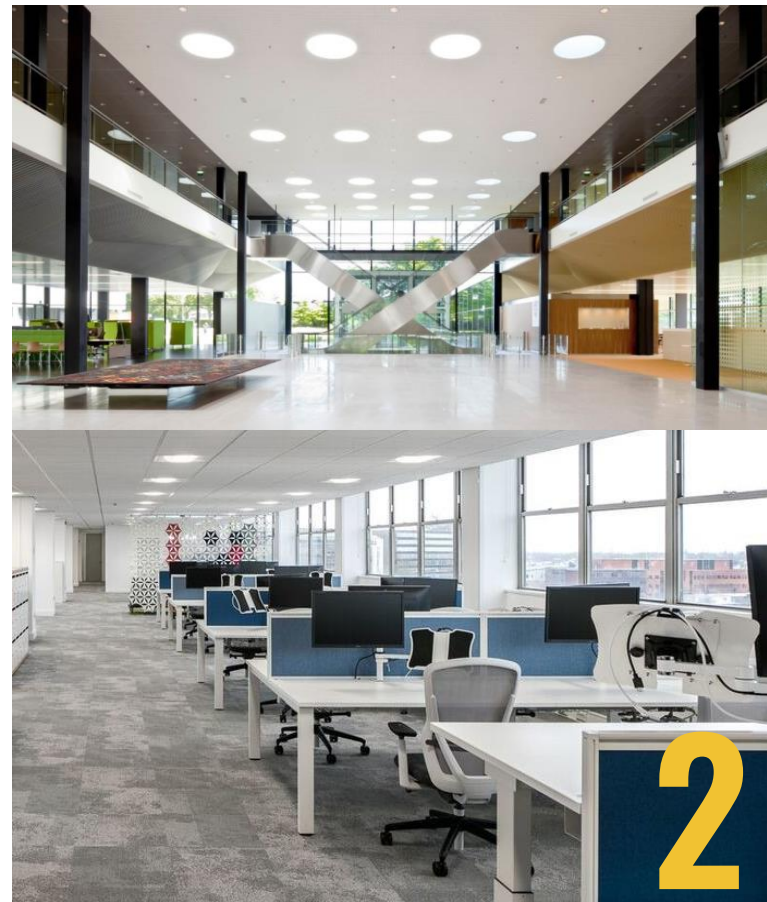
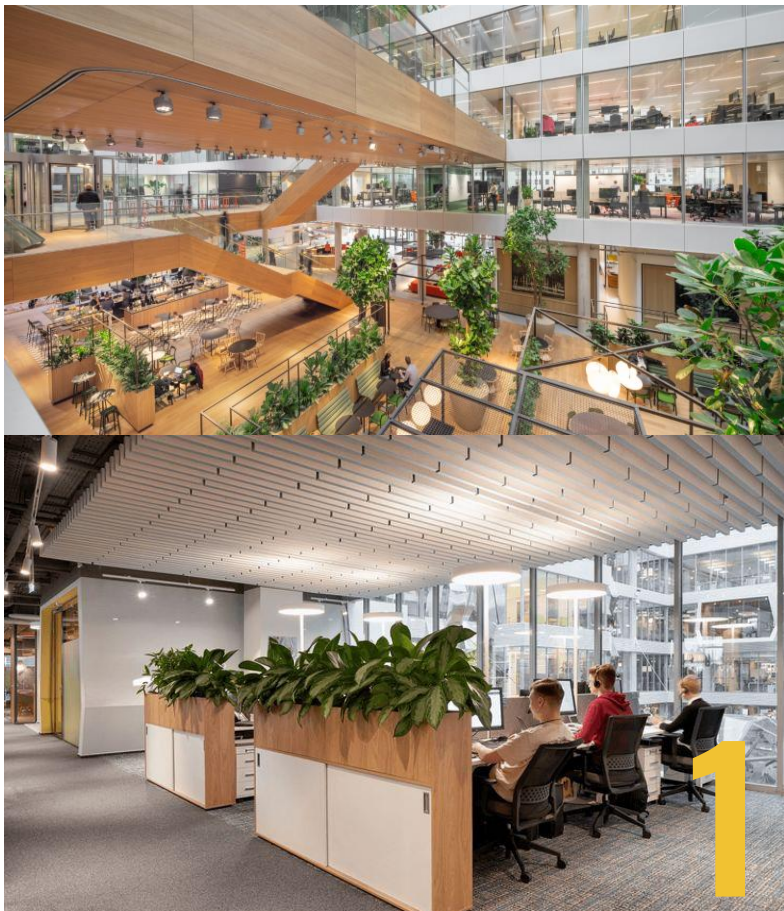


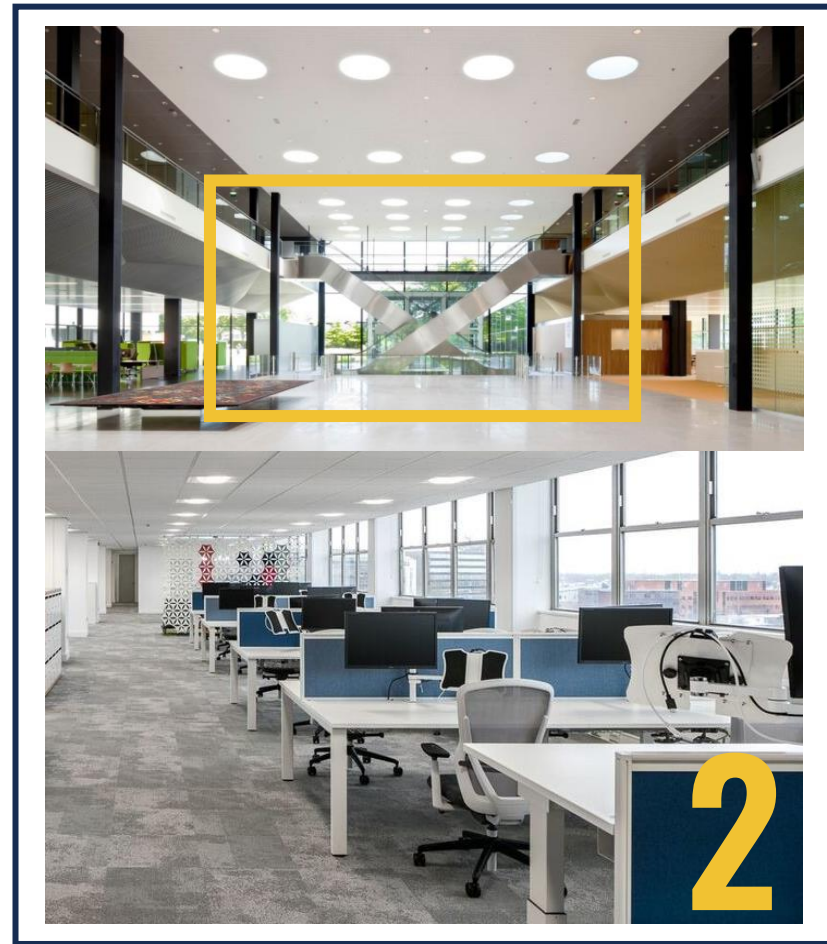
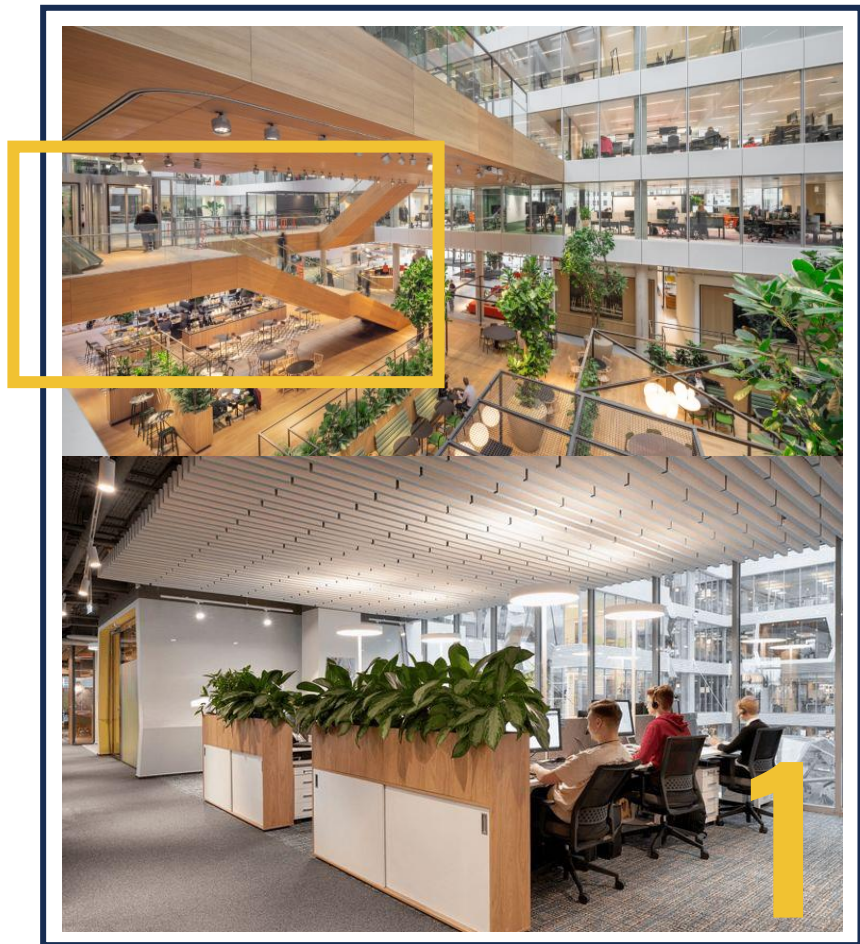
The implementation of social sustainability goals in corporate real estate

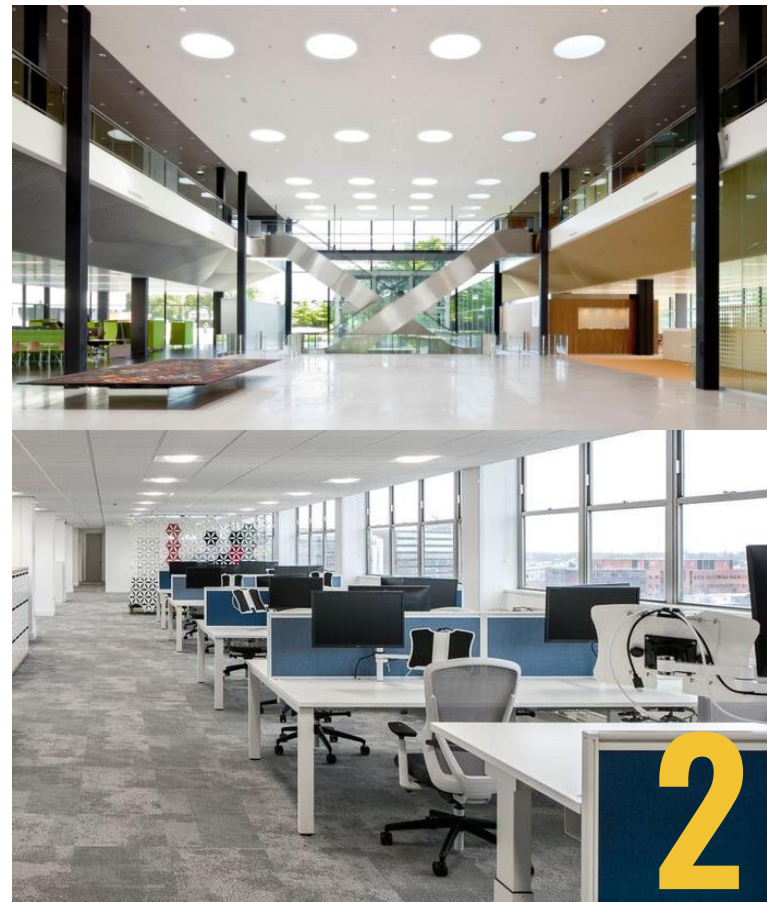
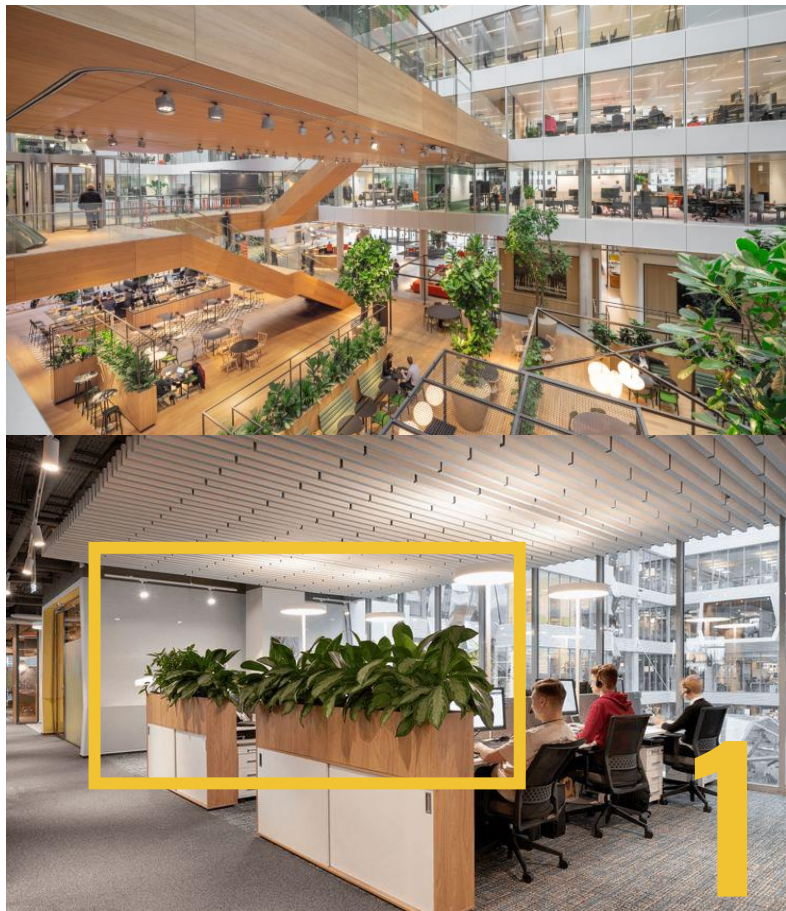
Bes Bovelanders - 4559444
P5 Presentation - Management in the Built Environment
January 16, 2025

