace?



\*Note: UVGI – Ultraviolet Germicidal Irradiation, HEPA – High Efficiency Particle Absorbing.

RETURN TO WORK

# Digitizing FM services and space tracking imperative for return to work

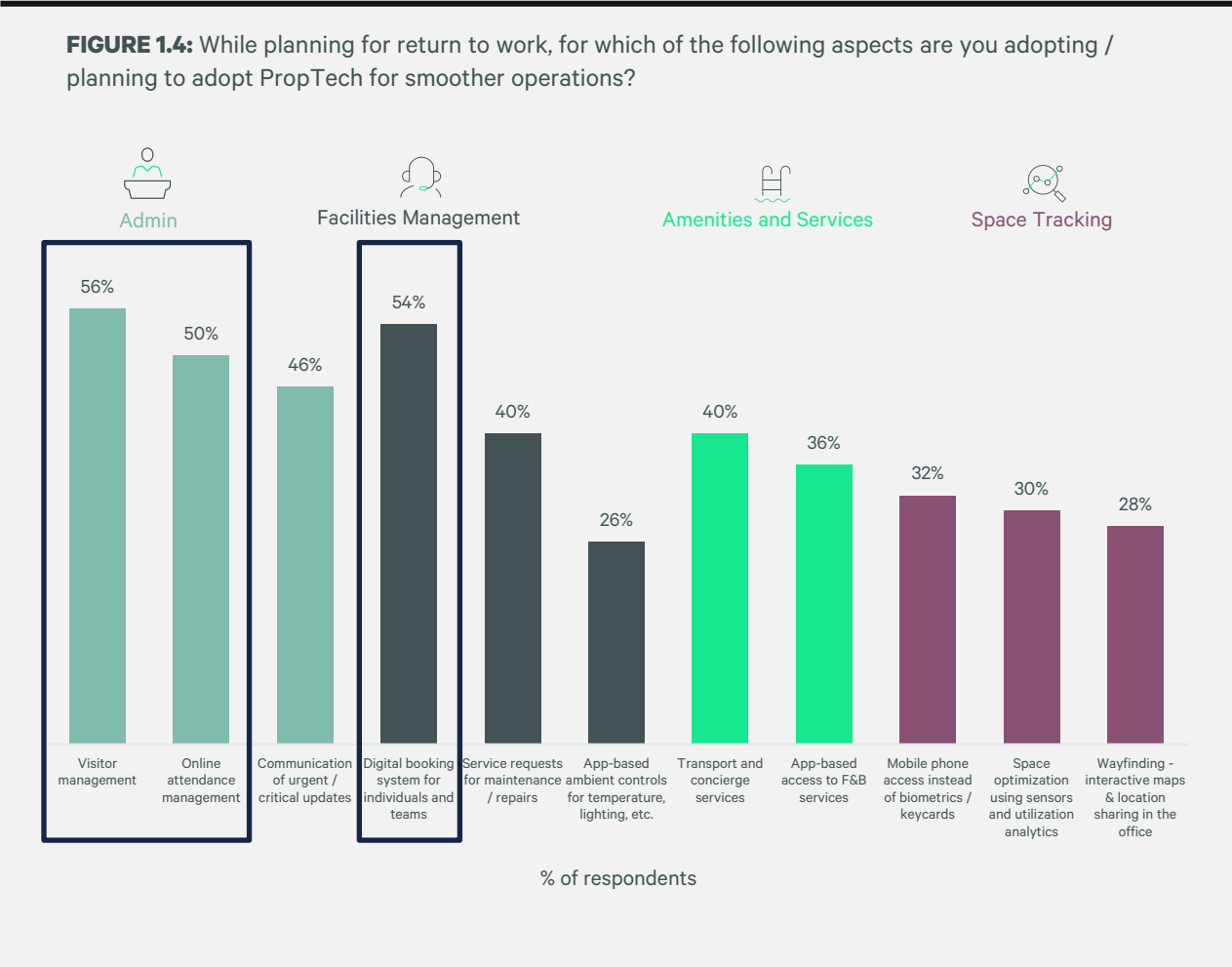
Post the second wave, occupiers in India are striving to encourage employees to come back to offices with their safety and well-being at the forefront of their ‘return to work’ plans. Our survey revealed that three key areas that needed to be tech enhanced were admin, FM services and amenities, along with space tracking.

With an objective to ensure high safety standards for employees, visitor management, digital booking systems and online attendance management were the top choices for tech-enhancement. Other key digitization initiatives to reinvigorate workplaces and heighten employee engagement included effective communication of critical updates, provision of transport and concierge services and tech-based handling of service requests.

Space tracking has now become even more of a necessity, given that the workplace would need to be tailored for both office-going and hybrid workers. This sentiment was displayed by 83% of our global survey respondents, who said they track or would start to track space utilization in the future. Given its future potential, 51% of respondents across the globe are currently deploying technologies to track space utilization including sensors across their entire portfolio.\*

**Space tracking through sensors and wayfinding technologies became a widespread trend in India as early as 2019, with about 40% of respondents in our 2019 survey stating it as a key priority.**

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.  
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Source: \*CBRE Global Research, [2021 CBRE Global Occupancy Insights](#), November 2021; The India Future of Office Survey, Q4 2021



# Hybrid working

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The advent of hybrid working would change the future role of the office as a center for employee collaboration.



## HYBRID WORKING

# Office is core, but hybrid working is here to stay as well

Senior business leaders have expressed a strong desire to bring employees back to the office with about 80% of them prioritizing physical offices; but several of them are also willing to offer a greater degree of flexibility and choice. About 58% of respondents plan to implement policies allowing office-based working with the option of working from home.

The adoption of hybrid work is likely to require companies to enhance their workplaces to deliver the type of seamless and engaging experiences that remote working cannot. Moreover, several organizations are currently conducting pilot studies into the feasibility of hybrid working before they commit to large-scale implementation.

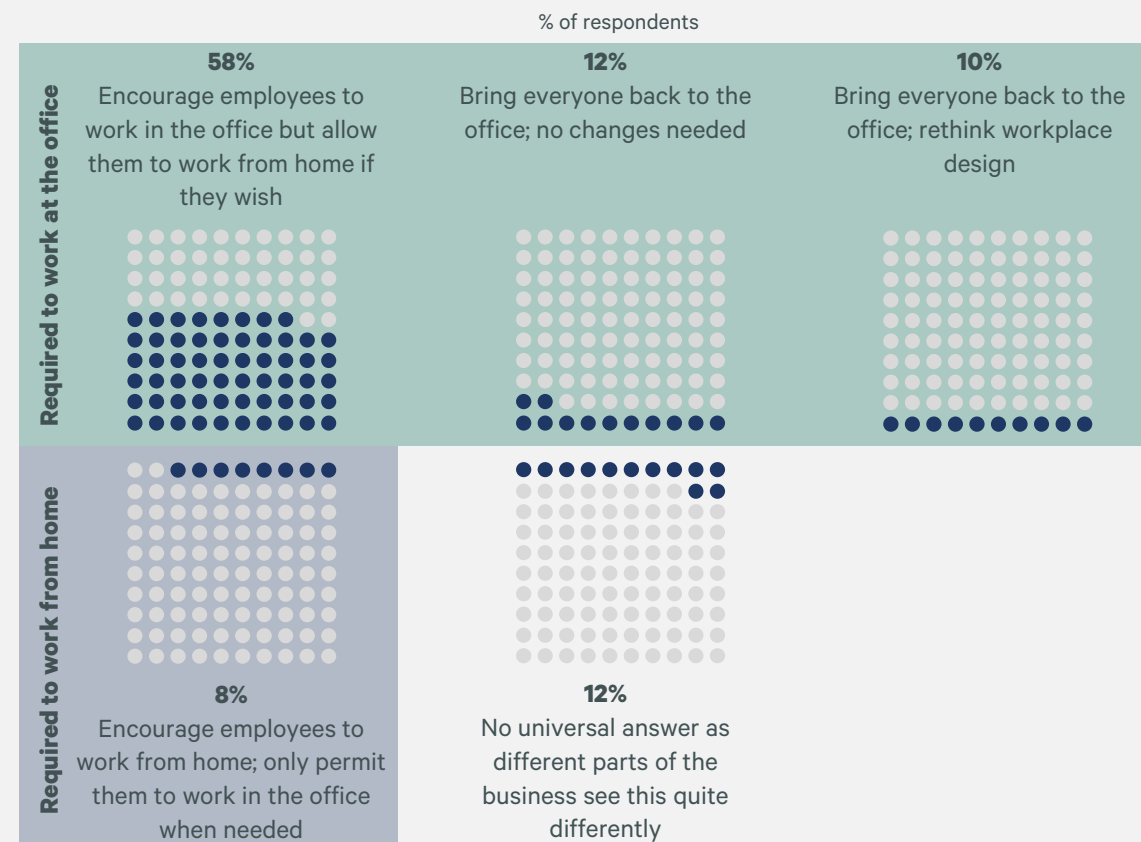
The share of respondents intending to encourage employees to work from home and only come to the office whenever needed was limited to 8%.

CBRE believes the successful adoption of hybrid work within a company requires defining where work can be accomplished, what work requires in-person collaboration to accomplish and who benefits most from spending time in the office. An overarching question is also how workspaces advance company objectives, employee collaboration and culture. In short, a successful adoption of hybrid work first involves understanding the unique needs of the company and workforce before prescribing workplace and employee policy strategies. By using this framework, decision-makers can take a methodological approach to defining hybrid work in the context of their own organization.\*

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

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**FIGURE 2.1:** If the pandemic is contained, what would best represent the current leadership sentiment towards the future of work?



Source: \*CBRE Global Research, [The Next Normal – How Hybrid Work is Transforming Commercial Real Estate](#), August 2021; The India Future of Office Survey, Q4 2021

HYBRID WORKING

# Hybrid working to be offered mostly to one-fourth of the workforce in the long run

In CBRE’s view, despite an increased adoption of hybrid working during the pandemic, a wider adoption in the long-run seems unlikely. The graph on the right clearly shows that most companies would offer frequent or infrequent hybrid working options to mainly 25% of the workforce in the long run, i.e., in a steady state situation wherein the after-effects of the pandemic are no longer in play.

Even with the adoption of hybrid work, most companies expect employees to work in the office most of the time. This new shift in working patterns should be considered amidst occupiers’ intent to expand portfolios in India over the next two years. We thus believe the adoption of hybrid working practices would have only a limited downside impact on future office demand in the medium to long term, particularly as space planning is undertaken based on long-term peak occupancy rates.

It is clear that despite so much focus on hybrid work during the pandemic, future real estate strategies would not favor a fully remote or in-office workforce. Rather, strategies are expected to support choices, end-user experiences and actions that allow employees to integrate life and work.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

**FIGURE 2.2:** Who would the hybrid working option be given to in a steady state situation?



Note: The above figure represents the total number of responses for each category of the workforce.

## HYBRID WORKING

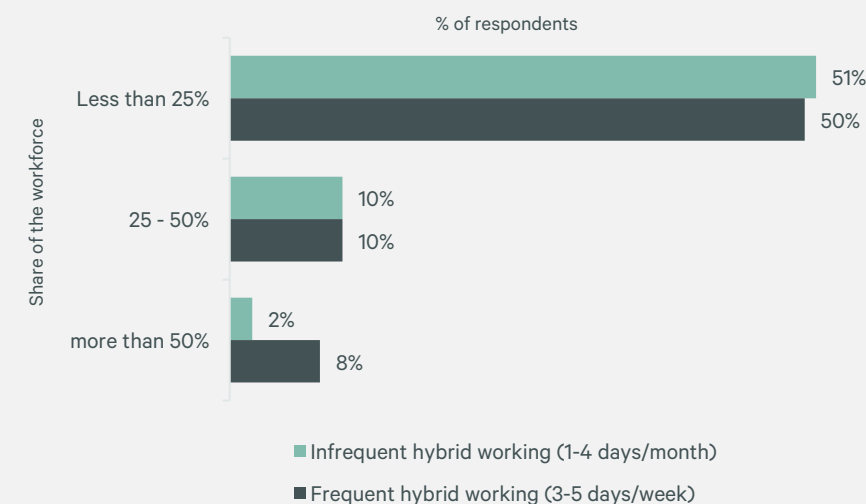
# At least 1-4 days / month to be the preferred hybrid work format in India in the long run

When asked about the frequency of hybrid working, the respondents wished to offer an option of working at least 1-4 days / month outside of the office to mostly a fourth of the workforce in the long run, i.e., in a steady state situation wherein the after-effects of the pandemic are no longer in play.



Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

**FIGURE 2.3:** In a steady state situation, how often do you anticipate your employees would work in a hybrid format?



Note: The above analysis is only of those respondents who chose the hybrid working option and did not choose 'none' as an option.

**In India, only 10% of respondents would offer any form of hybrid working – frequent or infrequent – to more than 25% of the workforce in the long run.**



## HYBRID WORKING

# Companies are introducing stringent policies governing hybrid work

The survey noted a strong consensus that hybrid work eligibility and approvals should be governed by clear guidelines. As the graph indicates, this governance would be more stringent in India as compared to APAC.

Our 2021 Global Occupancy Insights report suggests that the top criterion to determine employee eligibility for a hybrid work program would be job function i.e., call center, sales, HR, etc., along with manager discretion.\* Moreover, companies are still formulating best practices covering hybrid working policies. While several major firms recently announced formal hybrid working policies and office re-openings, some employees are asking for greater flexibility.

Occupiers therefore need to consider employee expectations and allow for a transition period towards the new normal in the coming quarters. CBRE Research believes that the financial obligations, compliance, employee engagement and liability considerations of a hybrid work program must be weighed. Whether this type of work becomes a choice or a requirement, companies must develop formal policies and standards in collaboration with their HR, D&T, finance and accounts teams.

