

# Gensler

ANNUAL  
REPORT  
2022

LEADING  
THROUGH  
CHANGE





Gensler San Diego  
On the cover: Gensler Austin

# Gensler

Everything we do is guided by our mission:  
To create a better world through the power of design.

# Design for a Radically Changing World

Leadership is about lighting a way forward. It's also about creating an environment for people to do their best work and thrive. It's about our unique culture. Our goal since our founding has been to invest in people and a culture of belonging, inclusion, creativity, and connection. And it's because of this rich, people-first culture that we've been able to thrive through intense adversity and change.

In just over two years, Gensler has rebounded from the pandemic stronger because we doubled down on our vision, purpose, and core values. We made investments in new ideas, tools, research, and design innovation.

We sought out and hired the best talent. Incredibly, over 3,000 people have joined our firm globally since the start of the pandemic — and now, with nearly 7,000 people in 52 offices around the world, we're poised to shape the future of cities in profound new ways. Remarkably, our teams designed projects in over 100 countries during the pandemic.

The world around us is undergoing unprecedented transformation, with new crises rapidly emerging. But our success means that we can continue to lead our clients through the ongoing challenges facing everyone.



**Andy Cohen**  
FAIA, IIDA  
Co-CEO



**Diane Hoskins**  
FAIA, IIDA, LEED AP  
Co-CEO



## The Crisis Multiplier

Today's era of dramatic change is more complex than ever before. Over the past two years, we've witnessed wave after wave of crises, with lasting repercussions for human health, the environment, our social fabric, and global security. We describe this as a "crisis multiplier," in which compounding issues multiply the speed of cascading consequences.

The global pandemic, the social justice awakening, the clear and present danger of rising CO2 levels, and the volatile economy are feeding a growing sense of global instability. Any one of these would require a significant recalibration. Together, they are creating a fundamental shift that will influence design and the built environment at the core. We think these critical issues will continue to impact real estate and the building industry for years to come.

“  
The world around us is undergoing unprecedented transformation, with new crises emerging at a rapid pace.  
We're leading the way with a fortitude built on design innovation, global and local client relationships, financial strength, collaborative leadership, and the industry's best talent.

BMW DesignWorks + Gensler



## How Design Responds

So, how does design change? How does a design firm like ours adapt to new realities?

We believe design has a unique and profound role to play in making a difference in the world and tackling the world's toughest challenges. Design can be the antidote that brings optimism and direction in destabilizing times. Design can find solutions to complex situations.

Over the past 25 years, the idea of design has shifted considerably. What was once thought of as a purely aesthetic discipline in the 20th century, design now plays a key strategic role in business decisions for every type of organization in the world.

Through our experience over the past two years, people are seeing that the true value of space isn't in the geometry and aesthetic of a building. Rather, a building's true value lies in the experience the space provides to people. This is true now more than ever because of the radical changes taking place and the need for new types of places that are speaking to those needs.

While the nature of today's challenges seems to be different, the cycle of transformative design has been our strength throughout Gensler's history. We have embraced change. We've evolved and transformed. We've listened and learned to our clients and communities. And whenever we've ventured into uncharted territory, we've remained confident in each other to invent and grow into an even better design firm.



Burlingame Point, Burlingame, Calif.

## The Gensler Culture

Gensler's ability to thrive through multiple storms — including the one we're in now — comes from our unwavering commitment to our people and our culture. We draw strength from our diversity of perspectives and ideas, grounded in the premise that creativity is catalyzed when people of different experiences, backgrounds, and generations intermingle. We value each other's points of view, and we seek out inclusivity. It's an ethos that binds us together.

We are also stronger because of our shared values and our One-Firm Firm family culture. By working seamlessly as an interconnected firm, we're able to make the greatest impact for people all over the world. It's a collaborative culture composed of experts from all over our firm, working together to bring the best talent and the best expertise to every project.

Innovation has been part of Gensler's DNA from the start, and we've built on that foundation by promoting a culture of research and innovation that informs our project work, strengthens our client relationships, and yields new thought leadership. And we continue to sharpen our focus on one of the most urgent challenges we face as a profession — climate change. Through our Gensler Cities Climate Challenge (GC3) initiative, we have committed to achieve net zero carbon emissions in all our projects by the year 2030. And through our Green Materials Initiative, we are reshaping the entire building materials supply chain to significantly reduce construction-related carbon emissions.



2022 Gensler Research and Innovation Awards jury

Gensler Sydney



## Putting People First

We do all this by putting our people first. We want to empower our team members to pursue their passions and make a difference in the world. When we share the same goals, we move the entire enterprise forward. And we've never worked together so well.

In the past two years, our people have stepped up in ways they've never been asked to do before. They've pulled through adversity and hardship. They've adapted to working from home and now begun to reacquaint themselves into the office environment. It's been a difficult season, so thank you for your perseverance and grit. Thank you to our team of nearly 7,000 talented people for boldly leading Gensler through these challenging times and for being the lifeblood of our One-Firm Firm culture.

## To Our Clients

This culture and history of overcoming adversity is what separates us from other design firms. It's reflected in the big picture of who we are, but also in every project. It's an outgrowth of our client-first approach.

From the beginnings of our firm, we have always placed our clients in the lead position. The companies with which we collaborate open so many doors to new thinking, new solutions, and better environments to live, work, and play for people all over the world. For that, we say thank you. Working as trusted advisors, it's our mission to help solve your organization's design and real estate challenges and give you the best service possible. We look forward to another year of strengthening our relationships through client webinars, industry leadership roundtables, and one-on-one conversations.



Volkswagen Automotive Cloud, Redmond, Wash.

Block 16 Office Tower, Austin



## The Decade Ahead

As we wrestle with such radically changing circumstances, we have seized the opportunity to re-examine how we position our firm to thrive. Every 10 years we build on our vision and set new, ambitious goals for the firm — goals that make us stretch, grow, and propel the organization forward. Now we're moving forward with Vision 2030, our roadmap for enriching the human experience in the communities where we work and for achieving design innovation through diversity of thought.

