

WICH
DESIREABLE
WORPLACE
FOR TOMORROW?



FOREWORD



At Kardham, we are convinced that we are all actors of our future and that we have a collective responsibility to contribute to its realization.

Five recognized real estate professionals met regularly for a year. They define together a desirable future, which is sometimes utopian. Their reflections were fed by 12 Kardham expertises: corporate strategy, sustainable development, future of work, workplace & change management, design, digital solutions, architecture, investors consulting, smart building, tenant representation, international development and R&D.

The purpose of this white paper is to share the thoughts that have taken place and to generate as many as possible.

We wish you a good reading and beautiful ideas to create your future wish.

Marc Bertier,
Workplace Expert, Kardham



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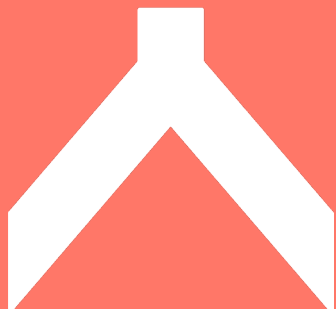


Marc Stravopodis
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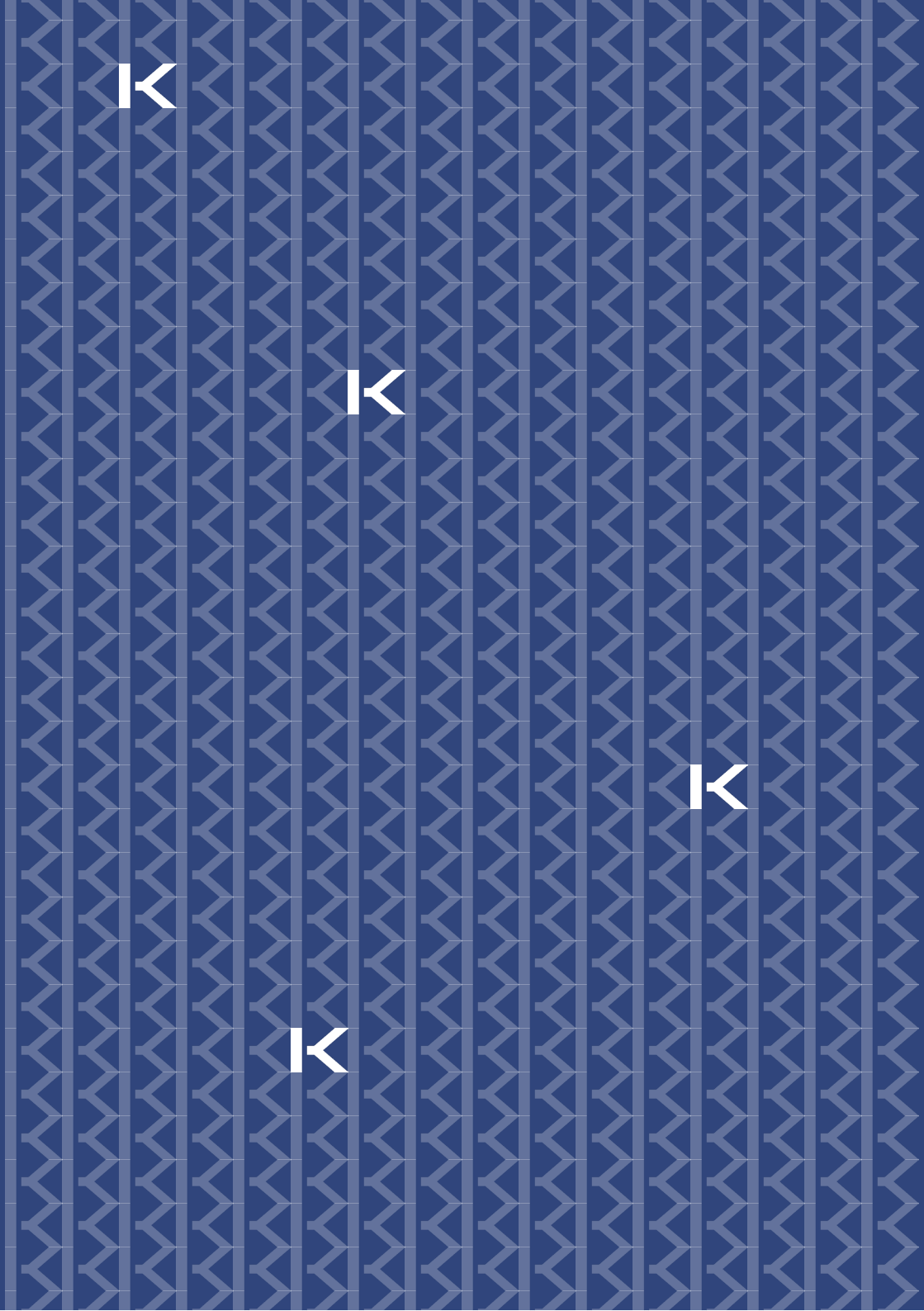
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Acknowledgements





INTRODUCTION

OUR RESPONSABILITY IS TO THINK ABOUT A DESIREABLE FUTUR



We are going through a period of changes that are political, social, climatic and economic... These changes encourage us to rethink our lifestyles.

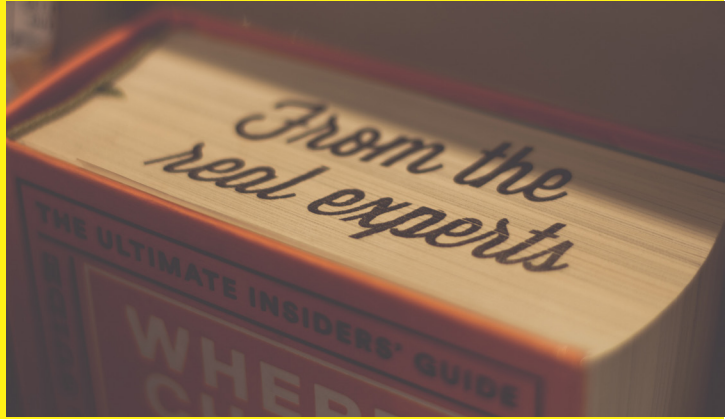
In history, periods of change are frequently the source of utopias, utopias that are alternative narratives that propose desirable worlds. These narratives contribute to defining our future by becoming the basis from which we can act on a daily basis.

Many producers of space have used utopia to share their ideas and then implement them. With this work, we wish to follow in their footsteps.

The architect Yona Friedman introduces his book «Utopias achievable» as follows: «Social utopia is born from a collective dissatisfaction. The feasible utopia is the collective response to this dissatisfaction. But how to answer collectively to a dissatisfaction? And what limits must a community respect to satisfy its realized utopia?»

When applied to our object, the work environment, this quote opens up a whole field of reflection. The transition period we are living through is a call to think about desirable futures. Work and its places are part of it.

**How do we want to work tomorrow?
Why do we want to work? And under
what conditions?**



To answer these questions, we mobilized 12 experts from the Kardham group, each representing one of the professions contributing to the contemporary production of space. We asked them to meet 5 witnesses: they are French users and international, from the corporate and start-up worlds; they are also actors involved in various research or prospective programs. Each of the experts shared the best of their profession with the witnesses during collaborative work sessions.

The result of these meetings defines a foundation on which we can build to rethink our daily practices in order to create a desirable and desirable future.

K

To go further

Friedman, Y. (2015). *Utopies réalisables*. Poche

Stébé, J.M. (2011). *Qu'est-ce que c'est une utopie ?* Vrin

An approach: multidisciplinary expertises

12 weak signals have been carried by the 12 Kardham experts. They are the best of each expertise. They form the basis of the reflection carried out with the 5 real estate witnesses who were in charge of debating them and creating coherence between them.