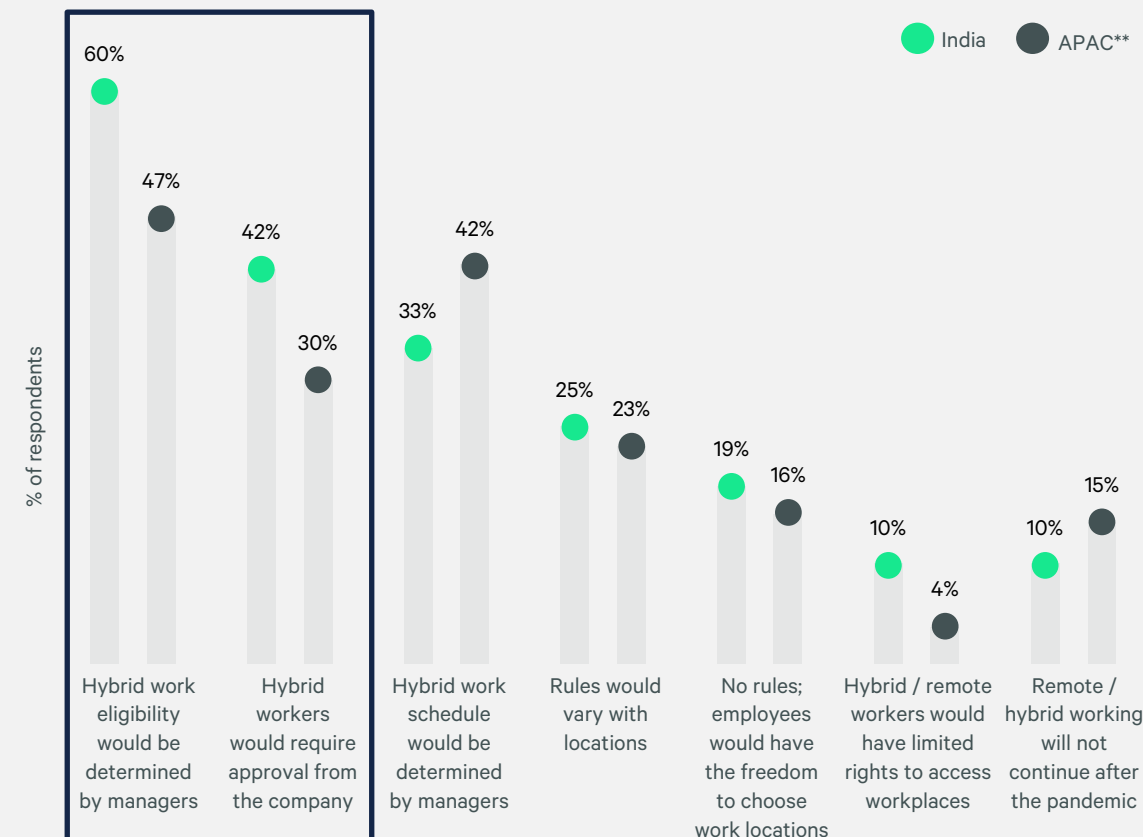
# 42%

in India would require hybrid working eligibility to be determined by managers and pre-approved by the company as compared to 30%\*\* in APAC.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

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**FIGURE 2.7:** What rules would you apply to your hybrid working policy?



Source: \*CBRE Global Research, [2021 CBRE Global Occupancy Insights](#), November 2021; \*\*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021

HYBRID WORKING

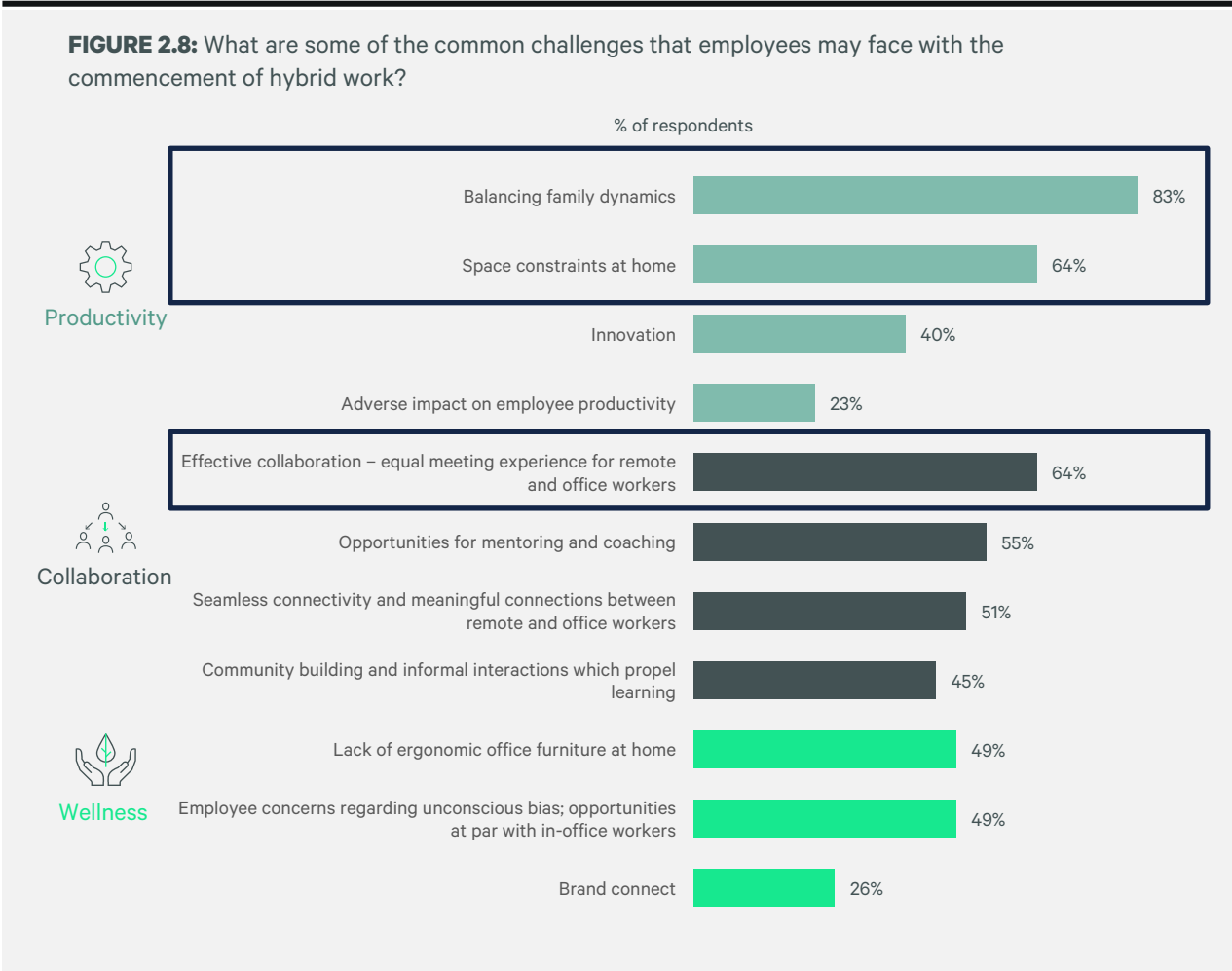
# But hybrid working has its fair share of challenges

Despite increased adoption, there are several challenges in hybrid working pertaining to productivity, collaboration and wellness that occupiers would have to overcome. Key challenges impacting employee productivity include balancing family dynamics and space constraints in the home office shared by multiple family members – particularly witnessed in a typical Indian joint family household. Top challenges impacting employee collaboration were making the meeting experience equal for hybrid and office participants and limited opportunities for mentoring and coaching. Major challenges impacting employee wellness were a lack of ergonomic office furniture at home, concerns regarding unconscious bias in favor of in-office workers, and community building which propels learning / knowledge sharing.

It is imperative to note that our 2020 survey indicated that the top challenges of a sudden shift to work from home (WFH) strategy were the lack of adequate IT infrastructure, dedicated workspace at home, psychological impact of WFH and ensuring a work-life balance. Most of these challenges persist even after more than a year of remote / hybrid work in India – resulting in several employees enticed to return to offices on the back of improved workplace designs, tech-enhancements and other initiatives.

The top three hybrid working challenges highlighted by occupiers in our global office occupier survey include difficulty in its implementation, ensuring workplace equity and the danger of a disconnected workforce.\* Occupiers can follow [these actionable strategies](#) for successfully transitioning into hybrid work.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.



Source: \*CBRE Global Research, [The Next Normal – How Hybrid Work is Transforming Commercial Real Estate](#), August 2021; The India Future of Office Survey, Q4 2021

# Portfolio growth and agility

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3

New 'core+flex' strategies are emerging amidst portfolio expansion and hybrid working.



## PORTFOLIO GROWTH AND AGILITY

# Occupier appetite for office expansion is strengthening in India

As economic recovery gains momentum and concerns about the viability of hybrid working models ease, many companies are shifting away from the negative views they displayed towards the outlook for office demand at the onset of the pandemic.

About 62% of respondents intend to increase the size of their real estate portfolios over the next two years, a substantial increase from the 51%\* who had responded so in the 2021 APAC occupier survey. However, occupier sentiments are yet to mirror pre-pandemic levels; in 2019 about 79% of respondents projected their office portfolios to grow over the next two years.

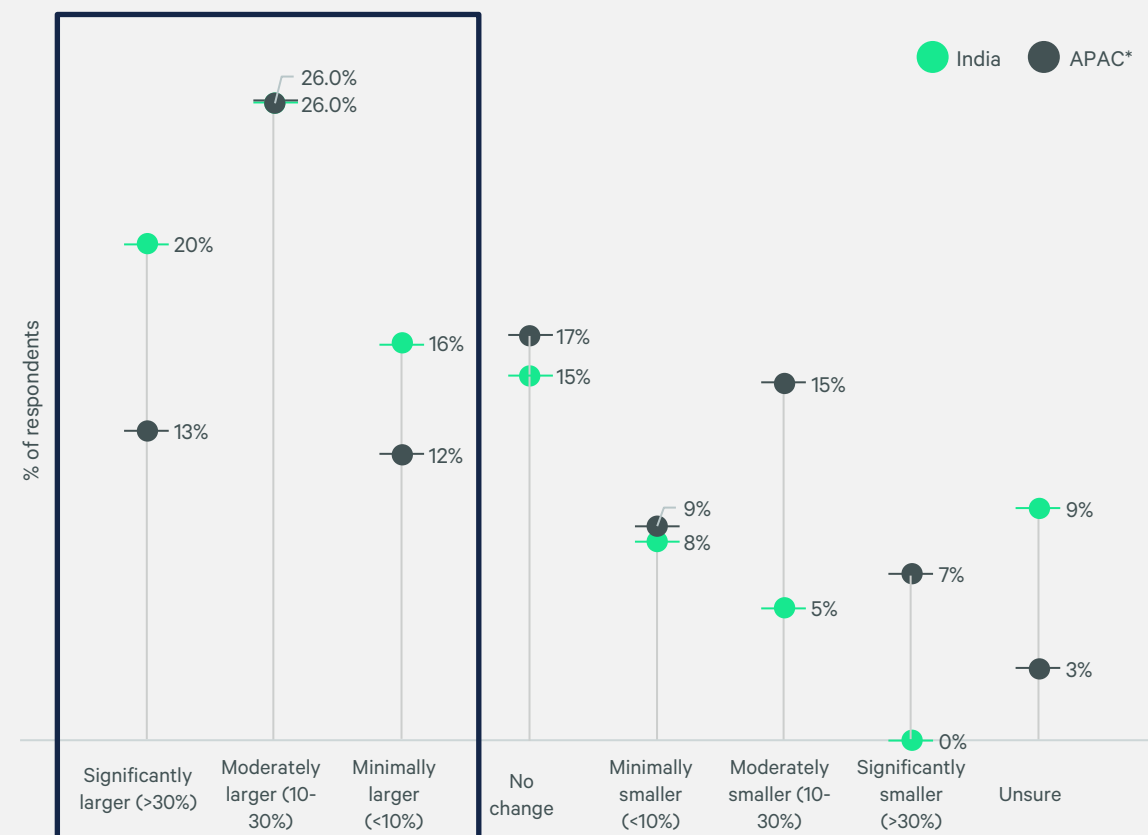
American, domestic and EMEA-based corporates displayed a stronger appetite for expansion in India as most of them indicated an at least 10-30% increase in their portfolios. This group included companies across various sectors such as technology, engineering & manufacturing and BFSI.

It is widely known that across most Indian cities, a majority of the recent and upcoming office supply is in peripheral locations - which are closer to employees' homes. Thus, even before the pandemic, corporates in India were already establishing their large-scale expansion destinations in these locations, thereby lowering commute time. As occupiers in India have indicated their intent to further expand portfolios, CBRE Research believes that this expansion is likely to occur near a dispersed workforce, thereby boosting office utilization rates in the long term.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

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**FIGURE 3.1:** What best describes the long-term expectations of your portfolio's total size over the next two years?



Source: \*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021



## PORTFOLIO GROWTH AND AGILITY

# The future of office in India: Expanding office portfolios + hybrid work

We expect corporates from all key sectors to expand their portfolios with varied intentions to hire in-office or remote workers. We also expect minimal impact on future office demand due to their intent to expand portfolios in the next two years and increase in-office hiring.