Crises and change are here, and more will come. We believe the only way to accommodate that change is to inspire, lead, and show people a future more exciting than the past. Our vision, purpose, and unique culture is the difference maker, and our people's leadership, passion, and hard work are the keys to helping our clients solve some of the most urgent challenges they face. By leveraging our diversity of ideas, our culture of research and innovation, and our One-Firm Firm global platform, we come prepared to move Forward Together into a new era defined by design.

# We're leading through change with a global platform and scale unmatched in the industry.

Gensler is uniquely positioned to help our clients tackle the toughest problems they face. With 29 practice areas and 52 offices in 10 regions around the world, no other firm in the industry can offer our combination of expertise, local insights, and global resources. This scale, combined with our communities of leadership, is the basis of a global platform of diverse expertise that helps our clients make a difference.



# 5

## Communities of Leadership

The foundation of our firm lies in our communities of leadership, a framework that allows us to evolve our approach to design to meet the moment. This is where innovation takes place in the firm, creating growth opportunities for the firm and our people. It's where we put our strategy in action.

## Communities of Leadership

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### REGIONS & OFFICES

Our operating platform across 10 regions and 52 offices is focused on our global reach and local impact.

### PRACTICE AREAS

Our broad range of expertise in 29 practice areas gives us incredible resilience to volatile market conditions.

### CLIENT RELATIONSHIPS

As trusted advisors to 3,500 active clients, we create meaningful long-term relationships to address their aspirations, goals, and concerns.

### CO-CEO HUB

The Co-CEO Hub leads our global business operations to support our one-firm firm culture and drive transformation in the practice.

### DESIGN SYNERGY

Our Design Synergy community brings new ways of thinking and collaborating across the firm to help our design teams deliver sustainable, world-class projects.

## Leadership Operations Committee

Our Leadership Operations Committee brings together the co-leaders of Regions & Offices, Client Relationships, Design Synergy, and Practice Areas as a cohesive, networked leadership team. This unique model of leadership accelerates innovation and puts strategy into action to help our firm thrive in times of change.



Leadership Operations Committee, from left: Jordan Goldstein, Julia Simet (Regions & Offices); Jean Anderson, Joe Lauro (Design Synergy); Cindy Simpson, Whitley Wood (Client Relationships); John Adams, Ray Shick (Practice Areas)



# Thank you for your leadership, your passion, and your creativity.

In the past two years, we've faced some of the most challenging episodes of our lives. Yet Gensler has rebounded with incredible fortitude and agility, so that we are stronger today than we've ever been.

That's because of our people. We are so proud of the leadership you've shown with your clients and the relationships you have built during trying times. Thank you for showing the perseverance and commitment to help Gensler lead through change.





**“We’ve had an incredible year for the firm with 15% growth and over 3,000 new people hired, allowing us to continue to be the strongest partners in the industry for our clients.”**

— Diane Hoskins and Andy Cohen, Co-CEOs



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We want to be the example for a more inclusive world.



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Research and thought leadership help our clients tackle tough challenges.

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We're transforming design with a culture of innovation.



# 97

We want to lead the industry toward net zero carbon.



# 110

A message from our Board of Directors.

**OUR  
PEOPLE-  
FIRST  
CULTURE**

# Our people and communities are at the heart of everything we do.

Gensler's people-first philosophy is based on the premise that we grow our firm by growing our people. It's been that way since Art Gensler started the firm in 1965 with his wife Drue and their partner Jim Follett. "I believe we should hire great people, provide a support system, and get out of their way," said Art before his passing in 2021. "That's how we build a family."

Today, people are still our greatest asset, and their passion, commitment, and hard work are the reason we lead the design industry. As part of that ethos, we place a high value on a diversity of people and thought. We believe our capacity for innovation grows when we embrace the perspectives of individuals from different places, backgrounds, and cultures. Our people-first approach also extends into our local communities. As stewards of those communities, we are keenly focused on how we can design impactful, meaningful projects that benefit the people who live in them. We believe that when we put people first, we make the world a better place.



Gensler London

# Spotlighting Our Design Talent



## 2022 Art Gensler Lifetime Achievement Award

Dan Winey, a principal who led Gensler's Northwest, Greater China, and Asia Pacific Regions for nearly two decades and served as Chair and longtime member of Gensler's Board of Directors, received the inaugural 2022 Art Gensler Lifetime Achievement Award. It honors leaders who epitomize a commitment to collaboration, respect for individuals, support of career advancement, promotion of sustainable design, and a client-first approach.



## 2022 Walter Hunt One-Firm Firm Award

Gensler's Scott Dunlap received the 2022 Walter Hunt One-Firm Firm Award, honoring individuals who have exhibited tremendous leadership in elevating our integrated and seamless practice around the globe. Dunlap, managing principal for Gensler's Northwest region and co-leader of Gensler's Co-CEO Hub, joins a team of recipients who embody our one-firm firm leadership, spirit, and culture.



## 2022 Don Brinkmann Design Excellence Award

Brian Vitale, co-managing director of Gensler's Chicago office, was named the recipient of the 2022 Don Brinkmann Design Excellence Award. The award, named in memory of an inspirational interior designer who worked at Gensler, recognizes individuals whose outstanding contributions to the firm have raised our standards of design excellence. Honorees bring exemplary talent, tireless design leadership, and vision.



## 2021 Design Realization Excellence and Gene Watanabe Awards

Washington, D.C.'s Tony Okoye, Houston's Kristy Emmrich, and Boston's Ben Trendell received the 2021 Design Realization Excellence Award, celebrating exceptional people who make our projects real through technical expertise, leadership, and mentoring. Gensler Chicago's Hey J Min received the 2021 Gene Watanabe Award, which celebrates visual media excellence among rising designers, represented by a significant body of work in any medium.



## Hoskins Receives 2022 Global Visionary Award

Co-CEO Diane Hoskins was honored as the 2022 Global Visionary Award recipient from the World Trade Center Institute to honor the steadfast leaders in Maryland who are driving change. A tribute video of Hoskins was played at the 25th annual Maryland International Business Leadership Awards celebration.



