



Global | Oct 2020  
Research

# From productivity to *human performance*

Designing workplaces where people thrive  
and performance flourishes

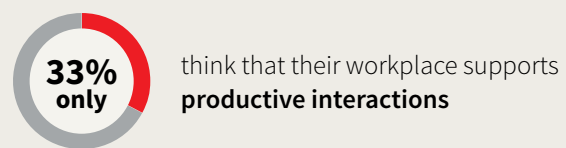
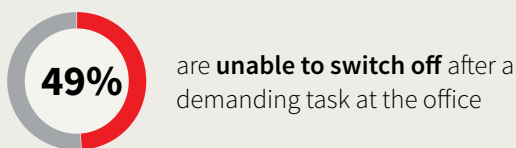
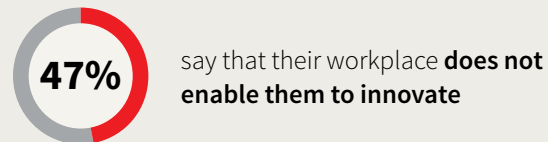
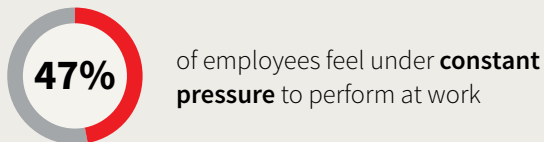
## Introduction: A huge performance challenge

Companies today are facing a complex performance challenge with heightened levels of stress, distrust and disengagement in the workforce. Employees are reporting numerous disruptions in work environments that don't provide them with the right conditions in which to perform well. Culture and management are being questioned, together with the quality of the physical and digital workplaces provided to employees. This already fragile background has been weakened by the pandemic. COVID-19 has served as the ultimate accelerant and "Time Machine",

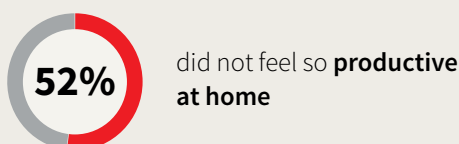
pulling all of us forward from 2020 to 2025 and beyond. CEOs are now realizing that their businesses may never operate like they did before COVID-19:

- Organizations are **recognizing a long-term coexistence with the pandemic**, impacting the way we work in depth.
- They must **adapt to a pattern of sporadic attendance** and find a new way to secure the performance of their workforce.
- To keep their top talent, they need to **lean into workforce preferences and offer employee-centric solutions**.

**Our new Human Performance survey<sup>1</sup> reveals that today's workplaces are failing to support fundamental needs:**



Working remotely is also **challenging** and requires major adjustments to be efficient in the long term. Of the employees who worked from home during the pandemic:



<sup>1</sup> JLL survey of 3,000 office workers conducted online through CSA Research at the end of April 2020. The employees worked in all major industries in the **US, Canada, UK, France, Germany, China, India, Singapore, Australia and Japan**. The survey involved quotas on company size, managerial responsibilities and industry type.

A root cause to this disconnect with the needs of the workforce is that companies struggle to measure **employee performance in meaningful ways**. Most of them spend their time assessing outdated notions of productivity – which is not only a highly uncertain way of quantifying performance but is also becoming less and less relevant as we head toward a new “future of work”. Knowledge workers are being asked to focus on complex activities and are enduring increased cognitive loads. “Being productive” no longer equates to working longer hours or completing more tasks. And this has become striking with the mass homeworking experiment we have lived through during the pandemic.

The myth that work-from-home models cannot succeed is gone. Work is being transformed. The lack of social interaction is acknowledged, but remote working is fully accepted and supported by the mass of employees.

To effectively boost human performance, a new **mindset is required**. It needs to build upon traditional metrics and introduce more sophisticated indicators, thereby providing a complete picture of organizational performance. Our research shows that the most advanced companies do not obsess over quantitative outputs. They excel at designing workplaces that enable employees to recharge their brains and prevent burnout, and which cultivate creative thinking and collective intelligence.

The goal of our research was to define a new formula for people performance: one which incorporates the pivotal role that physical offices – alongside corporate culture and workplace technologies – play in driving human performance.





## Key findings

### 1 *High engagement* does not guarantee high performance

- If all High Performers are highly engaged, the opposite is not true. Engagement alone does not drive human performance.
- 66% of engaged employees in our survey are not High Performers because they do not benefit from the right work environment.



### 2 Human performance is heavily impacted by the *quality of the workplace*

- 96% of High Performers are highly satisfied with their workplace. The impact of the office environment on human performance is huge.
- The sophistication of the workplace in terms of available spaces is key: the wider the range of spaces available, the higher the Human Performance Indicator (HPI).



### 3 *Sophisticated technologies* are a massive accelerator of human performance

- High Performers have access to a diverse range of cutting-edge technologies. 95% consider they were tech ready to work remotely at the start of lockdown vs. 77% on average. And 73% were used to practicing flex work (i.e. flexible hours, work from home) before lockdown vs. 54% on average.
- They can work remotely indeed, but they are also equipped with advanced tools to innovate, learn, and manage people and projects. 97% of High Performers describe their office as enabling easy collaboration.





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## High Performers are champions of flex work, but they also have a *strong connection to their offices*

- 80% of High Performers have missed their office greatly during lockdown vs. 58% on average. The radical switch to homeworking is showing its limits. If autonomy and mobility are undeniably part of the future of work, it should not be detrimental to the sense of community belonging.
- Performance in the future will be about finding the right mix between working remotely and flexibly and having access to outstanding offices. For employers, this will mean enabling work in the cloud, operating a hybrid model, managing a liquid workforce and delivering employee-centric solutions. .