**TABLE 3.1:** Occupiers' intentions for portfolio expansion and hiring across sectors

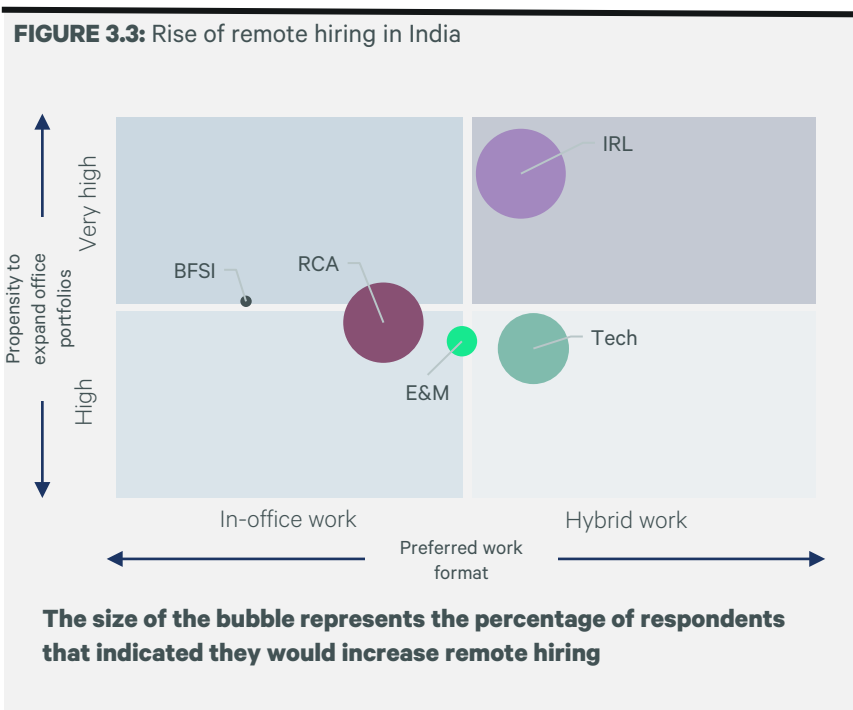
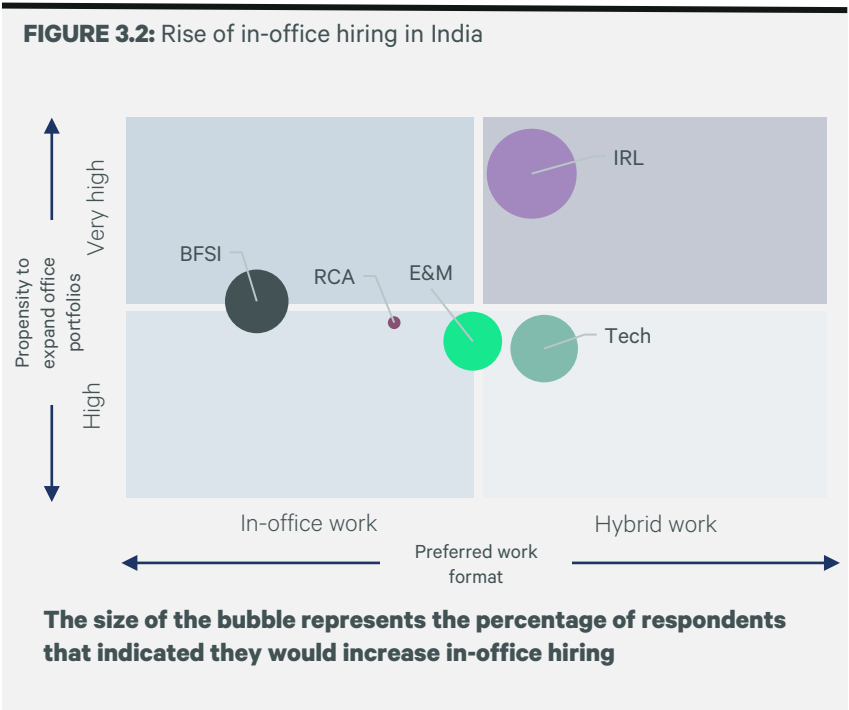
	Sector	Respondents' intent to expand office portfolios	Hiring intention over the next two years		% share of office leasing (2017 – Q3 2021)
			In-office	Remote	
	Technology	▲▲	▲▲	▲▲	35%
	BFSI	▲▲	▲	-	13%
	Engineering & manufacturing	▲▲	▲	▲	11%
	Research, consulting & analytics	▲▲	-	▲▲	8%
	Infrastructure, real estate & logistics	▲▲▲	▲▲▲	▲▲▲	2%

▲▲▲ Very high    ▲▲ High    ▲ Medium

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

PORTFOLIO GROWTH AND AGILITY

Occupier inclination towards hybrid working would depend on their ability and ease to incorporate it. Technology and infrastructure, real estate & logistics occupiers are expected to be quicker to implement it as compared to engineering & manufacturing, research, consulting & analytics and BFSI firms.



Technology BFSI Engineering & manufacturing Research, consulting & analytics Infrastructure, real estate & logistics

- Note:
1. Y-axis represents the % of respondents who would increase their portfolio size over the next two years.
  2. X-axis represents the net intention for hybrid work calculated through the difference between frequent (three days per week or higher) and infrequent (one day per week or lower) hybrid work.
  3. Increase in in-office hiring: Average of % of respondents who would increase hiring for physical office locations and hybrid working with satellite offices.
  4. Increase in remote hiring: Average of % of respondents who would increase remote (including role-specific) hiring.
  5. The above analysis shows a sector's relative preference towards in-office or hybrid working and the relative degree of preference towards the latter.
  6. These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

PORTFOLIO GROWTH AND AGILITY

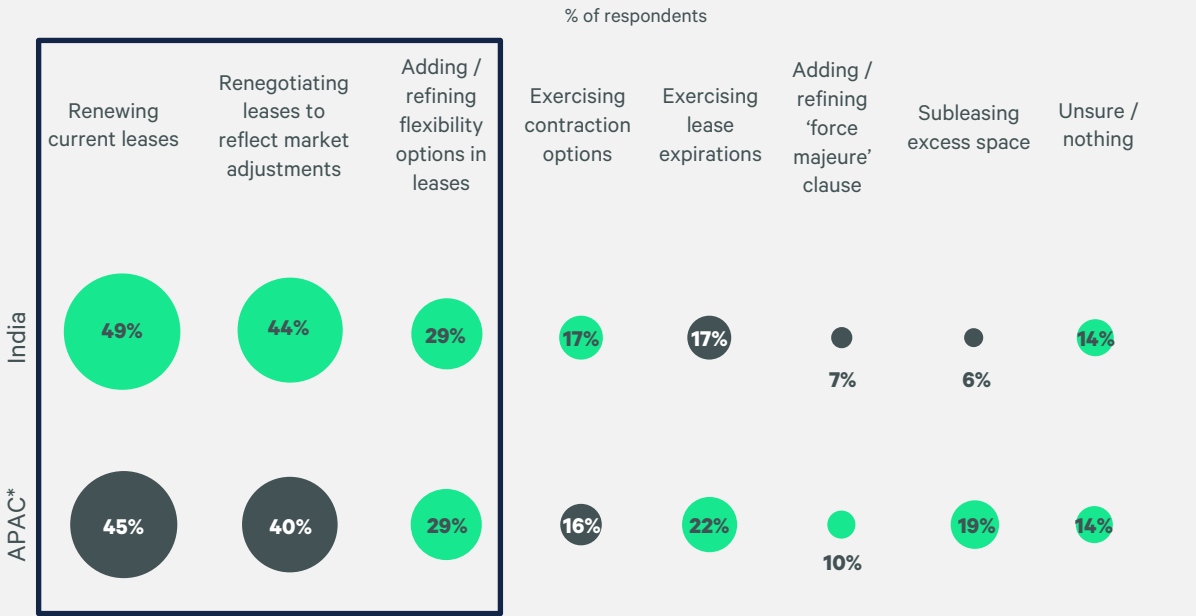
# Renewals, renegotiations and flexibility options remain a short-term focus

While expectations of long-term portfolio growth are positive, renewals, renegotiations and addition of flexibility options are likely to be the main focus areas of occupiers over the next six months as they remain cautious in the short term. This sentiment was also largely indicated by both American and domestic firms.

Moreover, post the first wave, there was a strong emphasis by occupiers on strengthening the ‘force majeure’ clause to include the word ‘pandemic’ – as indicated by 56% of respondents in our 2020 survey, which fell to only 7% of respondents wanting to refine the force majeure clause in 2021. A similar sentiment was recorded in terms of a fall in wanting flexibility options in leasing terms – a drop from 50% in 2020 to 29% of respondents in 2021.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.  
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**FIGURE 3.4:** Which leasing strategies are you currently pursuing or planning to pursue over the next six months?



Source: \*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021

PORTFOLIO GROWTH AND AGILITY

# Portfolio agility and consolidation are key focus areas

Amidst a prolonged pandemic and economic uncertainty, increasing portfolio agility remained high on occupier agenda. About 44% of respondents were planning to increase the use of flexible spaces – including managed offices or hybrid spaces – compared to about 34%\* in the APAC survey.

Locational preferences varied among occupiers – while consolidation was the preferred option for 31% of the respondents, a few would also prefer more diverse portfolios by using satellite offices, moving to decentralized locations or adopting hub-and-spoke models. It is to be noted that occupier sentiment towards consolidation of portfolios seems to be improving as it was only chosen by 12% of the respondents in 2020. Nevertheless, occupiers are still in the midst of deciding their short-term strategies; however, they have more clarity as compared to last year.

**FIGURE 3.5:** Which portfolio strategies are you currently pursuing or planning to pursue over the next six months?



Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.



PORTFOLIO GROWTH AND AGILITY

# Flexible space to comprise a larger portion of office portfolios

The use of flexible spaces in corporate real estate portfolios is likely to become more prominent in the long term. Nearly 93% of the respondents planned to include flexible spaces in their office portfolios two years from now, a sizable increase from the current 62% who already have it as part of their portfolios.

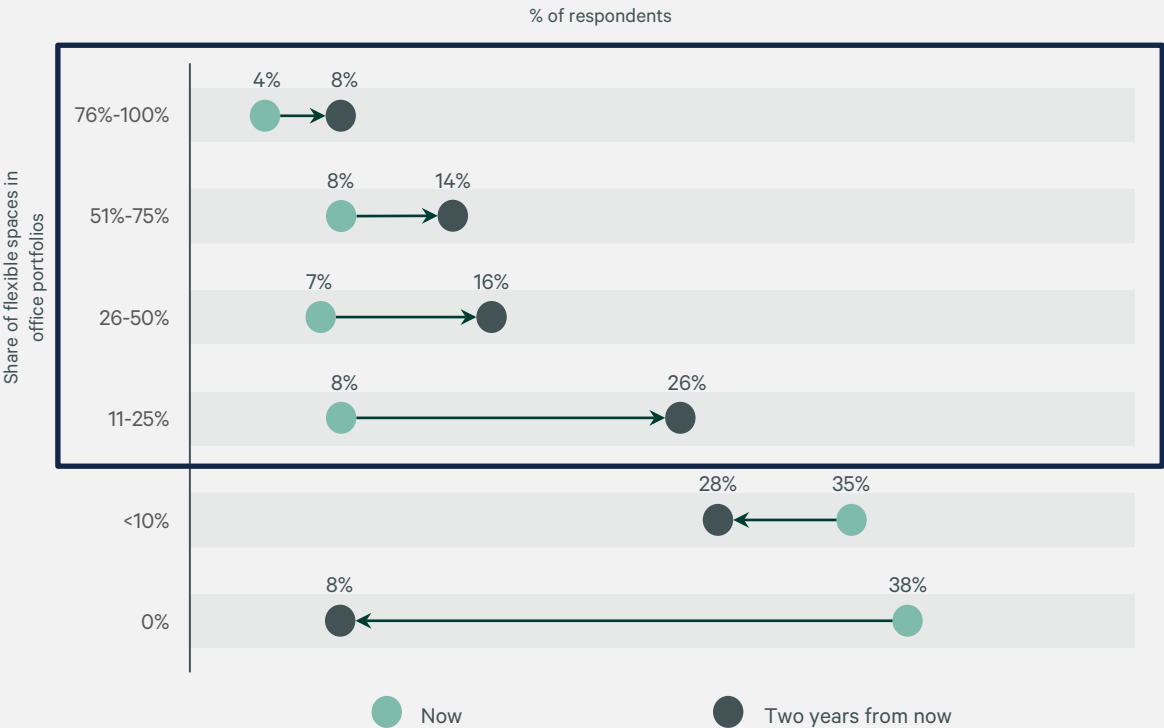
Even compared to our previous surveys we have recorded an increasing preference towards current and future flexible spaces in India, with the number of respondents rising from 73% in 2019 to 81% in 2020 and 93% in 2021.

As the flexible space industry continues to evolve to meet occupier requirements, a broader offering, ranging from on-demand meeting space to customized private suites, is becoming available. Flexible space operators and landlord-backed brands are also differentiating themselves by providing premium service offerings featuring advanced technologies specifically designed to cater to enterprise clients. [These ten recommendations](#) have been proposed by CBRE for developers to mitigate challenges related to operating and managing flexible spaces in their buildings.

Flexible space operators continue to be positive about this sector in India – our 2021 survey of the top flex operators showcased that all of them were looking at expanding their portfolios by at least 30% over the next two-three years in India. Several operators also plan to increase their average center sizes and expand in both tier I and tier II cities in the medium to long term.\*

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.  
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**FIGURE 3.6:** What percentage of your portfolio consists of flexible office space currently and what is your expectation two years from now?

