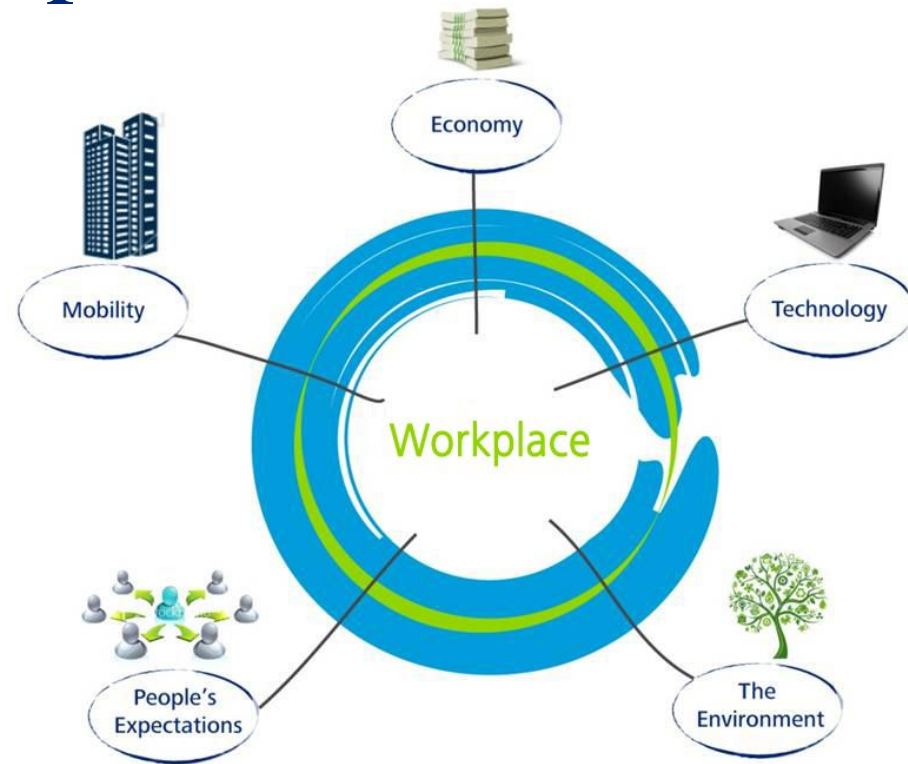


Next Generation Workplace

Leading Change

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Partner, National Real Estate Services
Deloitte LLP

September 2011



The Office Has Changed

Financial Services “Yesteryear”