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## Today, many workplaces fall short on the *human factor*: they struggle to support empowerment and to provide a sense of community

- The best satisfied dimensions of human performance are the work-related ones: 76% of employees say they find purpose and meaning in their job and 67% consider that their work environment supports collaboration. Yet the expectations around the more social dimensions of performance are harder to meet. Only 55% look at their colleagues as a “second family”. And 37% do not feel supported by their leadership. By stark contrast, 96% of High Performers state that their company leadership enables them to achieve their full potential professionally.
- To thrive in the post-pandemic world, workplaces will need a strong social purpose to enhance social cohesion. The workplace has the power to create a sense of belonging through designing spaces that support spontaneous interaction and bonding. High-Performers’ offices are places which favor healthy collisions, serendipity, the breaking of silos and informal management.



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## Tomorrow’s performance will have to create room for *mental health* and well-being

- The workplace of the future will be employee-centric. A comfortable workstation will no longer be enough to get the best out of employees. 1 in 4 employees express strong expectations regarding access to healthy food choices, connection to nature, health apps and fitness services. This proportion reaches 1 in 3 employees among young professionals and High Performers.
- Besides physical well-being, mental health is a burning issue. Our research shows that the ability to disconnect and recharge during the day is core to high performance. Only 51% of employees feel that they can switch off at work, while 92% of High Performers say their workplace helps them to rejuvenate. This will be of major importance as homeworking might continue extensively, thereby elevating stress, emotional exhaustion and feelings of social isolation to dangerous levels.





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## 1. *Human performance* is much more than individual productivity

### From productivity to human performance

**Decoding the performance of knowledge workers requires a new lens:** in recent decades we have moved from “muscle strength” (in the factory) to “brain strength” (in the knowledge world) with corporate missions such as group innovation, positive leadership, emotional intelligence and relationship building now shaping the future of work. As a result, a new framework is needed to capture the full value that people bring to their organizations and to establish the conditions in which they flourish best.

Unlike in the past, high performance today is:

- **Multi-faceted**, resulting in a wide range of outcomes
- Creating **value not always visible** or quantitative
- Based on **innovation** and the ability to challenge the status quo
- Relying on one’s ability to navigate **complexity** and utilize soft skills
- Built on **constant learning, experimentation** and learning from failure
- Fostered by **new managerial styles**, such as autonomy and taking initiatives.

These shifts in performance criteria have come under the spotlight in a global lockdown that has transformed the way we work at a pace unimaginable before the onset of COVID-19.

The colossal switch to homeworking has put the emphasis on the need to perform collectively, in any location and at any time:

- The workday has moved from “9 to 5 in the office” to **flex work anytime** and anywhere
- The very physical environment is now a “**phygital**” one which mixes physical and digital work dimensions
- The focus has swung from individual delivery to **collective intelligence**.

Human performance is no longer about aggregating individual contributions, but about ensuring that all conditions are met to enable co-construction and team innovation.

To capture and analyze performance in this new world of work, a new approach is needed, one that incorporates the human aspects of work and one which will benefit employers and employees alike. In order to flourish, organizations will have to take a more holistic view of what people require to thrive at work. This will demand a strong human focus, regular employee sensing, piloting new workstyles to continuously adapt to the new demand, and enabling “Work from Anywhere”.



## The four lenses of human performance

In establishing a new performance framework, our objective is to provide a comprehensive view of human performance today and to enhance our understanding

of how the many aspects of the workplace interact to determine the performance of people. Our Human Performance model encapsulates both individual and collective outputs, together with the ability of people not only to deliver but to also flourish through work.