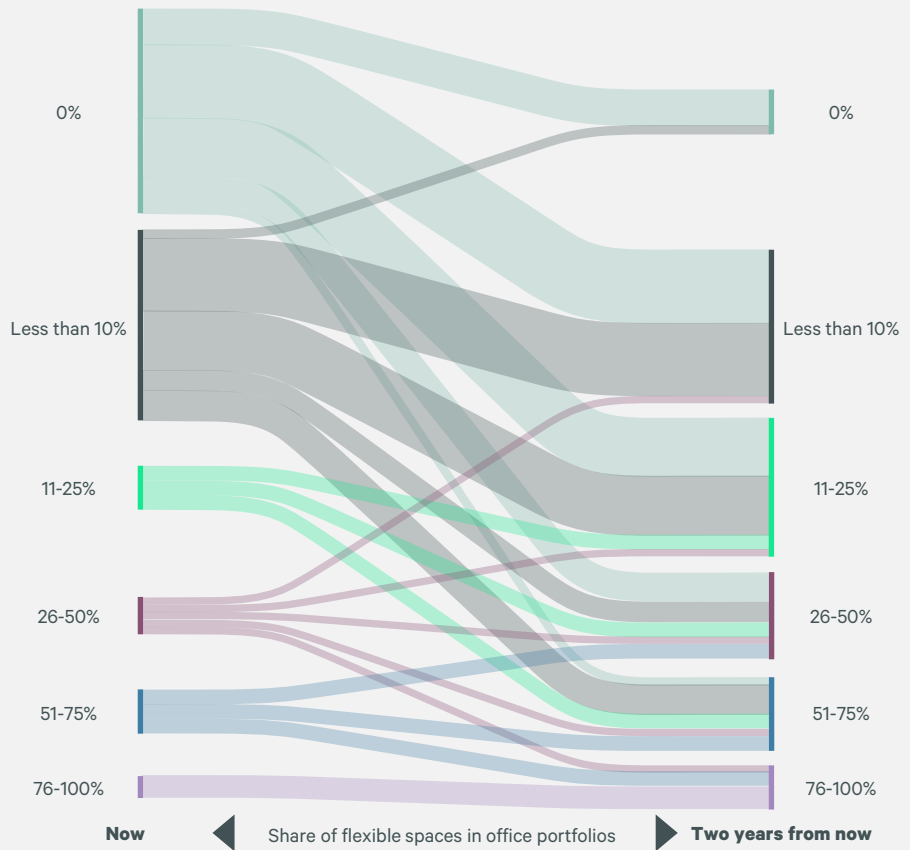
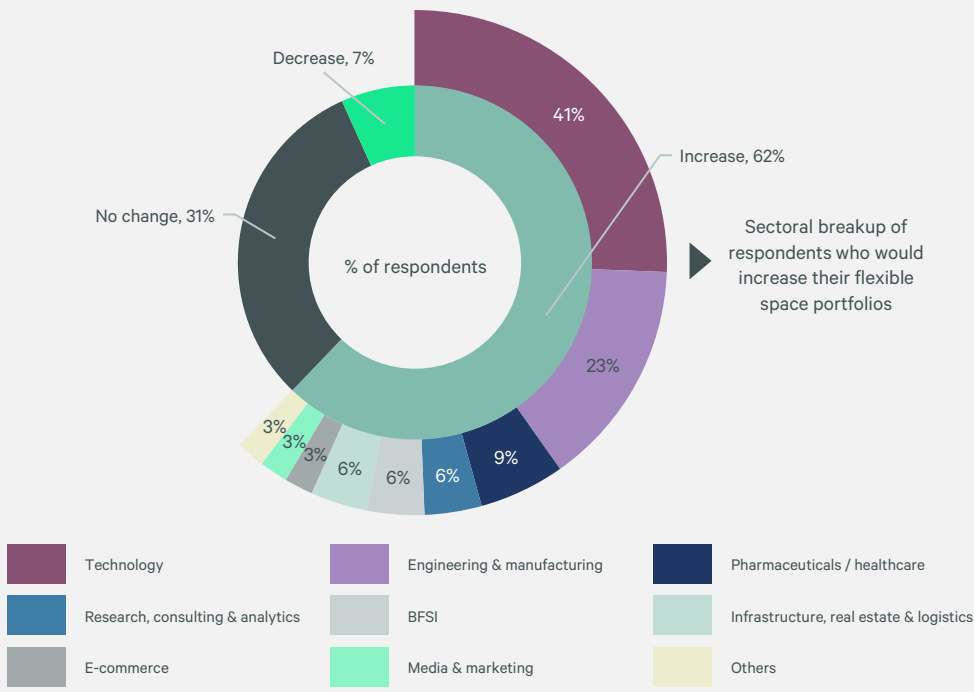


Source: \*CBRE India Flex Operator Survey 2021, August 2021; The India Future of Office Survey, Q4 2021

PORTFOLIO GROWTH AND AGILITY

# Majority of occupiers to increase their flexible space portfolios in India

**FIGURE 3.7:** What percentage of your portfolio consists of flexible office space currently and what is your expectation two years from now?



Note: The figure is for representation only. These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

Source: The India Future of Office Survey, Q4 2021

# The future role of the office

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The future role of the office is evolving to ensure the safety, wellness, productivity and engagement of a more distributed workforce.



THE FUTURE ROLE OF THE OFFICE

# Offices seen as driving engagement, collaboration and team productivity

Occupiers continue to believe that the physical office is more effective in supporting employee engagement, collaboration, team productivity and innovation, relative to remote working. This trend is in line with what employees perceive across the globe as well – our 2020 Global Workforce Sentiment Survey highlighted that the primary reasons for employees to come to office post the pandemic would be to connect with the team and for face-to-face collaboration.\*

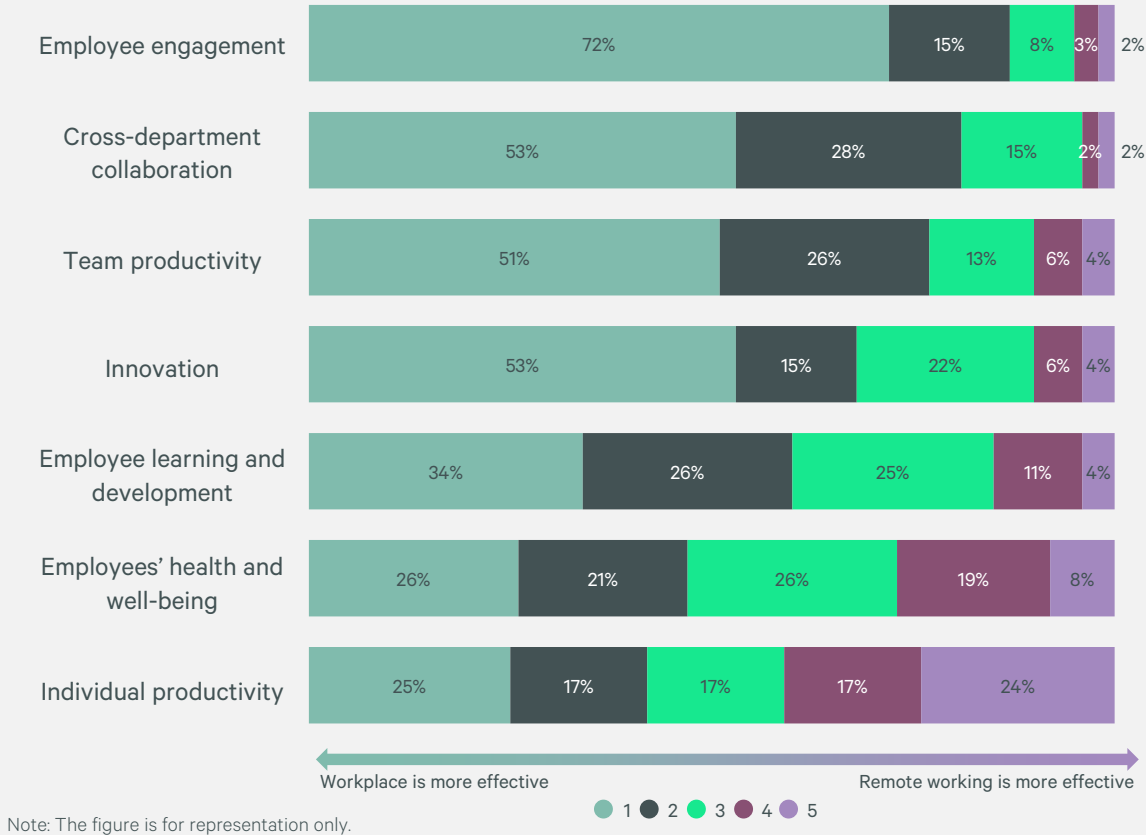
Views on the impact of the office on employee learning & development were more divergent, underlining the increasingly effective use of virtual townhalls and programs by HR and business leaders in order to provide the requisite training and skill development.

Primarily due to concerns regarding the potential transmission of COVID-19 during commute and inside dense workplaces, remote working was currently rated as being better for employee health and well-being. Additionally, an increased workload and a drop in hiring in India during 2020 resulted in a perception that individual productivity was higher while working remotely. However as indicated previously, working at home for a prolonged period of time could result in an adverse impact on mental health and an increasing sense of isolation.

**87%** of respondents in India felt the workplace is more effective for employee engagement as compared to 71%\*\* in APAC.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

**FIGURE 4.1:** In a steady state situation, please evaluate the performance of the following aspects of workplace and remote working on a scale of 1 to 5, where 1 - workplace is more effective and 5 - remote working is more effective.



Source: \*CBRE's [Workforce Sentiment Survey](#), 2020; \*\*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021



THE FUTURE ROLE OF THE OFFICE

# Demand for touchless technologies and HVAC solutions continues to rise

With offices set to be centers of collaboration and improve productivity levels more than ever before, workplace designs are to be recalibrated accordingly. Our latest occupancy insights report released in November 2021 revealed that about 60% of occupiers globally are revisiting their workplace design standards.\*

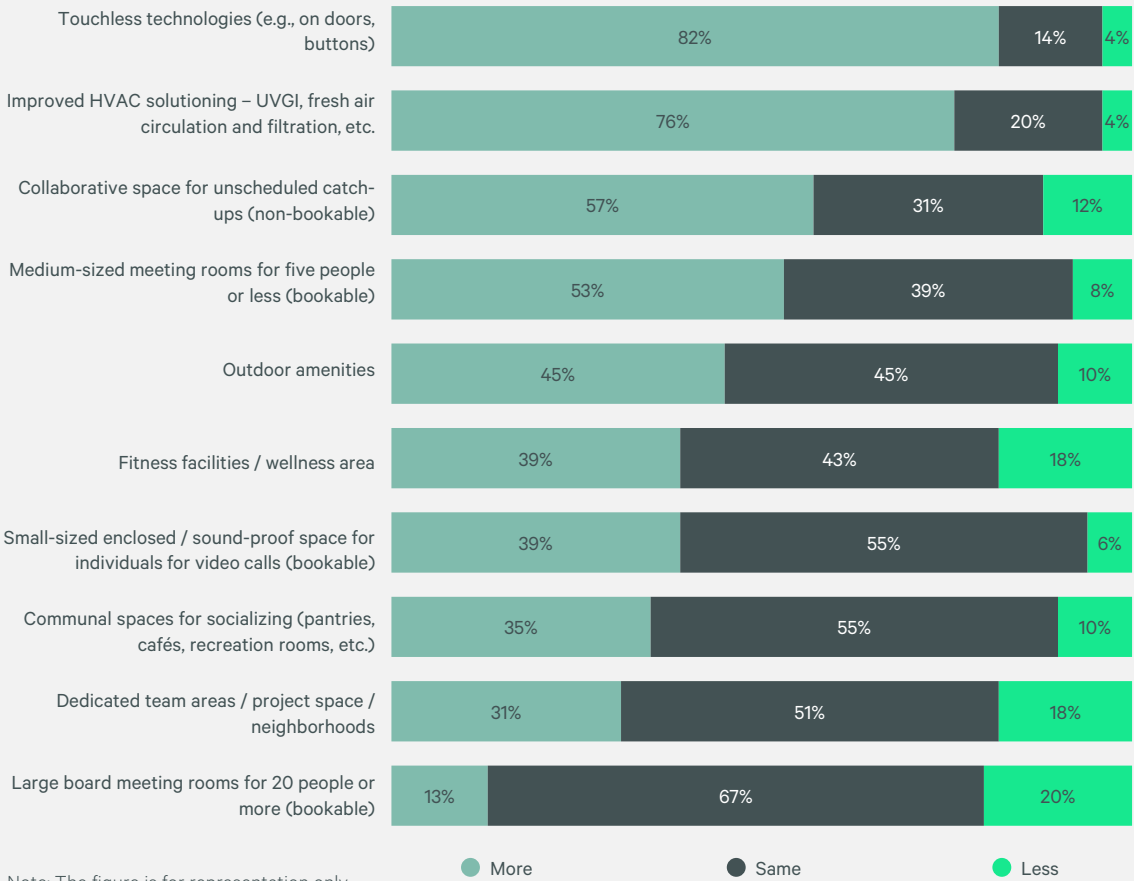
Health & wellness and safety continue to be [key priorities for occupiers](#) in India as more than 75% of the respondents would be implementing more touchless technologies as well as HVAC solutions. We recorded an increased inclination towards the use of touchless technologies in India as 82% intend to incorporate these in 2021 as compared to 77% in 2020 – a similar trend observed for improving indoor air circulation, which was indicated by 76% in 2021 as compared to 65% in 2020.