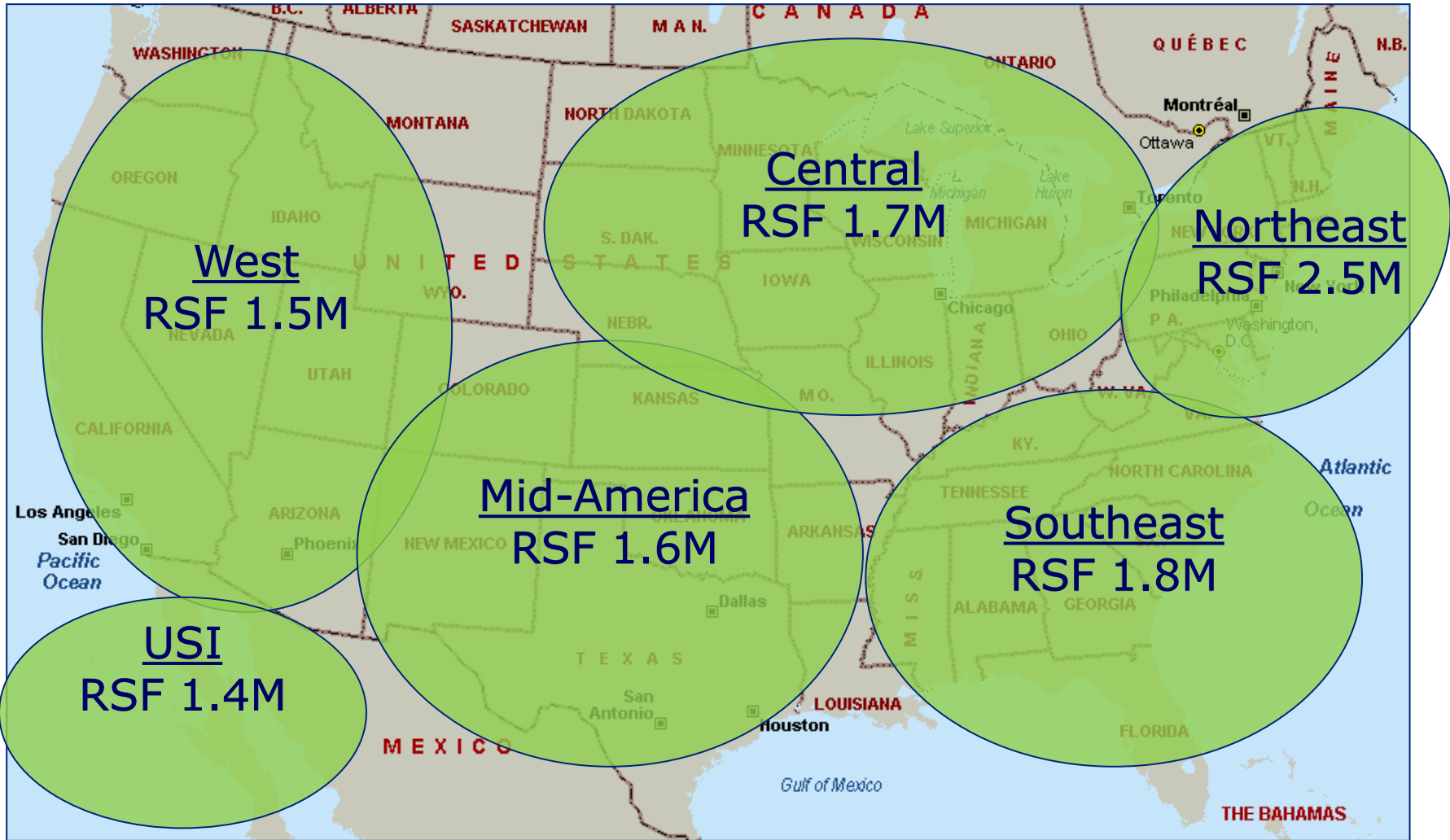


Today's Deloitte!



Deloitte's Real Estate Portfolio

Portfolio Snapshot



The Changing Workforce

As a Society, How We Work is Changing...



**“Work is What You Do,
Not Where You Go”**

82% of Fortune’s “Best Companies to Work For” allow employees to telecommute at least 20% of the time.

- Fortune Magazine

In a compensation survey of 1,400 CFOs, 46% said telecommuting is second only to salary as the best way to attract top talent. 33% said telecommuting was the top draw.

- Robert Half International

Approximately 50% of Knowledge Workforce are expected to be outside of “anchor” locations, leaving expensive real estate underutilized.

- Gartner Group

Nearly 80% of workers say they would like more flexible work options and would utilize them if they could do so without consequences at work.

- Workplace Flexibility 2010, Georgetown University Law Center



Our Workforce is Changing...

Global workforce trends indicate a radical shift in how workspace is being used due to generational shifts.

Baby Boomers
(born 1943-1960)



Gen-X
(born 1961-1981)



Gen-Y
(born 1982-2005)



Technology advances have allowed increased mobility and increased productivity

Shared Values and Expectations:

"I'm loyal, and have dedicated myself to my career. I prefer to work **face-to-face**, I am accustomed to reporting to an office. I struggle to manage work-life balance"

"I require constant challenge and professional development. Work-family balance is most important to me. The need for **flexibility** to work from home is a deal breaker for me."

"I respond to change and innovation. The person that I am working with could be in Hyderabad. A workplace that is equipped for global **mobility** means everything."

Our Workplace Has Been Changing at an Ever Increasing Rate.....

Review of these changes has led us to:

1. Conduct significant research around key developments
2. Explore the optimal solutions with a future focus; average lease is 10-12 years

1990 – 1995

- Women in the workforce increase, while the traditional expectations for men evolve
- Cell phones reduce in size; PDAs appear; laptops become widely available



1996 – 2000

- Gen X & Gen Y new hires drive changes in workplace culture and behavior
- Business Casual becomes prominent

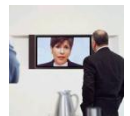
2001 – 2005

- Internet & mobile computing become the norm
- Telecommuting in the US increases from 12% in 2000 to 28% in 2008



2006 – 2010

- Badge data studies indicate that only 40% of Deloitte's office space is used on any given day
- Today, more than 40% of U.S. employers allow staff to work remotely some of the time
- In the U.S., over 10 million telecommute at least a day per week
- Wireless technology is available in Deloitte offices and many public "hotspots"
- Video-conferencing is an everyday reality



