

Planning Your Next Investment

How landlords and property teams can identify opportunities for the workplace that drive business success.



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Chapter 1

Introduction



Investing with a Purpose

The experiences that your property or portfolio offer hold more weight than ever before, especially when they come to the workplace.

Between the COVID-19 pandemic and its consequential happenings (i.e. lower building occupancy rates, changes in the way people work, and the Great Resignation putting employee demands front and center), landlords have a lot to consider when it comes to managing their properties.

First and foremost, they need to look at the trends — particularly those impacting tenant companies leasing space in their buildings. According to HqO's *State of Workplace Experience in 2022* report, 68% of employers have redesigned their workspaces to support modern employee needs, while 28% plan to implement redesigned spaces in the next two years. Similarly, 86% of employers have already implemented a flexible/hybrid working model since the beginning of the pandemic, and 14% plan to implement hybrid in the next two years.

This data reveals that traditional work environments are not enough to support modern employee needs. In fact, 92% of landlords agree that **employees will expect more from the buildings they work in** moving forward.

So, exactly what do employees expect? And furthermore, how can landlords keep tenants engaged with their buildings when the vast majority of the workforce has already adopted hybrid work models?

As a recent New York Post <u>article</u> states: it's all about product, not price.

"[...] Some firms are forking over upwards of \$100, \$200, and even \$300 per foot to get perched at the priciest properties.

That's because tenants are 'picky' and spending on quality spaces even if they are smaller than prior offices. 'It would have been 20,000 square feet before, and now it's 10,000 or 12,000 square feet,' said Peter Braus, Managing Principal of Lee & Associates NYC. 'They spend the same, but the quality level is higher and the dollars per foot are higher.'"

In this guide, we explore how to add such quality to your properties. We also walk you through how you can feel confident that you're making the right workplace investments — whether you're just getting started, or have already begun to enhance your tenant strategies. Additionally, we discuss the key workplace areas landlords are currently investing in, where they plan to invest next, and how workplace experience technology can support any short- and long-term business strategy.

Let's begin.



Chapter 2

Modern Economic Offerings



Thriving in an Experience Economy

We can't talk about adding quality to workplace properties without defining what "quality" means. And, in today's economy, quality is all about how you make people feel. Said in another way, quality is all about *experiences*.

Internationally-acclaimed authors B. Joseph Pine II and James H. Gilmore define and explore what they've dubbed an "experience economy" in their best-selling book, *The Experience Economy: Competing for Customer Time, Attention, and Money.* An experience economy,

they explain, is an economy in which companies sell memorable experiences to customers instead of just a product. This business strategy is the secret behind keeping products and services competitive with modern consumers.

However, it's important to note that we didn't always live in an experience economy. This new-age era follows the natural trajectory of economic offerings over time, which can be broken down into the following four stages:

- » Commodities: Commodities encapsulate the natural materials (such as animals, minerals, and plants) that cannot be differentiated, and thus can be sold in bulk based on supply and demand.
- » Goods: Goods occur when commodities are used to create distinctive, tangible products that can then be sold based on a predetermined value.
- » Services: Services go beyond a physical, tangible product. Instead, they provide activities that are personalized to the consumer, which are often valued higher than the goods required to receive them.
- » Experiences: Experiences create the newest, and perhaps the most meaningful, economic offerings. These occur when a business uses both services and goods to engage an individual in a memorable way over time.

When executed correctly, the progression of these stages can make the difference between a business that succeeds and one that doesn't. At HqO's *EXPERIENCE 2021* event, Joseph Pine broke down this concept during a highly anticipated keynote presentation. The example he used? Everyone's favorite cup of coffee.

Generally speaking, Pine explained, the cost of harvesting coffee beans (i.e. the **commodities** in this equation) is about 1 or 2 cents per cup. When manufacturers take these beans and make them easily digestible to the consumer by grinding them, packaging them, and selling them, they become a **good** that can be sold in grocery stores at a higher price than the raw product. However, if that same coffee is sold at a fast-service diner where staff serves it already prepared to the consumer, it's worth a few more dollars per cup. This converts the good into a **service**.