In response to evolving working styles, occupiers are displaying stronger intentions to increase “we” space. Respondents identified space for unscheduled catch-ups and medium-sized meeting rooms for collaboration as the top two types of space for which they expect demand to increase. Occupiers also expect to require less space for large boardrooms as more meetings are conducted online. This would further create opportunities to add more small meeting rooms and private phone booths.

Further, pinpointing the right number and size of meeting spaces has become a priority for companies across the globe – most of which use a planning metric to determine the same. With there being no ‘one-size-fits-all’ solution to workplace design, companies are expected to ascertain space allocation based on their own unique culture and context.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.  
CBRE Research | © 2021 CBRE, Inc.

**FIGURE 4.2:** How do you anticipate the following workplace settings to change over the next two years?



Source: \*CBRE Global Research, [2021 CBRE Global Occupancy Insights](#), November 2021; The India Future of Office Survey, Q4 2021

# Workplace strategies

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5

Workplace strategies are being fundamentally reset to allow for a more hybrid workforce by adding collaborative and tech-enhanced spaces.



## WORKPLACE STRATEGIES

# Targeted mobility and activity-based work to be the top workplace preferences

The advent of hybrid working requires companies to rethink seating arrangements. Unassigned seating, for instance, would allow employees to share desks, which in turn would improve space efficiencies. Seating arrangements and workplace strategies, however, cannot be driven solely by the objective of optimizing space efficiency and utilization. These concerns must be balanced with criteria such as corporate culture, individual & team working patterns, talent recruitment and retention.

Targeted mobility (48%) and activity-based working (38%) are the top seating preferences in India – with only 34% of the respondents opting for dedicated seats (refer to figure 5.1). It is clear that occupiers' intent in India to offer both targeted mobility and activity-based working would enable them to include more collaborative spaces along with inherently increasing staff-to-desk-sharing ratios.

Further, the pandemic has also led to [the evolution of workplace designs amidst hybrid working](#), resulting in a varied [future of furniture in offices](#).

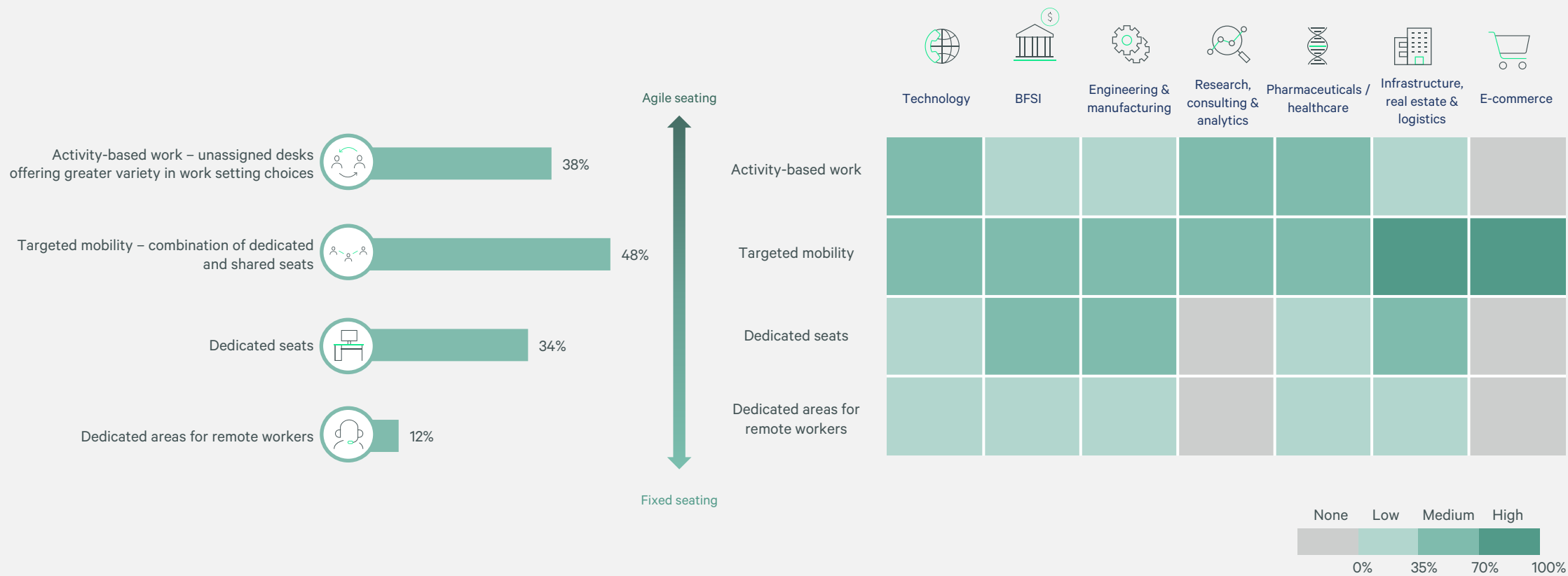


Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

Source: The India Future of Office Survey, Q4 2021

WORKPLACE STRATEGIES

FIGURE 5.1: Looking ahead, what best describes the type of seating plans you anticipate in most of your workplace?



Note: The above analysis is dependent on the number of respondents within each sector, who chose to answer this question.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

Source: The India Future of Office Survey, Q4 2021



WORKPLACE STRATEGIES

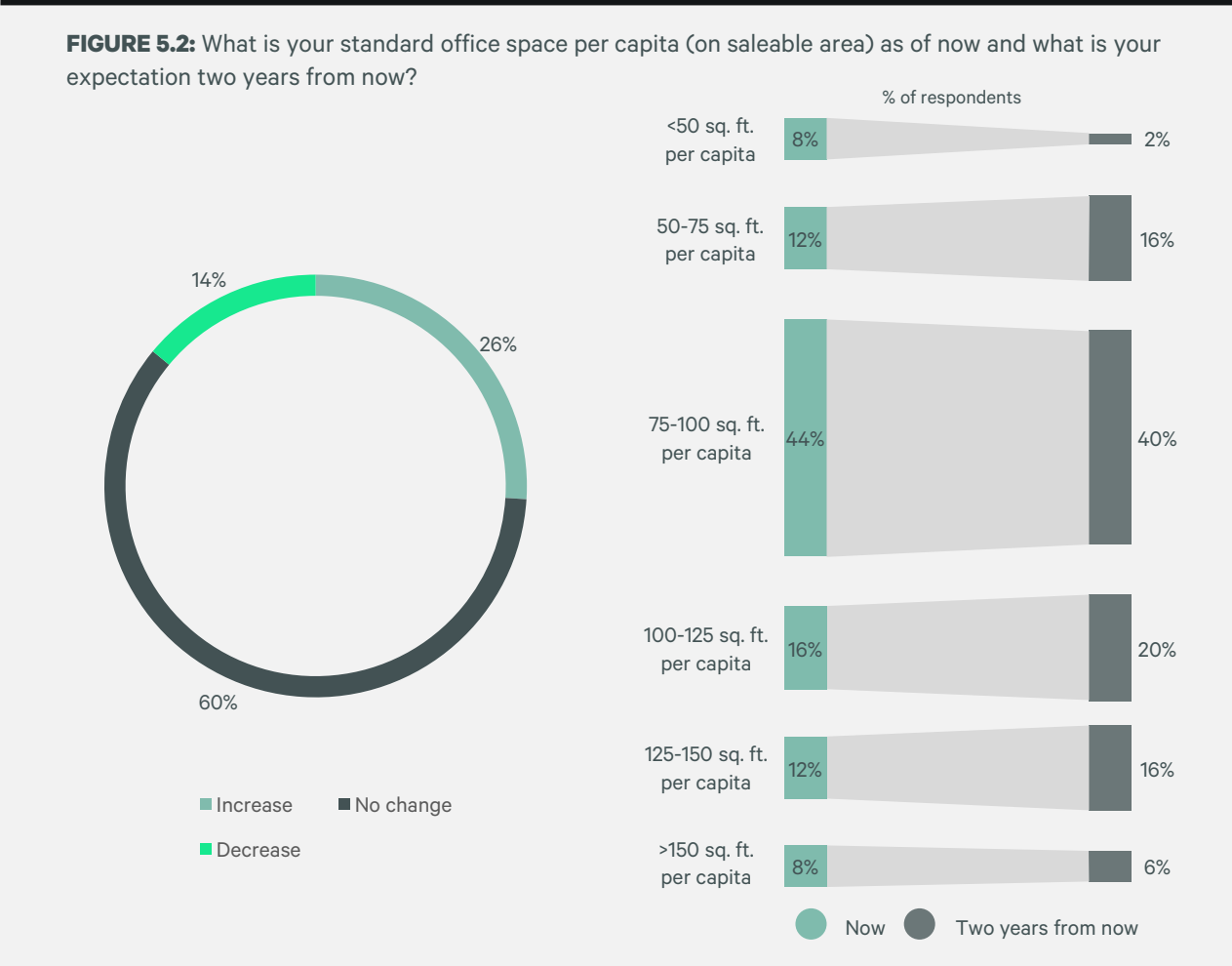
# Office space per capita to remain largely unchanged

Regarding intentions to increase or decrease office space per capita, there is a strong consensus to keep the variable unchanged in India, with select occupiers offering differing opinions based on business operations and corporate culture. Almost 60% of our respondents would continue to provide 75-125 sq. ft. per capita even after two years.

There is also a minor divergence in feedback in India as a few respondents indicated an inclination to increase their space per capita by 25 sq. ft., while others implied an intention to further densify their offices going forward. Space densification in India could also be due to increase in hybrid working or undertaking shift-based operations. This trend of divergence in intentions to increase or decrease space per capita was also seen in APAC. However, since standard workstation sizes across APAC are mostly reaching their lowest limit, it is likely that the decrease in space per capita would be moderate.\*

While some occupiers believe there is a need to de-densify their offices in the short term, in most cases this is being achieved through attendance management rather than by setting long-standing workplace targets. Occupiers should be vigilant of risks resulting from over-aggressive densification and carefully ascertain the optimal space per capita for their organization.

Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.



Source: \*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021



## WORKPLACE STRATEGIES

## Most companies plan to increase staff-to-desk-sharing ratios in India

In January 2021, CBRE Global Research predicted that desk-sharing occupancy strategies would continue to grow in popularity as 'free addressing / unassigned' occupancy strategies would enable a more shared environment post COVID-19.\* This trend is now visible in India as well - our survey found that 51% of companies plan to increase the staff-to-desk-sharing ratios. This sentiment was mainly driven by those respondents with a staff-to-desk-sharing ratio of 1.2-1.9 - whose share increased from almost 25% currently to nearly 50% two years from now. More than one-fifth of the respondents also plan to introduce desk-sharing in the next two years in India, a sentiment similar to that seen across APAC.\*\*

The pace at which occupiers intend to increase sharing ratios remains to be seen. While a 2017 CBRE APAC occupier survey found most respondents were keen to increase sharing ratios, these intentions failed to translate into substantive action. Privacy concerns, infrastructure issues and floorplate efficiency are among the challenges facing occupiers looking to increase the staff-to-desk-sharing ratios.

**Increase in staff-to-desk-sharing ratios in India would be driven mainly due to a shift towards hybrid working patterns and occupiers' intent to undertake shift-sharing operations.**