## 2022 Ed Friedrichs Entrepreneurial Spirit Award

Julia Simet, co-firm managing principal at Gensler and regional managing principal of Gensler Europe, received the inaugural 2022 Ed Friedrichs Entrepreneurial Spirit Award, recognizing individuals who add new dimensions to the firm, pursue untapped opportunities, and introduce strategies that elevate the firm to new places.



## Pugh Among Architizer's "12 Black Architects Making History Today"

Jason Pugh, a Gensler architect and president of National Organization of Minority Architects (NOMA), was named among Architizer's list of "12 Black Architects Making History Today." The architects have been singled out for their distinguished designs, as well as their leadership in advocating for a more diverse architecture industry and equitable built environment.



## Gensler People Recognized at Interior Design's HiP Awards

Several Gensler people were honored at Interior Design's 2021 and 2022 Honoring Industry People and Products (HiP) Awards, which recognize commercial industry pioneers. In 2021, John Bricker was named winner in Lifetime of Hipness: Graphics + Branding, Juliette Poussot was named winner of Rising Star: Workplace, and Jonas Gabbai was named an honoree in Rising Star: Workplace. In 2022, EJ Lee was named HiP Workplace Leader and Mark Morton was named a winner in Lifetime of Hipness.



## Lee Among Fortune China's Most Influential Businesswomen

Xiaomei Lee was listed on Fortune China's annual list of China's Most Influential Businesswomen in 2021. The story was published on Fortune China and China National Radio.



## Sherrod Named a Rising Star in Forbes' Culture List

Kevin Sherrod was recognized as a Rising Star in Forbes' inaugural For(bes) The Culture List among 50 leaders championing Black and Brown communities. His work designing the South Los Angeles-based Gallery 90220 was highlighted.



## Cohen Among Insider's 100 People Transforming Business

Gensler co-CEO Andy Cohen was named among Insider's "100 People Transforming Business." The list profiles 100 business leaders across 10 distinct sectors who are innovating, sparking trends, and tackling global challenges. On Dec. 9, Insider convened a virtual live event featuring people from the list.



## Lindberg, Berry, and Sheils Elevated to AIA College of Fellows

Britt Lindberg, Glen Berry, and Theresa Sheils were elevated to the 2022 American Institute of Architects (AIA) College of Fellows, an honor awarded to members who have made significant contributions to the architecture profession.

## Anderson and Covarrubias Inducted to IIDA College of Fellows

Jean Anderson and Susana Covarrubias were elevated to the 2022 IIDA College of Fellows, the highest honor awarded by IIDA to its professional members, recognizing designers who have made a significant impact to the industry, to the association, and to shaping the future of design.



**A**  
2021 Rising Design Realization Award

In 2021, the firm introduced the Rising Design Realization Award to recognize up-and-coming technical leaders. In its inaugural year, we had 20 nominees representing the next generation of leaders. In total, 10 individuals were selected from each of the firm's regions.



**B**  
2021 Rising Designer Award

Presented to individuals with less than 10 years' experience, the Rising Designer Award recognizes emerging design talent who develop design solutions that transform people's everyday experiences through bold, creative thinking. Ten winners were selected for 2021 (photos above), representing each of the firm's regions.

**A.** 2021 Rising Design Realization Award (L-R): Soni Shi, Sebastian Arenas, Ramon Castillo, Megan Bengston, Karen Flanagan, Maria Jose Tasada, Jonathan LaRocca, Jenny Chang, Chun En Ong, Amanda Strawitch. **B.** 2021 Rising Designer Award (L-R): Sarah Vanderhoof, Samantha Lewis, Riley King, Lea Daste, Kirk Bairian, Jae Eun Jung, Carolyn Zoerb, Anne Feng, Amber Porterfield, Adriana Esquivel.



Gensler Miami



Gensler Singapore



Gensler Tampa

## We Grow Our Firm by Investing in Our People

Gensler's hallmark entrepreneurial spirit has become a culture that empowers people to pursue their passions and design their career paths within the firm.



## Our People-First Philosophy Is Centered on These Core Ideas:

### Diversity

We believe in diversity.

### Impact

We believe in the impact we have on our clients, our communities, and on each other.

### Respect

We believe that respect and inclusivity are at the core of everything we do.

### Empowerment

We believe in empowering our entrepreneurial people.

### Community

We believe in being respectful stewards of our local communities.

### Growth

We believe in supporting the professional growth of all our people.

## The Path to Success Starts Early

In 2021 alone, we added 1,475 new team members at Gensler — an extraordinary addition to the firm. For many years, we've been able to give people a leg up with Pathways to Success, a program that pairs new hires with a senior leader and a peer who help integrate them into the Gensler culture and empower them to become effective contributors.

# +1,475

In 2021, we welcomed 1,475 new team members across our global workforce.

# 235

In 2022, we hired 235 interns from more than 60 colleges and universities around the world.

# 32

We appointed 32 Fellows in 2022 from over 600 applications.

## Providing a Foothold to Young Professionals

Our culture embraces learning but encourages self-reliance, providing opportunities for every person, from junior designers to senior partners, to carve out opportunities and influence the firm's direction. That ethos is encouraged from day one through our programs targeted to young professionals, including our Gensler Apprenticeship Program (GAP), Gensler Internships, and the Gensler Summer Fellowship program.

### Gensler Apprenticeship Program

The Gensler Apprenticeship Program is a two-year hands-on paid position for high school students that offers an alternate path into the design industry.

### Gensler Summer Fellowship

The Gensler Summer Fellowship is a research-focused intensive experience for college students and recent graduates interested in reshaping the future of cities.

### Gensler Internships

Gensler interns work side-by-side with our design teams and clients for real-world experience.