## We have identified four facets of human performance:

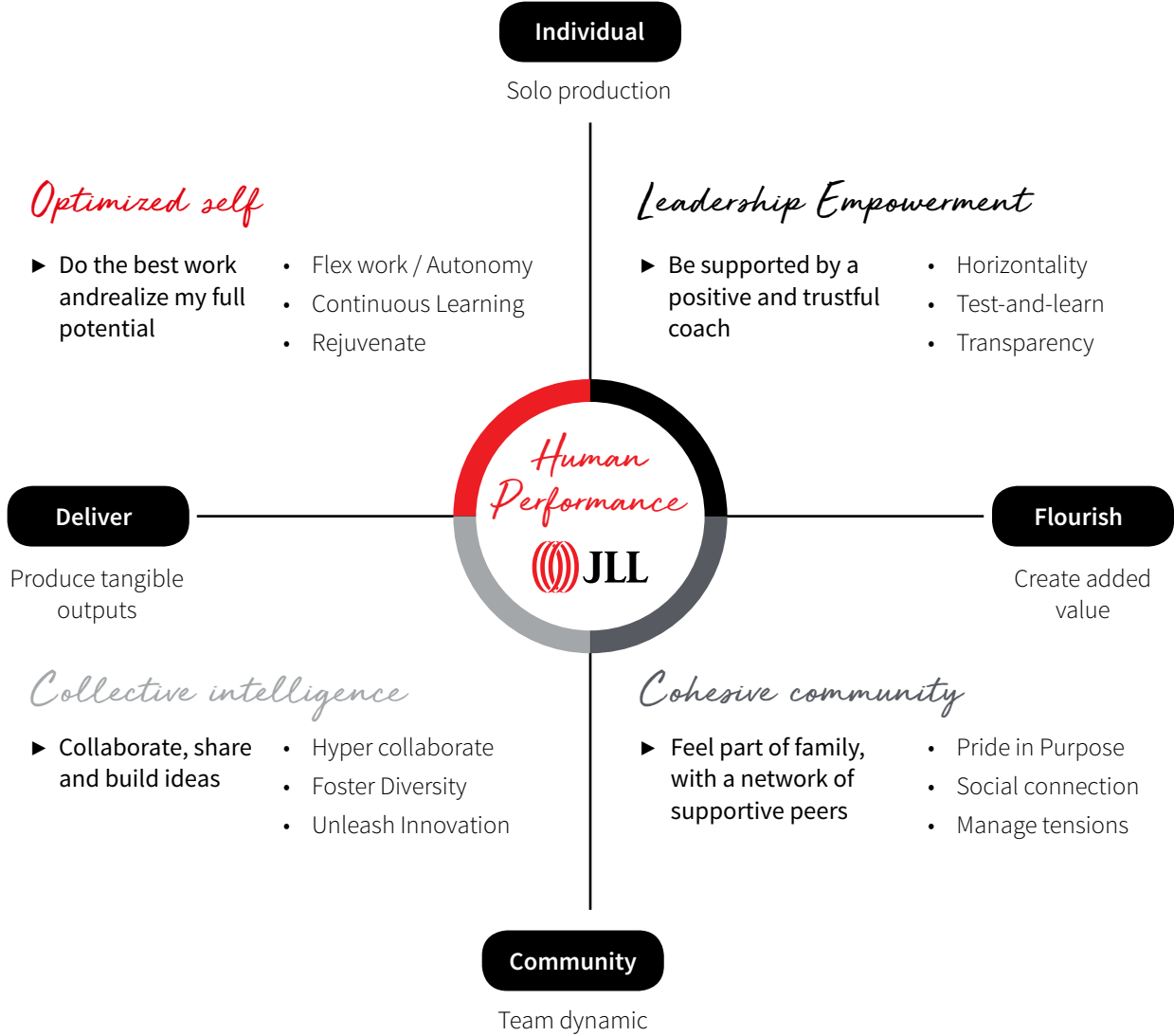
1. *The optimized self* is the most traditional lens, defined as the ability of an individual to become the best version of themselves and to realize their full potential. It is linked to engagement and fulfillment.
2. *Collective intelligence* is about group intelligence, based on advanced collaboration and the capacity to exchange and build ideas with colleagues and even people from other teams or organizations. Technology plays a crucial role in this performance target.
3. *Leadership empowerment* refers to a new positive form of leadership which entrusts and empowers employees to work in ways that bring out their best

performance. This requires a new breed of management, excelling at supporting people and being accessible and open.

4. *Cohesive community* is about belonging to and identifying with a strong community. It is rooted in the fundamental purpose of the office, being part of a family with a large network of supportive peers, and it hinges on being able to develop strong social bonds with colleagues. This is typically where the physical workplace can bring high value and a strong sense of purpose.



Figure 1: Our new Human Performance model encompasses more than individual productivity

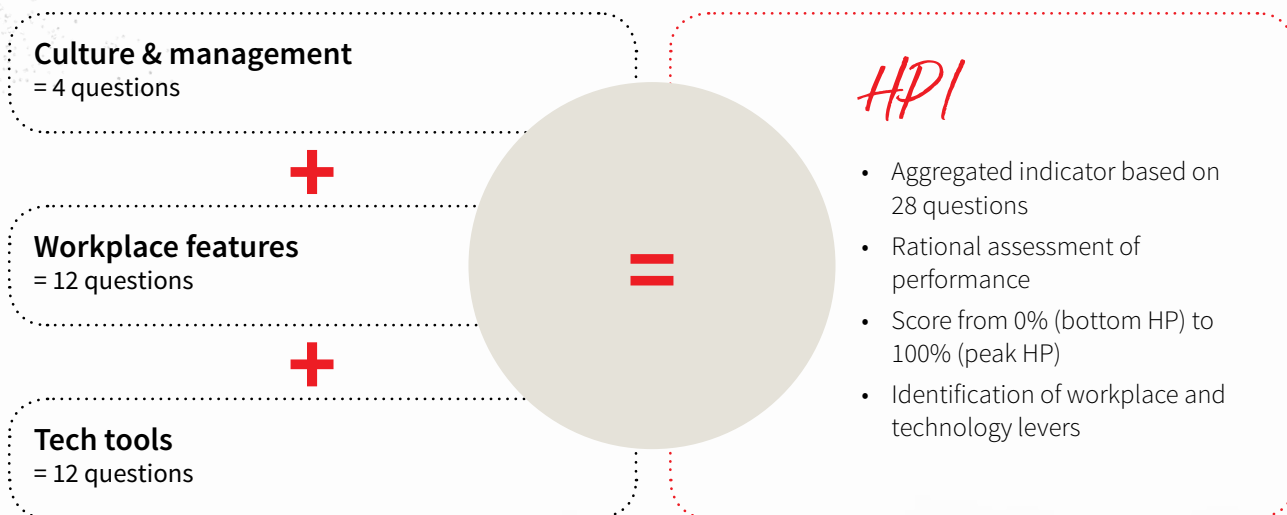


## A unique Human Performance Indicator (HPI)

Using our framework, we have created a unique Human Performance Indicator (HPI) in order to assess performance across a large cross-section of employees. Instead of directly asking people if they are achieving high performance, we asked them to give a rational assessment of the quality of their work environment in terms of culture, spaces and technologies. The scoring in the HPI allows us to identify if all conditions are met to achieve high performance. In doing so, the HPI reflects the performance of both people and their work environment. It highlights what is already well provided by offices and what should be new focuses of attention in the future.