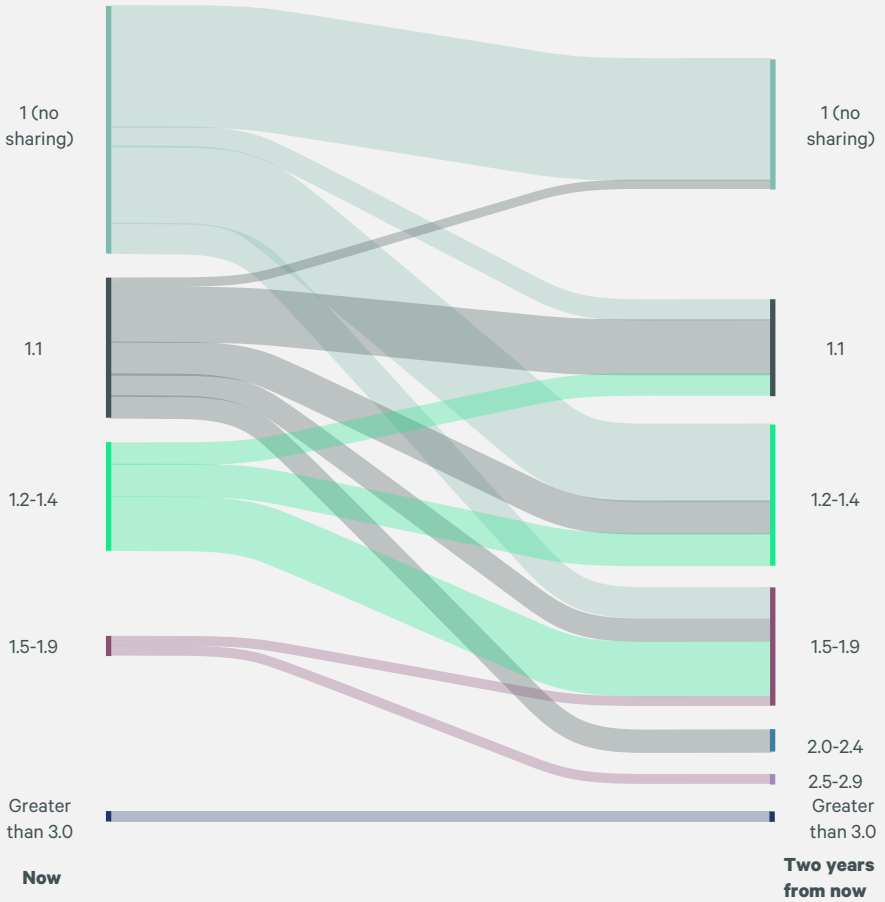
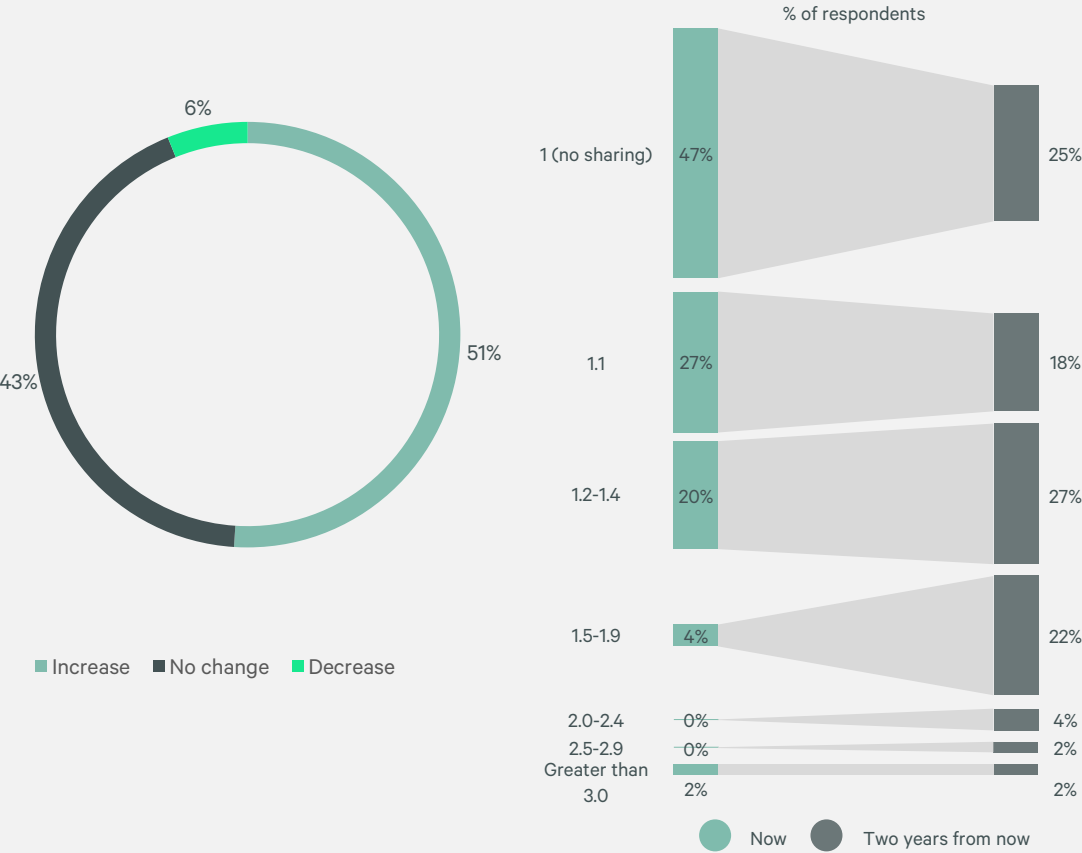
Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.



Source: \*CBRE Global Research, [The Future Workplace – Top 10 Predictions](#), January 2021; \*\*CBRE APAC Research, [Future of Office Survey](#), July 2021; The India Future of Office Survey, Q4 2021

WORKPLACE STRATEGIES

FIGURE 5.3: What is your target staff-to-desk-sharing ratio, both as of now and two years from now?



Note: These results are limited to those respondents who chose to answer this question and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

Source: The India Future of Office Survey, Q4 2021



# Implications for occupiers, developers and investors

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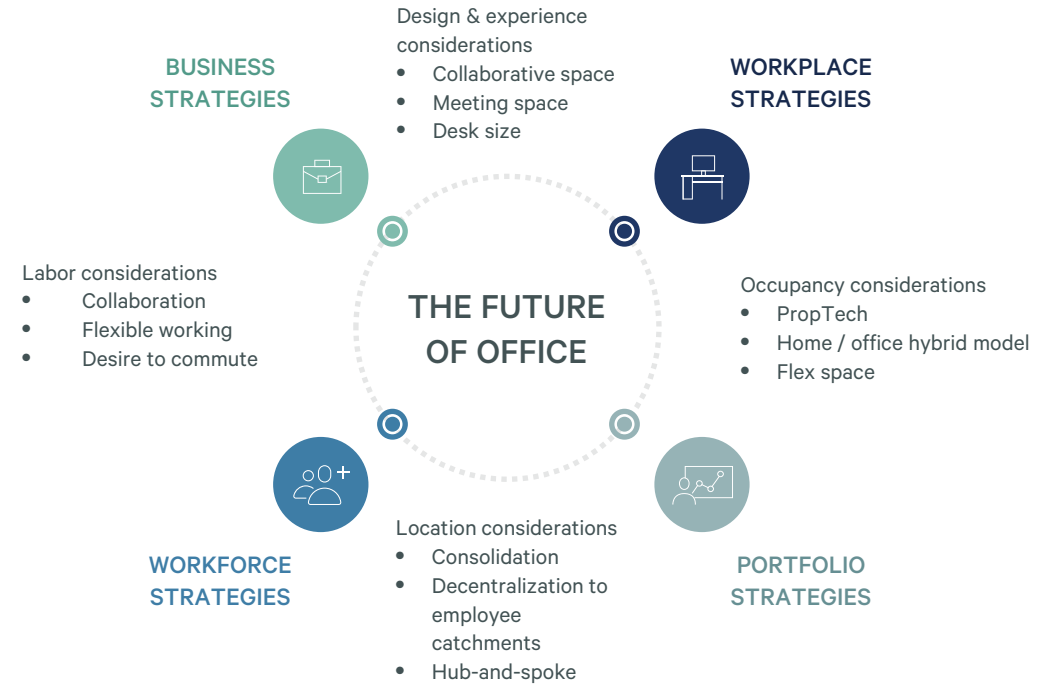
- Paradigm shift in real estate strategies
- What's the final take on occupier sentiment in India: a pre-COVID-19 comparison
- Assessing occupier sentiment in India vis-à-vis recent global surveys
- Implications



# Paradigm shift in real estate strategies

Corporate real estate demand and locational preference have traditionally been dependent upon business growth, which directly correlates with changes to headcount. This made for a straightforward and linear decision-making process in the pre-pandemic world. However, the business disruption wrought by the pandemic and the uncertain, albeit improving, outlook are making it far more complicated for companies to ascertain future business and staffing requirements. These issues require companies to overhaul their office portfolio strategies by evaluating the following key considerations, all of which are more interconnected and co-dependent than ever before:

BUSINESS GROWTH	HEADCOUNT GROWTH	WORKSPACE DEMAND	LOCATIONAL STRATEGIES
Disruption to business activity and uncertain outlook	A mobile workforce aligned with flexible working	Change in the type of activity in office; the need to work at the office	Agglomeration effect; benefits of having industrial clusters could be challenged
CHANGE IN CONSIDERATIONS SINCE THE PANDEMIC			



Source: CBRE APAC Research, [The Future of Work](#), January 2021

## IMPLICATIONS FOR OCCUPIERS, DEVELOPERS AND INVESTORS

# What changed for the office sector in India post COVID-19?



## Portfolio growth

62% to expand portfolios over the next two years in 2021 as compared to 15% in 2020 – but not back to pre-COVID-19 levels of 79% in 2019

30% intend to consolidate in 2021 as compared to 12% in 2020

93% to include flexible spaces in their portfolios over the next two years in 2021 as compared to 81% in 2020 and 73% in 2019

Renewals (49%), renegotiations (44%) and flexibility (29%) still key leasing strategies



## The future role of the office

Increased use of touchless technologies as 82% intend to incorporate in 2021 as compared to 77% in 2020

Rising focus on employee safety via improving indoor air circulation as indicated by 76% in 2021 as compared to 65% in 2020

Space tracking through sensors and wayfinding technologies became a widespread trend in India as early as 2019, with about 40% of respondents in our 2019 survey stating it as a key priority

Use of collaborative spaces was already underway, with 66% choosing this option in 2019 as compared to 57% in 2021

Note: These results are limited to those respondents who chose to answer this survey and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.



## IMPLICATIONS FOR OCCUPIERS, DEVELOPERS AND INVESTORS

# The Future of Office Survey 2021: India vs global trends



## Hybrid working

58% to encourage employees to WFO but provide a WFH option in India as compared to 61% globally

At most 2.5 days / week WFH is expected to be offered across the world as compared to at least 1-4 days / month in India in the long run



## Portfolio growth

62% indicated they would expand their portfolios in the future in India as compared to 37% globally

17% indicated they would contract their portfolios in the future in India as compared to 38% globally

64% in India indicated that office portfolios would consist of over 10% of flexible spaces in the future as compared to 49% globally



## The future role of the office

87% in India felt the workplace is more effective for employee engagement as compared to 57% globally

82% and 76% would implement touchless technologies and improve air quality as compared to 41% and 63% across the globe, respectively

28% and 54% would install wayfinding technologies and booking systems as compared to 60% across the globe



## Workplace strategies

38% chose activity-based work as one of the top seating options in India as compared to 51% globally

34% would also provide dedicated seats in India as compared to 3% globally

51% to increase staff-to-desk-sharing ratio in the future in India as compared to 83% globally

Note: These results are limited to those respondents who chose to answer this survey and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

Source: CBRE Global Research, [Five Global Themes Influencing the Future of Office: 2021 Occupier Sentiment Survey](#), September 2021; CBRE Global Research, [2021 CBRE Global Occupancy Insights](#), November 2021; CBRE Global Research, [The Next Normal – How Hybrid Work is Transforming Commercial Real Estate](#), August 2021; CBRE Global Research, [The Future Workplace – Top 10 Predictions](#), January 2021; CBRE Global Research, [How Flex Space Will Thrive in a Hybrid World](#), 2021

## IMPLICATIONS FOR OCCUPIERS, DEVELOPERS AND INVESTORS

# The Future of Office Survey 2021 | Implications for occupiers



Steady business

## RECOVERY

Prepare for the next growth cycle despite the current market continuing to favor tenants

Be ready to respond to future waves of COVID-19

Monitor and incentivize vaccinations



Greater adoption of

## HYBRID WORKING

Establish and communicate clear policies for long-term hybrid working

Monitor changes in working patterns using PropTech



More optimism towards

## PORTFOLIO GROWTH

Ascertain short- and long-term portfolio growth goals

Build greater flexibility into leases and workplaces

Reconsider locational strategies

Outsource portfolio planning to third-party providers for effective space optimization



Emphasis on connectivity and collaboration in the

## FUTURE OFFICE

Allocate more space for collaboration and informal catch-ups

Focus on technology, wellness and sustainability for enhancing user experience

Install a larger number of smaller meeting rooms and reduce space allocated to workstations



Greater flexibility in the

## WORKPLACE

Continue shift towards agile seating

Strike a balance between staff-to-desk-sharing ratios and space per capita

Be vigilant of risks resulting from over-aggressive densification

Outsourcing workplace planning to third-party providers would result in efficient planning, benchmarking and space utilization

Note: These results are limited to those respondents who chose to answer this survey and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.

## IMPLICATIONS FOR OCCUPIERS, DEVELOPERS AND INVESTORS

# The Future of Office Survey 2021 | Implications for investors / developers



Steady business

**RECOVERY**

Track gradual improvement in office leasing demand

Focus on markets where leasing activity is recovering

Understand consequences of change in rental income structure

Work closely with occupiers for offering flexible leasing terms



Greater adoption of

**HYBRID WORKING**

Favor assets catering to companies or sectors exhibiting more stable space demand

Monitor working patterns in a steady state environment

Ensure building designs include locations for unexpected meetings and relevant amenities / services for supporting multiple occupiers



More optimism towards

**PORTFOLIO GROWTH**

Take note of strong occupier intentions to expand

Focus on market segments benefitting from growth

Capture flight to quality demand to achieve a rental premium in the medium term

Monitor potential portfolio impact resulting from tenants who may undertake aggressive densification

Include a flexible space offering in buildings / portfolios



Emphasis on connectivity and collaboration in the

**FUTURE OFFICE**

Follow occupier preferences towards assets offering wellness, technology and flexibility

Consider potential requirements for flexible offices and meeting space on demand

Outsource CRE functions such as FM services to third-party providers to increase efficiencies



Greater flexibility in the

**WORKPLACE**

Focus on ESG elements across buildings and occupiers looking to incorporate these in their workplaces

Incorporate PropTech to enable wayfinding / space utilization in individual buildings or large parks



## ANNEXURE

## Key ESG considerations for occupiers

The following insights provide ESG considerations that would help CRE leaders uncover opportunities to move towards a more sustainable future. Task Force on Climate-related Financial Disclosures (TCFD) recommendations released in 2017 are now increasingly recognized as the global standard for business sustainability reporting. We believe that these disclosures, specially in a post-pandemic scenario would help to define a clear ESG agenda for occupiers in India as well. However, while environmental considerations are obvious, social and governance aspects should also be further explored:



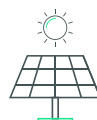
Evaluating the **climate risk profile** of prospective locations



Incorporating **sustainability certification** as a site selection criterion



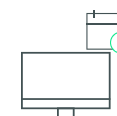
Conducting **sustainability audits** to identify operational improvements



Creating a **renewable energy** and responsible **material sourcing strategy**



Supporting **easy and sustainable commute**; influencing employee behavior



Using **flexible spaces** to reduce underutilization and green leases to incentivize sustainability



Considering health & wellness, community impact and diversity, equity & inclusion aspects in **real estate strategies**



Improving **transparency in reporting**, committing to a living wage and whistle-blower protection