# We Support the Education of Emerging Design Talent

Over the past 20 years, our scholarship programs have supported the education of emerging design talent, with nearly \$200,000 being awarded in the past year alone. Our first award of this kind was the Brinkmann Scholarship, given to students enrolled in U.S. not-for-profit interior design programs. In recent years, we've also launched the Rising Black Designers Scholarship + Design Challenge to help talented young designers overcome the costs associated with higher education. In the U.K., we also initiated the Diversity in Design Bursary program to support underrepresented and ethnic minority architecture students in their studies at some of the U.K.'s top universities.

## Brinkmann Scholarship

45 Applicants 9 Finalists 2 Winners

The Brinkmann Scholarship, named for Don Brinkmann, an inspirational and gifted interior designer at Gensler, is awarded to students enrolled in U.S. not-for-profit interior design programs.

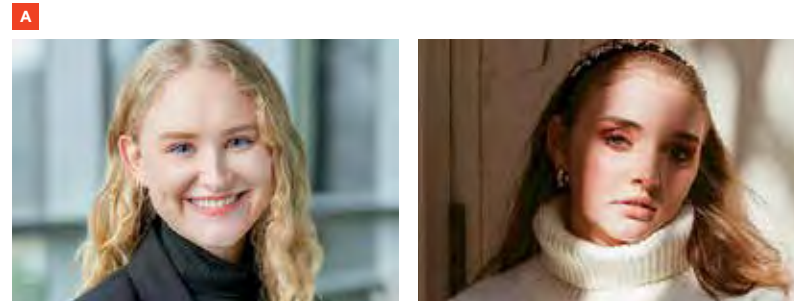


Image by Olivia Raynor, 2022 Brinkmann Scholarship winner.

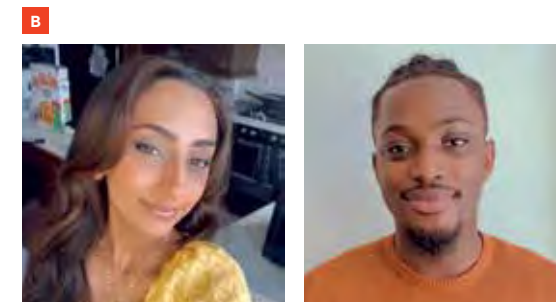


Image by Juliana Schwartz, 2022 Brinkmann Scholarship winner.

## U.K. Diversity in Design Bursary program

40 Applicants 9 Winners

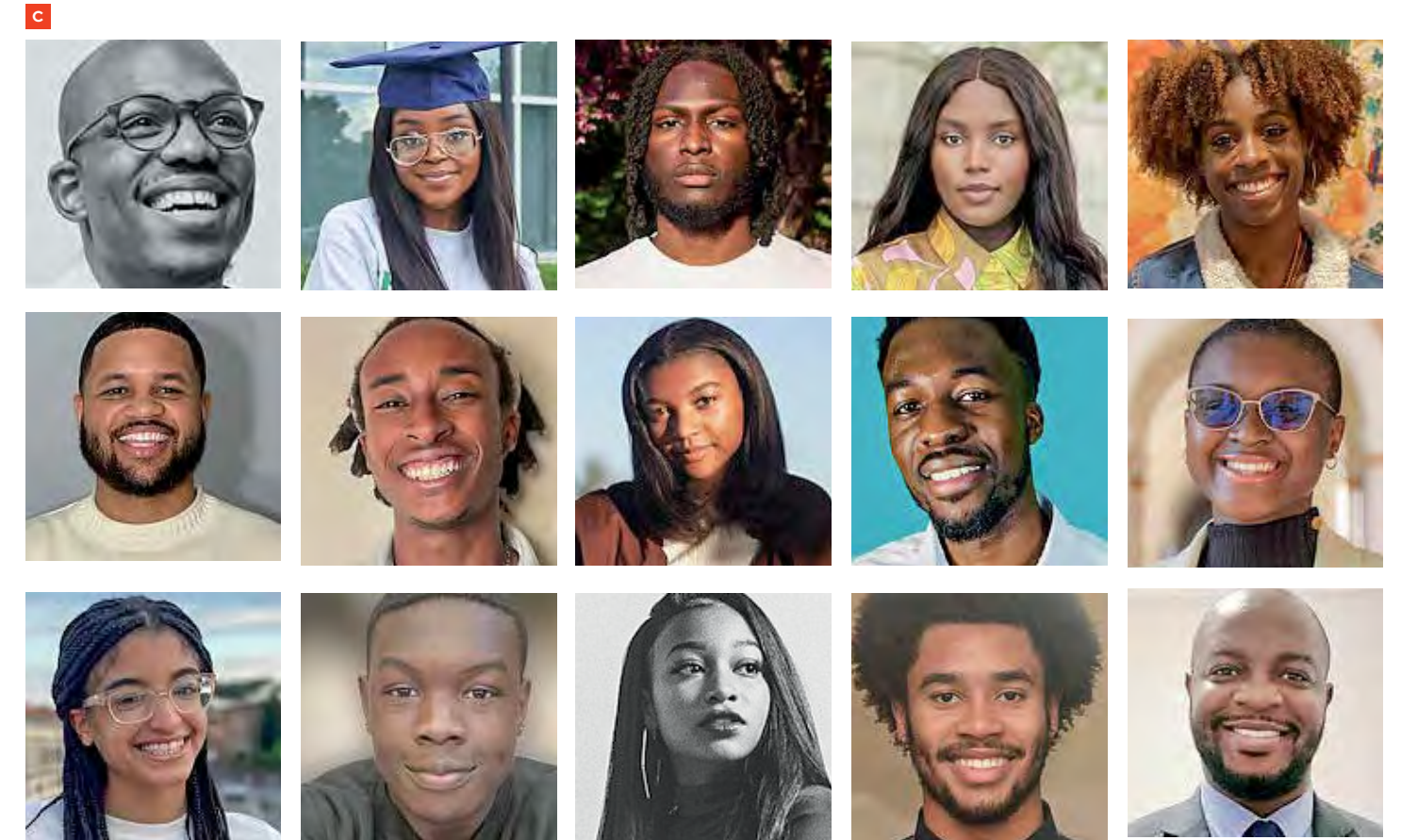
The Diversity in Design Bursary program in the U.K. supports underrepresented and ethnic minority architecture students with one £10,000 bursary and multiple micro-prizes. Winners and finalists may also be considered for a paid internship at Gensler's London office.