These weak signals, which constitute the first part of this white paper, are the beginning of the system: expertise by expertise, they are all opportunities that can be activated to transform work environments.

A bias: dialogue with a utopia of work

Utopia allows us to go beyond the usual reasoning. It is based on weak signals put together to form a coherent whole. Utopia is not a prospective vision that will come true as is, but rather a suggestion for possible futures.

Finally, utopia gives us the opportunity to reflect on the great contemporary questions of work: what organization? What rhythms? What value systems?

The utopian world supporting the reflection is presented in the second part of this white paper.

THE APPROACH TO DESIGNE A DESIRABLE FUTURE

The results presented are based on the reflections of a working group that gathered during five half-days.

These sessions are part of the following scheme:

An initial question: what kind of work environment could be desirable for tomorrow?

The utopia of work is the pretext to imagine different workplaces. For what good reasons would we go to work tomorrow? In what kind of spaces? What might they look like? How do they fit into their context?

It is this projective work environment that is described in the third and final section.



C H A P T E R **O N E**



**12 weak signals
to imagine
a future**

Humans increases and adapts his environment without limit, according to his needs and desires; the waste becomes the raw material of his freedom



Lucie Bodin
Director of the Studio division

Architecture will be a source of freedom. The free volume frees the uses, the creativity, the synergies and the living together



Chantal Aira Crouan
Director of the IDF
Architecture Department
Associate Architect

Mildred de Gasquet

Head of International
Development



If international planning charters still exist, they open the choice at the local level

Being here to be elsewhere: digital is now the second largest investment item for services companies

Roman Coste
Associate Director



Jérôme Hérard

Director of Digital Consulting



Digital must disrupt the user experience to enrich it

The workplace is no longer a place of work, it is a place of citizen governance

Nicolas Cochard
Head of Research &
Development



Valérie Malaprade

Project Director

Change Management Expert



Creating the conditions for flow

Buildings and workspaces will be places of revitalization for women and men in the future

Kateryna Kuzmenko

Head of Sustainable

Development & Innovation



The «super-intelligent» building is continuously transforming itself to anticipate and adapt to human uses

«Augmenting» the InRealLife work environment with moments of insertion into other worlds

Sophie Pène

Deputy Director of Consulting,

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Management Expert



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The building is chosen in priority according to the DNA of the company

The building becomes a self-sufficient ecosystem, a “distic-building»: multi-use, multi-generational, multicultural

Nicolas Vignau-Loustau

Director of the division

Kardham Occupier Solutions



2

C H A P T E R **T W O**



A desirable world and its drivers

DEFINING A DESIRABLE WORLD

PEOPLE PLANET PROFIT

The triple bottom line People, Planet Profit is a global framework for defining the context of a desirable world.

People taking into account human development: values, living conditions, education or the impact on communities

Planet measures the impact of activities on natural resources, environmental quality and biodiversity.

Profit covers organizational concepts, from management to value creation and profit.

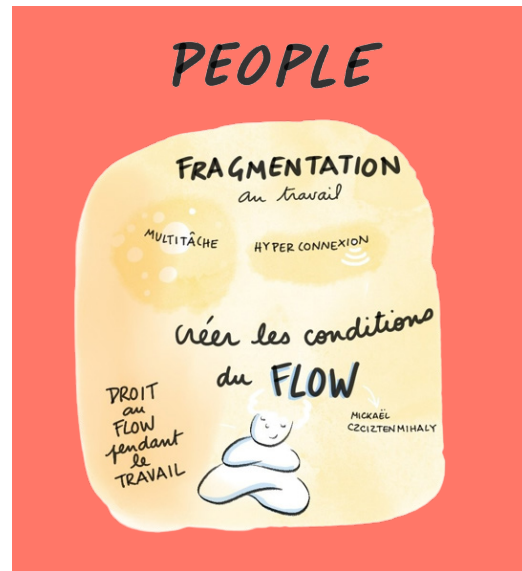
One of the major issues of «People» is the coexistence of different temporalities.

Hybridization renews the questions of the organization of working time. It can be understood from three angles: the quality of time during work (multi-tasking, overwork, etc.), the balance between time dedicated to work and personal activities, and finally, in the long term, on the scale of one's career.

How to synchronize different rhythms of life and work? This reflection is done as much on short periods (week, month) as on long periods of the order of the year or even of the career.

Examples of jobs with different rhythms: *seasonal workers, workers on offshore platforms or cyclical jobs like auditors.*

Their characteristics?
Entire commitments over given periods of time, breaks in between.



PLANET



One of the major issues of «Planet» is the simplification of the action.

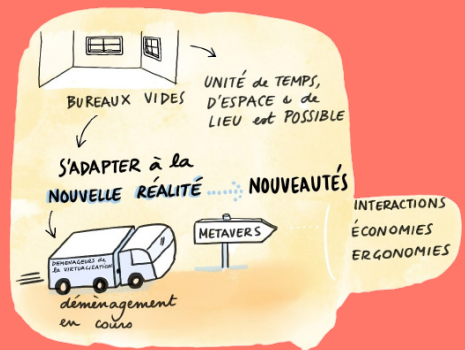
The systemic thinking necessary for sustainable development has the side effect of sclerotising action by removing the responsibility of each individual / each organisation. Similarly, the complexity of the system makes the results of commitments difficult to measure. This difficulty in measuring results is also explained by the diversity of existing evaluation systems.

One of the major issues of «Profit» is the reconciliation of points of view.

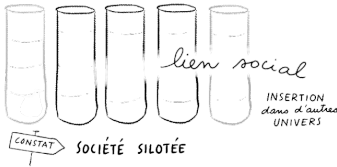
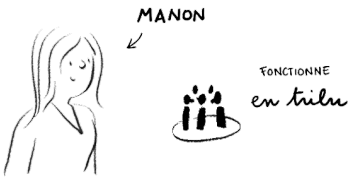
The reconciliation of points of view implies the definition of a line of shared driving. While users are asking for value in use, financial management is often focused on financial value. It is a question of breaking out of the traditional dynamics and introducing new evaluation factors.

These could be based on two main criteria: the human flourishing generated by the action and its impact on limited natural resources.

PROFIT



PEOPLE



1. ANCHOR THE DAILY NEWSPAPERS

With the hybridization of work, many people are finding that ties are expanding and becoming more formalized. Functioning in tribes project allows the recreation of vibrant collectives.

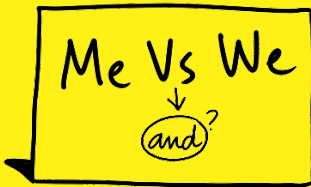
2. SYNCHRONIZE MEMBERSHIPS

In tribal mode, the duality of professional and personal life no longer has the same meaning, or even more meaning. The issue is no longer the individual organization of work but the life of the tribes and their connections to each other.

3. ADAPTING SOCIAL CONTRACTS

Work rhythms are closely linked to the notion of the employment contract. If work rhythms are rethought, the mechanisms of remuneration, training, social protection and solidarity must be rethought.

Different solutions exist, at the individual, organizational and even societal levels. Do we want purely commercial or protective contracts?



4. EVERY ACT COUNTS. ACCEPT PARTIAL STARTS

In many cases, inertia is self-justifying by shifting responsibility elsewhere. A typical example: « My company doesn't implement shared dishwashing because we don't think it will get cleaned ».