- Our HPI is based on a **set of 28 questions**
- It incorporates the potential to increase performance through **three groups of levers**: managerial practices, workplace features and technology – putting the emphasis on ensuring that these three components are fully aligned to support organizational performance
- Its **average score is 65%** among the 3,000 employees we surveyed across the globe
- It enables us to distinguish **High Performers (HPI above 80%)** from **Low Performers (HPI below 50%)**.

Figure 2: Based on our HP model, we built a unique Human Performance Indicator (HPI)







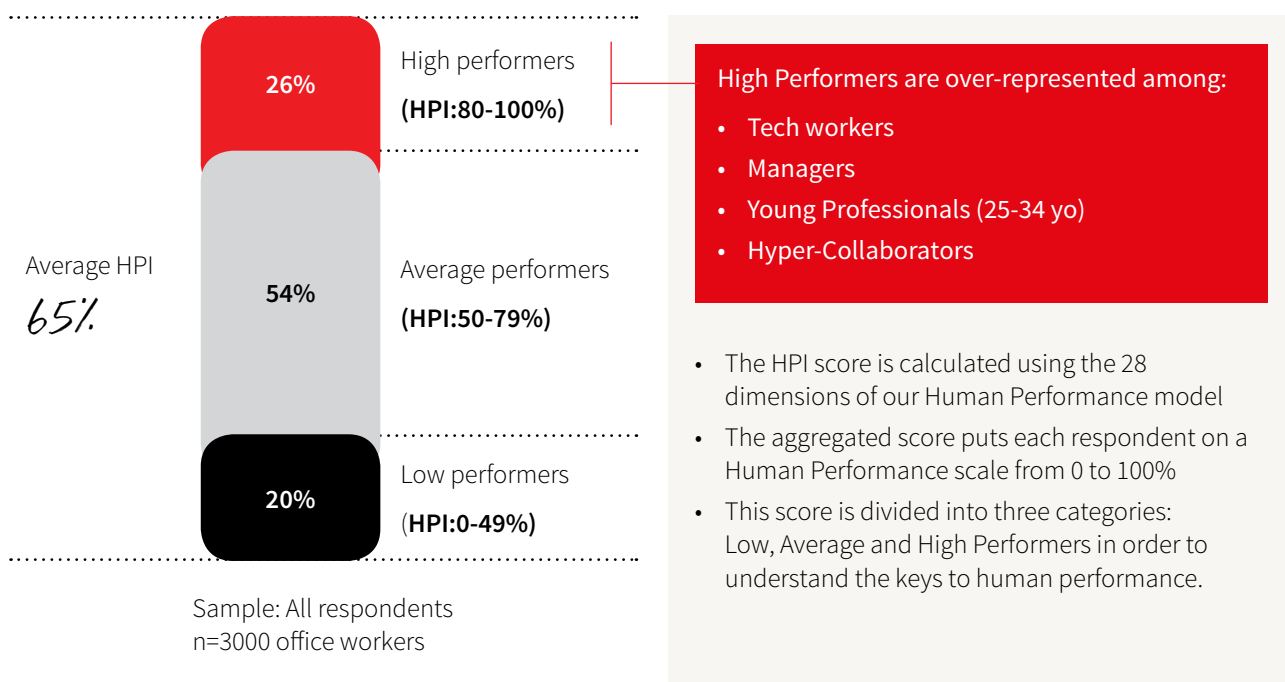
## 2. High performers are not only engaged employees: they make the most of their workplace

### High Performers are champions of flex work, but they are fond of their offices too

An analysis of High Performers provides a strong insight into human performance. More than others, High Performers practice flex work and are perfectly equipped to work remotely. 73% practice flex work i.e. flexible hours, work from home (vs. 54% on average). 95% consider they

were tech ready to work remotely at the start of lockdown (vs. 77% on average) Yet they have missed the office most during lockdown, demonstrating the value they put on the complementarity of office work and remote work. 80% have greatly missed being in the office during lockdown (vs. 58% on average).

Figure 3: Our HPI enables to identify the High Performers



**If all High Performers are highly engaged, the opposite is not true**

Engagement is the indicator which all companies follow as a proxy of productivity. However, a highly-engaged employee is not always a high-performing one. Engagement alone does not guarantee human performance.

**All High Performers enjoy an exceptional workplace**

96% of High Performers are highly satisfied with their workplace. Compared to the rest of the employees surveyed, they have access to a complete range of workspaces and technologies.