Now, when does coffee become an **experience**? Well, Pine continued, just take a look at large coffee chains like Starbucks. Starbucks takes their offering a step beyond service, by serving their coffee in a way that is extremely customizable to the consumer and emulates a high-quality restaurant or cafe. Such distinct experiences — like order ahead capabilities for faster service, nice seating with charging stations to allow people to sit down and be productive when needed, and friendly staff that knows you by your name and can customize your order however you desire — allow them to increase the value of their product and charge a much higher price. This is why most Starbucks customers willingly pay more for their coffee over competitors, because they enjoy how the company makes them *feel*.

This is exactly what landlords and property teams need to accomplish in the workplace: in today's experience economy, the place where people work (the product) needs to evoke a positive, emotional response from tenants and employees (the consumers). This connection is the key behind increasing tenant satisfaction and engagement with the physical workplace — which will, in turn, differentiate your property and increase building occupancy.





Experience Platforms: The Next Stage

"We've been working very closely with our architects, our contractors, and HqO to develop our tenant experience app that fully articulates everything we want tenants to understand about this unique property [...] I want people walking into their office excited and energized. I want music playing different music genres throughout the day for different moods. I want programming. I want to ensure that building staff is visible, engaging with tenants, and creating a genuine community. The workplace should be a positive experience."

Pat Rippe, Managing Director of Portfolio Optimization at Pennybacker Capital

Pine's <u>latest research</u> adds yet another layer to the stages of economic offerings: experience platforms.

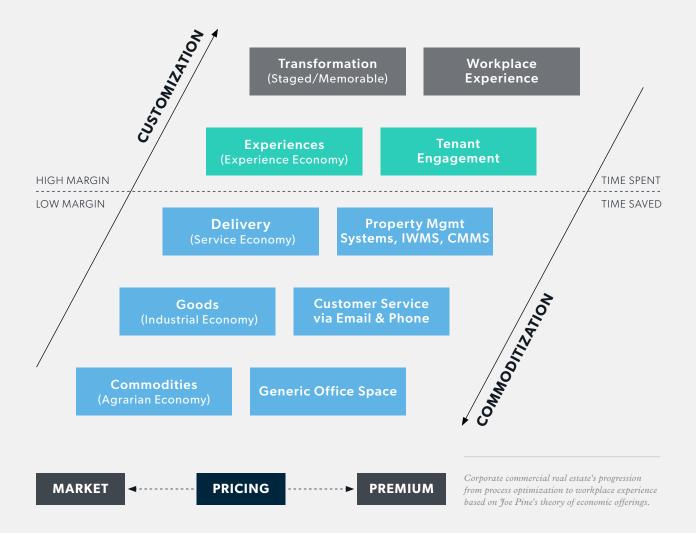
"Platforms — places where buyers and sellers come together to exchange money for offerings — are not a new phenomenon, and have long existed in the physical world," Pine wrote in HqO's recent State of Workplace Experience in 2022 report. "Think of farmers' markets (for commodities), shopping centers (for goods), strip malls (for services), even theme parks (for experiences). Digital technology amps up the power and network effects of such transactional platforms, enabling millions and potentially billions of buyers to connect with a boundless number of sellers.

"[...] And, increasingly, digital platforms offer experiences. Think of Airbnb, which originally sold access to a sofa, a room, a house, but in 2016 created Airbnb experiences to enable those staying in Airbnb host properties to connect with local experience stagers, particularly those that made guests feel like a local in their visited locale. And of course in 2020 the platform pivoted to digital experiences, enabling Airbnb to continue garnering income while saving the businesses of many companies that would have gone under without visitors, and saving the sanity of many consumers that would not give up their experiences."