Feedback shows that the dishes eventually get done. On another scale, the same is true for even on strategic choices. Some choose to heat/cool entire buildings when they are empty, while telecommuters heat/cool their homes. Even if other factors come into play, both of these consumptions are optimizable.

DRIVERS OF DESIRA- BILITY



PROPOSALS



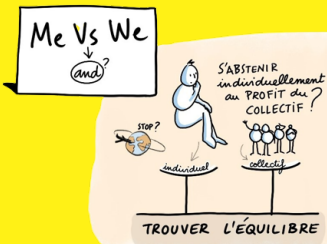
5. RECONCILE INTERESTS

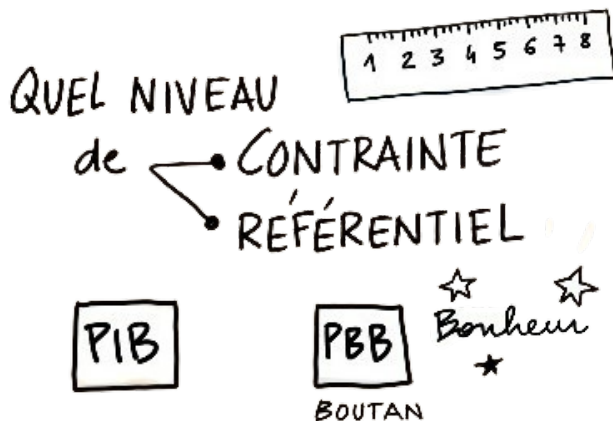
The issue of the reorganization of working time is the redesign of the collective. The same applies to the acts for the sustainable development. It is a question of defining a new balance between scales, of defining a happy medium between the micro and the macro.

6. ACT WITH COMMON SENSE

The systemic approach drowns out the debate by multiplying the field of possibilities. Thus, we end up with questions such as: Is it better to be sober or invest in renewable energy? Can we spend carbon to be sober / produce energy? The collective contract establishes common sense and a shared evaluation system. For example: measuring the impact on limited natural resources or the human flourishing generated.

PLANET





PROFIT

7. DIVERSIFY AND SYSTEMATIZE THE INDICATORS

In the context of sustainability, some existing indicators are already in use:

- For the «People» axis: the use value, which focuses on the end user through actions contained in certifications such as Great Place to Work or French label OsmoZ. This value could be included in the implementation of a Social Health Index.
- For the «Planet» axis, the sustainability value, integrating the LCA analysis of the projects, but also their good dimensioning in relation to an optimized need in the long term.
- For the «Profit» axis, the perceived value measures the utility provided by a real estate asset to an ecosystem including primary users, secondary users and investors.

8. PREFER THE USEFUL AND THE TANGIBLE

Human flourishing is a concept as protean as the impact on limited natural resources.

In the

In both cases, the current state of knowledge does not allow us to fully capture them or to prioritize their different components. How to arbitrate between the different interests? The different temporalities?

In a multi-localized work context, the metaverse is a good example of these complex issues. It can enable human flourishing (offering diverse experiences to all) as well as it can have a positive impact on the environment (e.g. reduction of

transportation). It therefore generates a perceived value by being useful.

But how desirable is this value? Is it permissible to have served territories (areas of to connect people around the world when neighbors may no longer exchange information? Connecting people around the world when neighbors may no longer exchange?



To go further

Kardham (2022), *Reprendre la main sur l'espace pour manager en mode hybride en ligne*, <https://www.kardham.com/ebook/Livre-blanc-Kardham-Orange-Mai-2022-019.html>

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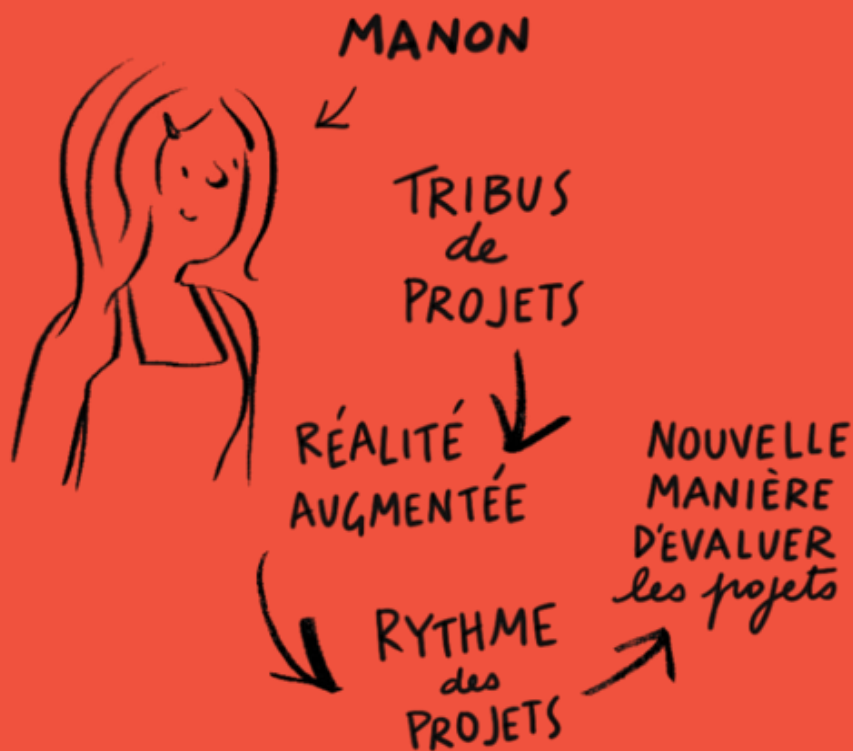
RETHINKING

OUR

WAYS OF

BEING

TOGETHER



IN SYNTHESIS



These 8 indicators draw a utopian vision of work that a desirable work environment can support.

An organization in «tribes» structured around projects. The tribe is a political group, in other words a form of organization of the society. The projects carry the shared interests that bind the tribe together. Unlike the tribes of ancient and primitive societies, the tribe recomposes itself over time. The tribe adapts to the evolutions of its project and contributors come together at given times for specific skill contributions.



A hybridization of work rhythms in its different temporalities. Two models are emerging. The first is based on periods of intense work followed by long breaks (1 month of work then 1 month break for example). The second model is more based on regular rhythms over shorter periods. It is based on a better daily balance of time given to different activities. These two models are not exclusive. A person can switch from one to the other depending on the moments of his career and/or personal life.

An organization in «network» that takes advantage of globalization by connecting the best expertise to the service of projects and tools that allow us to be better together (notably Augmented Reality).



A multi-criteria evaluation of projects, integrating a diversity of indicators and in particular the concepts of perceived and lived value.

3

C H A P T E R **T H R E E**



**The resulting
work environment**

M A N I F E S T O

Tomorrow, Manon and the project teams will work in buildings that will be composed of multiple volumes.

RETHINK THE PRESENCE, REDESIGN THE PLACES

District-buildings

- The function of the district-building is defined by depending on the geographical context and its influence territorial
- With the proximity model, a diffuse building
- With the territory model, a self-sufficient building

A SINGULAR EXPERIENCE

An architecture of volume

- The district-building is composed of volumes that are reconfigurable in their form and in their assignment
- Depending on their place in the journey, these volumes can be « connectors » or « connected »
- Depending on their role in the organization, these volumes can be « core » or « shared »

BETTER THAN TELECOMMUTING

Project volumes

- **Physical** comfort: the sine qua non for the quality experience
- **Functional** comfort: free uses
- **Psychological** comfort: the meeting between the different expectations

RETHINKING PRESENCE REDESIGNING PLACES DISTRICT-BUILDINGS



Place your cursor
between these 2 models



PROXIMITY MODEL

- Daily and regular presence
- The office blends into the neighborhood
- Shared service offering
- Soft mobility

TERRITORY MODEL



- Long presence on site (week / month)
- The office is a place exceptional
- Own service offer
- Long and rare trips

If tomorrow we are together differently, where would we go to work?