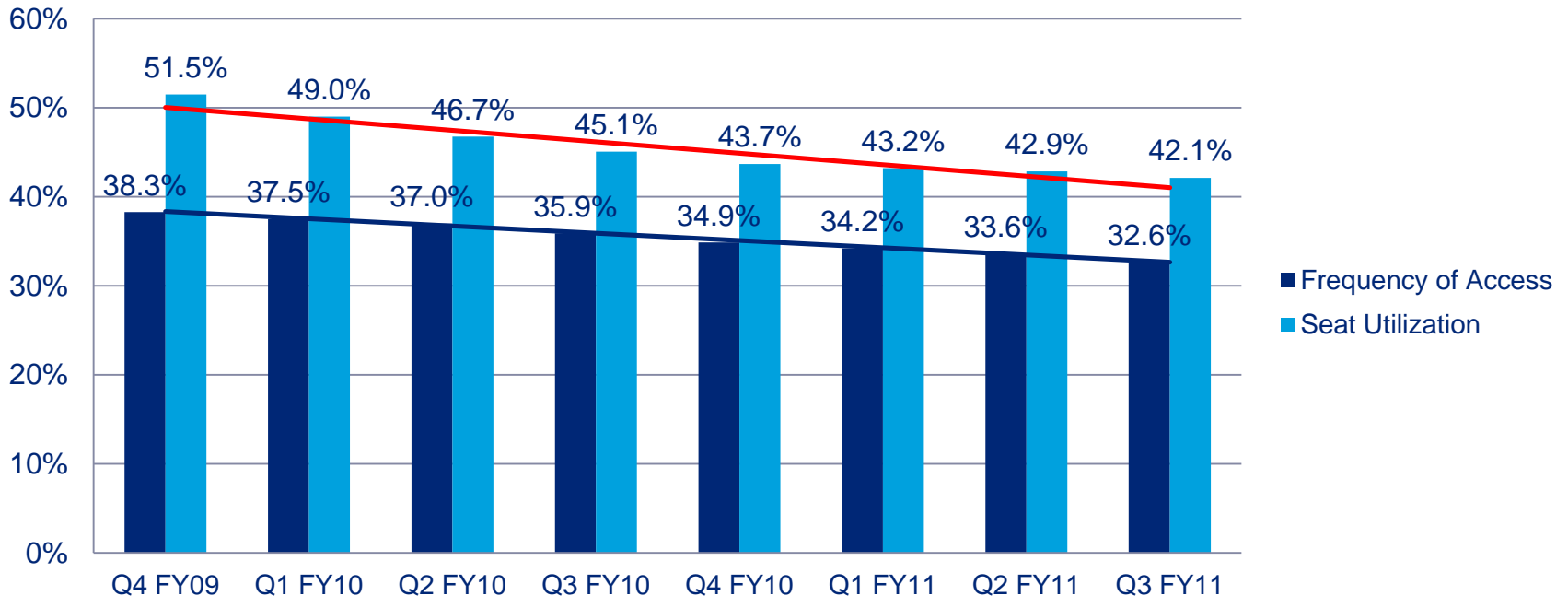
2011 and beyond

Understanding Needs and Use

National Utilization Trends

Our overall trend for assigned headcount nationally is a steady and continual decrease in office utilization regardless of office build type or size