## Rising Black Designers Scholarship

75 Applicants 31 Finalists 15 Winners

Our Rising Black Designers Scholarship + Design Challenge awards up to \$60,000 annually to underrepresented Black students enrolled in U.S. not-for-profit architecture programs.



Rendering by Alix Salomon, 2022 Rising Black Designer Scholarship winner.

(L-R) A. Juliana Schwartz and Olivia Raynor. B. Qudus St. Patrick and Jasleena Sembi. C. Top: Quinton Mason, Alix Salomon, Miranda Cuzzo, Dean Bailey, Deron Charley. Middle: D'Ali Roberts, Nejla Harris, Auriel Lewis, Uthman Olowa, Cassius Palacio. Bottom (L-R): Alysia Williams, Charlotte Potin, Isabelle Ndoumy-Kouakou, Derrick Seegars, Kyra Brown.



“

**Even as we grow globally, we enjoy a team spirit and a focus on excellence that is not only notable, but also sustainable. Gensler is well positioned to continue our success no matter what challenges may lie in our path.**

— Art Gensler (1935-2021)



# MUSEO MIRAFLORES

**Miraflores Museum**, Guatemala City, Guatemala. The museum is designed to protect, preserve, study, exhibit, and promote the heritage of the Mayan culture while reusing as much of the existing building as possible — a critical resilience strategy.



University of Texas at Austin, Moody Center Basketball Arena, Austin. With an interactive plaza that ties all of the athletic facilities together, the arena creates an immersive experience and acts as a gathering space for fans, the public, and athletes.



# DIVERSITY, EQUITY, AND INCLUSION



**COMMUNITY OF HOPE  
FAMILY HEALTH AND  
BIRTH CENTER**

Washington, D.C.

Gensler helped expand and reposition Community of Hope's headquarters, community center, and Washington, D.C.'s only freestanding birth center — providing women with more control over their birth experiences.

# We're driving positive change within our industry and our firm.

Black, Indigenous, and People of Color (BIPOC) continue to face racial bias in the workplace, and Black professionals represent just 2% of the U.S. architecture industry and 3% of the U.S. design industry. Women are also underrepresented in both technical and leadership roles. Only 17% of registered architects in the U.S. are women. We've made a commitment to driving positive change in our industry and our communities.

## We want to be the example for a more diverse and inclusive world.

As part of our people-first ethos, we place a high value on a diversity of people and thought. We believe our capacity for innovation grows when we embrace the perspectives of individuals from different places, backgrounds, and cultures. Two years since we first announced our Strategies to Fight Racism, we continue to evolve our

efforts in diversity, equity, and inclusion, taking on an ever more localized and nuanced approach in each of our communities. From partnering with our clients in designing equitable spaces, to creating opportunities in our industry for diverse talent, we have made measurable progress on all fronts.





### THE MONTREAL ROYALS

Montreal's Royals were the Dodgers' minor-league affiliate from 1942 to 1954. The team was based in Montreal, Quebec, and played in the International League. The team was successful, winning the league championship in 1944 and 1954. The team was disbanded in 1954 when the Dodgers moved to Los Angeles.



“

The role that the built environment plays in equity and justice is huge, and we can acknowledge there are voices that we've not been paying attention to that have always been affected by what we do.

—Lisa Cholmondeley, Co-Director of Gensler's Center for Research on Equity and the Built Environment and a member of Gensler's Global Race and Diversity Committee

### JACKIE ROBINSON MUSEUM New York

The interactive museum celebrates the life and legacy of athlete and civil rights icon Jackie Robinson with a combination of artifacts, memorabilia, and digital touchpoints.

# A Five-Part Roadmap to Address Systemic Racism

Genster's "Strategies to Fight Racism" is a blueprint for outlining key strategies to make positive and lasting change in our firm and industry. This includes changing our hiring practices; pushing for products owned or made by minority businesses; rethinking partnerships with consultants, vendors, and suppliers; and partnering with academia to help people understand that design is a viable profession for everyone.

## 1

We will **increase racial diversity within Genster** by recruiting and hiring more Black professionals and supporting the Black professionals in our firm to achieve and exceed their full potential.

## 2

We will **create education opportunities for Black students** by expanding our scholarship program and mentoring middle and high schoolers in our communities.

## 3

We will **pursue equitable design solutions in our cities and communities** to create positive experiences for Black communities.

## 4

We will **create job opportunities in the architecture and design industry for Black professionals** and serve as an active partner with the National Organization of Minority Architects (NOMA) and the ACE Mentor Program.

## 5

We will **partner with our clients on diversity and inclusion** initiatives in order to integrate and amplify efforts across our networks.

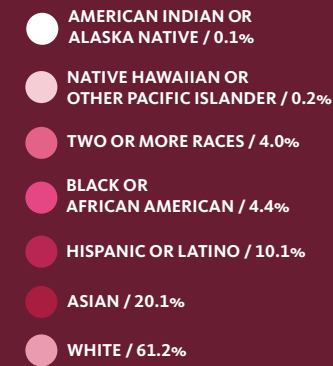
*"We are galvanized by the opportunity to engage with issues that our firm, our clients, and our society are talking about."*

—Roger Smith, Co-Director, Genster's Center for Research on Equity and the Built Environment

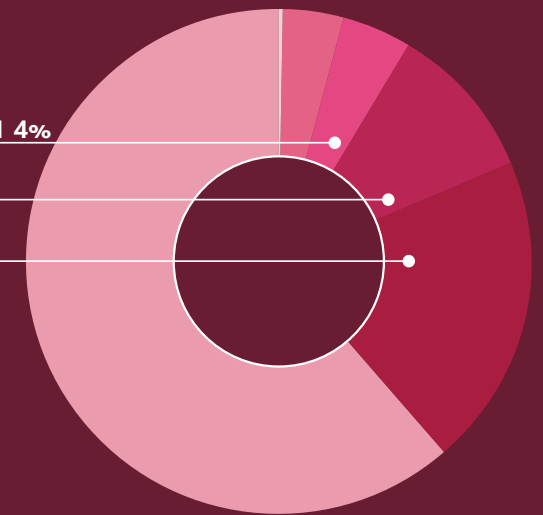


## Race and Ethnicity: Genster's U.S. Workforce

1,502 team members are based outside the U.S. 103 distinct, identified languages are spoken by team members across Genster's global workforce. 15 countries outside the U.S. make up 26% of the firm's global workforce.