The coexistence of two work rhythms draws two archetypal needs that are inscribed in specific territories and types of buildings: the district-building. The notion of district refers here to the notion of a place of where users rub shoulders on a daily basis and have developed an initial inter-knowledge.

In a large-scale model territory, a self-sufficient building

While the first model is part of a continuum, the second is set up as a destination. It welcomes those who have chosen to focus intensely on their work for a period of time and who will return home at the end of it.

In this way of life, the reflection is extended to the territory. The workplace becomes a complete place of life, integrating a temporary residential offer. It might be possible for some people to use this temporary residence with their relatives. While in the first case the passage is frequent and of short duration, here it is infrequent and of long duration.

In a proximity model, a diffuse building

We are here in a reflection on the integration of work time into the daily rhythm. The work is spread over the different days of the week and is integrated into a community life. In this way of life, the reflection is carried out on the scale of the neighborhood. The places of collective life, including work spaces, service and leisure areas, are porous to each other. Housing areas are located close together. On a daily basis, trips are short.

Two extremes of a continuum based on two common issues

The diffuse building and the self-sufficient building form two archetypes based on rhythms of presence and a relationship to the opposite territory. Beyond these differences, they must each respond in their own way to the two same fundamentals: creating a unique experience and building an ecosystem of places that offer a better experience than telecommuting. This ecosystem forms the « district-building ».



A SINGULAR EXPERIENCE

AN ARCHITECTURE OF VOLUME

DIVERSIFY THE VALUE

- Reconfiguring volumes in the wire of uses
- Connecting users around common uses



DOING NEIGHBORHOOD

- Embodying the reason for being
- Adapting supply to demand
- Hacking the design



CHOREOGRAPHER THE COURSE

- To give to see the possible
- Welcoming the possible
- Immerse yourself in the uniqueness of the brand
- Create agoras

*"Créer un lieu, c'est créer
un lien mémorable."*

DAVID ENGWICHT

The district-building must respond to a mix of indicators, which are at the same time the **use value**, the **sustainable value** and the **perceived value**.

By opening up to the ecosystem, it generates new values in terms of use and also in monetary terms. It is composed of **reconfigurable volumes** that are networked.



DIVERSIFY THE VALUE OF RECONFIGURABLE VOLUME

in the heart of the community

Reconfiguring volumes over time uses

Beyond the multi-use and multi-occupant offer, the district-building must be evolutive. If it offers a mix of occupancy at a given moment, it must be able to evolve. Beyond reversible spaces, it is a question of thinking the building as a set of volumes in continuous mutation.

The volumes can be allocated to different uses. The Smart Building reconfigures the building in real time or even in anticipation of its occupants: management of access zones, variation of atmospheres, etc. and resizing of spaces. The facades increase this mutability by evolving according to the needs and the environment: spaces that are the « inside » can become « outside » and vice versa. This management by volume over time disrupts traditional operating schemes. It allows for unit-by-unit management (consumption, services, billing, etc.) and the optimization of the various services offered to the occupants at the time.

Connecting users around common uses

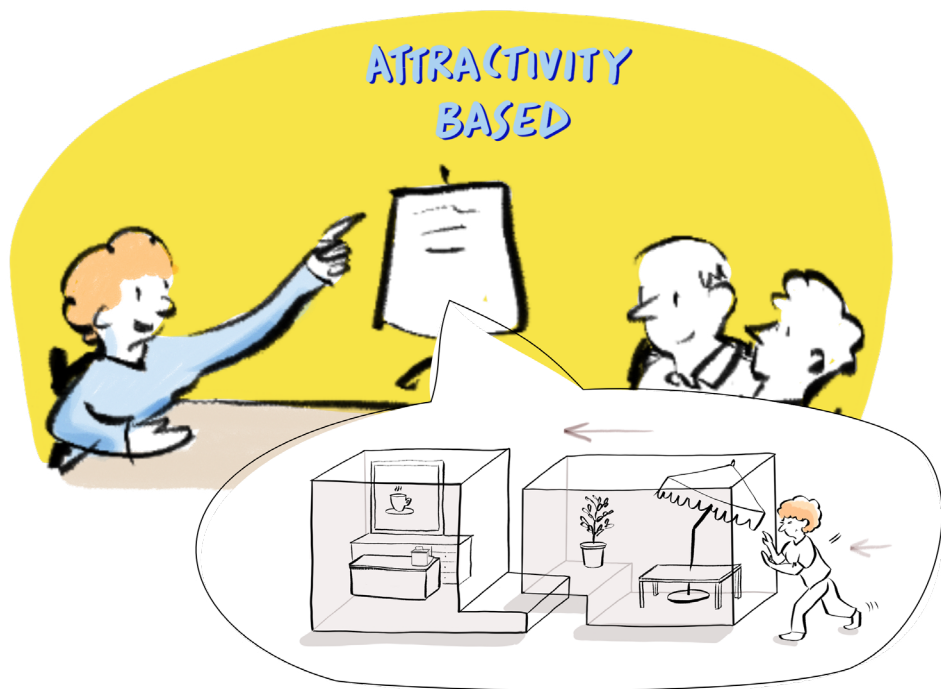
In order to function optimally, the buildings are part of an ecosystem of users. The Smart Building participates in the creation of synergies between potential users by ensuring the distribution of spaces according to uses. In contrast to digital communities that develop through criteria of preference and similarity, the «smart community» of the building is based on openness and the principle of a confrontation with difference.

Proposals are not developed on the basis of interests but on potential shared opportunities. In concrete terms, the algorithms would make connections based on rhythms, needs, skills or shared needs. Spaces for specific activities would appear according to the occupants. Services would be exchanged between the users of the places. Thus, the value of the workplace created would be the place given to everyone. To what extent is integration favored? Intergenerational exchanges? Cultural development?



A CHOREOGRAPHIED JOURNEY

Integrated into an ecosystem, the district-building can no longer be the fortress that the office building still often is. The reconfigurable volumes that make it up can be divided into two categories: connector volumes and connected volumes. These volumes allow for openness to the environment and offer customized experiences.



To give to see the possible

The volumes of the district-building open up to the ecosystem through recomposed facades and an evolving management of flows. The connector volumes are in direct continuity with the ecosystem. They are characterized by large glazed surfaces that allow users to read the uses. These connections create a link between target users and potential users: «here I can do that». Showing what is going on is the first form of openness.

Welcoming the possible

Beyond transparency, the mutability of the envelope of the connector volumes frees the limits between interior and exterior. Intermediate volumes are created and reconfigured according to needs, demonstrating the openness of the district-building to its ecosystem. The district-building becomes a potential for action and feeds the dialogue by renewing the experience of all users. This openness continues in the evolving assignment of the connected volumes. The articulation of the volumes between them must allow for differentiated management of flows and therefore accommodate a diversity of users.

Immerse yourself in the uniqueness of the brand

The opening to the environment implies marking the singularity of the user brand in the connector volumes. The materials, shapes, atmospheres or even the symbols qualifying them are vectors of emotions. The feeling must mark the memories at two key moments of the experience: the first and last minutes on site (effects of primacy and recency).