National Trend - Assigned Headcount



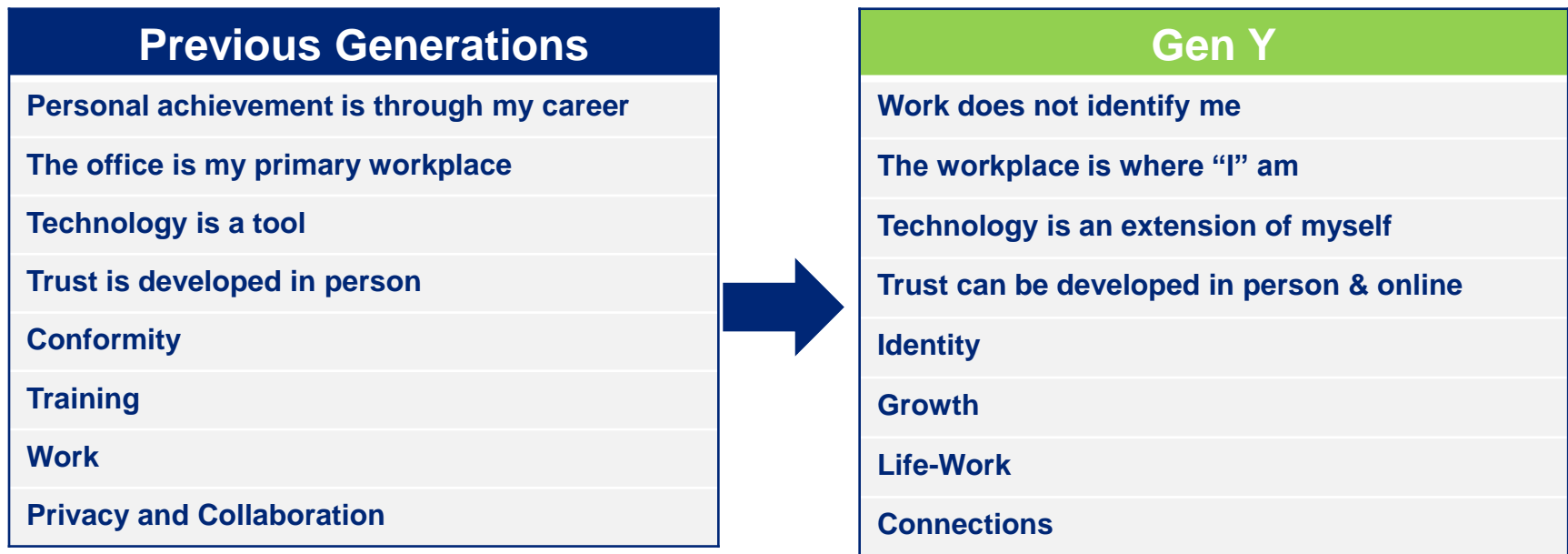
Source: One-Badge data (currently rolled out to 100 offices)

Frequency of Access: Frequency by which an assigned individual comes into the space

Seat Utilization: Percentage of assigned spaces (office or workstation) in use on any given day

The New Workforce Has Different Needs...

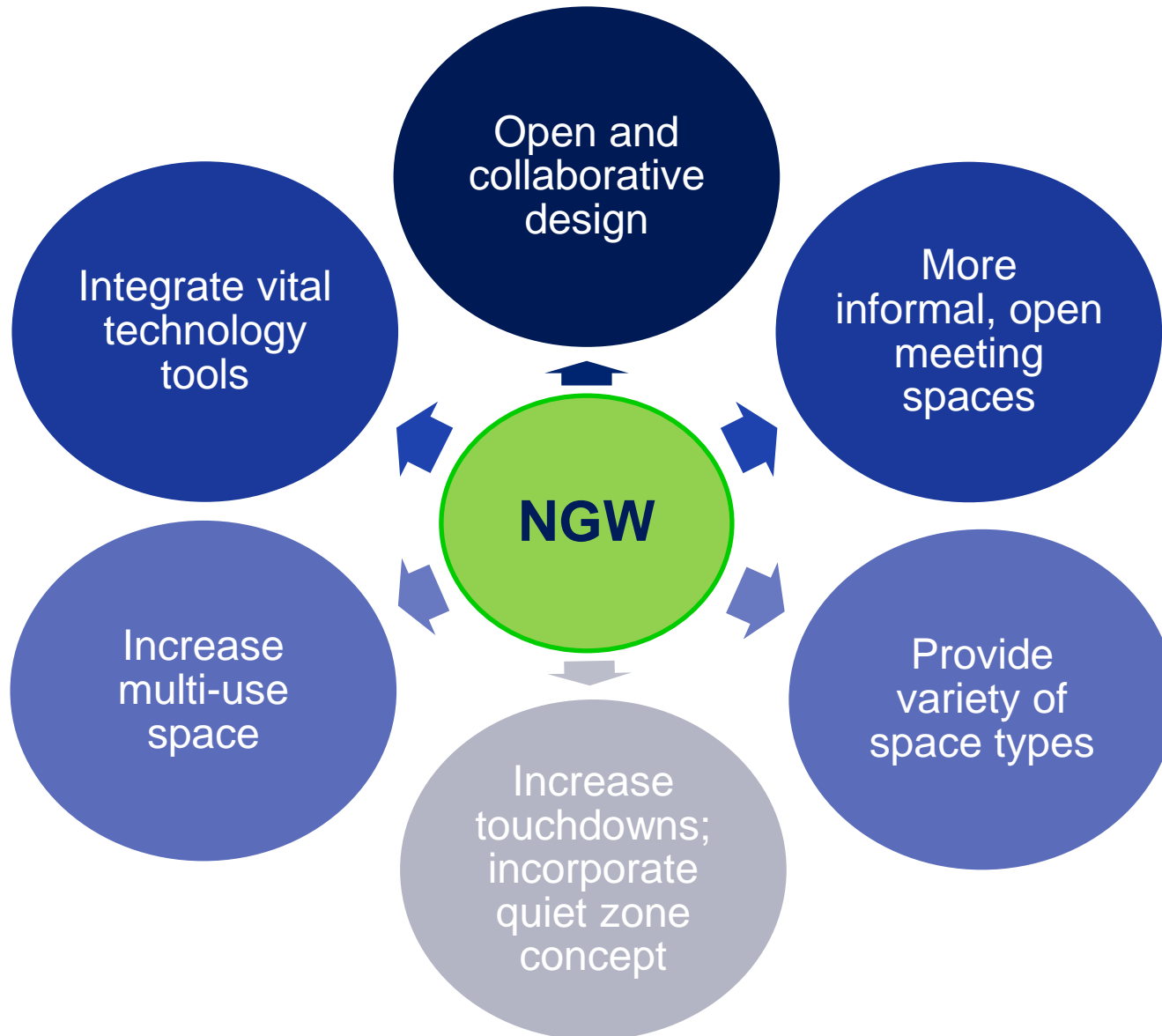
Generational studies conducted in Grand Rapids, Manhattan, Minneapolis, Detroit, Atlanta, San Francisco, and San Jose found a distinct preference shift with Gen Y.