The **implementation** of social sustainability **goals** in corporate real estate

The implementation of **social sustainability goals** in corporate real estate







Content

01 | Theory

02 | Methodology

03 | Findings

04 | Conclusion

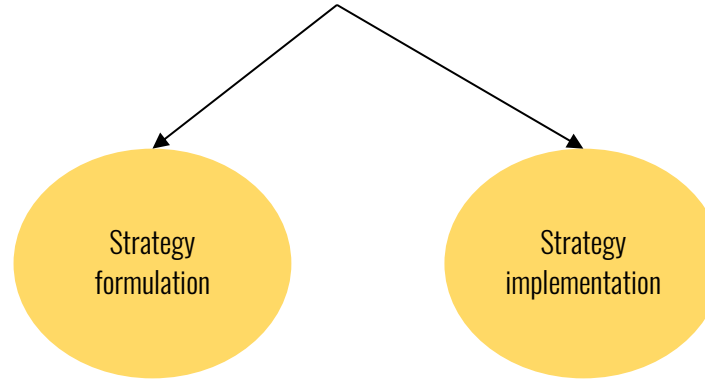
05 | Discussion

01

Theory

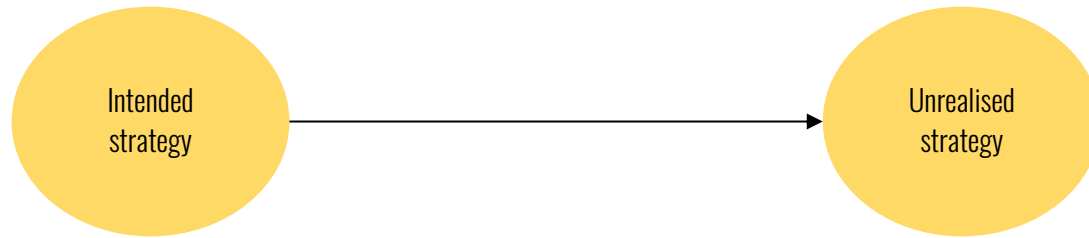
What is strategy implementation?

What is strategy implementation?

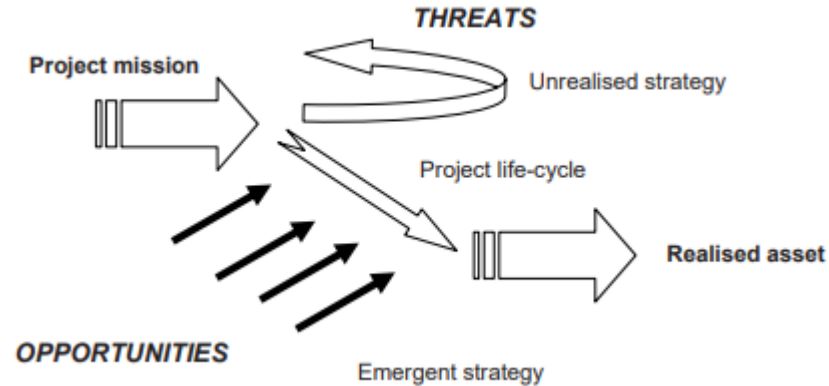


Why researching strategy implementation?

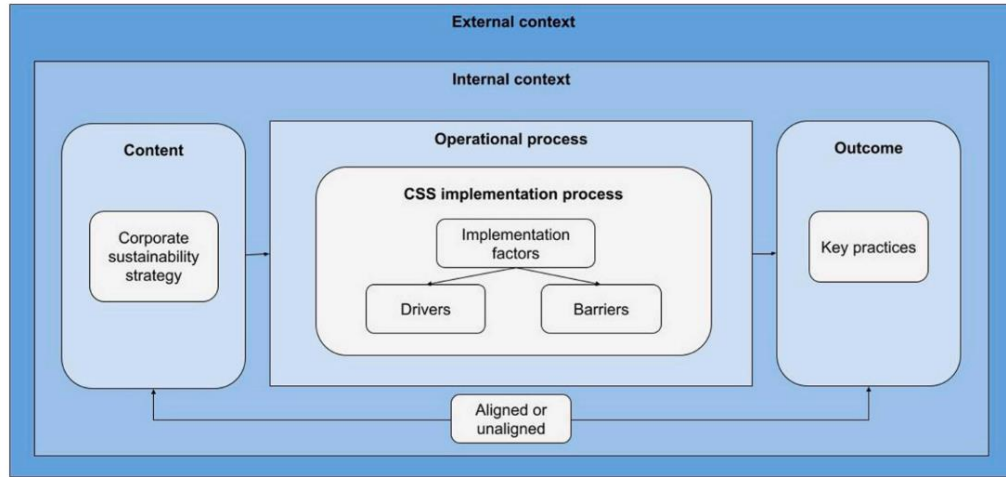
Why researching strategy implementation?



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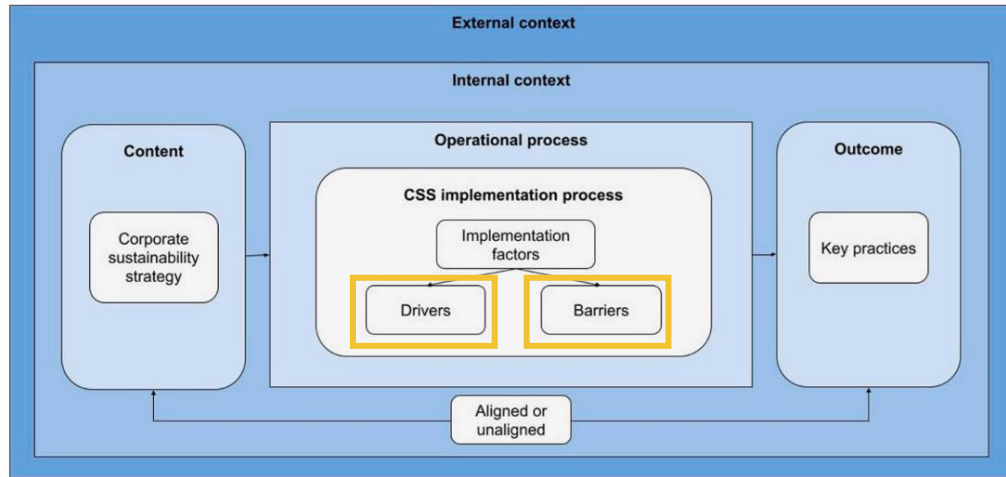


Why researching strategy implementation?



Framework for strategy implementation of corporate sustainability

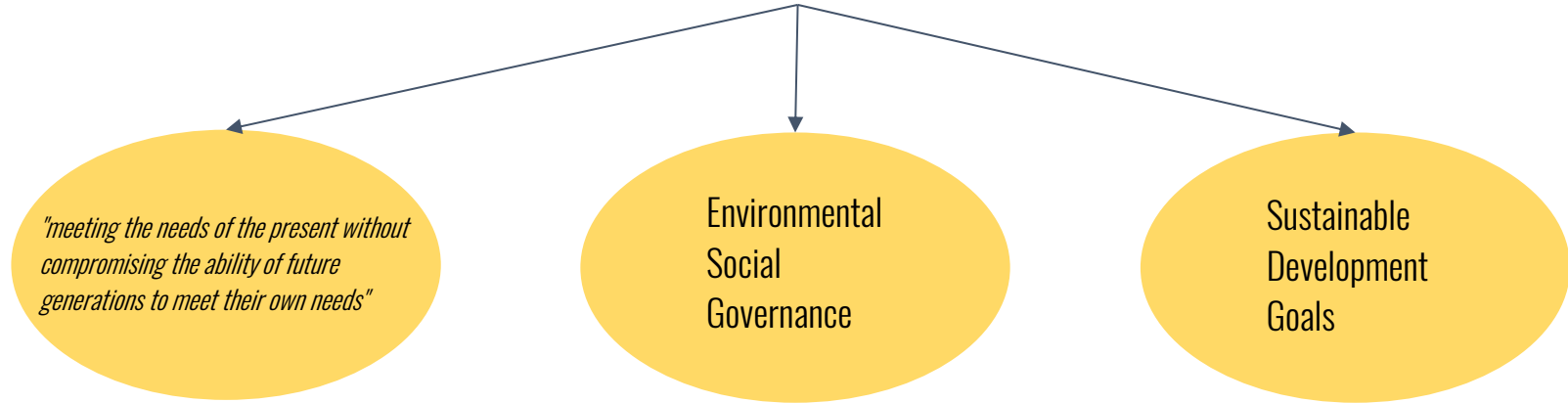
Why researching strategy implementation?



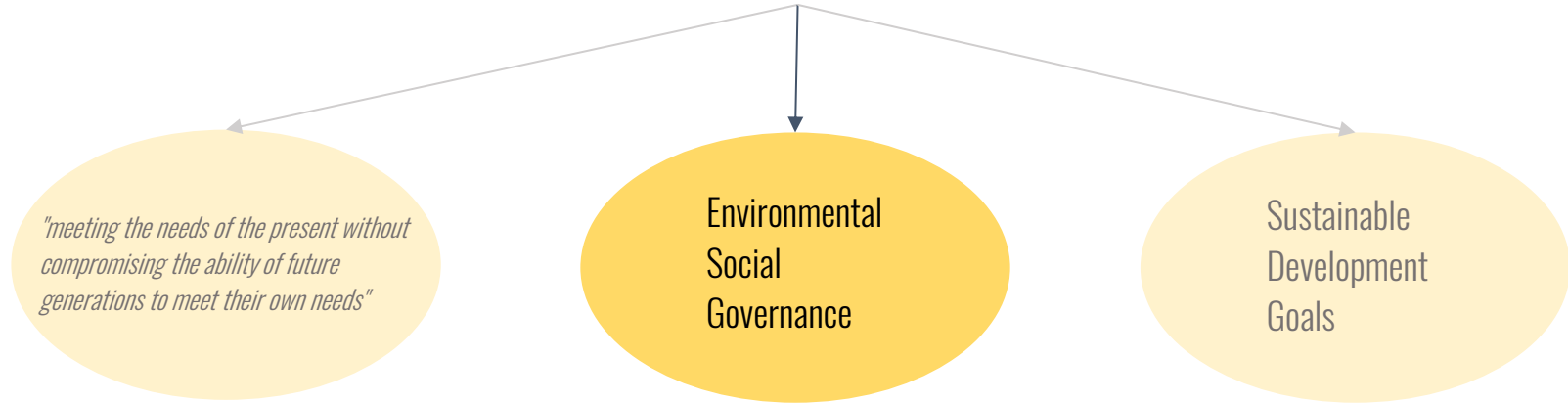
Framework for strategy implementation of corporate sustainability

What is sustainability?

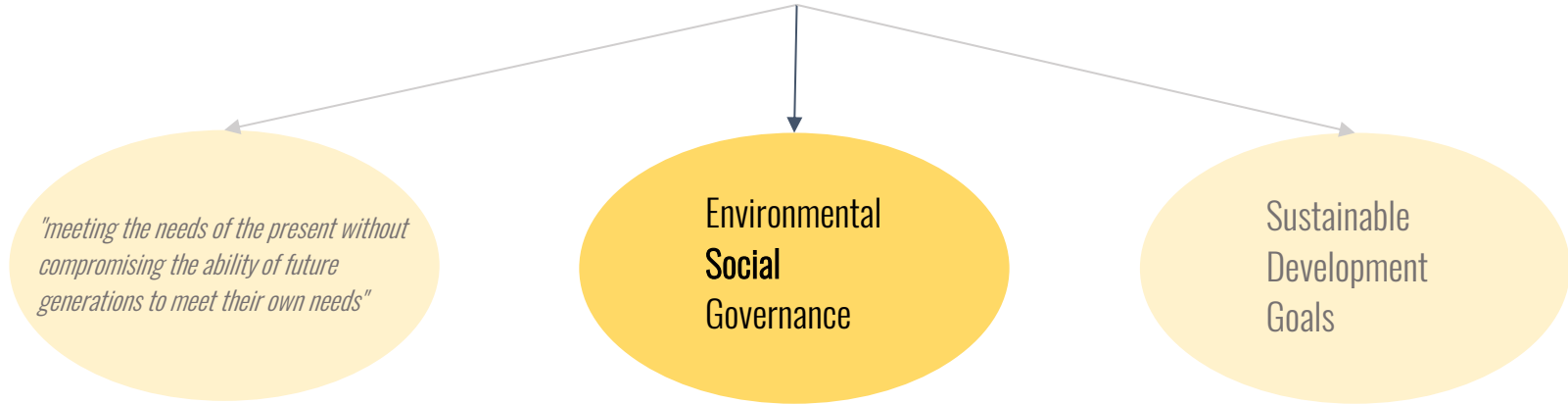
What is sustainability?