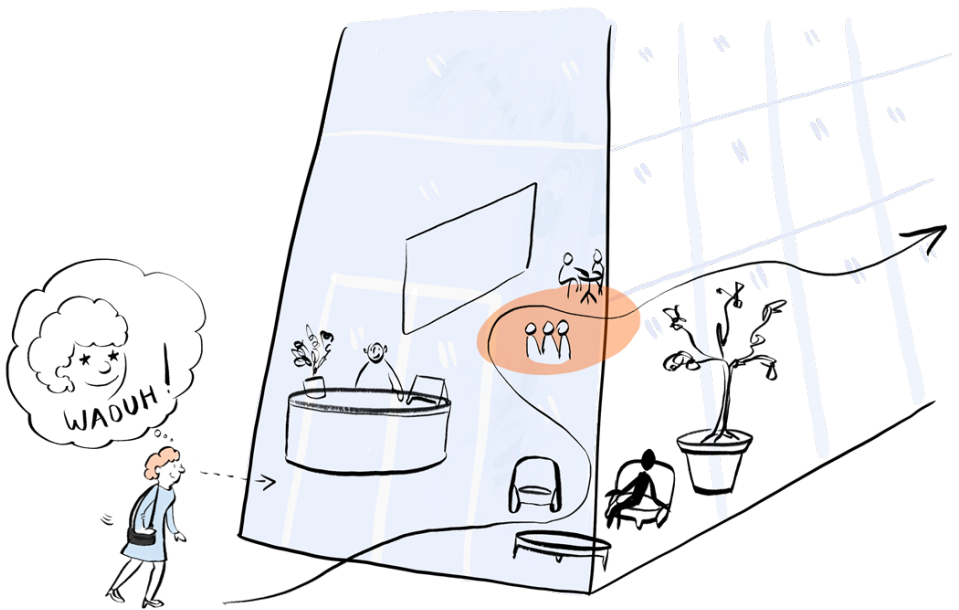
Create agoras

The district-building, and more particularly by its volumes in continuity with the public space, becomes an immersive agora. It is a multi-use and multi-user place. By federating individual interests in a common place, the district-building becomes a political project in its own right. What brand does the organization impulse in the ecosystem?



DOING NEIGHBORHOOD

The district-building is composed of connector volumes and connected volumes. Like the notion of the boundary between the ecosystem and the building, the concepts of pedestals associated with common spaces and the platforms associated with the work spaces are becoming obsolete. The support and service spaces are distributed in the volumes according to the paths that link them. The surface area of the work volumes evolves according to needs. Thus, there are core volumes and shared volumes, volumes that are intangible to the company and variable volumes.



Embodying the reason for being

The project mode redefines the relationship between individuals and companies, which becomes more flexible and fluctuates over time. The objective of the district-building is to embody the reasons for the existence of companies by supporting the uses that make them concrete. Thus, a company advocating soft mobility would have in its core volumes spaces: storage and maintenance of equipment; changing rooms and showers for users. A company whose *raison d'être* is to participate in the life of the community could propose a retirement home, a reintegration center, a daycare center, etc. A company whose *raison d'être* is the diffusion of culture would have spaces for exhibitions, artistic practice, artists' residences, etc. The networking of the volumes makes it possible to imagine a distribution of these uses throughout the core volumes of the company.

Adapting supply to demand

The connector volumes are definitely part of the core volumes. They constitute the Agora, the multifunctional living space of the company. They are complemented by volumes dedicated to the company's *raison d'être*. Companies can also use shared volumes as a complement. The latter accommodate uses that vary over time and do not directly participate in the incarnation of the *raison d'être*. These volumes are networked and can be used on demand by different users. They are mainly used for collective or individual work.

Hacking the design

Or how to divert the conditions of design. While the core volumes are unique, the layouts of the shared volumes are standardized in order to respond to a diversity of users. However, they must be appropriated individually, collectively and/or by the company, especially in the case of long occupancy.

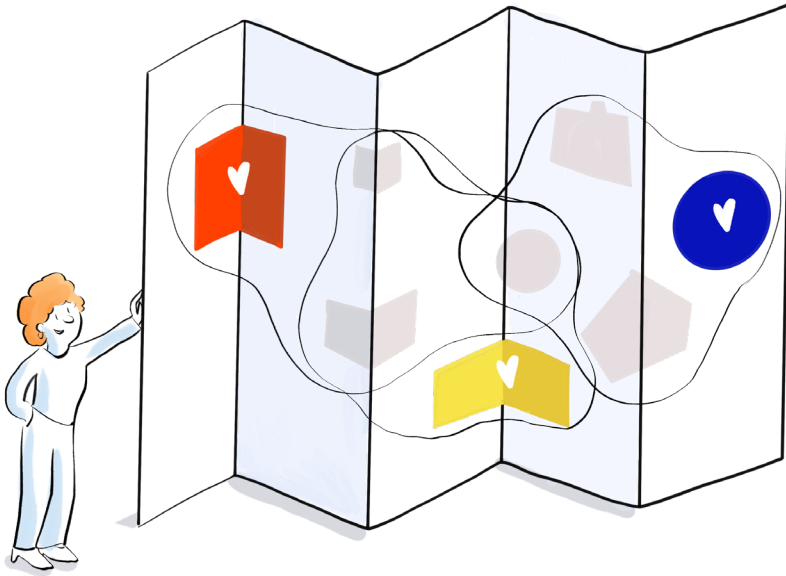
More specifically, the project volumes are designed on the basis of invariants derived from ergonomics. Different adaptations are possible: arrangement of invariants in relation to each other, complements to invariants and finally free uses. These points are detailed in the next part: offering a better experience than teleworking.

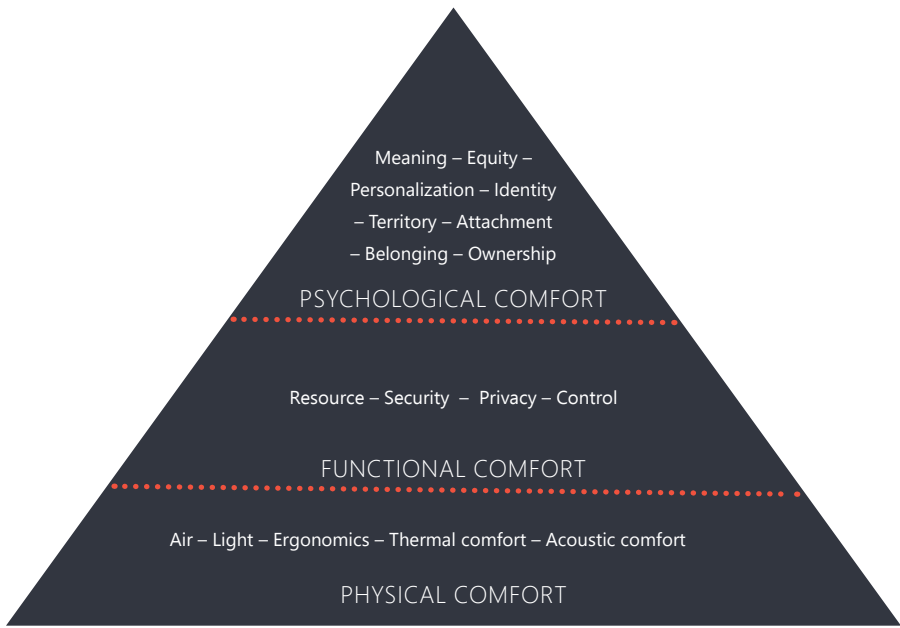


BETTER THAN THE REMOTE WORK

Create a con-for-table environment...

Feedback, international comparisons and scientific literature have clearly identified the levers to be mobilized to create a comfortable environment; comfort being defined as all the conveniences providing well-being.