His findings about technology resonate with our own research throughout the report, after interviewing both landlords and employers around the world about their recent workplace investments. In fact, of all the tools and amenities companies are investing in, workplace experience platforms are one of the most mission-critical: 72% of employers agree or strongly agree that workplace experience and engagement tools will be a critical element of successful offices in the future.

Thus, in order to best serve and support tenants in today's landscape, landlords and property teams need to provide more tech-enabled workplace environments. This makes a lot of sense, especially since the progression of economic value for the workplace has closely mirrored Pine's theories for decades — with the commodities associated with work transforming over time into more memorable, meaningful experiences.

CRE's Progression of Economic Value





Planning for the Future

The Swig Company invests in properties in core urban markets, maximizing their worth through active management, leasing, and the structuring and implementation of complex financial transactions. The Swig Company's diversified portfolio includes approximately 9 million square feet of commercial real estate in markets such as New York, Northern California, Southern California, and Seattle. We recently sat down with Kairee Tann, Vice President of Innovation and Asset Management, to discuss recent developments at the company's 444 Castro property, as well as their take on the future of the workplace.

It's so wonderful to meet you, Kairee! Can you tell me a little bit about your background?

Sure! While in engineering school, I interned during the summers with a large national general contractor. Subsequently, I went on to work for them — as well as a local firm — on a number of complex projects throughout the San Francisco Bay Area. It was while I was working on several airport projects with both companies that I was first introduced to experiential design focused on the passenger journey. This concept of a curated guest experience, complete with well-considered amenities, is very front of mind in my current role at Swig!

How does your experience play into your current role at Swig?

When I'm working on innovation projects that involve technology, it often requires significant physical upgrades to the building. My construction management background comes in handy because I can understand what needs to take place to bring these projects to life, making it one less step towards implementing new technology.

Above: Renderings of Swig's 444 Castro property by One Workplace.

Before stepping into Swig's Innovation group in 2021, I was the in-house Construction Manager at Swig overseeing large repositioning projects at older buildings. In order to transform these mid-century buildings with aging systems into modern examples of the workplace, I had to embrace innovative design and not be deterred by the construction challenges necessary to get there.

Is there a recent example of that you can speak to?

Yes! Our most recent project is the "h3work Flexible Office" suite for our 444 Castro property, which is currently under construction. The concept has been in the works for many years, and is entirely unique to that property. We currently offer flexible workspaces within several of our buildings — this, however, will be the first standalone suite of flexible offices in the Swig portfolio.

444 Castro is a two-story annex to the main building, fully branded with our h3experiences tenant experience program. We are seeing at least one other property in Southern California exploring converting a 2-story space that has been underutilized into another flexible, branded office offering. This certainly isn't the first time Swig has thought about creating these kinds of spaces. The Swig Company has been offering alternative and flexible office spaces at their buildings for over a decade, but h3work at 444 Castro will be their most comprehensive offering to date. In some ways, 444 Castro serves as an inspiration for what's to come.



That's great! Tell me a little more about the property itself.

444 Castro is Mountain View's only high-rise, and was originally built in 1970 with an innovative construction technique of its day known as top-down construction. The tower portion of the building was literally constructed from the top floor, down to its first floor! So, the fact that we've been able to introduce a new innovative space to this property that's very modern is pretty cool. Not to mention, the project is similar to an adaptive reuse project, in the sense that we aren't just tearing something down and building something new — that would not be sustainable. Instead, we are working with what we have. Some other highlights of the property include suites that can grow or shrink via demountable partitions, thoughtful furnishings, inclusive and accessible work and collaboration spaces, a courtvard, and more. It's these curated features and amenities that will definitely attract a lot of interest from the community, as well as the tenants in the building.

Earlier you mentioned that the flex space at 444 Castro was part of Swig's tenant experience program. In your own words, what is the company's mission for the workplace?

I like to think of Swig's mission, which includes the h3experiences program, as bringing humanity back into the workplace. It is a human-centered design for workspaces that embraces how people live during their off-duty time. One of the ways in which we do this is by creating destinations like 444 Castro.