What is sustainability?



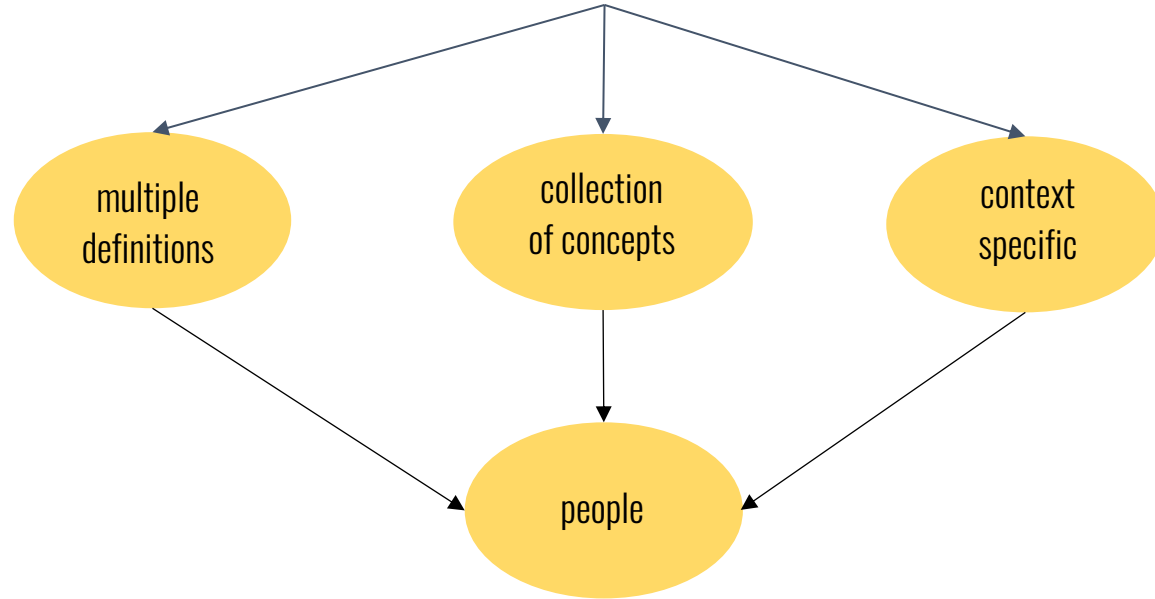
What is sustainability?

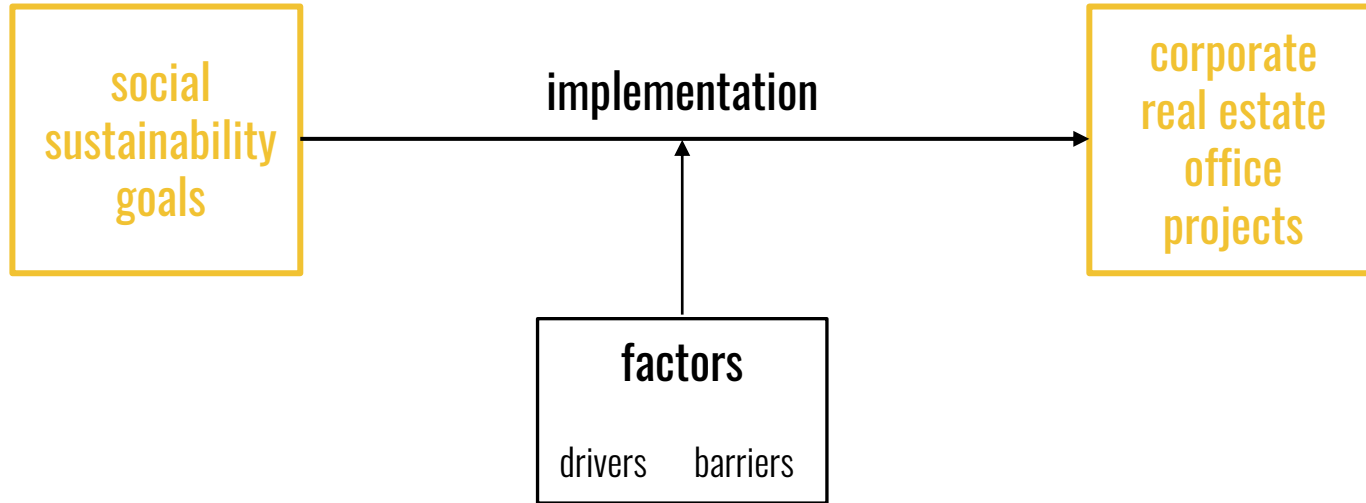


Although ESG considerations are gaining importance in real estate, the social dimension remains underrepresented

What is social sustainability?

What is social sustainability?





Research question

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

02

Methodology

Research questions

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

Desk
research

Empirical
research

Research questions

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

Desk research

- SQ1.** What are existing frameworks structures used to categorise social sustainability goals in corporate real estate?
- SQ2.** Which categories, subcategories, and indicators of social sustainability in corporate real estate are defined in literature?
- SQ3.** How do existing certification systems for social sustainability in corporate real estate align with the identified categories, sub categories and indicators?

Empirical research

- SQ4.** How do corporate real estate office projects integrate social sustainability goals throughout the different stages of the project lifecycle?
- SQ5.** What drivers and barriers influence the implementation of social sustainability goals in corporate real estate office projects?

Research questions

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

Desk research

SQL1. What are existing frameworks structures used to categorise social sustainability goals in corporate real estate?

SQL2. Which categories, subcategories, and indicators of social sustainability in corporate real estate are defined in literature?

SQL3. How do existing certification systems for social sustainability in corporate real estate align with the identified categories, sub categories and indicators?

Empirical research

SQL4. How do corporate real estate office projects integrate social sustainability goals throughout the different stages of the project lifecycle?

SQL5. What drivers and barriers influence the implementation of social sustainability goals in corporate real estate office projects?

Research design

desk research

literature
review



content
analysis



Research design

desk research

literature
review



content
analysis



empirical research

cases

1



2



3



Research design

desk research

literature
review



content
analysis



empirical research

cases

1 

2 

3 

- a corporate real estate office project, focusing on the organisation that is the occupier
- within the Dutch context
- project that is recently finished (between 2019 and 2024)
- project that is owned by a company that values and includes social sustainability goals
- the project can either be newly built or redeveloped