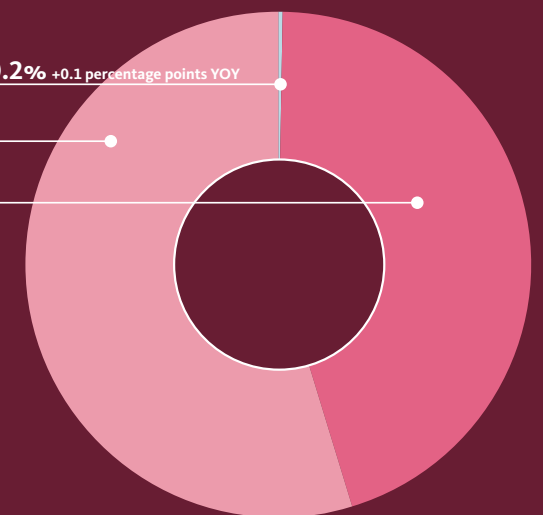


BLACK OR AFRICAN AMERICAN 4%  
HISPANIC OR LATINO 10%  
ASIAN 20%



## Gender Diversity: Genster's Global Workforce

NON-BINARY/THIRD GENDER 0.2% +0.1 percentage points YOY  
FEMALE 54.9% +2.1 percentage points YOY  
MALE 44.9% -2.2 percentage points YOY





**THE PLATFORM  
AT GRATIOT**  
Detroit

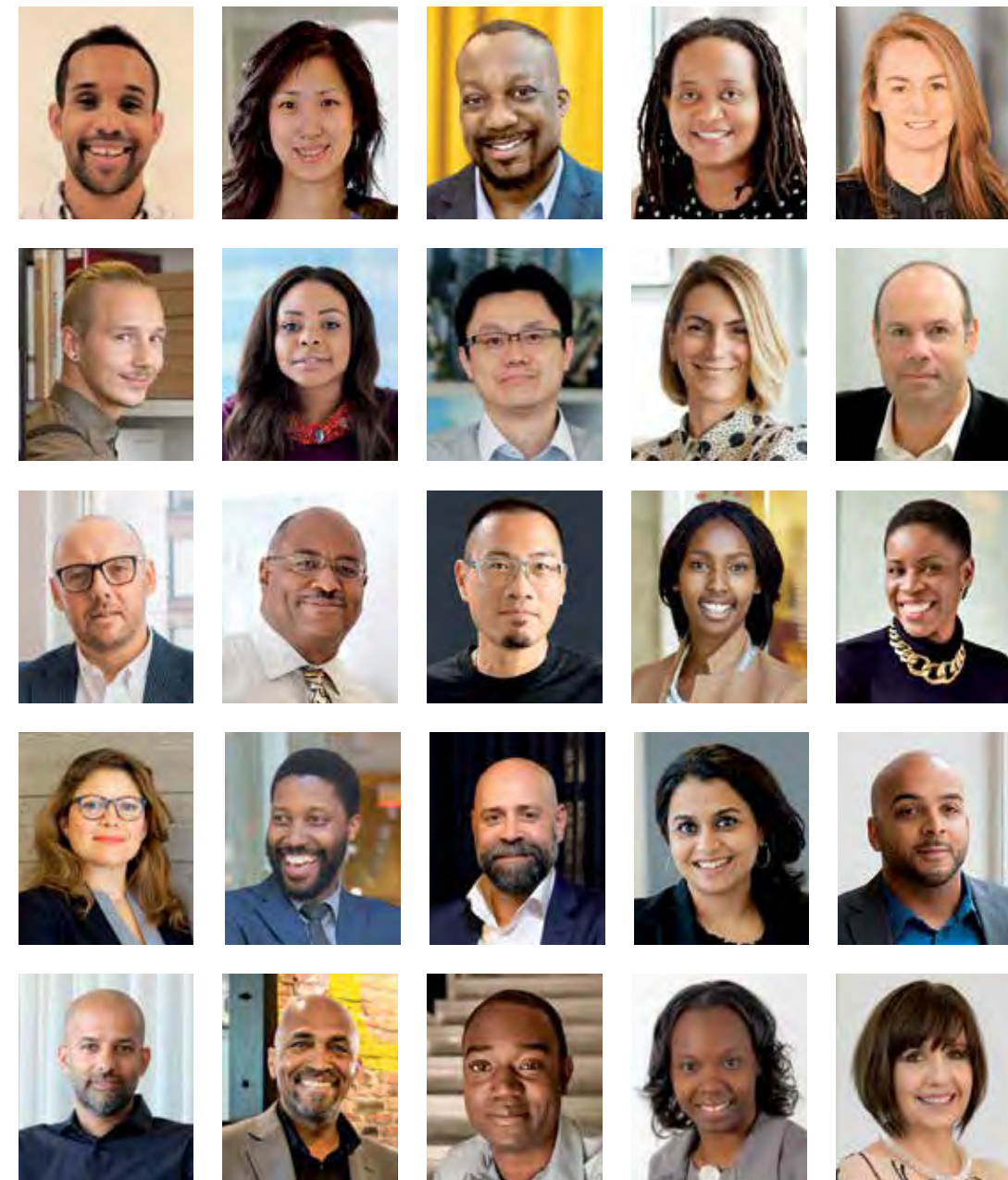
The project's master plan will bridge downtown Detroit and the surrounding neighborhoods by creating a new gateway that is inclusive, welcoming, and equitably prosperous.