The key is flexibility, and that looks different to each office. Whether that's being able to have a conference call in a creatively designed space with other team members, or being able to use one of our wellness rooms or fitness centers in-between focused work. This makes our tenants feel at home and fosters creativity, wellness, and community while in the workplace. This is also why we are partnering with HqO on our building events; it helps create a sense of belonging and allows people to network and participate in their larger community. It's all about cultivating that sense of community and connecting with each other in a more meaningful way!

Left: Renderings of Swig's 444 Castro property by One Workplace.



How do you choose the events you run? Do you have a favorite?

The great thing is that our properties decide which events are going to be the most meaningful for the tenant base there. It really varies, but in general I've gotten the most positive feedback from virtual events through the h3experiences app — which is powered by HqO — especially during the last few years where people weren't able to connect. Now that people have started to come back into the office, we've hosted in-person events such as a bake sale benefiting a local program for at-risk high school students. We also recently held an in-person ice cream social that included a week-long round of trivia and prizes. Both virtual and in-person events really end up being a success, because we are able to build excitement through the app leading up to the event. The overall feedback is that people want to do more of that, and they're looking forward to being able to get out of their offices and interact with other tenants.

What other types of investments is Swig making, besides flex space and events, for its tenants and properties?

Another thing we're investing in — and we're nearing completion on — is the construction of the h3experiences-branded Wellness Center at our headquarters office. We've converted a basement space that was previously used as storage and back-of-house space into shower-locker rooms, a wellness room, and expanded capacity bike rooms. Once the space launches, we'll have a month-long grand opening event to invite tenants to learn about and use the spaces.

We're also further investing in technology and working with HqO. We're integrating our app with our card reader access providers, to allow tenants to use their phones as mobile access to our parking garages, wellness spaces, and flex spaces at 444 Castro. In the near future, I see mobile access being rolled out to the larger portfolio as the desire for more seamless access grows. We plan to continue working with our technology partners to stay at the forefront of what's happening with the future of work. We really want to get ahead of what the next thing is going to be, and how we might be able to pilot certain features for our properties.

Above: Renderings of Swig's 444 Castro property by One Workplace.

What do you anticipate some of those trends might be?

That's a great question, and I think that is a question that a lot of real estate owners and operators are asking. I really think the trend is developing relationships with strong technology partners to try to foresee those trends and be an early adopter. It is these relationships which will help you determine if the trend is here for the long-term, and if it's something that can actually impact your bottom line.

I agree! Strong partnerships go a long way in informing future investments. To wrap things up, what do you think the future of the workplace will look like?

I think the future of work will continue to prioritize flexible office offerings. I do believe that in the long run you'll see some offerings start to include mixed reality-type workspaces. It sounds futuristic, but it's something to seriously consider. Mixed-reality work rooms allow office teams to connect with those working remotely in a far more creative and seamless way. The tools we have and use now, like Zoom, don't always provide the best user experience. So those technologies will likely evolve to include mixed-reality as well. In the short-term I think mixed-reality will impact the design process — helping companies to avoid pitfalls when it comes to planning flexible workplaces and even traditional ones, that designing in 3D can no longer provide.

One of the things I'm really proud of working at Swig is that although we're a smaller company, we've had the foresight to adopt new technologies like our workplace experience app for tenants early on. We've kept pace with the larger companies in our space, and I think it really is crucial in supporting modern tenants as it helps set us apart. We're always looking ahead, and that's what everyone needs to do when planning for the future.

To learn more about The Swig Company, visit them at https://www.swigco.com/.



Chapter 3

Where to Invest Next?



Investing in 2022

"Our team is deeply committed to transparent communication and continued engagement with our tenants. Through our partnership with HqO, we have enhanced these efforts and can now reach a broader audience within our buildings. It has been exciting to see how receptive our tenants have been to the technology and we look forward to launching new integrations that will support our flexible leasing offering in the coming months."