Research design

desk research

literature
review



content
analysis



empirical research

cases

1 

2 

3 



Booking.com



CBRE



Johnson & Johnson

Research design

desk research

literature
review



content
analysis



empirical research

cases

document
analysis

1



2



3



Research design

desk research

literature
review



content
analysis

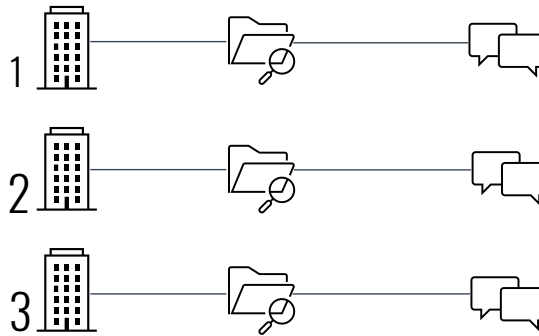


empirical research

cases

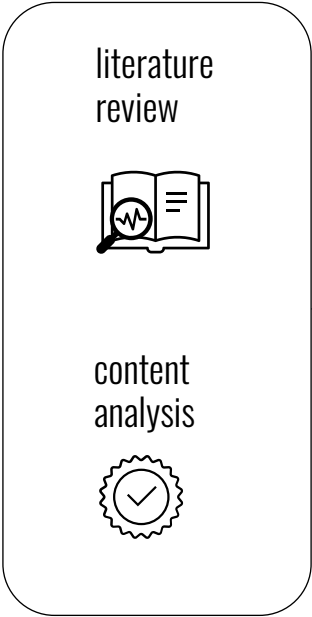
document
analysis

interviews

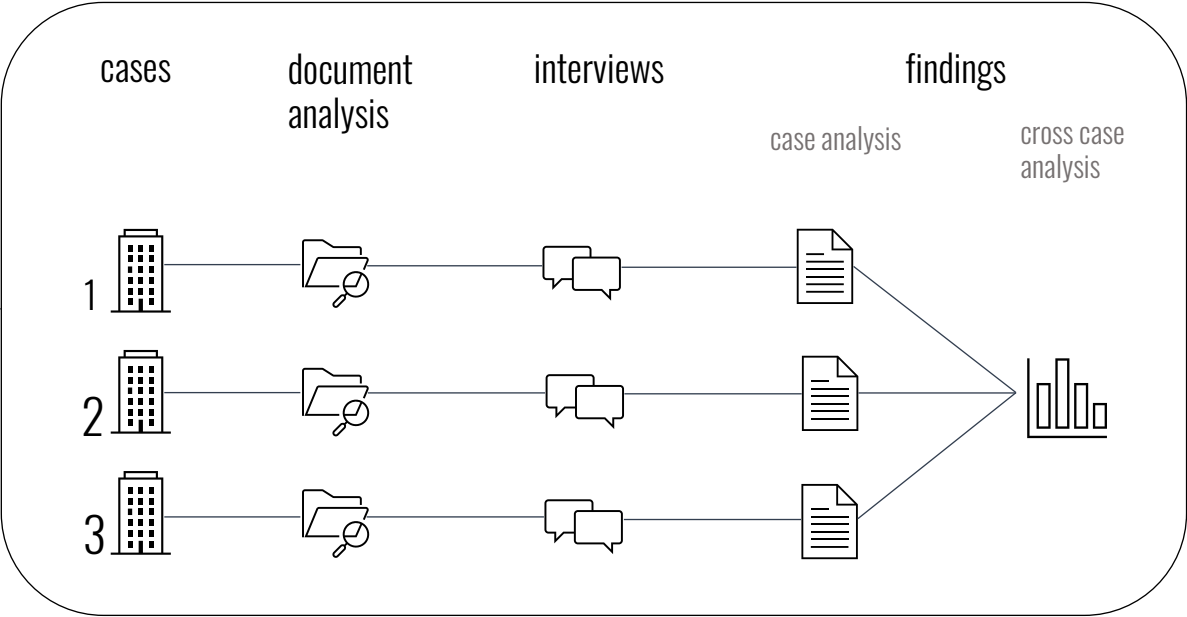


Research design

desk research

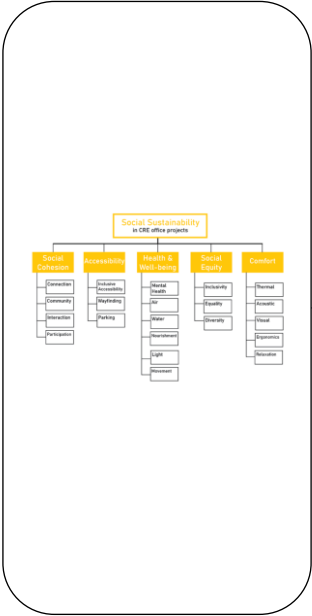


empirical research

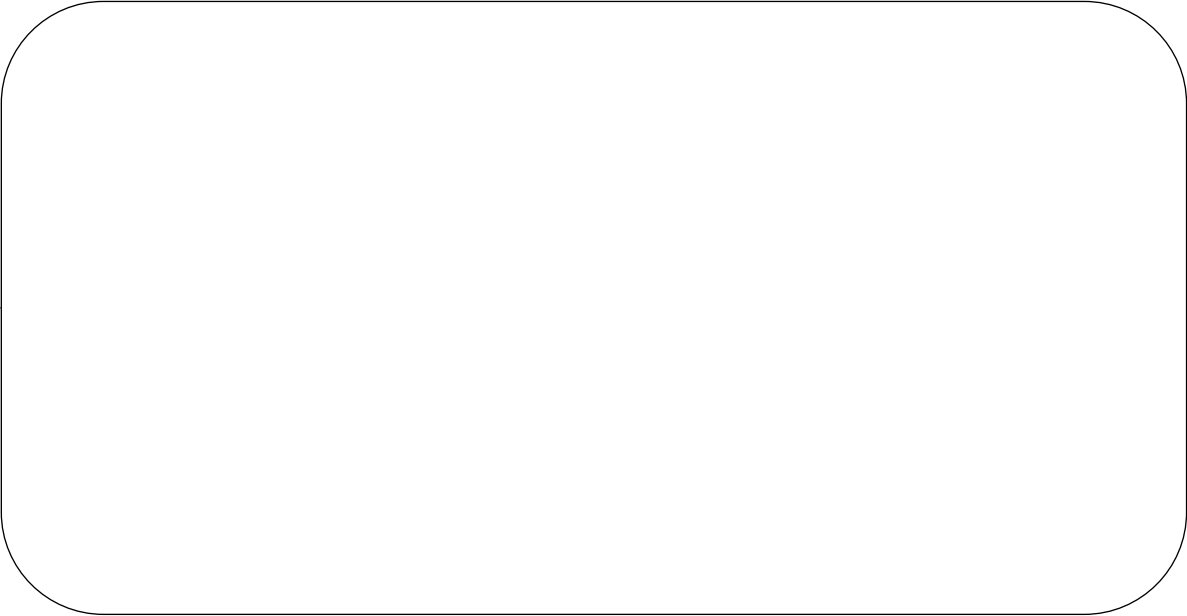


Research structure

desk research

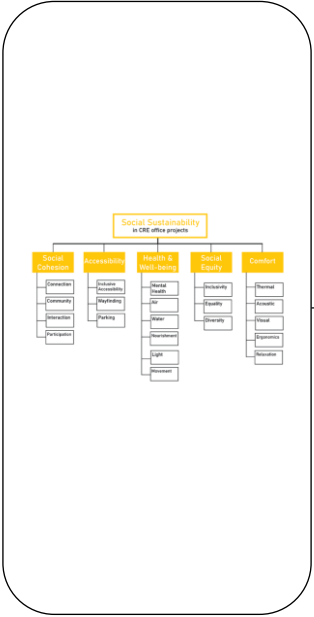


empirical research

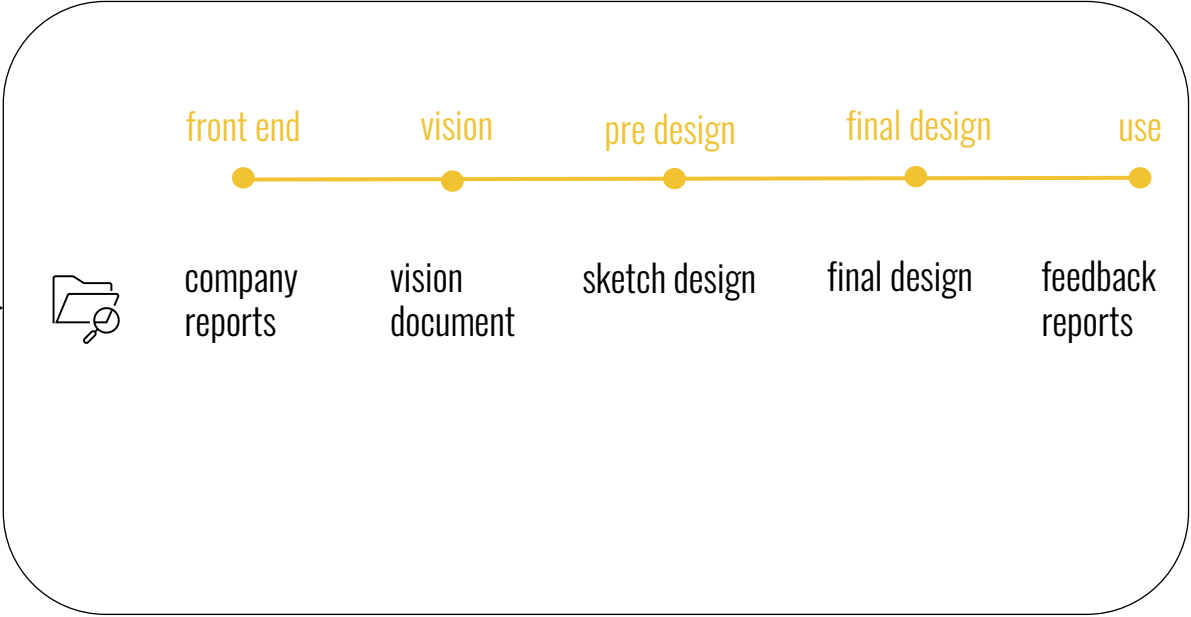


Research structure

desk research

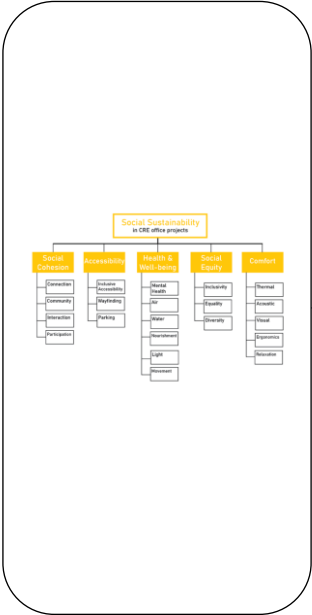