# Engaging in Critical Conversations Across Our Regions

Across the firm, Gensler leaders engage in open dialogues and discussions to surface some of the most impactful work on diversity, equity, and inclusion that we are doing across our regions and offices.



Big Brothers Big Sisters Twin Cities Headquarters, Minneapolis



Gensler's Global Race and Diversity Committee and our Board Anti-Racism and ESG Committee ensure sustained action on our efforts to make diversity, equity, and inclusion (DEI) central to our firm's governance and operations.

Gensler's Global Race and Diversity Committee: Thomas Ajose, Jean Anderson, Andre Brumfield, Lisa Cholmondeley, Susana Covarrubias, Christopher Crawford, Sarah Ekundayo, Joe Fan, Jessica Garcia, Francisco Gonzalez, Todd Heiser, Larry Johnson, Hao Ko, Thabo Lenneye, Simi Marinho, Nena Martin, Vaki Mawema, Tom Owens, Nayan Parekh, Jason Pugh, Camilo Reyes, Manan Shah, Roger Smith, Wayne Thomas, Demetra Thornton, Diane Thorsen, Allison Tomlinson.



Diversity, Equity & Inclusion Panel (left to right): Gensler's Global Race and Diversity Committee (GRDC) Co-Chairs Jason Pugh, Allison Tomlinson, Vaki Mawema, Jean Anderson, Andre Brumfield, and Nayan Parekh.



Women in Leadership presentation (left to right): Gensler Costa Rica Co-Managing Directors Jessica Garcia and Christine Durman.



Big Brothers Big Sisters Twin Cities Headquarters, Minneapolis

# We're Building a Bridge for More Diverse Voices in the Design Industry

Our goal is to expand our perspective, find new ways of connecting with diverse communities, and bring more types of people into the profession.



**150**  
Students annually

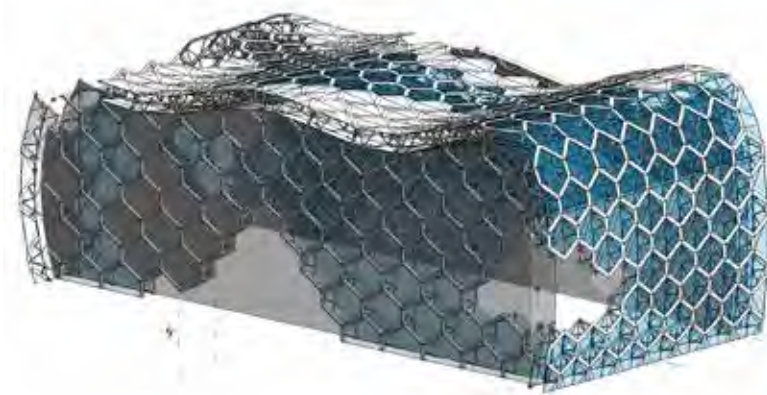
**54**  
Mentors from Gensler participated in our 2022 HBCU Student Design Program.

**7**  
HBCU universities with accredited architecture programs partnered with Gensler.

**15**  
Summer fellowships awarded to participating students.

## Gensler's HBCU Student Design Program Is Introducing Architecture to a New Generation

Now in its second year, Gensler's HBCU Student Design Program is a co-teaching and mentoring effort with Florida A&M University, Hampton University, Howard University, Morgan State University, Prairie View A&M University, Tuskegee University, and the University of the District of Columbia. The program enables students of color to exercise their creativity and introduces opportunities for impact by pursuing a career in architecture and design. The program has resulted in 15 summer fellowships in 2021.



## Our Partnerships with NOMA and ACE Help Diversify the Talent Pool

To further our efforts aimed at diversifying the talent pool and advance the success of architects from diverse backgrounds and perspectives, Gensler has long-standing partnerships with programs such as the ACE Mentor Program and NOMA's Project Pipeline camps for middle and high school students.





**Community of Hope Family Health and Birth Center,** Washington, D.C. Community of Hope enlisted Gensler to expand and reposition its headquarters, community center, and Washington, D.C.'s only freestanding birth center — providing women with more control over their birth experiences.

# COMMUNITY IMPACT

# The impact of Gensler's people-first culture extends to our communities.

Our people-first approach also extends into our local communities. As stewards of those communities, we are keenly focused on how we can design impactful, meaningful projects that benefit the people who live in them. Every day, in every

Gensler office around the world, our people donate their time, skills, and passion to their communities through volunteer service and pro bono and low bono work. We believe that when we put people first, we make the world a better place.



## ACCESS GALLERY Denver

Gensler partnered with Access Gallery to redesign its 1,500-square-foot studio and gallery, resulting in a more functional, flexible, and accessible space for individuals with disabilities, teachers, and visitors.

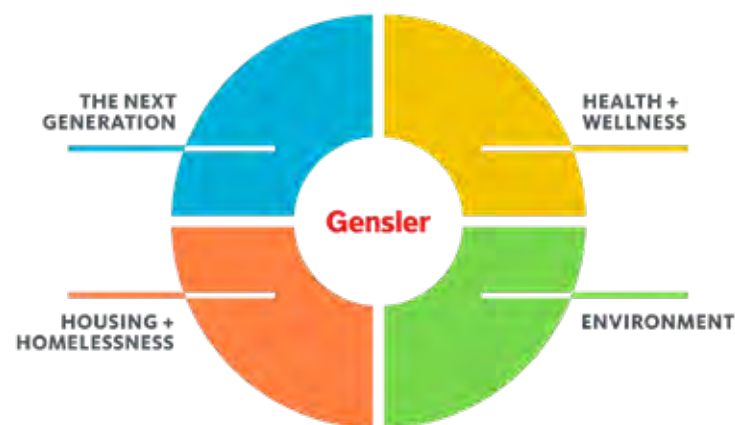
Access Gallery, Denver

# 4

## Gensler's community impact model revolves around four key themes.

Through uncertain and challenging times, our people have stepped up to meet pressing needs in our global communities through the firm's Community Impact initiative.