Megan Calabrese, Director of Property Management at Foxrock Properties.

To fully achieve transformation through memorable workplace experiences, landlords and property teams are already making investments that bring both fun and utility to the workplace. These investments, regardless of category or scale, are being powered through workplace experience platforms like HqO.

In regards to the "fun" side of the workplace, our <u>2022</u> <u>Tenant Engagement Report</u> — in which we polled our customers about their property plans for this year — revealed that 82% of property teams plan to host on-site events to increase tenant engagement. The breakdown is as follows:

- » 29% plan to host between 6-11 on-site events at their properties
- » 27% plan to host 12 or more on-site events at their properties
- » 21% plan to host between 3-5 on-site events at their properties
- » 23% plan to host at least one on-site event at their properties

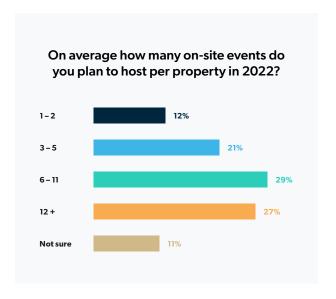
Furthermore, they also indicated a focus on building amenities. When asked which were most valuable to their tenants, 32% cited that the most important feature is collaboration and events space, and 27% cited that the most important feature is on-site fitness or activity centers.

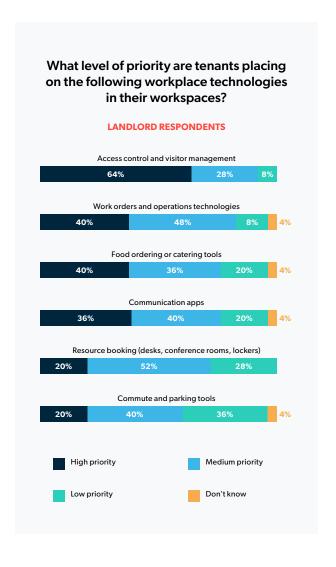
To support the "utility" side of the workplace, we can turn back to our *State of Workplace Experience in 2022* report. Many landlords revealed an increased interest in flexible space configurations to support hybrid workers, as well as touchless technologies for the workplace that would increase productivity and efficiency among tenants and employees:

- » 52% are offering flexible workspace configurations such as hot desking, co-working, or activities-based workspaces, and 32% plan to implement in the future
- » 64% say it is a high priority for their tenants to have access control and visitor management technologies
- » 40% say it is a high priority to invest in work orders and operations technologies
- » 40% say it is a high priority to invest in food ordering or catering tools

Not surprisingly, these sentiments have led to 64% of landlords increasing their investments in access control and visitor management technologies, and 44% increasing their investments in work orders/operations technologies.

Now, let's say you have already invested in these features for your workplace properties. Where do you invest next?





Investing in the Future

The data we've collected over the past year has brought many insights to our industry, including how landlords and tenants are aligned with modern workplace needs — and how they're not.

For landlords and property teams who have already made many (or all) of the investments mentioned in the previous chapter, there are still plenty of opportunities for improvement. By looking at what employers and employees are demanding, we can improve upon other important aspects of workplace experience.

For example, our *State of Workplace Experience in* 2022 report also reveals where tenant companies are placing their money, and how these strategies stack up with their landlord's priorities.

- » 76% of employers have already invested in room and desk reservation tools
- » 74% have already invested in employee feedback and support tools

Additionally, 44% plan to invest further into room and desk reservation tools, and 34% plan to invest further into location services such as wayfinding and occupancy details.

These details point out a slight disparity between landlord and tenant plans: landlords are investing in technologies like mobile access, food ordering, and work orders to make things touchless, whereas tenants are investing in workplace engagement tools, room booking tools, and employee feedback tools that can create more flexible and engaging environments. Thus, it comes as no surprise that employers are also placing emphasis on dedicated workplace experience tools to further engagement among hybrid teams: 68% of employers believe that investing in dedicated employee and workplace experience tools is very significant or significant to attract and retain talent.