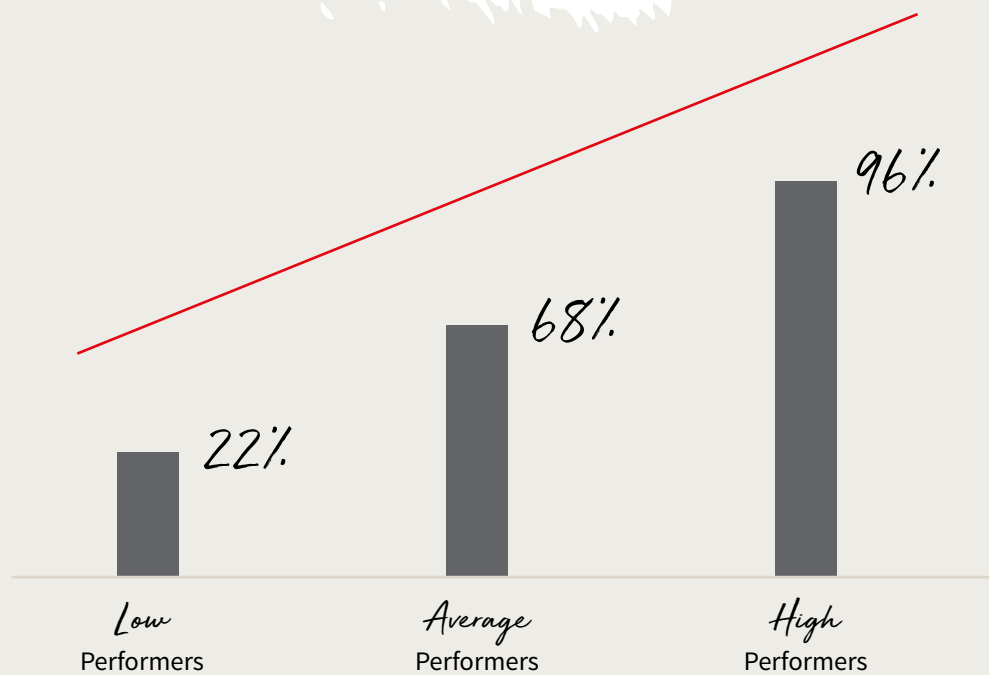


66% of people who feel engaged at work are not High Performers (their HPI is below 80%)

Figure 4: Human performance is heavily impacted by the quality of the workplace

Range of spaces and technologies available

Workplace satisfaction  
(grades 7 to 10 on a scale from 0 to 10)



How close is your usual office environment to your ideal one?

Average number of spaces available in the usual workplace

Average number of tools available in the usual workplace

Sample: All respondents n= 3000

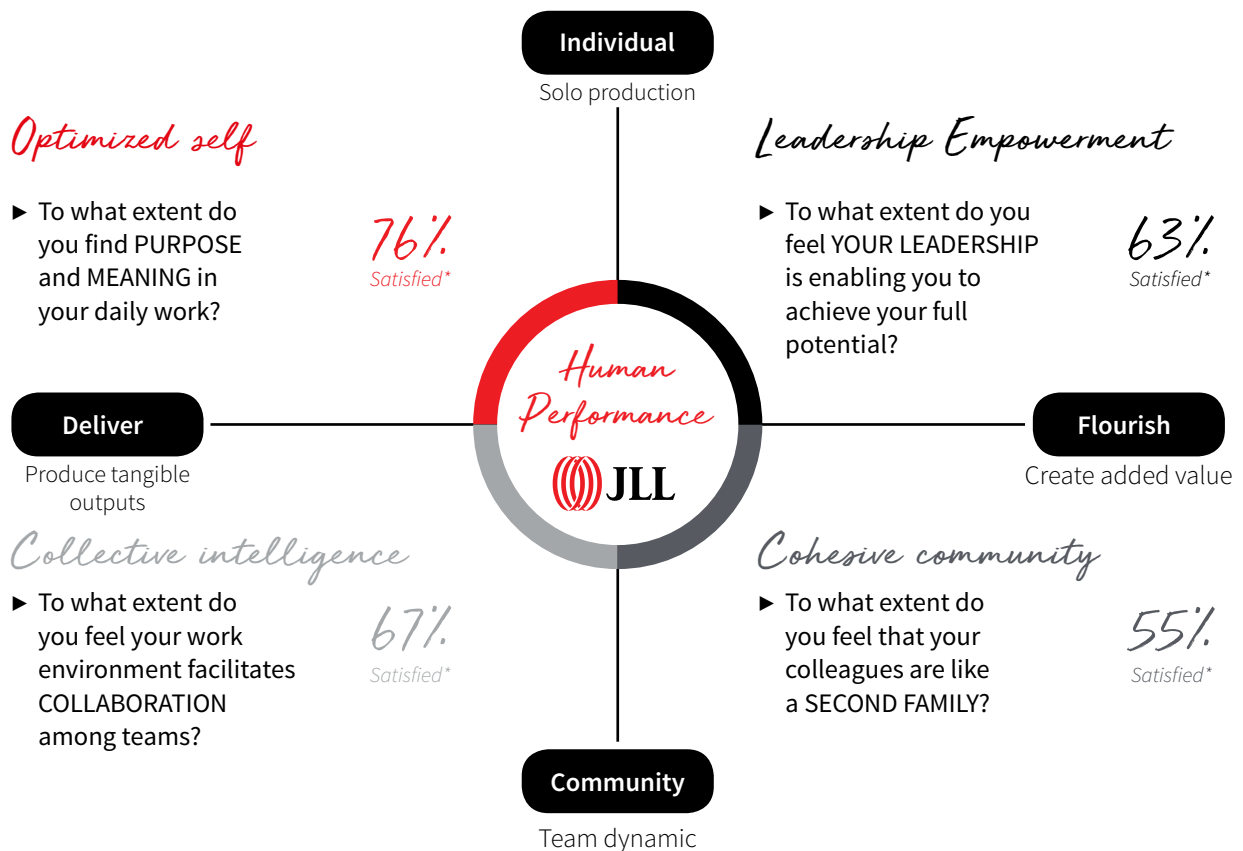
### 3. While many offices are good at getting work done, only a few are able to activate the social aspect of *human performance*

#### The best satisfied dimensions of human performance are work-related ones

To deliver as an individual or as a group, employees feel they benefit from the right working conditions: 76% in our survey say that they find purpose and meaning in their work objectives and 67% consider that their work environment supports collaboration.