empirical research

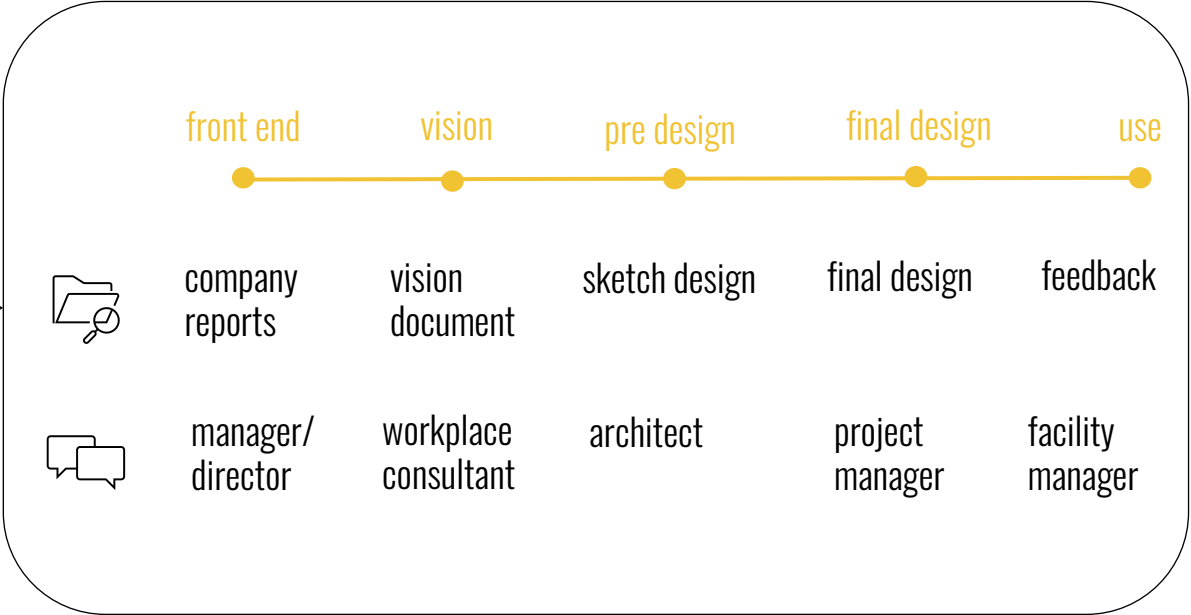


Research structure

desk research



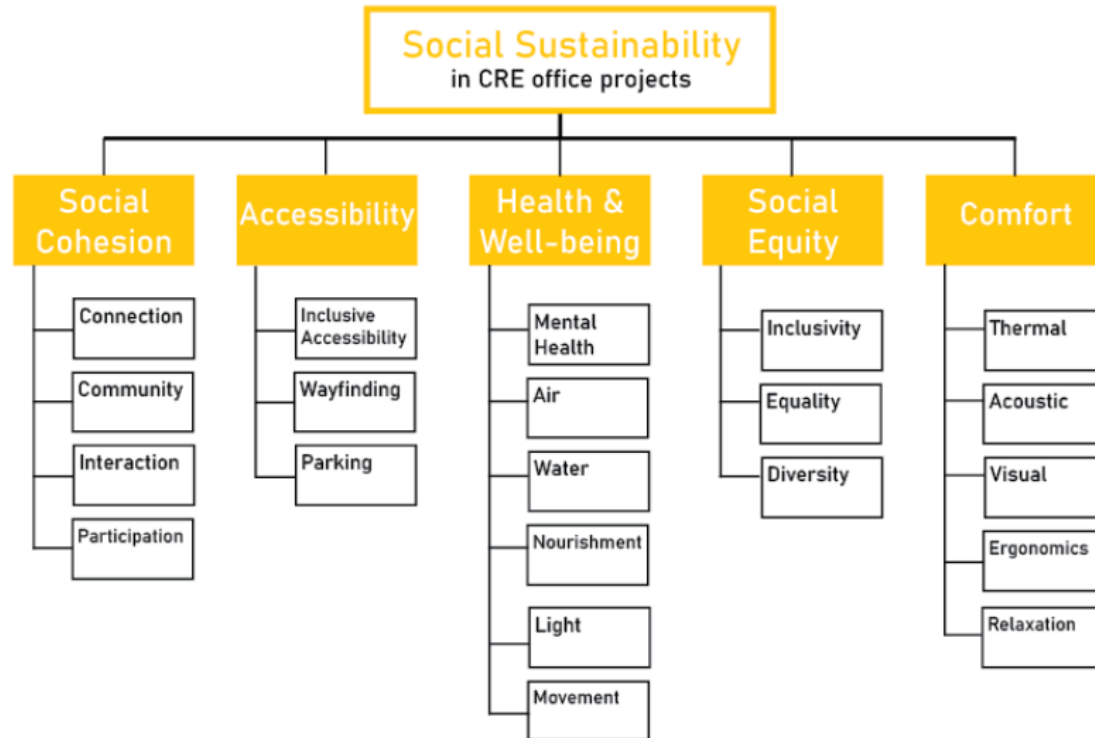
empirical research



03

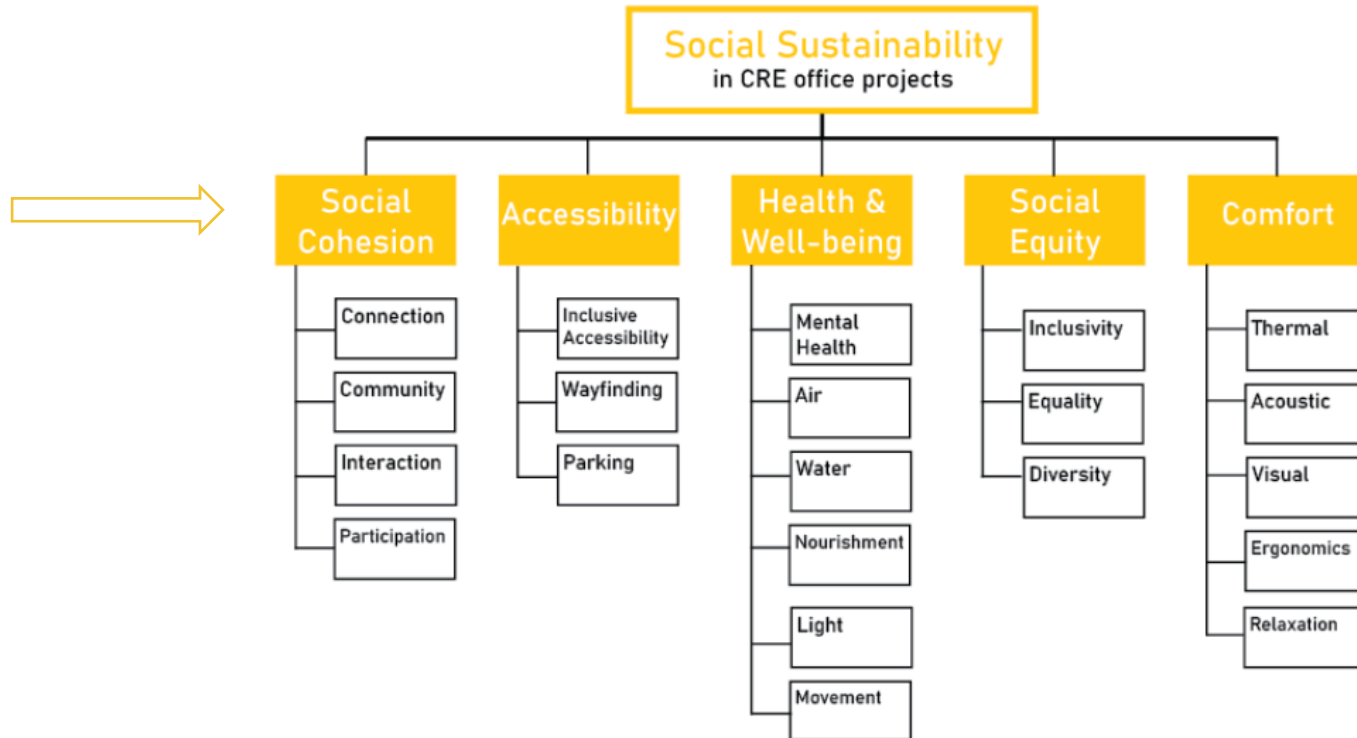
Findings

Desk research



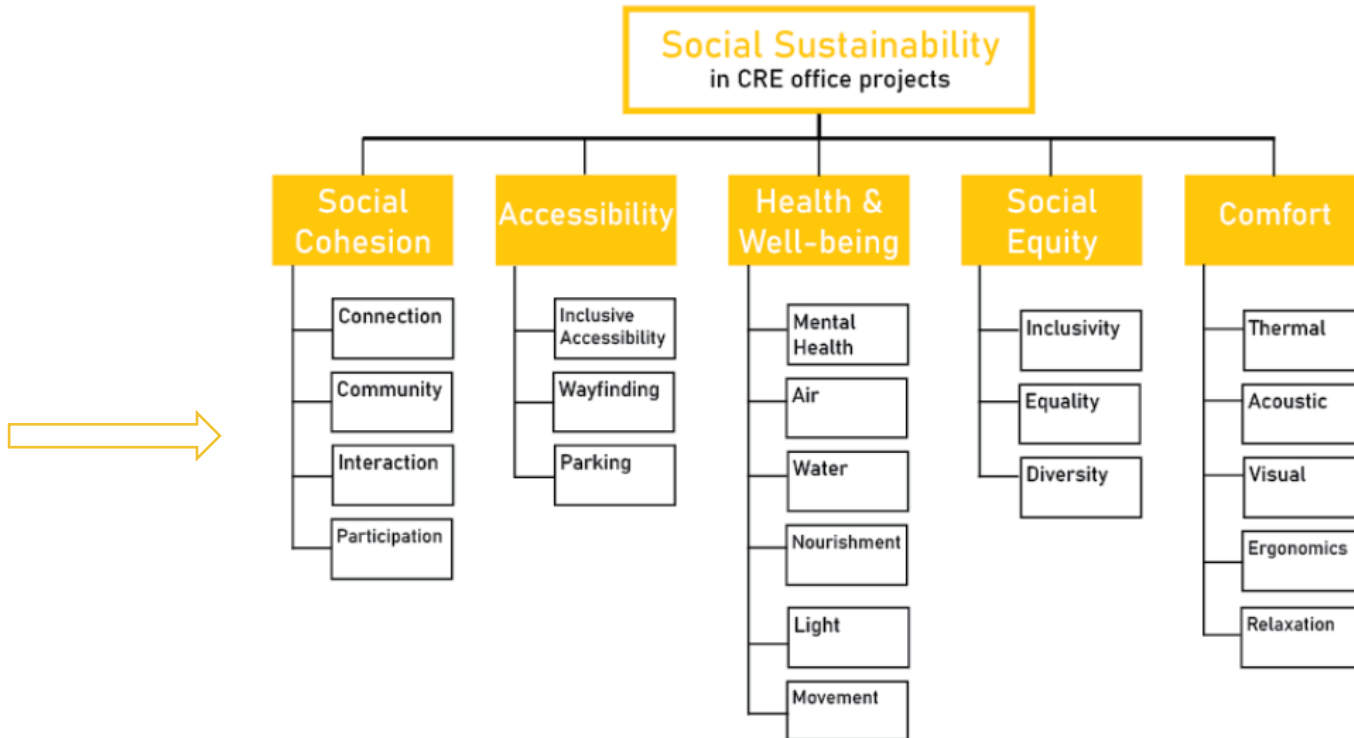
Findings

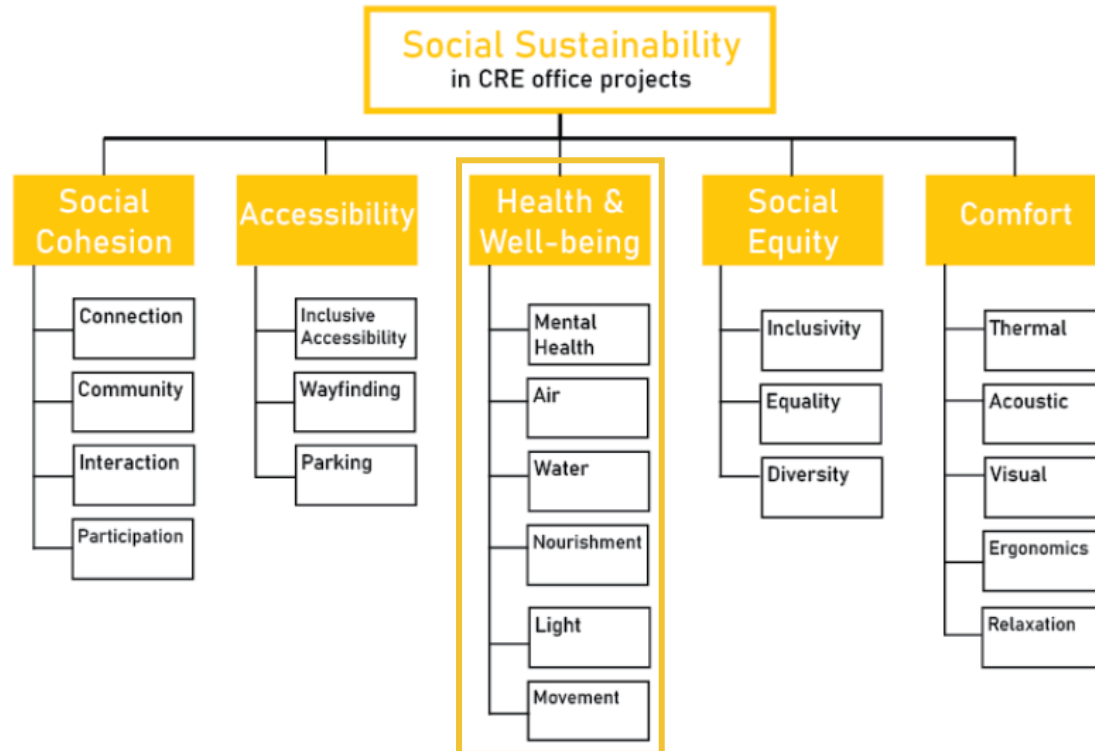
Desk research

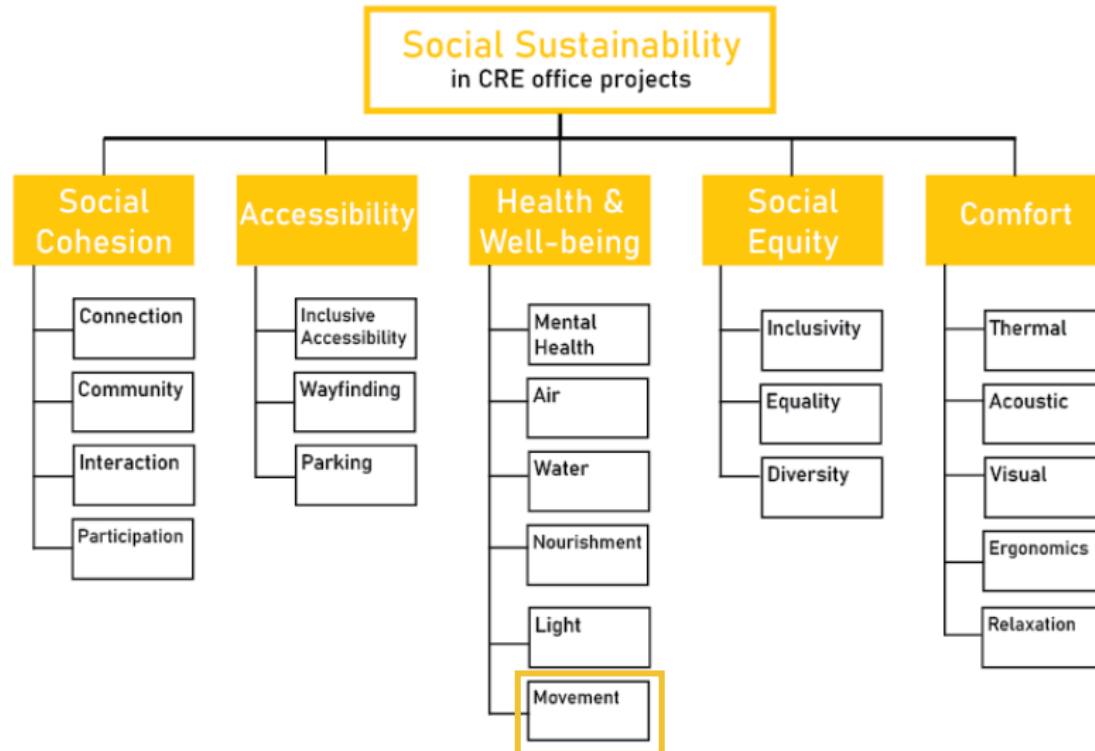


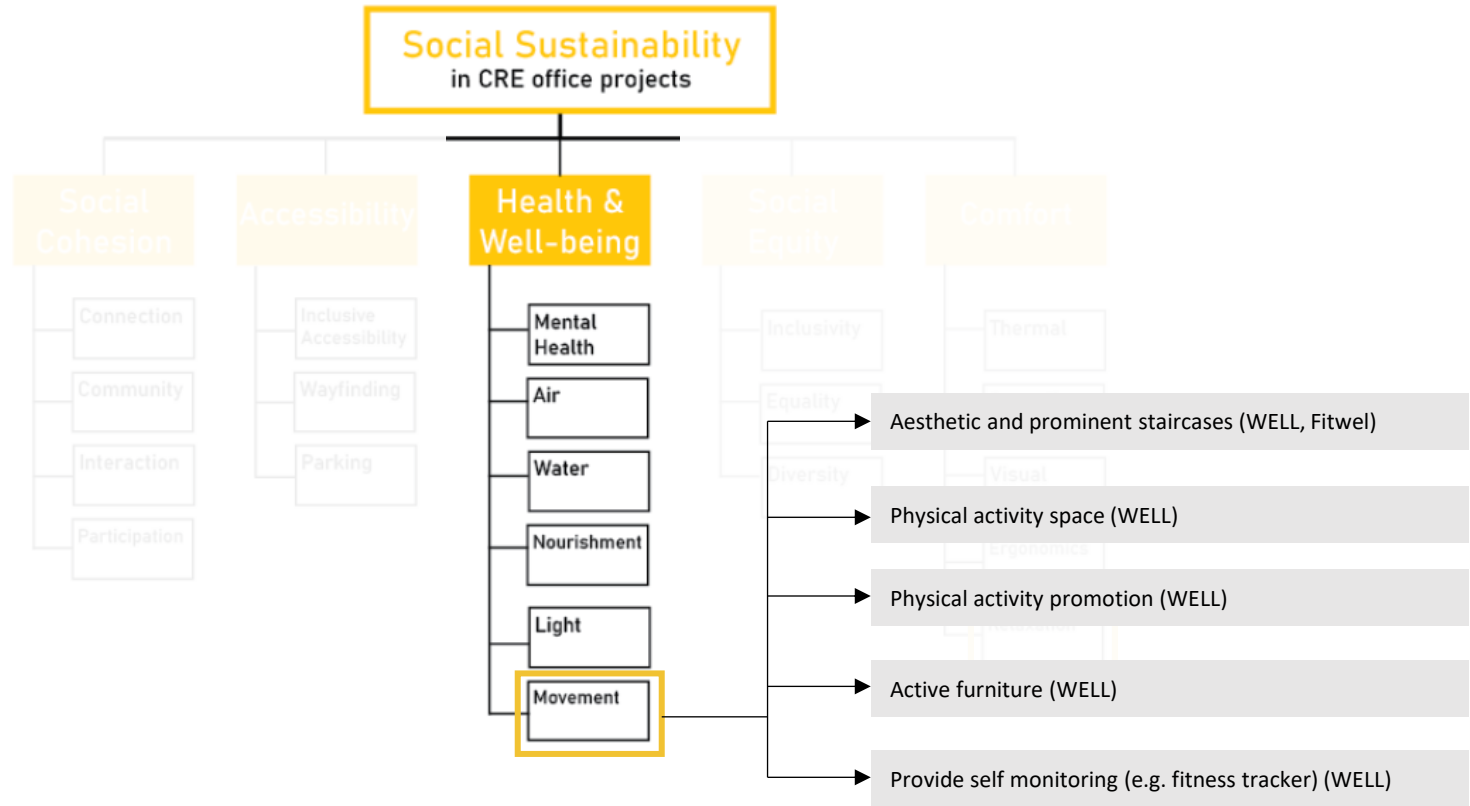
Findings

Desk research





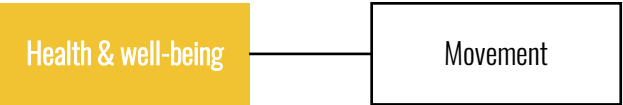




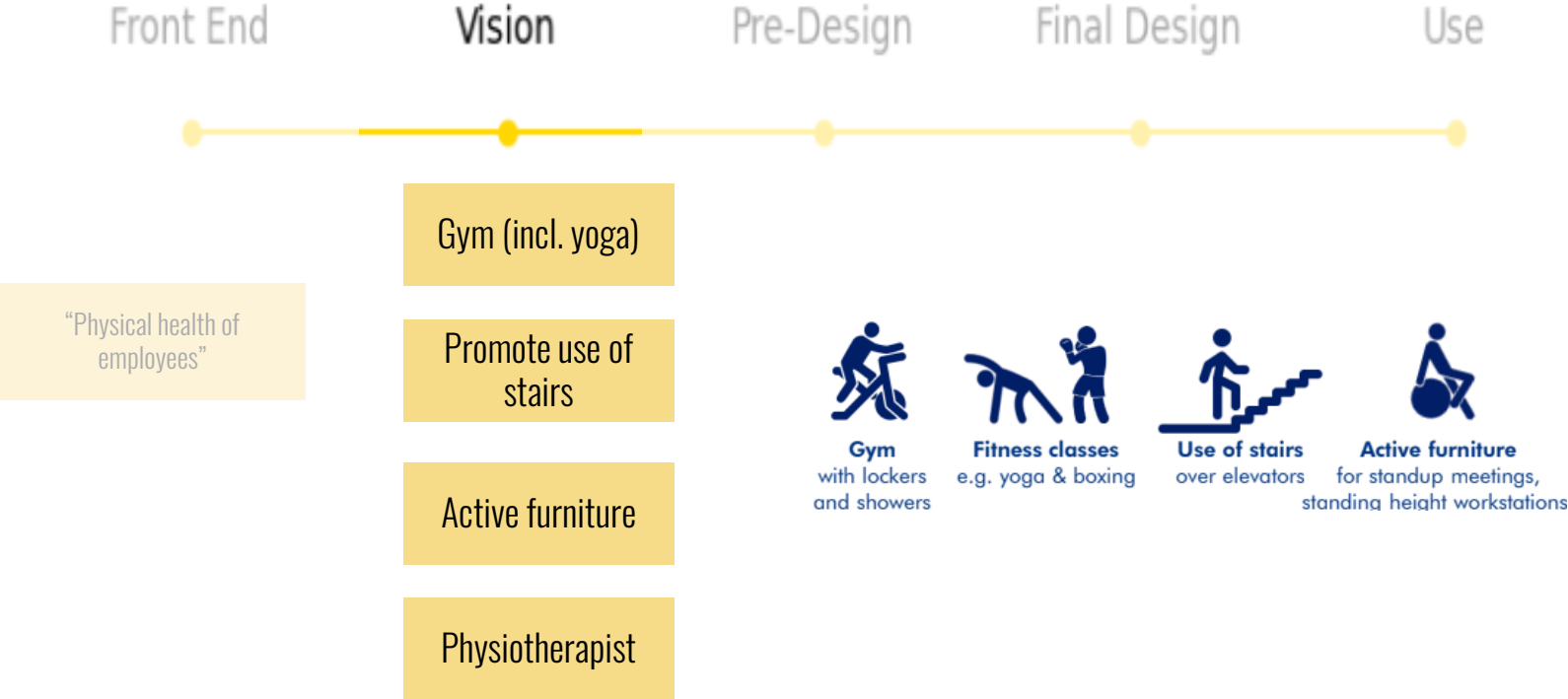
Case analysis







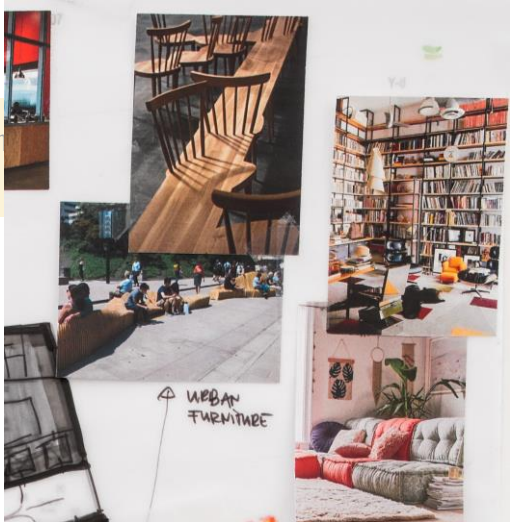
“Physical health of employees”



Front End Vision Pre-Design Final Design Use



“Physical health employees”



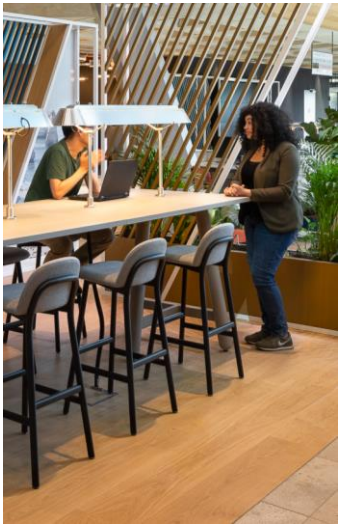
- Gym (incl. yoga)
- Promote use of stairs
- Active furniture
- Physiotherapist

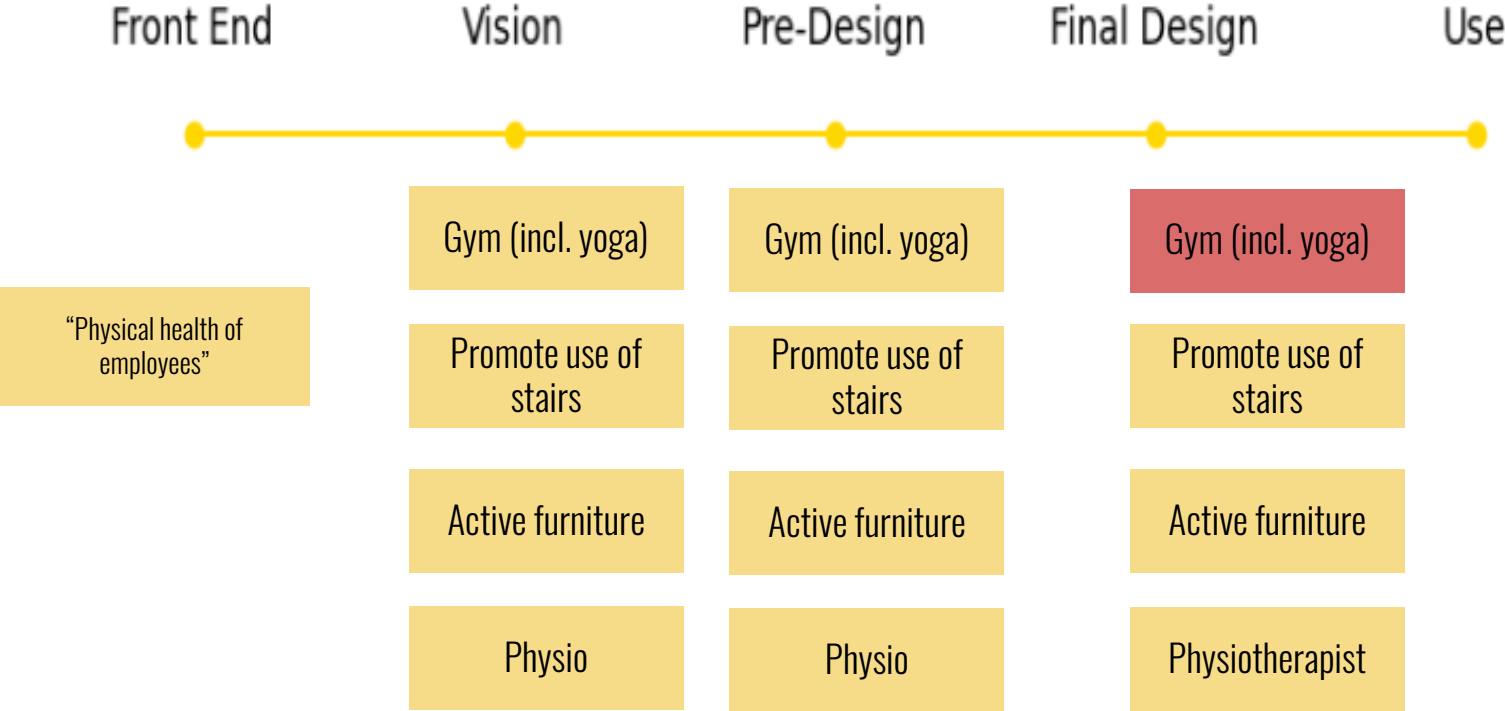


Front End Vision Pre-Design Final Design Use



- Gym (incl. yoga)
- Promote use of stairs
- Active furniture
- Physiotherapist





Responsibility

“Travel is of course not sustainable, right? It is more of a polluter you could say. So we try to contribute to sustainability as much as possible in other ways”(BO#1, 5:09)

Attractiveness

“We acknowledge the value of face to face meetings. That is why it is so important to create an office environment that suits everybody and that we do not create a situation in which employees do not come to the office because the office environment hinders them”(BO#1, 12:53)

Economic & social performance

“Literally everything has been tested. That is also in the DNA of Booking.com”(BO#4, 37:46)

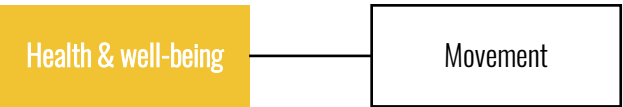
Vicinity

“You can get those things much better somewhere else than here” (B0#4, 31:48)