Not only does this indicate that landlords should be investing more in these tools to help tenants and their employees, but it also reveals another opportunity for landlords: the need for increased communications with tenants.

It's natural for there to be misalignment between a building's owners and its end-users, as they are trying to achieve different goals for their businesses. However, it can also be attributed to a lack of data collection and tenant feedback in the workplace. This is supported by the following statistics:

- **»** 44% of landlords don't directly email tenants at all
- » 48% of landlords email tenant point-of-contacts occasionally
- » 44% of landlords use physical signage on a monthly basis to communicate with tenants
- » 40% use a building mobile application to communicate occasionally with tenants

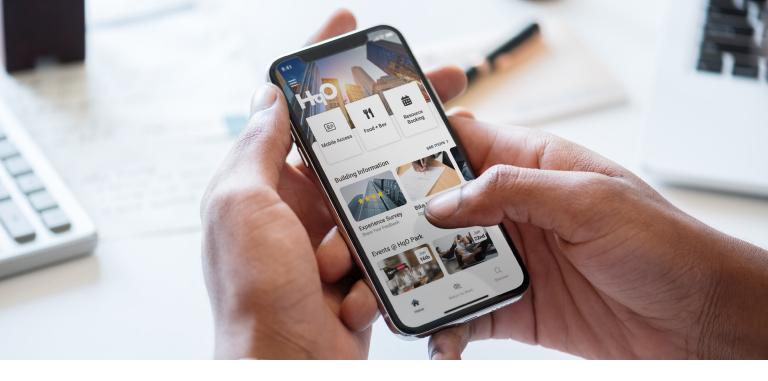
In addition, only 44% of landlords currently offer dedicated staff to manage tenant engagement, and only 48% plan to implement this staff in the future — meaning that without more consistent communications or dedicated staff to manage tenant experience in the workplace, many landlords are making investments for their properties based on guesswork or assumption.

Fortunately, workplace experience technologies can combine all of these features and more into a single, easy-to-use platform. In the next chapter, we dive into the benefits of a true "remote control" for your property.

Left: By communicating more with tenants, landlords and property teams can address their evolving needs in the workplace.

Chapter 4

Streamlining Solutions



A Single Pane of Glass

"Brindleyplace is constantly evolving to benefit all of the businesses and employees who work here. Our Brindley Life app has already been enthusiastically received by customers across the estate, and represents a natural progression in terms of delivering improved accessibility and convenience. The app allows people to enjoy everything we have to offer and to access it right from the palm of their hand."

Matt Long, Head of Customer Engagement and Placemaking at Brindleyplace

Perhaps the most logical investment a landlord can make is in an end-to-end workplace experience platform — one that can provide solutions for immediate needs while also being built to provide for future needs. And, better yet, the right platform will be branded to your company, remain agile as your plans evolve, be scalable to reach as many people as possible, and come with the right support and services to guarantee success beyond the initial implementation phase.

In general, workplace experience platforms are the most comprehensive when they include four main features: a tenant app, workplace modules, a platform that integrates with the systems you already have, and additional services. Below, we cover each of these components in more detail.

The Tenant App

With the right tenant app, you can give your tenants a branded "remote control" to access both physical and digital resources. Your app should enable you to create content and programming by taking advantage of pre-built tenant engagement programs that are consistently updated; improve communication with push notifications and building community forums; and empower tenants to serve themselves through visitor management, resource booking, and self-service work order submissions for authorized users. You'll work smarter too, by managing more of the workplace experience through a single administration console and accessing meaningful workplace analytics.