The workplace is where "I" am

Our Response: The Next Generation Workplace

Next Generation Workplace Concepts



Deloitte's Real Estate Strategy is Working

Significant impact is being made to the real estate portfolio and cost structure through our current real estate strategy

Key Elements

Optimized Space Sizing and Design to Support our Changing Workforce Demand

Proactive & Opportunistic Portfolio & Cost Management

Clear Standards and Targets for Delivery

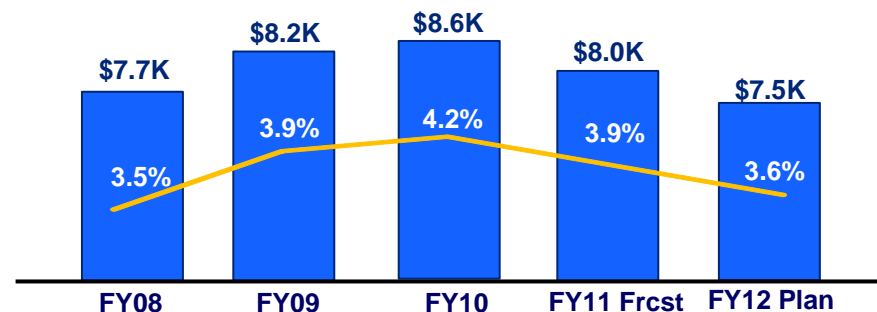
Executive Leadership Engagement for all Decisions

Results

Examples of Immediate Impact

Currently Implementing	Current RSF	New RSF Leased
San Francisco	281K	182K
Princeton	67K	47K
Detroit	161K	102K
Buffalo	13K	5K
Rochester	15K	5K

Cost per Person and Cost as a % of Revenue



Reception – One Deloitte Look & Feel

Provides a consistent “One Deloitte” look and feel in our workplace.



Offices Made More Flexible for Teaming



This space combines the needs of offices and team rooms. Furniture and space provides for team collaboration or individual work and private client phone calls.

Opening up the office with open workstations

The right environment to support business needs along with connection and teaming; enriching our culture and attracting top talent.

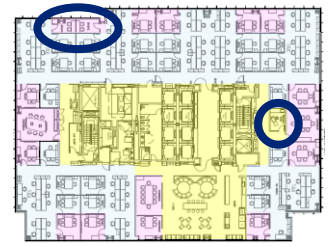


Meeting Rooms – Enclosed Lounge Option

Sofas and other semi-casual furniture are an inviting alternative to the traditional table and chairs, and support different types of conversation.



Phone rooms



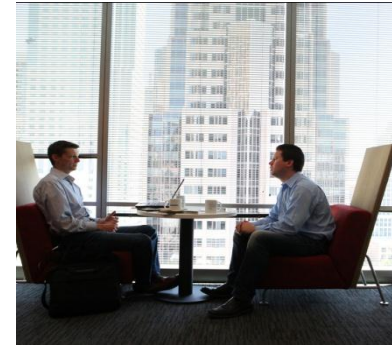
Private phone rooms support the need for occasional confidentiality.



