

## Focus Issue: office infrastructure as a driver of organisational change

During this period of globalisation and digitalisation, the expression “New Work” is being increasingly used in relation to new forms of work. It was already being used as early as the 1980s as a countermodel to forms of work in industrialised societies. Today, the key issue is still the same: shifting from rigid hierarchies towards working with enthusiasm and self-motivation, and with as much individual responsibility as possible. Employers also benefit from this, which can thus get the best out of their employees.

The real estate sector is quite a conservative industry, with clear departmentalised thinking and hence also action. But how can we get departments to work more closely together? How can we build the trust required as a basis for promoting individual responsibility and initiative?

The design and construction measures pursued by CEO / CFO Giacomo Balzarini over the last 7 years have been a key success factor in achieving this goal. They have been able to transform the workplace culture and – without any hierarchical orders – break down old structures and achieve positive change in how we work and cooperate.

Year	Measure	Effect
2017	<b>Zurich business location:</b> connection of the 2 <sup>nd</sup> and 3 <sup>rd</sup> floors by a central internal stairway and additional creation of opportunities for exchange in the vicinity of the stairway (“Colab” and “coffee bar”)	<ul style="list-style-type: none"> <li>– Making departments visible to one another</li> <li>– Gradual breaking down of “silos”</li> <li>– Improved cooperation between departments</li> </ul>
2018	<b>Zurich business location:</b> fitting out of a generous kitchen and a fitness room on the 4 <sup>th</sup> floor and relocation of the IT team from their “cubbyhole” to an integrated location on the 2 <sup>nd</sup> floor	<ul style="list-style-type: none"> <li>– Reciprocal understanding among employees from different departments is further promoted through informal discussions</li> <li>– Making IT more visible enhances awareness of digitalisation</li> </ul>
2019/20	<b>Holding headquarters Zug:</b> modernisation of the office at Kolinplatz 2	<ul style="list-style-type: none"> <li>– Creation of an engaging atmosphere for meetings</li> </ul>
2020/21	<b>Basel business location:</b> move from Olten to Basel into state-of-the-art office premises at Kirschgartenstrasse 12	<ul style="list-style-type: none"> <li>– The physical vicinity to portfolio properties as well as tenants facilitates faster action and closer and more personal relationship management – thanks also to meetings in our own, attractive meeting rooms</li> </ul>
2021/22	<b>Geneva business location:</b> move to recently renovated premises at Rue du Prince 9	<ul style="list-style-type: none"> <li>– Open-space rather than individual offices promotes cooperation between Property Management and Construction</li> </ul>
2022/23	<b>Bern branch office:</b> opening of a small office in the renovated property at Käfiggässchen 26	<ul style="list-style-type: none"> <li>– Employees responsible for the Bern portfolio can also work flexibly in Bern and thus deal with projects and tenant concerns more efficiently and with a personal touch</li> </ul>
2023	<b>Zurich business location:</b> closure of the archive areas on the 3 <sup>rd</sup> floor and creation of new working spaces (cooperation space, Metaverse room, Home@Office)	<ul style="list-style-type: none"> <li>– Accelerated switch to digitalisation</li> <li>– Creating space and openness to “experiments” in the field of digitalisation</li> </ul>
2023/24	<b>Zurich business location:</b> internal connection between the 3 <sup>rd</sup> and 4 <sup>th</sup> floors	<ul style="list-style-type: none"> <li>– Better access to the Executive Board on the 4<sup>th</sup> floor</li> </ul>

As a result of these measures, employees from the various departments now work together in a much more relaxed and natural way than before. In addition, they think more holistically and engage with problems and challenges together. Improvements in IT organisation have also made a major contribution to this satisfying development (see page 254), although this process is not yet complete.

We are consciously taking the various renovation and conversion projects as an opportunity to pool experiences in spatial design and to develop the business further. What is and remains important in this transformation is for our identity and values to be tangible at all times. Our employees are extremely proud of the versatile, attractive premises, which serve as an inspiration – not only for employees themselves but also for business partners, clients and prospective employees alike. This has also had a positive impact on the image of PSP Swiss Property as one of the leading providers of office space and as an attractive employer.

Most of the structural work will have been completed by the middle of 2024. However, we are still mindful of the fact that our work is constantly changing and that we will have to pre-empt these changes. A workplace needs to change, and should be ideally prepared for change. We aim to instil this knowledge also in our tenants.

Our film offers a visual journey through our location at Seestrasse 353 in Zurich:

[www.psp.info/en/seestrasse](http://www.psp.info/en/seestrasse)

Further impressions of our office premises can be found here:

[www.psp.info/office](http://www.psp.info/office)