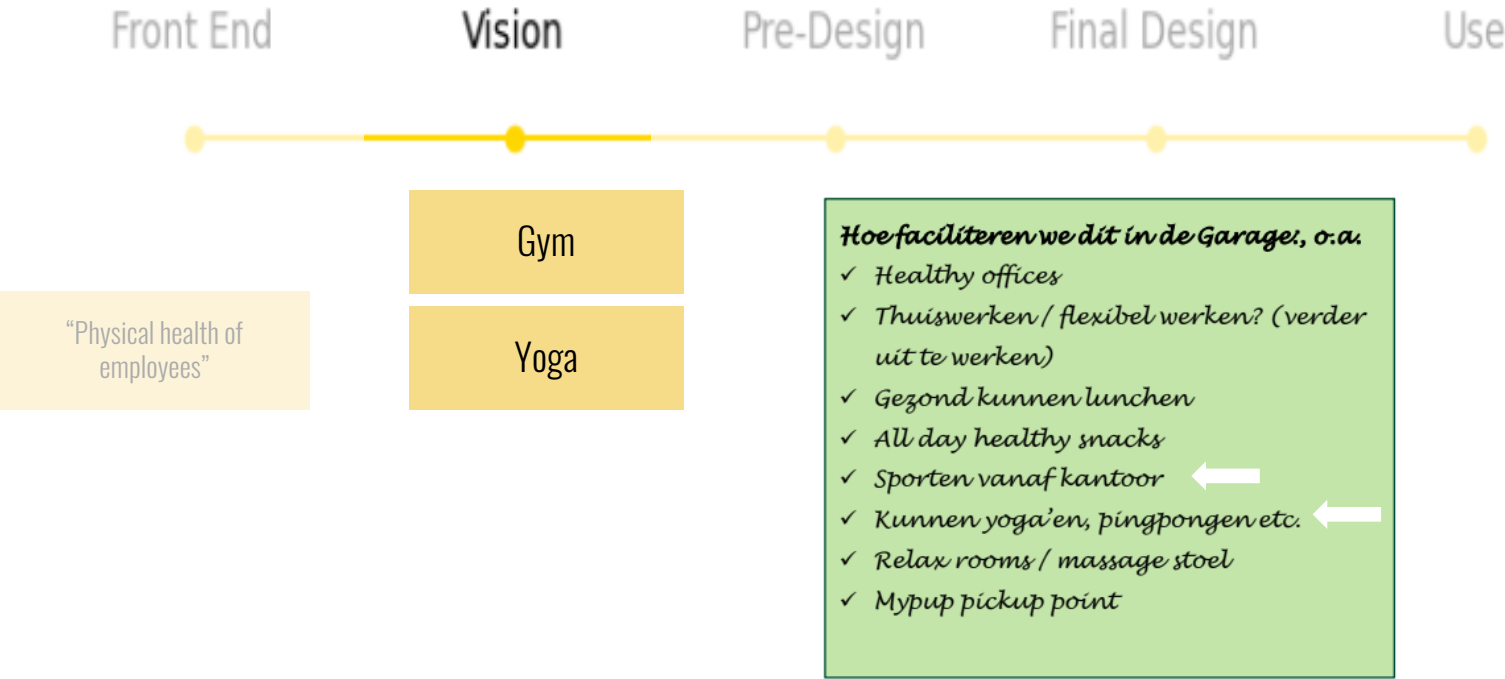
Unprofitable investment

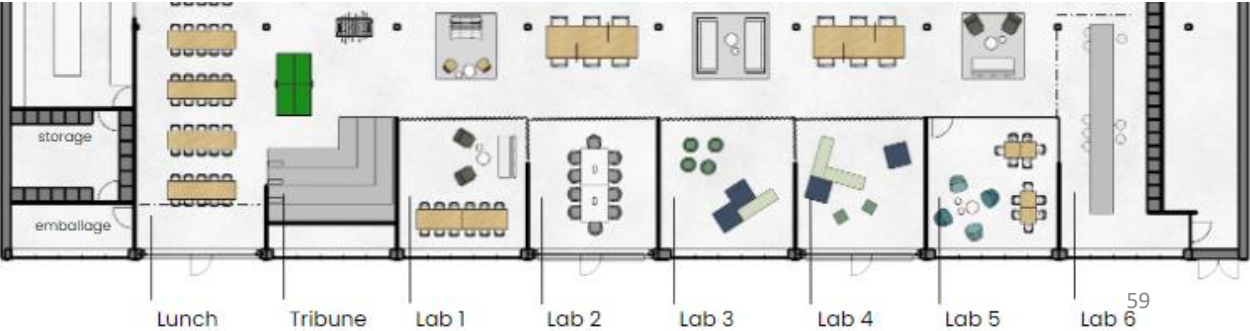
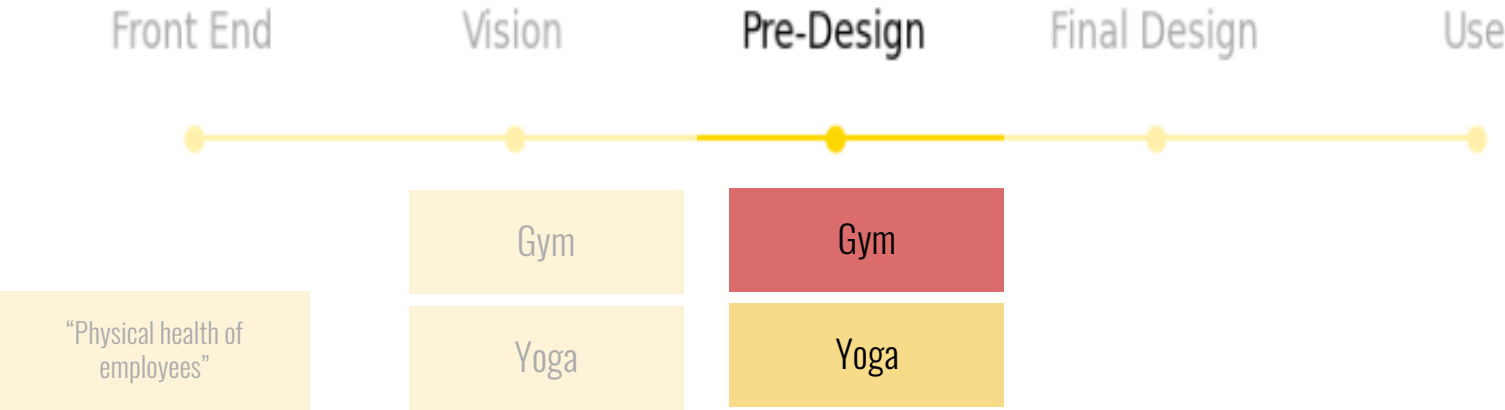
If amenities, spaces or furniture are not in any way improving the quality, experience or performance of employees, it is seen as an unprofitable investment by Booking.com and therefore excluded from the design.





“Physical workplace”





Front End Vision Pre-Design Final Design Use



“Physical health of employees”



Promote use of stairs

Yoga

Front End Vision Pre-Design Final Design Use



“Physical health of employees”



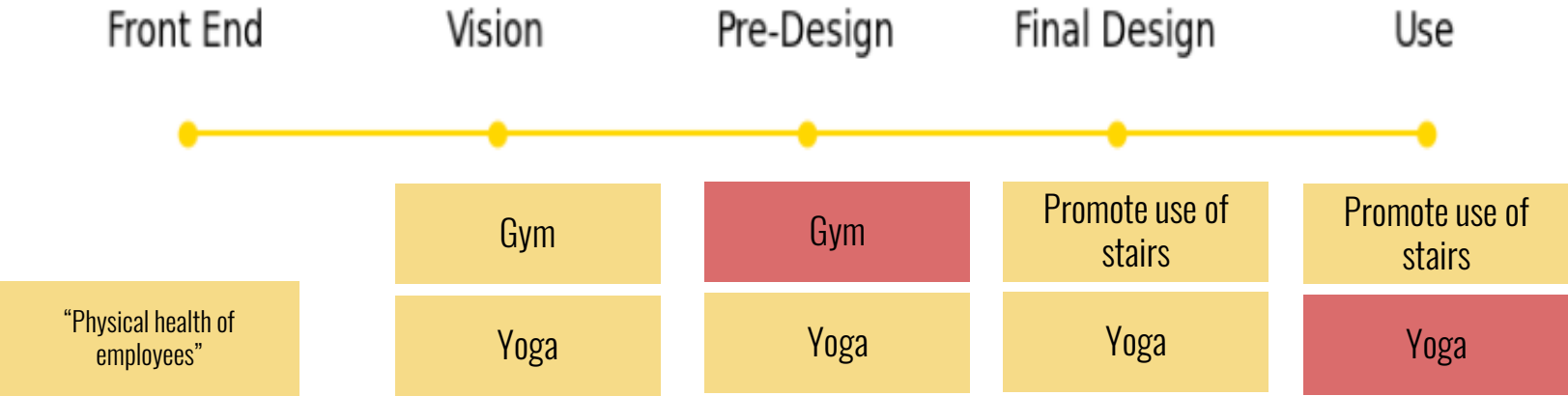
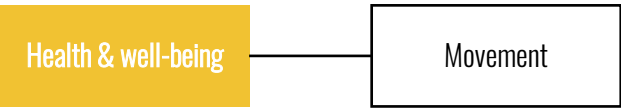
Promote use of stairs

Yoga

Promote use of stairs

Yoga

“only a small group of the same employees used the yoga classes”



Competition

Attracting the right talent by offering an accessible and qualitative office to their employees (ESG agenda (2021), p.16)

Aim to be the centre of excellence within their field (New year's presentation, 2023, p.6)

Economic performance

Workplace performance is directly linked to business performance (The Core Visie, 2018, p.12)

Space

"In the end, it was just crossed out because there simply wasn't room for it" (CB#4, 11:23)

Unprofitable investment

CBRE tested who would use the facility and this turned out only to be a small amount, therefore they decided it was an unprofitable investment (CB#2, 26:50)



Booking.com



CBRE



J&J

Front End

Vision

Pre-Design

Final Design

Use



“Healthy body”

Front End

Vision

Pre-Design

Final Design

Use

"Healthy body"

Gym

Showers &
lockers

Promote fitness



Fitness Center

Front End

Vision

Pre-Design

Final Design

Use



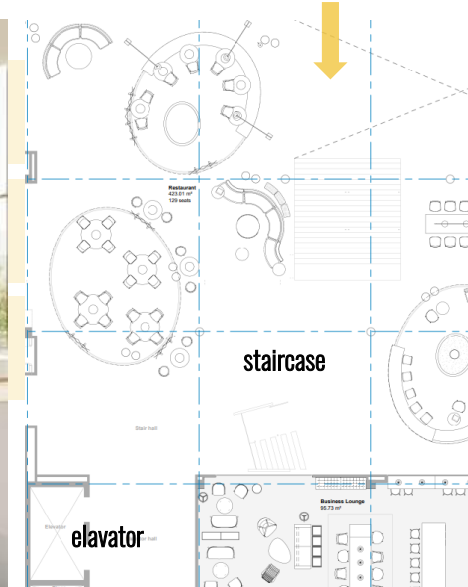
Front End

Vision

Pre-Design

Final Design

Use



Gym

Showers &
lockers

Promote fitness

Prominent stairs

Front End

Vision

Pre-Design

Final Design

Use



"Healthy body"

Gym

Showers &
lockers

Promote fitness

Gym

Showers &
lockers

Promote fitness

Gym

Showers &
lockers

Promote fitness

Prominent stairs

Economic performance

The business case should always be more positive than the old state (JJ#1, 23:12)

Social performance

“If the amenity is in the building, how important is it for you? How well it's actually performing” (JJ#2, 14:52)

Quality

Always increase the satisfaction and experience of employees (JJ#1, 23:50)

Vicinity

“Some of the amenities were eliminated because we could leverage it from the vicinity of the building” (JJ#1, 26:45)

Unprofitable investment

J&J would rather give every employee a contribution that they can spend on their preferred type of exercise (JJ#1, 18:05)

Resources

“What is often the case with J&J [...] they have very clear space targets, their main objective is simply cost efficiency, should not cost too much, so many square meters per person and you have to do it within that” (JJ#2, 9:35)

Cross case analysis

Social sustainability goals were not all realised



Social sustainability goals were not all realised



Difference mainly seen in indicators

Findings

cross case analysis

Main drivers

Economic performance

Social performance

Findings

cross case analysis

Main drivers

Economic performance

Social performance



Testing

All WELL features were tested in the old office (CB#2)

“Literally everything has been tested.” (BO#4, 37:46)

Findings

cross case analysis

Main drivers

Economic performance

Social performance

Well developed strategy

Guidance

Participation

Findings

cross case analysis

Main barriers

Unprofitable investment

Vicinity

Findings

cross case analysis

Main barriers

Unprofitable investment

Vicinity

Separate strategy formulation and
strategy implementation



The translation of the vision into the design could have been better (JJ#2)

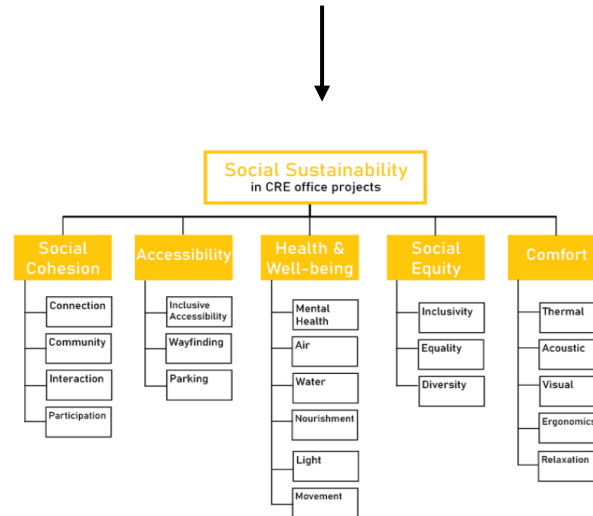
“If you realise 80% of that dream (vision), that is fantastic right?” (BO#4, 32:48)

04

Conclusion

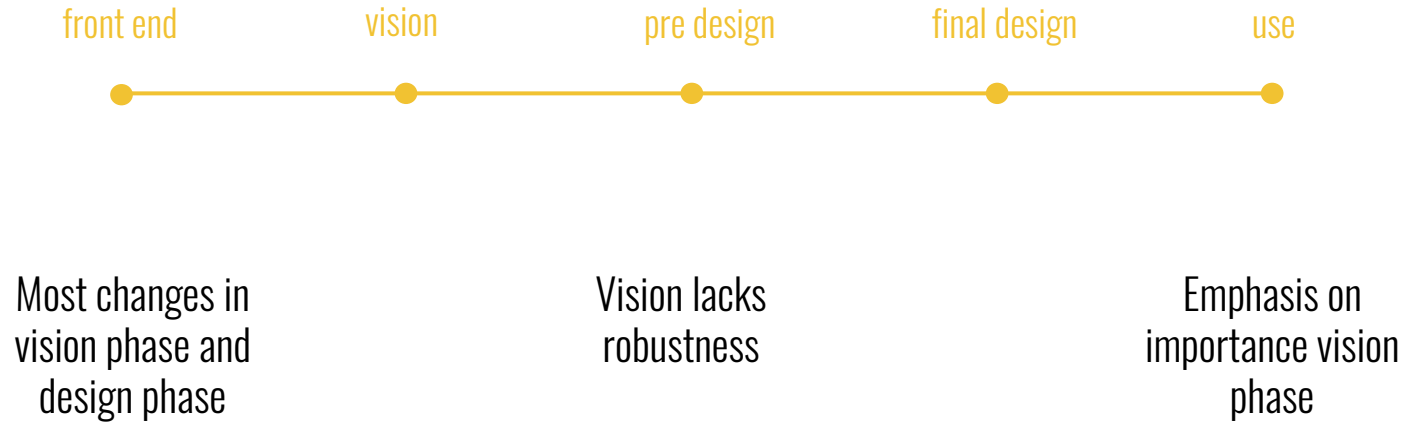
Conclusion

- SQ1.** What are existing frameworks structures used to categorise social sustainability goals in corporate real estate?
- SQ2.** Which categories, subcategories, and indicators of social sustainability in corporate real estate are defined in literature?
- SQ3.** How do existing certification systems for social sustainability in corporate real estate align with the identified categories, sub categories and indicators?



Conclusion

SQ4. How do corporate real estate office projects integrate social sustainability goals throughout the different stages of the project lifecycle?



SQ5. What drivers and barriers influence the implementation of social sustainability goals in corporate real estate office projects?