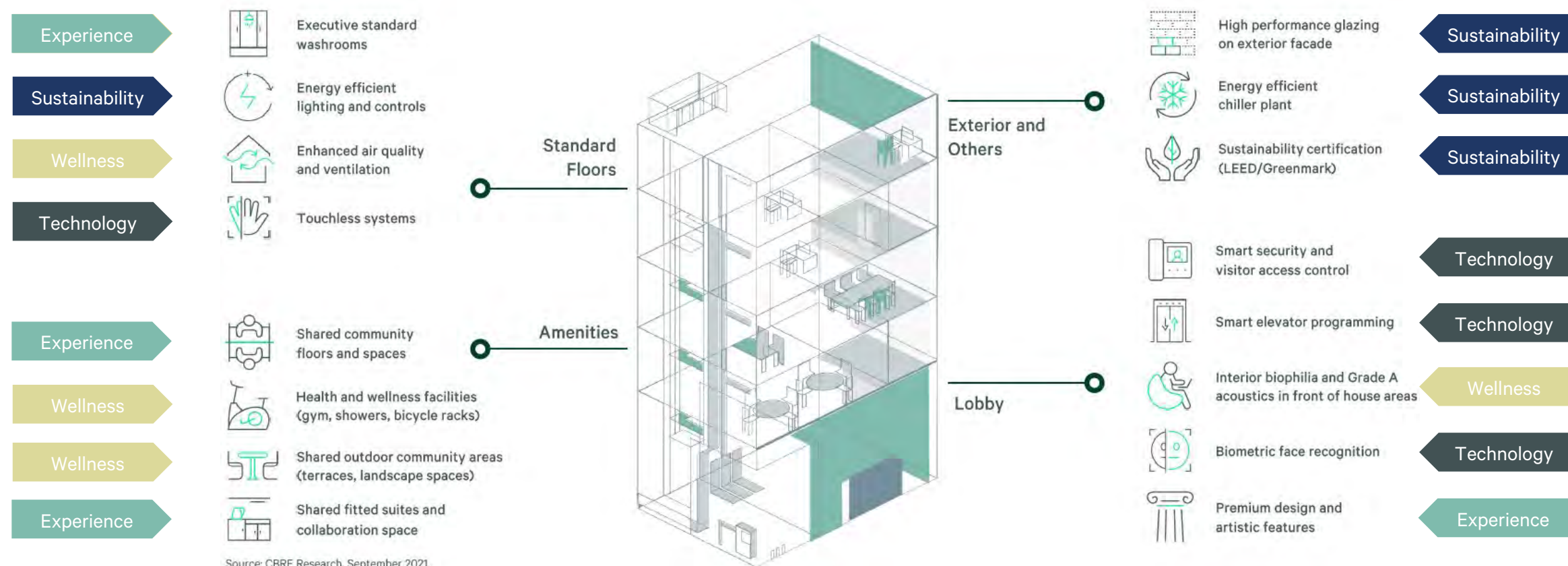
Source: CBRE Global Research, [Purpose-Driven: Corporate Real Estate's Role in the ESG Agenda](#), September 2021



## ANNEXURE

# Key ESG considerations for developers

To meet the aforesaid occupier expectations, developers are undertaking various asset enhancements with respect to technology, experience, sustainability and wellness as employees gradually return to work. CBRE believes that green buildings would command higher rentals and capital values and thereby potentially improve long-term valuations and occupancies, while incurring lower monthly operating / maintenance costs. For instance, in the US, office rents for LEED-certified buildings are 5.6% higher than those for non-certified office buildings.



Source: CBRE Global Research, [ESG & Real Estate: Top 10 Things Investors Need to Know](#), October 2021; CBRE APAC Research, [Exploring Office Enhancement Strategies – Pandemic-Era Real Estate Investment](#), September 2021

## ANNEXURE

# Key ESG considerations for investors

ESG is now playing a more prominent role in how companies operate, leading to investors embedding ESG considerations into every stage of the property lifecycle. Nearly 60% of respondents to CBRE's 2021 Global Investor Intentions Survey Report stated they have already adopted ESG criteria as part of their investment strategies. It is also necessary to undertake timely asset replacements to ensure a net-zero future while avoiding excessive reactive maintenance. In the US for instance, the average age for a commercial building is 53 years, with assets operating beyond their useful life leading to 30-50% more energy usage and higher emissions than new assets. Deferred replacements can increase OPEX and CAPEX costs by as much as 400% to 1,500%. CBRE Global Research thus identified the most important current ESG considerations for investors:



Energy-saving / net-zero goals are the new normal



The gap between green rental premium and brown rental discount is widening



Green construction materials are available and viable



Regulatory requirements will continue to tighten



Effective risk and cost management can enhance resilience



Affordable housing offers attractive 'impact investing' opportunities



Health & wellness is influencing building design and operations



Corporate social responsibility is key to good governance



Benchmarking and reporting will be essential



Technology is critical to achieving ESG goals

Source: CBRE Global Research, [ESG & Real Estate: Top 10 Things Investors Need to Know](#), October 2021; CBRE Global Research, [Global Investor Intentions Survey 2021](#), May 2021; CBRE's [Sustainability Starts with Energy Management](#), August 2021

## ANNEXURE

# Actionable strategies for successfully transitioning to hybrid work

It is clear that in the coming months, several companies would need to define what hybrid work means to them – those definitions are likely to vary between organizations. Moreover, many companies would also choose to apply different hybrid working models on a department-by-department or team-by-team basis. CBRE has determined the following recommendations that offer strategies companies can take to simplify the transition to hybrid work:

## Short term



Involve employees and teams in the conversation



Communicate new workplace policies



Invest in the right technology



Make room for collaboration in the office

## Long term



Enhance office design to improve collaboration



Prioritize workplace equity



Determine what hybrid work will mean for office occupancy rates

## ANNEXURE

# Flexible spaces – the developer perspective

Since flexible spaces are now assuming a greater role in occupiers' portfolio strategies in India, developers have been increasingly incorporating flexible space solutions in their buildings to cater to this growing demand. Developers should thus follow these 10 recommendations chartered by CBRE to mitigate challenges related to operating and managing flexible spaces in their buildings:



Recognize that flexible space is here to stay



Identify the appropriate operational model



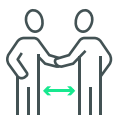
Evaluate the pros and cons of specific management agreements



Engage property managers to relieve flex pain points



Win the amenities race



Adopt a hospitality-first approach



Mitigate the impact of flex on building operations



Power flex space with technology



Create a differentiated offering









Think future-forward and consider sustainability

Source: CBRE Global Research, [Managing Flexible Office Space – Top 10 Recommendations for Landlords Considering Flexible Space Solutions](#), September 2021

ANNEXURE

# Top priorities for workplace well-being

Our survey confirms the accelerated global trend of occupiers prioritizing health & wellness strategies to propel employees for returning to work. CBRE recommends the following to be prioritized in order to optimize the same:

			
Indoor air quality	Acoustics	Thermal comfort	Lighting
			
Materials	Mindfulness	Safety & preparedness	Nourishment
			
Water	Social connectivity	Workforce flexibility	Active design strategies



## ANNEXURE

# The evolution of workplace designs amidst hybrid working

Many companies in India introduced activity-based working a few years ago to provide a more mobile workforce with an office environment capable of accommodating both individual and collaborative activity. Reflecting pre-pandemic working patterns, activity-based workplaces still allocate more space for staff to perform individual or “ME” work. However, CBRE believes these formats need to be re-considered to allow for a larger volume of team and event-based collaborative work set to take place in the office in future.

Office designs would need to consider Team-Based Working (TBW), with groups of employees in same business functions or working on the same project sitting in a single neighborhood. This is expected to increase connectivity, collaboration and bonding. Collaborative spaces would be brought closer to a team’s domain to facilitate quick discussions and meetings.

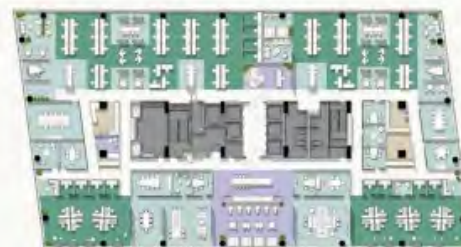
Workplaces that involve frequent meetings and events can be designed as Event-Based Working (EBW). Many team members may work remotely on individual tasks but will come to the office specifically to participate in meetings. This will necessitate the creation of meeting rooms of varying sizes to accommodate different numbers of people.

**FIGURE 7.1:** Workplace designs – Creating settings to suit different working styles

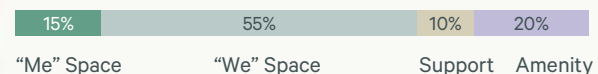
## ACTIVITY-BASED WORK



## TEAM-BASED WORK



## EVENT-BASED WORK



Note: Support includes server rooms, electric hubs, building management systems, etc.

Amenity includes indoor play areas, pantry, gym, prayer room, etc.

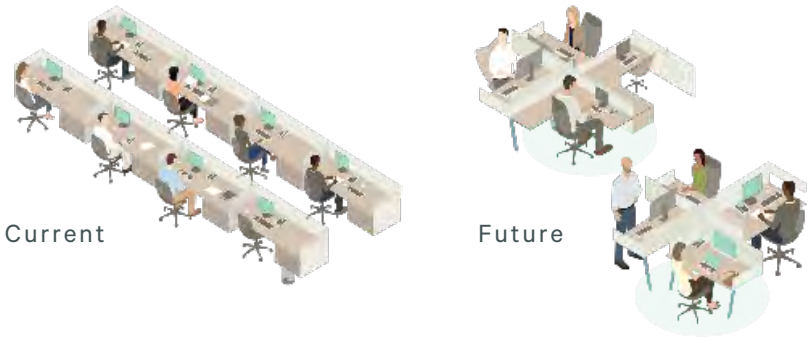
Source: CBRE Global Research, [Real Estate Strategy Reset – Eight Core Truths Guiding the Future of Work](#), 2021

ANNEXURE

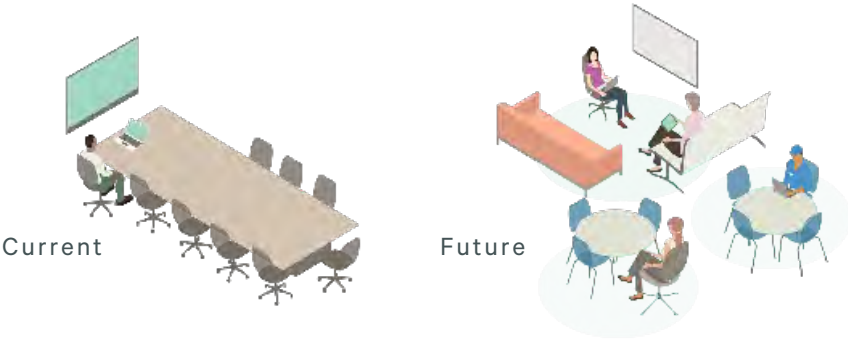
# The future of furniture in Indian offices

CBRE Research believes that we may see the next pivot in office furniture that supports the new role of office – as a center for collaboration. We recommend occupiers look at enhancing the employee’s workplace experience via new furniture formats, a possible few of which are given below:

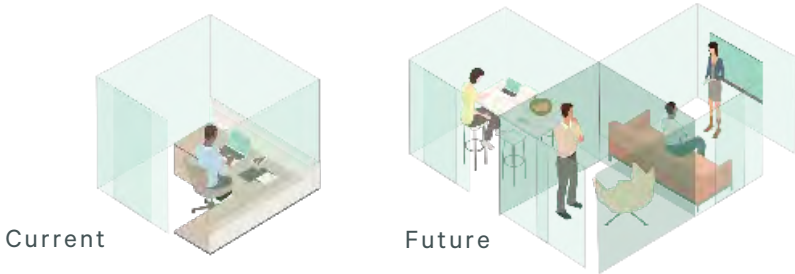
## WORKSTATION DESIGN



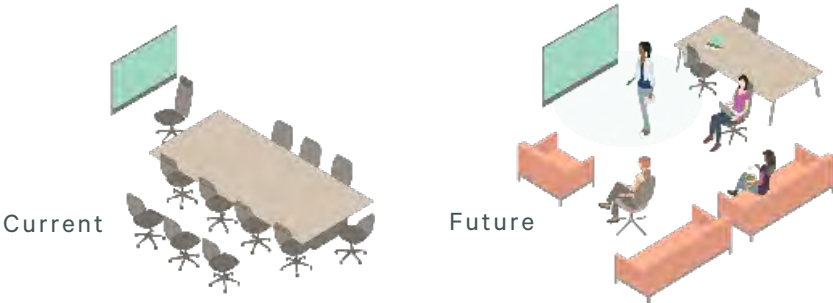
## OPEN COLLABORATION DESIGN



## PRIVATE SPACE DESIGN



## MEETING ROOM DESIGN



Source: CBRE APAC Research, [The Future of Work](#), January 2021; CBRE's [The Future of Furniture](#), August 2020



SURVEY PROFILE

# Survey profile

- The CBRE India Future of Office Survey was conducted between September to November 2021.
- Responses were received from CXOs who oversee their organizations' portfolio in multiple Indian markets.