They support individuals who do not have an office for confidential phone calls

D. café and collaborative area

The Café provides a variety of smaller work settings to improve flexibility, choice and utilization.



Improved technology innovation

Furniture with flat screens and connection “pucks” to support electronic collaboration and knowledge sharing.

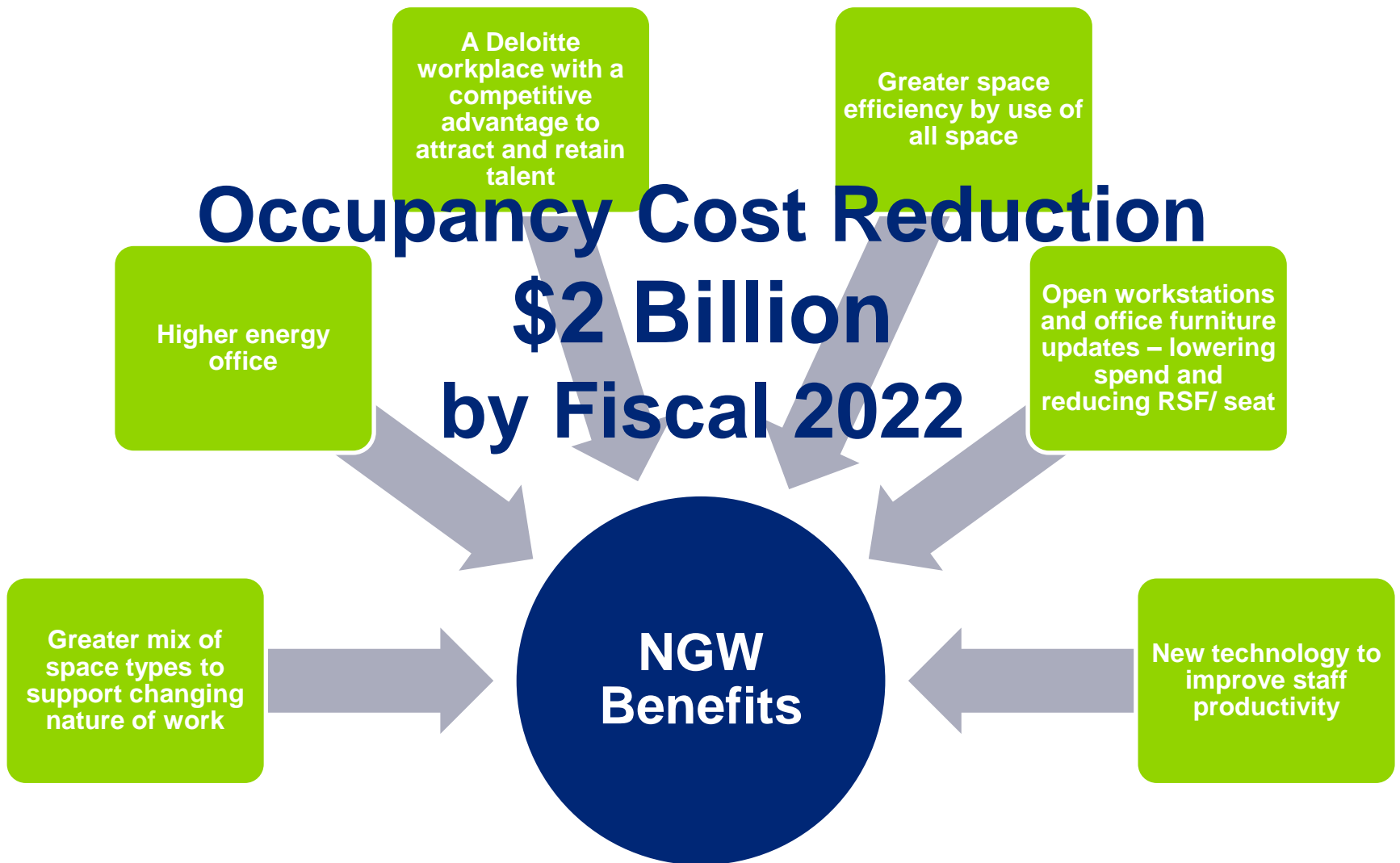


Expanded video conferencing

Bringing people together electronically in real-time, life-sized dimension. When the meeting is over, it's back to your office — not back to the hotel or airport.



Benefits of Change



Deloitte.

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