Drivers

Driver	Booking.com	CBRE	J&J
Strategy	x	x	x
Culture	x		
Communication		x	
Knowledge		x	
Guidance	x	x	x
Cost reduction	x		
Leadership		x	
Legal compliance		x	
Competitive advantage	x	x	x
Quality	x	x	x
Economic performance	x	x	x
Responsibility	x		
Participation		x	x
Social performance	x		x
Attractive	x	x	x

Barriers

Barrier	Booking.com	CBRE	J&J
Culture		x	x
Communication			x
Limited resources	x	x	x
Reluctance to change		x	x
Separate formulation and implementation			x
Too many people involved		x	
Complexity	x		
Unprofitable investment	x	x	x
Space		x	x
Technical		x	
Nuisance	x	x	
Standard programme			x
Use		x	x
Vicinity	x		x

Conclusion

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

Conclusion

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?



Conclusion

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?



“We have tested a lot” (BO#4, 37:46)

“How well it's actually performing”
(JJ#2, 14:52)

Conclusion

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

Well developed strategy

Guidance



Separate strategy formulation
and strategy implementation

Conclusion

To what extent do underlying factors influence the implementation of social sustainability goals throughout the project lifecycle of corporate real estate office projects in the Netherlands?

Well developed strategy

Guidance



Separate strategy formulation
and strategy implementation

“Especially for big projects it is really good to invest time in [vision development]. Because it has also been the book we fell back on every time in the years that followed” (B0#4, 37:46)

05

Discussion

Conclusion

WELL certificate

“We take from all those things like the WELL, just the things that work for us and are important to us and we don’t necessarily attach a sustainability label to it, that’s not really necessary” (B0#4, 7:45)

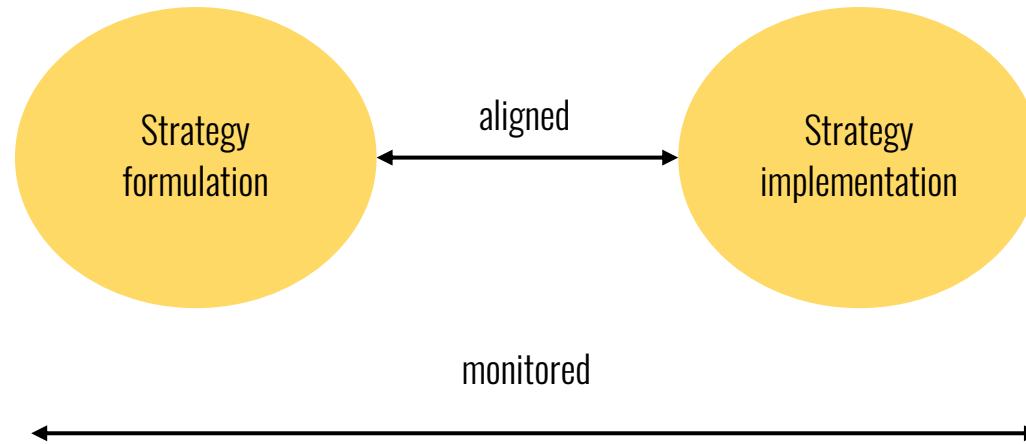
Conclusion



Strategy
formulation

Strategy
implementation

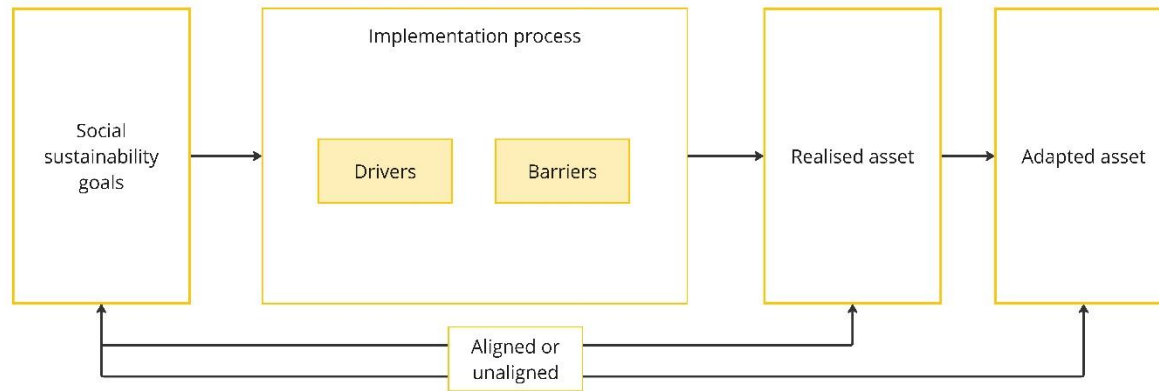
Conclusion



“When we made decisions [during the implementation], we looked carefully at the vision document every time”

(BO#4, 37:46)

Thank you!
Questions?



Recommendation

Research

Focus on one category of subcategory of social sustainability

Research on projects that are less focused on social sustainability

Recommendation Practice

Take enough time in the vision phase

Test social sustainability goals before integrating in the vision

Create a detailed vision document with clear guidelines

Monitor the whole process on social sustainability from vision to design > program manager

Sub Category	Indicators	Source
Connection	Communal areas with accessible seating (availability, size)	Sailer & McCulloh (2012), Yu (2023), DfA
	Informal meeting place (availability)	Atanda (2019), Stender & Walter (2018)
Interaction	Communal areas with accessible seating (availability, size)	Sailer & McCulloh (2012), Yu (2023), DfA
	Informal meeting place (availability)	Atanda (2019), Stender & Walter (2018)
	Social events	
Community	Interaction with neighbourhood/surrounding (sessions/activity done)	
	Social events	
Participation	Engagement key stakeholders in design process (sessions of other activities done)	Atanda (2019), WELL precondition
	Public participation (sessions/activity done)	Fatourehchi et al. (2020)
	Interaction with neighbourhood/surrounding (sessions/activity done)	Aljazaerly et al. (2024)
	User feedback (Post occupancy evaluation/survey done)	Sharif (2023), Atanda (2019), WELL precondition
	Enhances user feedback (implementation, interviews, focus groups)	WELL optimization

<i>Sub Category</i>	<i>Indicators</i>	<i>Source</i>
Inclusive accessibility	Stair free entrance	Fatourehchi et al. (2020), WELL optimization
	Ramps	Fatourehchi et al. (2020)
	Automatic doors	Fatourehchi et al. (2020), WELL optimization
	Elevators	Fatourehchi et al. (2020)
	Wide doors/hallways	Fatourehchi et al. (2020), Fitwel
	Handrails on stairs	Fitwel
	Disabled restroom (availability)	
Wayfinding	Signage, building maps, colors, etc	WELL optimization
Parking	Parking (reasonable amount)	Fatourehchi et al. (2020), BREEAM NL
	Bike (parking and accessibility)	Fatourehchi et al. (2020), BREEAM NL, WELL optimization
	Walkability : Pedestrian friendly environment	WELL optimization, Sharif (2023)

Sub Category	Indicators	Source
Mental health	Mental health & well-being (promotion, sessions, workshops)	Kempeneer et al. (2021), Gajsek et al. (2022), Rashid et al. (2021), WELL precondition
	Offer mental health services & education	WELL optimization
	Stress management plan	WELL optimization
	Promote healthy working hours & nap policy	WELL optimization
	Nature access indoor & outdoor	Lacoeuilhe et al. (2017), WELL optimization
	Connection to nature&place	Ariztizabal (2021), WELL precondition
	Restorative space & mindfulness available	WELL optimization
	View outside (75% of workplaces)	Fitwel
	Private outdoor space	LEED
	Provide information on health and well being resources	WELL predonction
Air	Air quality basis	WELL precondition
	Air quality enhanced	WELL optimization
	Air monitors	WELL optimization
	Air quality awareness	WELL optimization
	Smoke free environment (inside & outside)	WELL precondition, BREEAM
	Ventilation design basis (max. 900 ppm inside)	WELL precondition
	Ventilation design enhanced	WELL optimization
	Operable windows	WELL optimization
Water	8 other possible optimization of small interventions	WELL optimization
	Water quality basis	WELL precondition
	Water quality enhanced	WELL optimization
	Monitor water quality & Legionella management plan	WELL precondition
	Drinkwater quality basis	WELL precondition
	Monitor drinkwatr quality & promote drinking water transparency	WELL optimization
	Promote drinking water: dispenser available	WELL optimization
	Extra: moisture management, hygiene support	WELL optimization

<i>Sub Category</i>	▼	<i>Indicators</i>	▼	<i>Source</i>	▼
Inclusivity		Childcare support (on-site or programs/policies)		Sharif (2024), WELL optimization	
		Provide historical acknowledgement		WELL optimization	
		Outdoor and indoor public space		WELL optimization	
		Gender neutral bathrooms (availability)		Kobal Grum et al. (2022)	
		Lactation room		Vilar-Compte et al. (2021), WELL optimitzation	
		Multi faith room (availability)		Díez de Velasco, F. (2014)	
Equality		Create/implement DEI assessment and action plan		WELL optimization	
Diversity		Compatibility with cultural values (Design respects cultural diversity and heritage)		Sharif (2023), Rashid (2021), Atanda (2019), DfA	

Sub Category	Indicators	Source
Thermal	Temperature control user (availability)	WELL optimization, Bourikan et al. (2021), Shukur et al. (2021)
	Personal cooling/heating options	WELL optimization
	Temperature (min and max) & continuous monitoring	Fatourehchi et al. (2020), WELL precondition
	Survey on thermal confort	WELL optimization
	Radiant heating/cooling (min 50%)	WELL optimization
	Monitors available with thermal information	WELL optimization
	Humidity control	WELL optimization
	Outdoor thermal comfort	WELL optimization
Acoustic	Noisiness (complaints)	Bourikan et al. (2021), Shukur et al. (2021)
	Sound isolation at walls & doors	WELL optimization
	Implement sound reducing surfaces	WELL optimization
	Privacy (sound)	Lee (2010)
	Label acoustic zones & acoustic design plan	WELL precondition
	Limit background noise levels	WELL optimization
	Reverberation time threshold	WELL optimization
Visual	Daylight (75% of occupied spaces)	Fatourehchi & Zarghami (2020)
	View outside (availability)	Fitwel
	Antiglare system (availability)	Fitwel
	(automatic) shading	WELL optimization
	White light is used that does not flicker	WELL optimization
	Occupant lightning control	WELL optimization, Shukur et al. (2021)
	Extra: balance visual lightning	WELL optimization
Ergonomics	Adaptability of workstation (surface, chair, screens, orientation)	WELL precondition, Shukur et al. (2021)
	Ergonomics programming	WELL optimization
Relaxation	Indoor recreational space; games, nature, music, quit, sport (availability, min 1)	BREEAM NL
	Outdoor recreational space; games, nature, music, quit, sport (availability, min 1)	BREEAM NL

	Booking.com	CBRE	J&J
Social cohesion	F V D U	F V D U	F V D U
Accessibility	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
Health & well-being	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
Social equity	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
Comfort	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>

F = front end V = vision D = design U = use

Booking.com subcategories				
Social sustainability	Front end	Vision	Design	Use
Social cohesion (4)	2	4	4	4
Accessibility (3)	0	3	3	3
Health & well-being (6)	2	6	6	6
Social equity (3)	3	2	2	2
Comfort (5)	0	5	5	5

CBRE Subcategories				
Social sustainability	Front end	Vision	Design	Use
Social cohesion (4)	1	4	4	4
Accessibility (3)	0	2	2	2
Health & well-being (6)	2	6	5	5
Social equity (3)	3	0	0	3
Comfort (5)	0	5	5	4

J&J Subcategories				
Social sustainability	Front end	Vision	Design	Use
Social cohesion (4)	1	4	4	4
Accessibility (3)	0	1	3	3
Health & well-being (6)	2	6	6	6
Social equity (3)	3	2	2	2
Comfort (5)	0	4	5	5

Indicators compared to literature

Category	Subcategory	Booking.com		CBRE		J&J	
		Vision	Realised	Vision	Realised	Vision	Realised
Social cohesion	Connection (2)	3	3	2	2	4	3
	Community (3)	2	1	3	3	2	1
	Interaction (2)	2	2	4	4	3	3
	Participation (5)	1	1	1	1	1	1
Accessibility	Inclusive accessibility (7)	1	1	0	0	0	1
	Wayfinding (1)	2	2	3	3	0	1
	Parking (3)	1	3	2	2	1	1
Health & well-being	Mental health (10)	5	4	2	2	2	1
	Air (9)	3	3	1	2	1	1
	Water (7)	2	2	1	0	2	2
	Nourishment (8)	5	5	4	1	4	2
	Light (4)	3	3	2	2	1	1
	Movement (4)	4	3	2	1	3	2
Social equity	Inclusivity (6)	5	4	0	0	2	2
	Equality (1)	0	0	0	0	0	0
	Diversity (1)	2	2	0	0	1	1
Comfort	Thermal (8)	1	1	1	1	1	1
	Acoustic (7)	2	2	1	2	2	2
	Visual (7)	2	2	1	1	0	1
	Ergonomics (2)	1	1	1	1	3	3
	Relaxation (2)	4	2	2	1	2	1
Total (102)		51	47	33	29	35	31