Vischer, J., 2007

The Vischer pyramid, established in the 1990's and regularly confirmed since then (see Going Further) identifies three levels of comfort: physical comfort, functional comfort and finally psychological comfort.

All of the volumes that make up the district-building are designed on the principles of this pyramid.

- **Physical comfort** must be ensured by a qualitative space, a density of space and finally a menu of quality spaces.
- The **functional comfort** is carried by free, non-rival uses taking into account the evolution of needs
- Finally, the **psychological comfort** is supported by a particular attention to the management of the arrival, to the setting up of meeting places and finally of centers of gravity.

PHYSICAL COMFORT

- Investing in space
- Density reasoning
- Vary the offer

FUNCTIONAL COMFORT

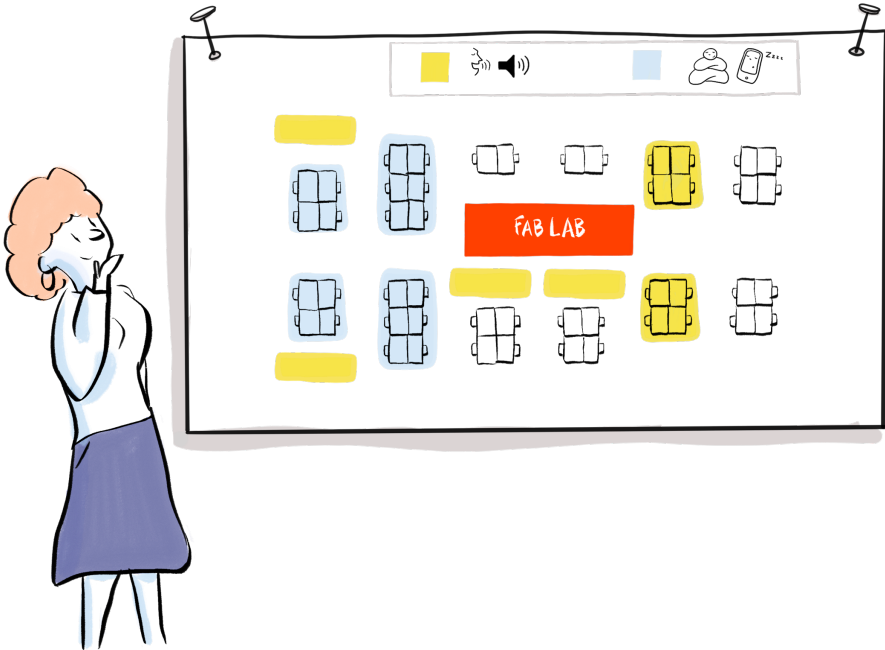
- Freeing up uses
- De-prioritizing uses
- Accompanying the uses

PSYCHOLOGICAL COMFORT

- Anticipate the arrival of newcomers
- Generate appointments
- Eventualize the arrivals



FOCUS ON PROJECT VOLUMES



To go further

Vischer, J. (2007), *The Concept of Workplace Performance and Its Value to Managers*. California Management Review

Kwon, M., Remøy, H., Van Den Dobbeltstee, A. (2019), *User-focused office renovation: a review into user satisfaction and the potential for improvement*. Property Management.

A BUILDING FOR ORGANIZATIONAL PERFORMANCE

Studies on the management of organizations identify three objectives of communication:

1. The coordination, which aims to synchronize and distribute the work;
2. Information sharing, focusing on knowledge sharing, especially to maintain the level of knowledge
3. Inspiration, facilitating the creation of new knowledge by generating new ideas

Coordination and information communications are the prerequisites of collaborative work and its success. They are also the easiest to organize because they are imposed on groups. These communications are frequently found in the structuring of organizations, whether through organizational charts, the implementation of projects, rituals or the establishment of communities. This information is the most valued by operational managers because it guarantees their daily success.

Inspirational communications are the rarest and most unpredictable. They are mainly from worlds that do not usually speak to each other. They characterize the most successful and innovative companies.

Feedback and recent studies show that coordination and information communications are also those that suffer the least from the spatial and temporal hybridization of work. On the contrary, inspirational communications are the most impacted.

The organizational goals of the district-building are therefore:

1. Helping members of the working groups to build and maintain a climate of trust
2. To help maintain existing relationships between individuals who know each other but are not linked by coordination or information communications
3. To facilitate the meeting between different populations

The opening up of volumes to the ecosystem and the integration of services in the district-buildings are intended to diversify encounters around use. The design of volumes according to the three dimensions of comfort completes this system by reconciling the individual and organizational dimensions.

K

To go further

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PHYSICAL **COMFORT**



Ergonomics studies the relationship between humans and their environment in the form of systems. These systems include three dimensions: the prevention of risks related to tasks, the improvement of the comfort of carrying out tasks and finally the improvement of their efficiency. These systems are particularly at the heart of the approach to physical comfort.



INVEST IN SPACE

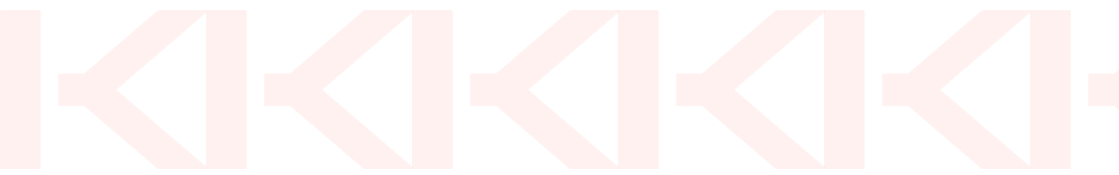
The elements ensuring a good quality of space are known. They are ensured by a good level of investment in technical systems. The design of spaces must offer the best thermal comfort, the best air quality, the best light, the best noise management and the best postures. Smart Building, reconfigurable envelopes and ergonomic standards are major conveniences to create the conditions of physical comfort in the different volumes of the district-buildings.

REASONING THE DENSITY

With the growth of multi-location working and a declining on-site presence, more and more people understand the sense of making space allocation more flexible. While this is less of a concern, the noise - mainly that caused by too much opening of spaces - remains the major concern. Beyond the proper consideration of the principles of acoustics, it is necessary to change the approach of design of work environments: it is no longer a question of designing for a number of potential users but for a number of people present. Feedback shows that an environment with more sharing and less density generates more satisfaction than a dense environment with little sharing.

VARIING THE OFFER

Less density to better satisfy the present allows to increase the diversity of the offer. The project volumes propose two main types of spaces: open spaces and closed spaces. They are all reconfigurable. The invariant furniture moves to meet the various uses. Each project volume has its own «Fab Lab», where elements are created and recycled to compose and recompose the spaces. The reasoned density is a condition of this potential recomposition of spaces. The Fab Lab also allows for the appropriation of invariants by adding different modules (dividers, storage, writing panels, etc.).



FUNCTIONAL **COMFORT**



The user's potential to act on his environment (notably by adjusting physical comfort variables) is a first element of functional comfort. This is completed by an environment that meets his other fundamental needs: freedom and quality of use.

FREEING UP USES

Unlike activity-based or dynamic environments (ABW), which require users to move around to find an environment adapted to their activity, the project volume's bias is to allow users to do what they want in the places they want. The complementarity between open and closed spaces as well as their reconfigurability make it possible to vary the uses of a space to the other: here the open space will be very collaborative and the closed spaces dedicated to calm, there it will be the opposite. The organization in projects - and therefore in tribes - allows this self-regulation of the group; as opposed to an environment by activity where the individual is thought of as an independent entity (autonomous and empowered) within a network. The liberation of uses guarantees the user functional comfort: on the spot, he will be able to choose the space that best corresponds to his needs.