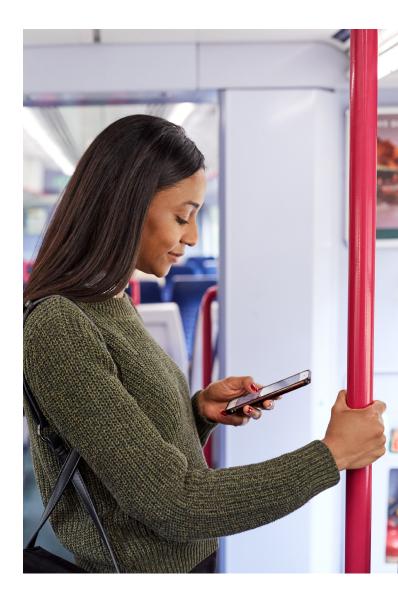
Workplace Modules

To get the most out of your app, your tenants should also be able to benefit from built-in and integrated workplace modules that are available through a mobile or web interface. The following are some examples of this:

- **» Accessibility:** Meet accessibility needs with on-demand information about ramps, elevators, and service access information for each property in a branded app.
- **» Entertainment and Education:** Find ways to improve the day in the life of a tenant with unique entertainment options including classes, events, sports tickets, tasting events, and more.
- » Food and Beverage: Make it easier for tenants to order meals from on-site and local restaurants with app-based order-ahead features for food and beverage, simple pay solutions, detailed neighborhood restaurant guides, and easy food delivery.
- » Resource Booking: Empower tenants to book conference rooms and other amenity spaces, pay fees, and arrange for food delivery.
- » Mobility and Commuter: Eliminate commuter frustrations with public transit updates, shuttle tracking integrations, parking solutions, and bike rentals.
- » Access Control and Visitor Management: Offer tenants peace of mind by putting secure access control, visitor management, safety and security incident communications, and updated building news directly in their hands.
- » Environmental, Social, and Governance (ESG): Support sustainability efforts with centralized LEED certification information, details about wellness events and community events, and coordinated participation in corporate social responsibility and volunteer events.

- » Wellness: Boost tenant productivity and health with wellness solutions such as fitness classes, mindfulness sessions, fitness facility details, and neighborhood fitness discounts and memberships.
- » Convenience Services: Streamline your tenants' busy schedules by offering on-demand conveniences such as dry cleaning, electric vehicle charging, mailboxes, and lockers.

At the end of the day, your tenant app should be able to bring these capabilities together into a single location to make it easy for them to get their jobs done — no matter where they are.



An End-to-End Platform

Both your app and modules should be an extension of a comprehensive workplace experience platform, which should include a few features of its own:

- » Administration: Empower property teams and workplace experience managers to easily manage different workplace initiatives from a single admin console with no coding required. Enhance tenant engagement with targeted content, event programming, and notifications. Manage asset operations with resource reservations, work order monitoring, user management, and permissioning.
- » Analytics: Your platform should come with analytics features that collect important building, tenant behavioral, and feedback data that allows you to monitor performance, make more informed decisions, and adapt amenities and other offerings so you can better meet the needs of tenants, increase retention, and drive a higher net operating income (NOI).
- » Marketplace: Being able to leverage a technology marketplace with pre-built integrations will enable you to use the technology investments you have already made, while also discovering new best-fit options for your workplace.
- » General Platform Services: Additionally, every platform should offer security and scalability to grow with your business. For example, the HqO platform is ISO, SOC-2, GDPR, and PIPEDA compliant — meaning we take security measures seriously and will make sure that all your information



is safe.

Additional Services

You will also need a dedicated team of professionals to guide you through the deployment process and help maintain engagement with your technology after it's already live.