FIGURE 8.1: Tenant sector

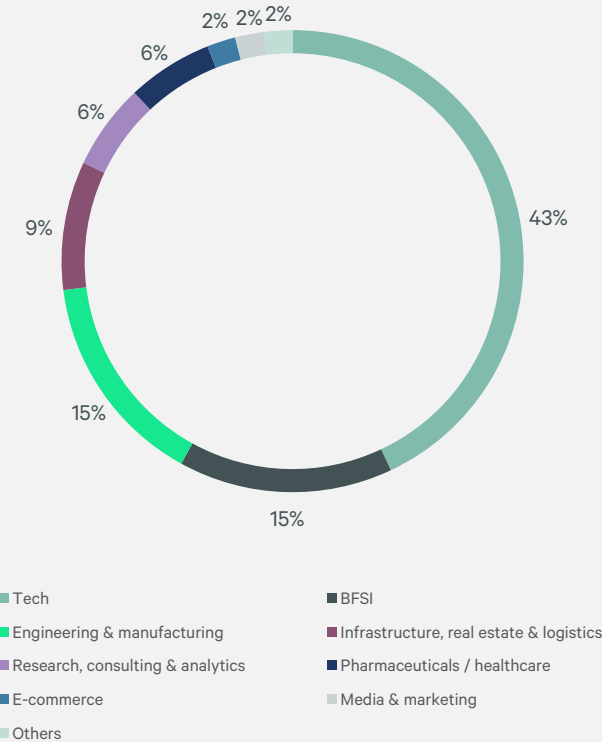
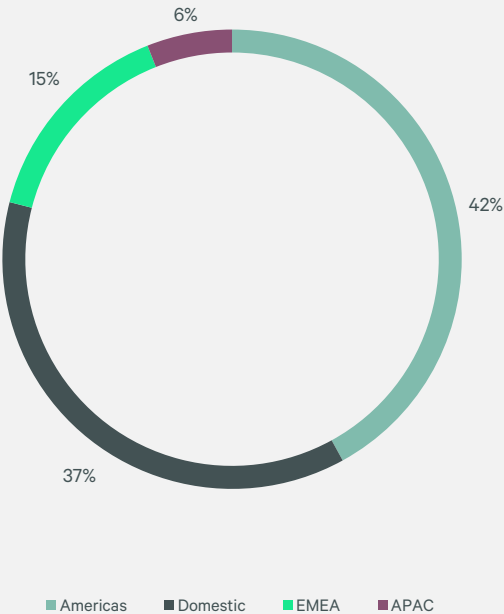


FIGURE 8.2: Region of origin



## DISCLAIMER

- These results are limited to those respondents who chose to answer this survey and may differ from individual companies on a case-by-case basis due to their scale, type and location of business operations.
- There is a significant risk that COVID-19 may directly or indirectly result in a period of economic uncertainty which could impact the Indian real estate market. The real estate sector has been impacted due to the response by the government and local authorities including home quarantine, restriction on travel and closing of borders. The longer the pandemic continues, the greater (and yet unknown or quantifiable) impact it will have on most, if not all, segments of the real estate sector.
- However, since the situation remains fluid for now despite the ongoing vaccination drive, it is tough to accurately estimate the extent of impact this will have on the commercial real estate market and will largely depend on both the scale and longevity of the pandemic in India and across the world. This inherent risk factor should be considered before relying on our report. Caution is advised in this regard. We, therefore, recommend that the report be kept under regular review and that specific market advice be obtained should you wish to effect a future transaction.
- CBRE may have adopted certain assumptions for the purpose of providing the report because some matters are not capable of accurate calculation or fall outside the scope of our expertise, or our instructions. To the extent that the report includes any statement as to a future matter, that statement is provided as an estimate and / or opinion based on the information known to CBRE at the date of this document. All statements and implications thus included in this report constitute our judgment as of the date of publishing. They are subject to change without notice, and transactions should not be entered into on the basis of information, opinions and estimates set out herein. There may be differences between projected and actual results because events and circumstances frequently do not occur as predicted. CBRE specifically excludes any responsibility or liability whatsoever in connection with any purchases, disputes, developments or loss of profits for the reader or any other person on account of this report.
- Additionally, any regional or sectoral conclusions may differ and may not be fully applicable to individual firms and should be looked upon from a case-to-case perspective. Local dynamics may also result in a difference of results for individual corporates due to the type, scale and location of business operations. There may also be a change in occupier sentiments post discovery of new variants, infection spikes, lockdown restrictions or any other adverse event which may lead to varying results in the future.
- Given the unknown future impact that COVID-19 might have on the real estate market and the difficulty in differentiating between short-term impact and long-term structural changes, we recommend that the reader keeps the results of this report under frequent review. Occupier sentiments and thereby behavior may change more rapidly and significantly than during standard market conditions in these uncertain times. Consequently, less certainty – and a higher degree of caution – should be attached to our report than would normally be the case. In this environment, we have considered / relooked at several performance parameters and have adopted heuristic / careful analysis of our projected trends based on our view as of this date.
- For the avoidance of doubt, the inclusion of the above disclaimers does not mean that this report cannot be relied upon. Rather, the declaration has been included to ensure transparency of the fact that – in the current extraordinary circumstances – less certainty can be attached to the results than would otherwise be the case. This material uncertainty is to serve as a precaution and thus does not invalidate the results.
- © Copyright 2021. All rights reserved. This report has been prepared in good faith, based on CBRE's current anecdotal and evidence-based views of the commercial real estate market. Although CBRE believes its views reflect market conditions on the date of this presentation, they are subject to significant uncertainties and contingencies, many of which are beyond CBRE's control. In addition, many of CBRE's views are opinion and/or projections based on CBRE's subjective analyses of current market circumstances. Other firms may have different opinions, projections and analyses, and actual market conditions in the future may cause CBRE's current views to later be incorrect. CBRE has no obligation to update its views herein if its opinions, projections, analyses or market circumstances later change.
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## Advisory & Transaction services overview

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310+

MSF area transacted

2,500+

Clients represented

500+

Transaction advisors

5,000+

Transactions closed

27+

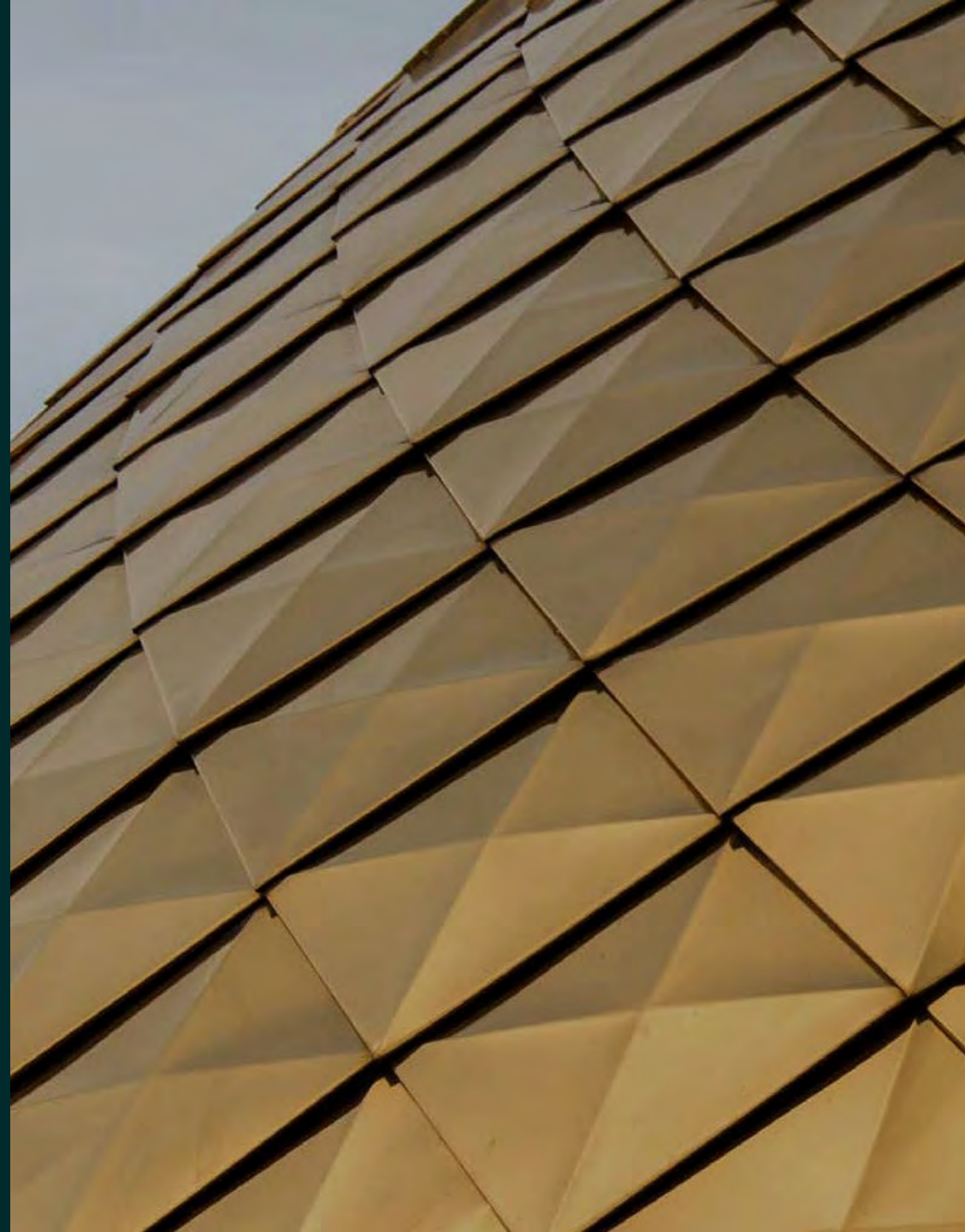
Years of establishment

200+

Cities coverage

### Services offered

Advisory | Transaction / Account Management | Office Services | Industrial Land & Logistics  
Lease Administration | Technology | Retail Services | Data Center Solutions  
Flexible Workspaces / Agile



# Workplace strategy, change management & occupancy planning

Unlocking the potential of space to inspire individual creativity and drive organizational performance

## Key statistics

We are a group of incredibly talented individuals with a rich breadth of skills and experiences with backgrounds as diverse as design, workplace strategy, commerce, real estate, occupier consulting, org. transformation, etc.

Largest  
established team

90 -11,000+ Impacted  
headcount (project scale)

300,000+ Impacted  
employees across the  
country

Holistic experience across  
greenfield & brownfield  
sites

Diverse sector experience  
Back-office | Front office | Technology | Pharma | R & D | BFSI |  
Engineering | IT/ ITeS

## Our ideology

- From tactical to transformative, we meet you where you are and take you where you need to go
- By simply shifting focus from what people think they need, and asking them what it is they do, we are able to develop a framework that will allow you to evolve and disrupt the status quo for a truly effective and efficient workplace experience



# Workplace strategy, change management & occupancy planning

## Services offered

Our process is designed to define the vision, uncover truths, identify insights, challenge assumptions, develop realistic and compelling alternatives and make change possible.

### 1. Time utilization study

- Comprehensive data gathering with quantitative analysis to understand how the current workplace is being utilized and the related opportunities
- Encompasses study of workstations, meeting rooms and other collaboration spaces

### 2. Workplace strategy

- Formulate a strategy for the workplace in line with the changing business needs & emerging hybrid working aspirations
- Includes Leadership Visioning Session, Online Surveys, Leadership Interviews and Focus Group Discussions, Ethnographic studies, etc.

### 3. Design guidance

- Ensure that the strategy brief is appropriately translated into floor plans through a process of structured reviews & co-creation with all stakeholders
- Handhold the architects on board – review of floor plans, furniture selection, etc.

### 4. Change management

- Ensuring seamless transition to the new workplace / ways of working
- Take the employees, leaders & operators through the change journey – assess and tackle apprehensions .







### 5. Experience consulting

- Curating interactions with people, processes, technology, services, events and management to ‘elevate the everyday’
- Parking, food, meeting room booking solution, way finding, etc.

### 6. Occupancy management

Manage ongoing workplace supply-demand through space data and business engagement, ensuring that the strategy is translated to reality. Further, use space, cost and workstyle intelligence to provide insights and foresight into how workplaces can be optimally utilized.

# Contacts

Research	Business Line	Global Research	Follow Us
<b>Abhinav Joshi</b> Head of Research - India, Middle East & North Africa <a href="mailto:abhinav.joshi@cbre.co.in">abhinav.joshi@cbre.co.in</a>	<b>Ram Chandnani</b> Managing Director, Advisory & Transactions Services <a href="mailto:ram.chandnani@cbre.co.in">ram.chandnani@cbre.co.in</a>	<b>Richard Barkham, Ph.D., MRICS</b> Global Chief Economist & Head of Research <a href="mailto:richard.barkham@cbre.com">richard.barkham@cbre.com</a>	<b>CBREalty</b>
<b>Sachi Goel</b> Associate Director, Head of Operations, South India <a href="mailto:sachi.goel@cbre.co.in">sachi.goel@cbre.co.in</a>	<b>Sumit Arora</b> Associate Executive Director, Head – National Operations & Workplace Strategy, Consulting, India <a href="mailto:sumit.arora@cbre.co.in">sumit.arora@cbre.co.in</a>	<b>Henry Chin</b> Global Head of Investor Thought Leadership & Head of Research, APAC <a href="mailto:henry.chin@cbre.com.hk">henry.chin@cbre.com.hk</a>	  
<b>Madhura Taskar</b> Assistant Manager <a href="mailto:madhura.taskar@cbre.com">madhura.taskar@cbre.com</a>		<b>Julie Whelan</b> Global Head of Occupier Thought Leadership <a href="mailto:julie.whelan@cbre.com">julie.whelan@cbre.com</a>	  
<b>Apoorva P</b> Analyst <a href="mailto:apoorva.p@cbre.com">apoorva.p@cbre.com</a>			
<b>Srinandhini J</b> Analyst <a href="mailto:srinandhini.j@cbre.com">srinandhini.j@cbre.com</a>			

CBRE Research

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