By contrast, the level of expectations with regards to the more human dimensions of performance are harder to meet, i.e. the way that employees nurture relationships with their managers and peers. 63% feel that they are fully empowered by their leadership and only 55% consider their colleagues as a “second family”.

Figure 5: Creating workplaces where employees feel they belong should be the top priority for companies today



\*Satisfied = Proportion of respondents that provided grades 7 to 10 on a scale from 0 to 10



## To help people thrive, a full range of spaces and technologies is required

The mix of workspaces available in offices today do not enable employees to perform at their best:

- Community spaces and meeting rooms are very widespread, but they are not enough to secure performance. They are, of course, part of the basic set of spaces that employees need for work, but when provided alone they are not sufficient to enable employees to achieve high performance.
- By contrast, spaces that focus on well-being (sports, wellness, privacy), informal relationships (outdoor spaces, coworking) and learning and innovation have a major impact when added to the “standard” package of spaces mentioned above. They systematically indicate a rich work environment comprised of a large variety of spaces that accommodate the full range of working and workday needs.

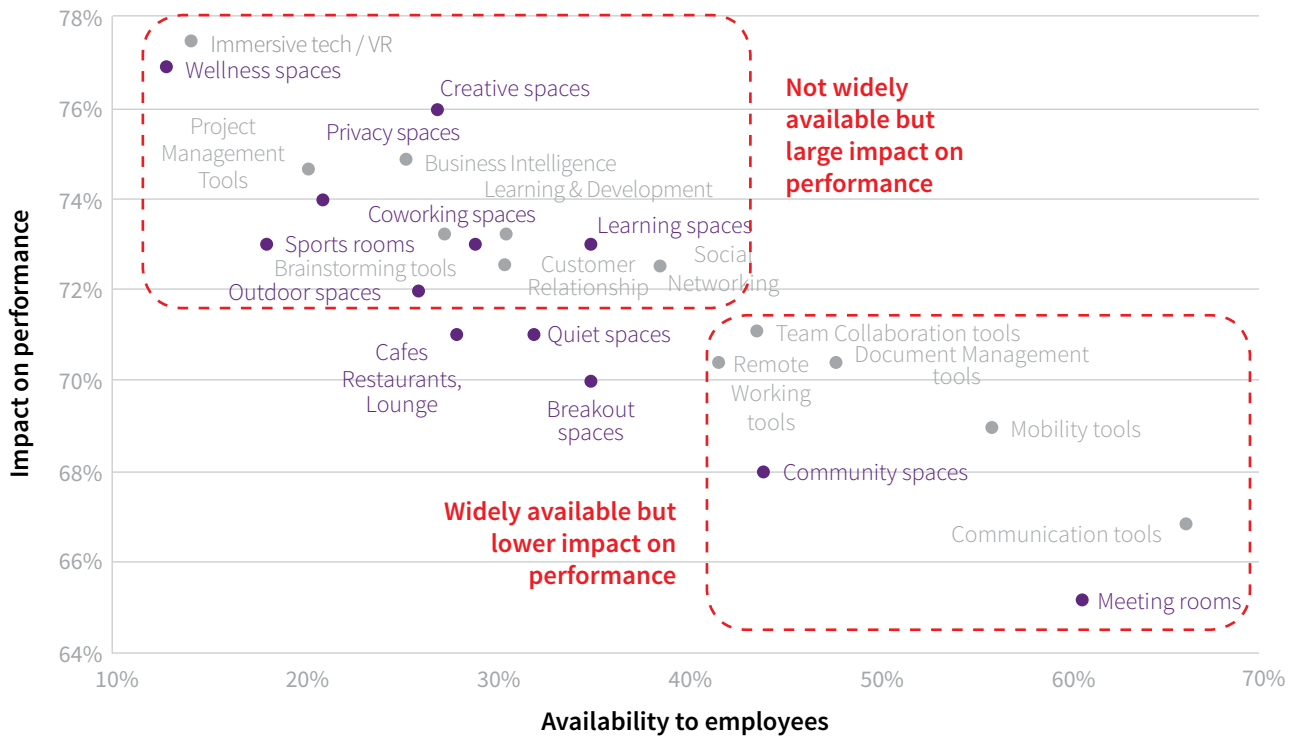
The same conclusions can be drawn for work technologies:

- The most advanced technologies are the least used, yet their potential to boost performance is huge: immersive tools and project management and BI (business intelligence) solutions can truly enhance the work experience, as can learning and brainstorming tools.
- On the contrary, remote-working tools are now a given and considered as “must haves”. People expect to have communication and mobility tools that allow collaboration and the remote accessing of documents. Yet, provided alone, they do not enable employees to “go the extra mile”.

**Interestingly, managers and young professionals are the most mature in terms of space and tech habits, with a clear preference for the most advanced options.**



**Figure 6: Standard office spaces and tools are not sufficient to enable employees to achieve high performance**



**Key:**

**Availability to employees** is assessed through a direct question: “Pick all the spaces and technologies you have access to in your usual workplace.”

**Impact on performance** is assessed through the HPI scores achieved by the employees having access to each of the spaces and tools listed in this graph. People having access to meeting rooms have the lowest HPI. By contrast, the ones having access to wellness spaces have a very high HPI as they actually have access to a very sophisticated work environment.