DE-PRIORITIZING USES

A rival good is a good whose use by one impacts the other. A well non-rival is the opposite. The concept comes from digital (for example (e.g. streaming music). Transposed to design, the concept of non-rivalry consists in deploying a good in a massive and networked way in order to make it accessible to all. Different services can be combined to make mutualization more fluid. Self-service bicycles, with their numerous terminals, digital applications and redistribution services are a good example. Non-rivalry is allowed by reasoned density and is intrinsically linked to free use.

SUPPORT THROUGH DESIGN

Changes in the workplace are changing the way we work. For example, our postures have changed with the arrival of smartphones. Ergonomics must follow this functional evolution and take into account the evolution of work. One of the major challenges will be to support the transformation of service sector jobs brought about by Artificial Intelligence. Initial feedback shows that while the number of tasks is decreasing, they are becoming more and more complex. The associated cognitive environment must therefore be adapted. Moreover, the manipulation of AI tools transforms our needs, for example by reinforcing the visualization of different data and the action on several interfaces simultaneously. In these cases, the dual screen is essential. There are many examples of how design can support needs, they are not limited to work and must also integrate the dimensions of inclusion and taking into account differences.



PSYCHOLOGICAL **COMFORT**

The fact that presence in the office is no longer the norm favors the acceptance of space sharing. The widespread use of digital tools contributes greatly to this acceptance by transforming space into a non-prime resource. Finally, the ecosystem of uses of project volumes is made convenient by tools for managing attendance, setting up meeting places and animating centers of gravity.

MANAGE THE ARRIVAL

For the user as well as for the organization, the main issue is to anticipate events, i.e. to synchronize individual events in order to maximize the collective effects. Within the framework of the project mode, various studies show the importance of spending time together in an ongoing manner at key moments of the project. This allows to create then maintain the climate of trust within the teams and thus maximize the probability of inspiring communications.

The volume-project proposes a hybrid work rhythm based on a temporal continuity as opposed to a beaded arrival. This is at the heart of the vocation of the self-sufficient district-buildings which are conceived as real destination places to facilitate the collective.

GENERATE APPOINTMENTS

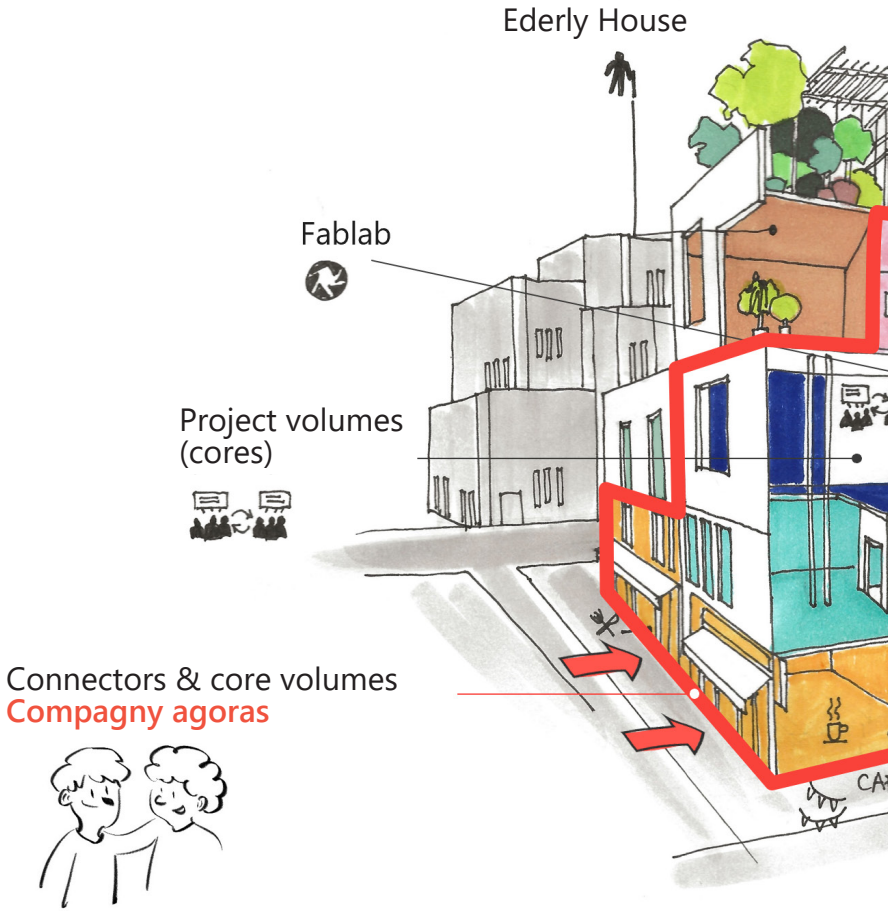
The project-volumes are designed as rendez-vous places. Their spaces are reallocated to the different collectives over time.

The spaces are of variable size and are in the hands of the employee, the project manager or the operational manager. The continuous arrival reinforces the need for places allowing free and evolving uses. Continuous attendance is not exclusive and coexists with free attendance, especially in proximity district-buildings. In the latter case, it is possible to meet in the shared spaces of the district-buildings. Finally, spaces dedicated to common activities (e.g. collective kitchen) are proposed and animated to stimulate the groups.

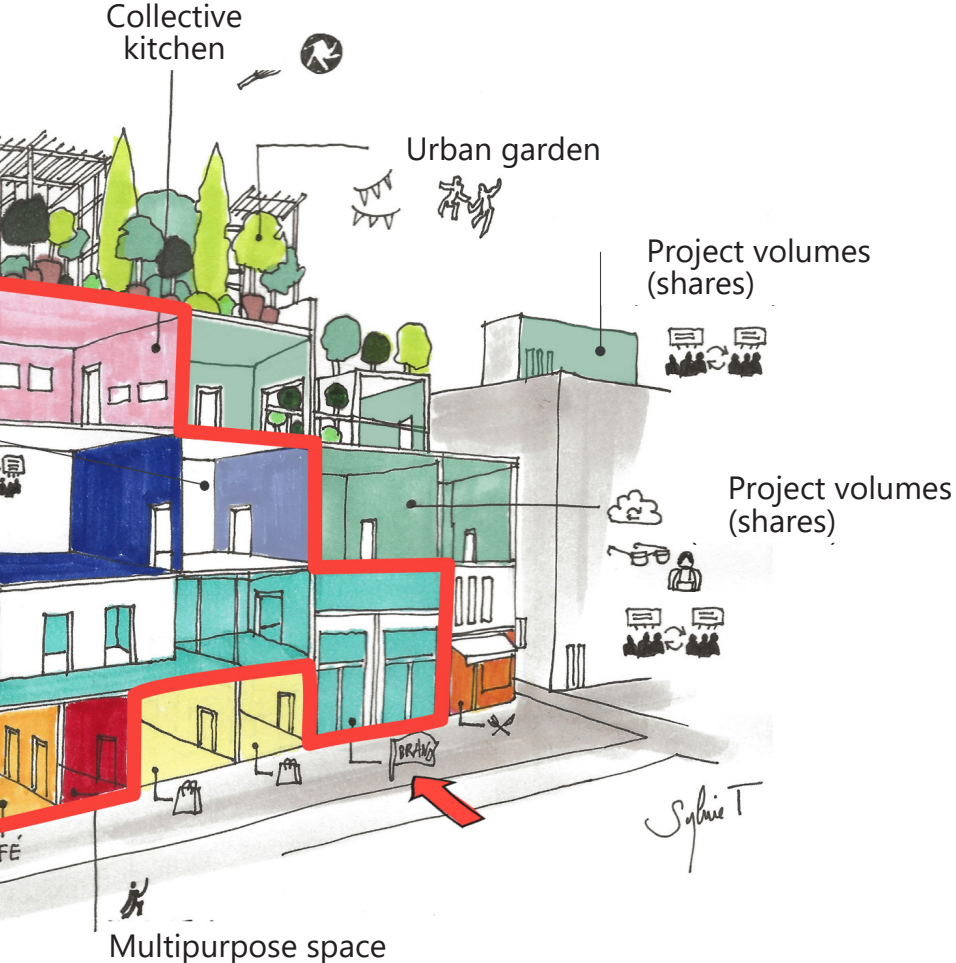
TO MAKE CENTERS OF GRAVITY LIVE

The district-buildings are composed of connected or connected volumes (depending on their relationship to the ecosystem), which are either core volumes or shared volumes (depending on their relationship to the company). The combination of these volumes forms a network marked by centers of gravity that function as points of attraction. The aim is to help users to open and maintain their extended network. The event-driven nature of these spaces reinforces their attractiveness and their impact on inspirational communications.