A technology provider that focuses on delivering rapid time-to-value through pre-built integrations, flexible integration options, and established implementation and launch processes can make these goals into a reality. Ultimately, there are five areas in which you will need ongoing support: **onboarding, customer success, customer support, experience management, and solutions architecture**:



- » Onboarding: A workplace experience platform provider should provide a team to help you through your mobile app configuration, jumpstart training, launch planning, and technology activation.
- » Customer Success: You will need a
 Customer Success Manager to provide
 proactive consultation on industry best
 practices for customer experience, strategic
 alignment to drive achievable business
 outcomes, and integration counseling
 for partner and vendor selection on an
 ongoing basis.
- » Customer Support: Having a dedicated Customer Support team provides ondemand support, answers any ongoing questions, and also manages technical support directly for employees on your behalf.
- » Experience Management: A provider that offers programming and content management, event planning support, messaging and notifications, data-driven strategies, and platform guidance will guarantee best-in-class experiences for your employees.
- » Solutions Architecture: Solutions architecture services are important to serve as a technology resource for transitioning and improving your tech stack. Your provider should own end-toend system design, technology evaluation and deployment, existing technology stack analysis, and data capture, measurement, and maintenance so you don't have to worry about it.

Having such a diverse workplace technology platform — alongside a dedicated group of engagement, workplace experience, and technology experts available to you — brings you the functionality, consultation, and white-glove service you will need as an extension of your business.



Enhanced Workplace Experiences

"The quality of the client experience in the office is more than ever central to competition on the commercial property market. Our YouFirst Bureau brand will enable us to develop the quality of our relationship with our B2B2C end clients, thanks to our mobile app, which will further enhance the services provided by our YouFirst Managers. This app, developed with our partner HqO, will establish YouFirst Bureau as part of our clients' day-to-day life through the quality of its integrated services."

Valérie Britay, Deputy CEO at Gecina Though every landlord and property team has a different starting point in terms of their workplace investments, they all share one thing in common: the need to make smarter decisions that best suit their company's and tenants' business needs.

This, not surprisingly, is no easy feat — further emphasizing the need for a workplace experience platform that can do it all, while providing the necessary data and insights to continuously bring value to your tenants and properties.

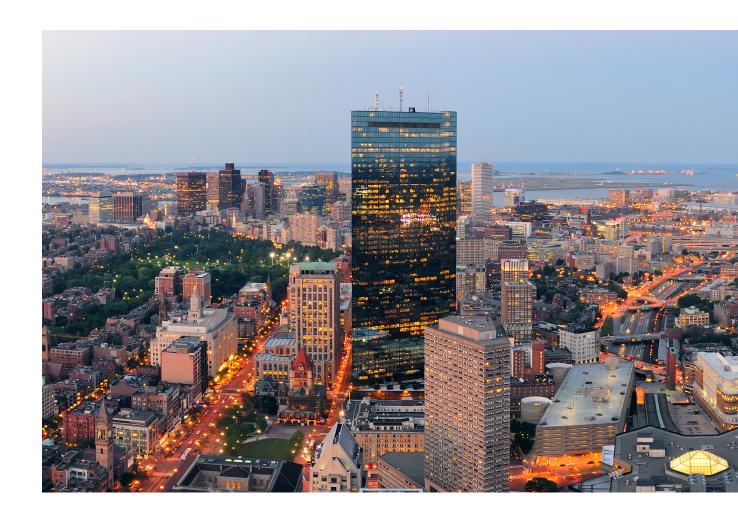
That is why so many landlords across the globe are investing in HqO's platform and services. Active in over 250 million square feet in 25 countries, landlords and clients alike rely on HqO to enhance their workplace experiences, improve tenant and employee satisfaction, and drive operational excellence.

Want to learn more about how HqO can help you make smarter investments for your properties? Schedule a demo today.

Above: Workplace properties of the future will be tech-enabled and built for better tenant and employee experiences.

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About HqO

HqO is transforming how people connect with each other and the places they work. The HqO Workplace Experience Platform makes it easy for companies and commercial property teams to create modern workplaces through world-class amenities and services that allow people to thrive and produce the best results. Active in over 250 million square feet in 25 countries, 57% of the Fortune 100 rely on HqO to enhance their workplace experiences, improve employee satisfaction, and drive operational excellence. For more information, visit https://www.hqo.com/.