**High Performers’ insights**

**Performance premium\*:**

**Spaces**

- #1 Creative spaces
- #2 Learning & Development spaces
- #3 Coworking spaces
- #4 Outdoor spaces
- #5 Privacy spaces

**Tech**

- #1 Social networks
- #2 Learning & Development tools
- #3 CRM tools
- #4 Business Intelligence tools
- #5 Project Management tools

\*Spaces and technologies which have the greatest impact on performance among High Performers compared to other groups



## 4. Each facet of *human performance* has its own challenges

### Learning and rejuvenation are key to sustaining individual performance

Our research shows that the office must support the “*optimized self*” by offering continuous learning opportunities, enabling people to work in the way they prefer, and providing high levels of comfort and empowering technologies. Here again the type of work environments that High Performers have access to provides some meaningful insights :

- 73% of High Performers practice flex work (vs. 54% on average)
- 58% benefit from a comfortable office (vs. 48% on average)
- 51% have access to learning and development spaces (vs. 35% on average)
- 49% would love to have a personal robot at work to make their day more efficient (vs. 37% on average)



*Only 51%* of employees feel that their workplace helps them to switch off at work vs. 92% of High Performers.

However, a comfortable workstation is no longer enough to get the best out of the employees. Of course, temperature, light, air quality, ergonomics and office acoustics are perceived as key well-being levers to boost performance (cited by 30% to 50% of employees). Nevertheless, new levers are emerging, with health in particular becoming a significant issue, especially among High Performers and young professionals. This has spurred demands for a greater connection to nature, health apps, healthy food choices, water quality, and fitness services; and COVID-19 will undoubtedly accelerate this trend.

Individual performance also relies on being able to rejuvenate at various times throughout the day, a need barely met in offices today. In the future, “switch-off” spaces and the home office should be used in concert to fulfill employees’ need to disconnect and recharge.

### Employees that are the most able to reset have greater access to the following spaces:

1. **Wellness** spaces  
(yoga studio, meditation room)
2. **Privacy** spaces  
(prayer room, mother room, nap room)
3. **Sports** rooms  
(fitness room, gym, games room)
4. **Outdoor** and Nature-Inspired spaces  
(rooftop, terrace garden)



**To cultivate collective intelligence, the workplace should support hyper-collaboration, creativity and serendipity**

Offices today are not designed for innovating and working collectively:



of employees feel that their workplace allows them to innovate



consider that it helps them to have productive interactions

**Tomorrow's workplaces must encourage greater creativity and meaningful interactions.** They should use new typologies of space and rethink their pathways to favor healthy collisions, taking inspiration from the offices in which High Performers thrive:

- **97%** of High Performers describe their office as enabling easy collaboration.
- **45%** have access to creative spaces at work vs. 27% on average.
- **41%** can access coworking spaces vs. 29% on average.

**To feel empowered, employees need a human environment that fosters open and caring relationships**

The workplace has the power to overcome managerial barriers, while remote management has shown its limits. Of the employees who missed the support of their managers in lockdown, their offices were the most

effective at breaking physical barriers and at easing open communication with their leadership. Our survey shows that informal spaces can play a significant role in promoting managerial proximity.

**96% of High Performers**

state that their company leadership enables them to achieve their full potential professionally

vs. 63% on average

**Community spaces:**

the second most impactful space to encourage managerial proximity (after traditional meeting rooms)

But what is expected from company leadership cannot be restricted to more relaxed and informal interactions. In an increasingly demanding work environment, employers are now responsible for ensuring mental health, and the workplace has a key role to play here. Modern work can be extremely demanding for employees: 47% in our survey felt under constant pressure to perform

at work, 39% have been close to burnout and 26% have sought the help of a psychologist due to work-related stress. To address these issues, the manager must become a coach and a supporter. However, the workplace can also play a role by providing safe spaces to resolve conflicts and encourage smooth relationships and through delivering new services to support mental well-being.

**Figure 7:** High Performers are better supported in terms of mental health than the average population



**Physical offices are vital for creating a sense of community, something which has been so strongly challenged in lockdown**

Working remotely can feel very isolating: 44% of employees in our survey have missed face-to-face interaction during lockdown. Technology has failed to compensate for the lack of personal contact and has been unable to bridge the gap created by physical distancing.

This need for a cohesive community is typically where the physical office can make all the difference. The workplace has the power to create a strong sense of belonging, through designing spaces that support informal interaction and bonding. Acting and thriving as a social hub should be the new purpose of the office.



71% of people satisfied with their workplace view their colleagues as a “second family” vs. 55% on average

**Top spaces for socializing:**

1. Community Spaces
2. Café / Restaurant / Hotel Lounge
3. Outdoor Spaces



## 5. Recommendations

Our research demonstrates that **by incorporating a wide range of spaces and tools**, the high-performing workplace should support all four dimensions of human performance:

### *The optimized self*

To sustain employees' performance and enable the achievement of their full potential, companies must provide spaces and services for continuous learning, well-being and rejuvenation. They must ensure that every employee can work in the way which suits them best by:

- **Promoting** flex work
- **Offering a wide choice** of settings and environments
- **Designing spaces for disconnection** after intense periods of work.

### *Leadership Empowerment*

To empower employees, companies should create a human work environment that fosters open and caring relationships at every level of the organization by:

- **Designing informal spaces** to break physical barriers
- **Creating confidentiality spaces** where people can share their views without fear and can handle sensitive discussions
- **Designing open and transparent places** that promote a sense of trust and a new kind of management.