THE DISTRICT-BUILDING, A ECOSYSTEM OF VOLUMES



IMMEUBLE QUARTIER DANS LE TISSU DENSE



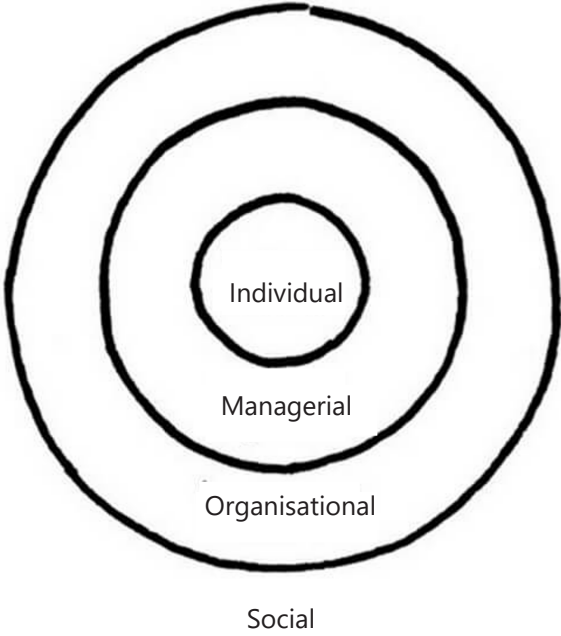




CONCLUSION

ATTRACTIVITY BASED WORKING

*Reconciling
a variety of views*



Propose individual and collective imaginations

The utopian approach projects into possible futures. The proposals are not intended to be realized but rather to inspire future achievements.

The different concepts proposed call for a redefinition of the tertiary building by giving it a new relationship to its environment, a new form and especially new values.

1

Utopia: work and business as a political project

Utopia aims to respond to a societal project of which work is a dimension. The search for meaning through work, as well as the growth in the number of freelancers, reveal new expectations with regard to professional activity. In this utopia, the time given to work changes according to the period of life. However, in all cases, it is to « make society » through work.

2

3

Reconciling points of view: the work environment by attractiveness

Making society is an ambitious project that requires reconciling different positions that were previously opposed. The individuals are part of by tribes, which are business

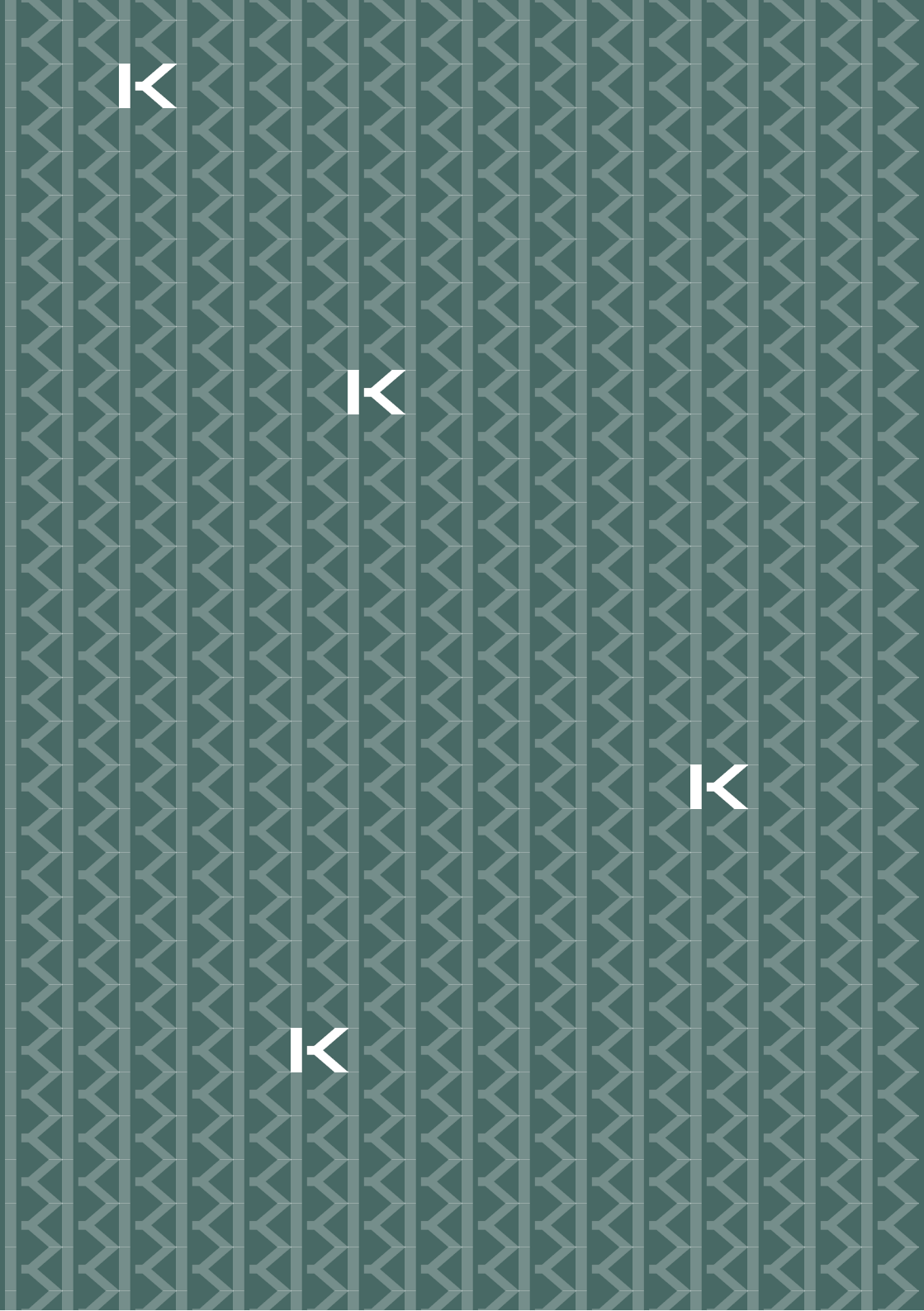
objectives and society impacts driven.

The proposal is to achieve this reconciliation through use. To make people want to do things together is at the heart of the environment by attractiveness project.

4

Rethinking the role of the work environment: from a collection of individuals to a work collective

Working together to create a society. This is the great project of the environment by attractiveness. In this context, the vocation of the workplace is changing. It is no longer a question of designing places for a targeted population but for tribes that evolve and reconfigure over time. It is no longer a question of grouping people together on the same site according to a hierarchical affiliation, but of people involved in the same projects.





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