### *Collective intelligence*

Companies should go beyond supporting hyper-collaboration and look to design the ideal breeding ground for creativity and serendipity by:

- **Working on pathways** and circulations to break organizational silos
- **Creating a work environment where people can effortlessly and efficiently collaborate**
- **Designing creative spaces to support innovation across very diverse teams**, inside and outside the organization.

### *The cohesive community*

Companies should leverage their physical offices to amplify in-person interactions and cultivate a strong sense of community by:

- **Working on human experience to create “memorable moments”** beyond daily work and collaboration
- **Creating exceptional spaces** that people can be proud of, and where they can share a sense of common DNA.



## 6. Now is the time to be bold and to *reimagine* the future of work:

The COVID-19 crisis has provoked a massive paradigm shift. It is now time for us to leave behind the previous world of work and to embrace the new normalcy. To thrive in the post-pandemic world, companies and leadership will have no choice but to trust their employees and abandon their old-school managerial practices and rigid work environments. The workplace of the future

will be employee-centric. It will have to offer fulfillment, freedom and choice – across a variety of spaces, locations, moments, technologies, etc. It will need to create room to breathe, slow down and disconnect. The future will not only be about discarding the past but also about building a collective vision and a strong sense of community, which is so important to the emergence of sparkling new ideas.

### We are at a crossroad:

Will companies dare to acknowledge that in order to sprint, employees also need to **take a break** at points during the day? Will they invest in the right silent spaces, libraries or nap rooms?

Will they be able to **federate** their increasingly distributed and liquid workforce working from anywhere? Will they gamble on the right community spaces, from lounges to terraces and playrooms?

Will they reconsider the **socialization** moments which are so unproductive at first sight? Will they leave room for serendipity and the emergence of new ideas?

Will they design a **work experience** that matches up to new expectations – one composed of exceptional physical spaces and cutting-edge tools to boost collaboration, and that feeds a strong sense of pride and community across their people?

Will they **take responsibility** for tackling the burning issue of mental health and chronic fatigue? Will they ensure the prevention of the heightened levels of employee stress, isolation and disengagement that have grown through the lockdown?

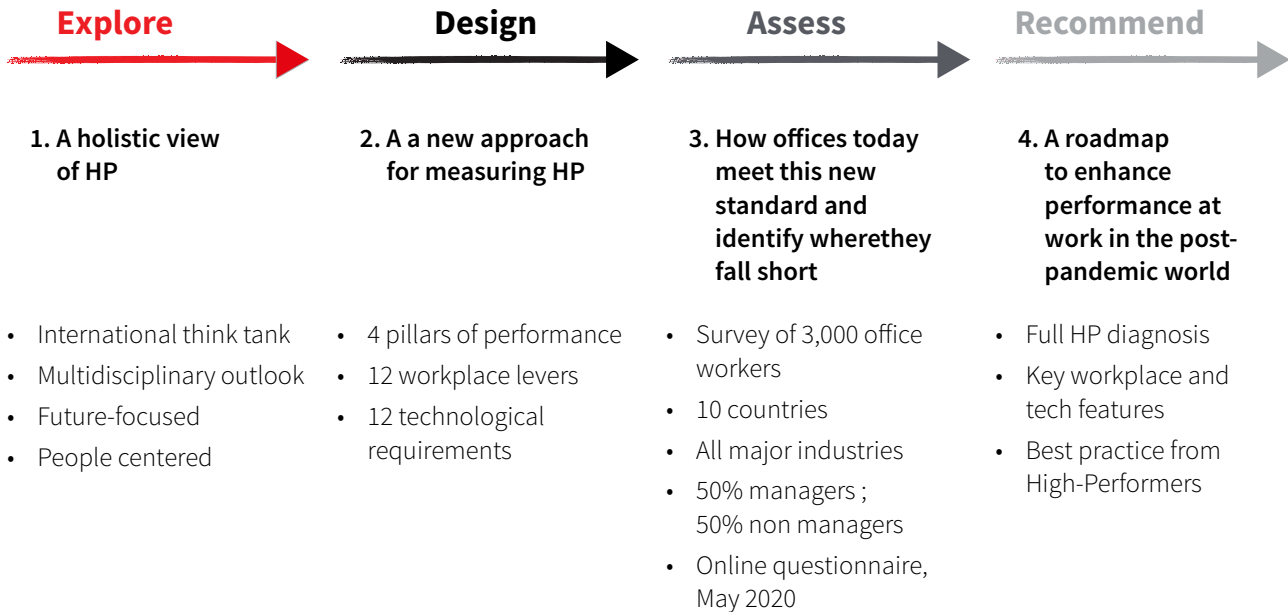
Will they be bold enough to **invert the balance** between individual and collective spaces? Will they see the potential of creative and coworking spaces to boost collective intelligence?

The challenges are numerous and those enterprises that dare to address them, by reimagining the way they support human performance, are more likely to flourish and achieve remarkable levels of resilience, adaptability and elasticity in the future.



## 7. Appendix

Our Human Performance research program has comprised four steps







**An exceptional research think tank composed of a broad range of expertise from across the world**



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**Tech expert**  
JLL Research,  
Singapore

Our think tank has enabled us to build a solid rationale around human performance, backed by evidence:

- Combining academic and business perspectives together with learnings from all key disciplines linked to human performance such as sociology, psychology and behavioral science.

- Looking beyond the usual borders of the corporate world and gaining inspiration from high-performing leaders found within extreme sports, the military, politics and education.





To find out how we can support your global real estate market strategy with research insights and strategic advice, please contact one of the members of the global research team.

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