This platform encourages offices to dedicate at least 80% of their Community Impact resources to one or more of our four themes: housing and homelessness, health and wellness, the environment, and the next generation, while the remaining 20% allows for new opportunities and innovative ideas.



# 1

## Housing & Homelessness

We're committed to finding and creating housing solutions for urban communities facing the crises of homelessness, displacement, and lack of workforce housing.

# 3

## Health & Wellness

Gensler is dedicated to building healthy places that will blend functionality and comfort and improve measurable health outcomes for all users.

# 2

## The Environment

Gensler is committed to building more resilient and sustainable buildings, communities, and cities and developing innovative and sustainable practices to mitigate the effects of climate change and combat its root causes.

# 4

## The Next Generation

Through partnerships with programs such as ACE Mentor Program, NOMA, and City Year, we're supporting organizations and efforts that foster the well-being of children and the education and training of students for careers in architecture and design, ensuring a diverse and inclusive pipeline.



**Our local-  
first approach  
empowers offices  
to grow their  
relationships with  
local nonprofit  
partners and  
respond to the  
needs of our  
communities first.**

— Margaret Skrmetti, Director, Community Impact

## The 2022 Gensler Community Impact Awards

**Every year we recognize our people's commitment  
and dedication to their communities.**

Now in its seventh year, the Community Impact Awards celebrate the achievements of teams across the firm delivering pro bono and low bono efforts that leverage our unique skills as architects and designers to create measurable impact in our communities. Five projects were chosen by an external jury of experts, each winner aligned with a theme in the Gensler Model of Community Impact, as well as a fifth category, The 20%, for projects that may not fit squarely within the model.

**42** Submissions

**31** Offices

**5** Winners

### Community Impact Awards Jury

**Housing & Homelessness:**

Chris Ko, Vice President of Impact & Strategy,  
United Way of Greater Los Angeles

**Health & Wellness:**

Elizabeth Fennell, Director of Architecture and Workplace Design, Humana

**The Next Generation:**

Charity Chandler-Cole, CEO, CASA Los Angeles

**The Environment:**

Gina LaMotte, President and Founder, EcoRise

**The 20%:**

Damon McLeese, Executive Director, Access Gallery

## 2022 Community Impact Award Winners

### Housing & Homelessness:

Shower in a Box, Gensler San Francisco, Seattle, and Houston

### Health & Wellness:

Treasured Vessels Foundation, Gensler Dallas

### The Next Generation:

Chapter 510 – Swan’s Market, Gensler Oakland

### The Environment:

Overton Elementary Outdoor Classroom, Gensler Austin

### The 20%:

Dress for Success, Gensler New York



#### Treasured Vessels Foundation, Gensler Dallas

Gensler Dallas partnered with Treasured Vessels Foundation to design their new campus, which will be the United States’ first clinically therapeutic aftercare program for survivors of domestic sex trafficking.



#### Shower in a Box, Gensler San Francisco, Seattle, and Houston

Lava MaeX and a team of Gensler designers collaborated to create Shower in a Box, a sustainable, scalable, and mobile solution that restores dignity to those experiencing homelessness.



#### Homeboy Industries, Gensler Los Angeles

Employees developed an innovative drive-thru distribution model to ensure that Homeboy Trainees and their families received donated items in time for the holidays.



#### Dress for Success, Gensler New York

Gensler New York partnered with Dress for Success to design two storefront units in Jamaica, Queens, empowering women to achieve economic independence to help them thrive in work and in life.



#### Greater Chicago Food Depository, Gensler Chicago

Through an ongoing partnership, employees have volunteered more than 250 hours and packed more than 200,000 meals for those facing food insecurity.



#### Health Engagement Screening, Gensler Singapore

More than 1,000 low-wage migrant construction workers were provided with health screenings and specialized referrals through this partnership with Lighthouse Club Singapore and HealthServe.



#### Greetings for Seniors, Gensler Munich

Employees in Munich put their artistic talents to work, creating handmade cards for seniors in local retirement communities to help reduce loneliness during COVID-19.



#### Chapter 510 – Swan’s Market, Gensler Oakland

A multi-year partnership with Chapter 510, a local creative writing nonprofit, led to a newly designed writing center that supports programming and retail operations while serving as a community hub.



#### Kelly Miller Middle School, Gensler Washington, D.C.

As part of a series of partnerships in Ward 7, employees developed a robust year-round partnership with this local school that has increased access to educational supplies and healthy food.

## 2022 Gensler Give Back Award Recipients

The Gensler Give Back Award, now in its second year, honors teams of volunteers across our firm for their dedication to serving others through grassroots efforts that extend beyond their design skills.

### Health Engagement Screening

Gensler Singapore

### Greetings for Seniors

Gensler Munich

### Kelly Miller Middle School

Gensler Washington, D.C.

### DignityMoves

Gensler San Francisco

### Bowery Mission

Gensler New York

### Lockhart Elementary Mural

Gensler Houston

### Greater Chicago Food Depository

Gensler Chicago

### Homeboy Industries

Gensler Los Angeles



**Rose Haven, Portland, Ore.**  
Gensler partnered with Rose Haven to offer pro-bono services to design their new facility to help them better serve the homeless in the community.

# DESIGN INNOVATION AND DELIVERY

# Our culture of innovation is transforming the way we design and deliver projects.

We are leading the way in leveraging the power of data-driven design that allows us and our clients to balance design, function, form, and metrics. Our proprietary collection of design technologies helps our design teams tackle complex challenges together with our clients. Our Design Synergy community brings new ways of thinking and collaborating across the firm, so that our designers are always connected as one borderless team.

As we forge ahead, our investment in world-class design technology and digital innovation talent, coupled with these foundational platforms, allows us to collaborate with our clients and with each other in a more agile, dynamic, and hybrid manner to create transformational outcomes.

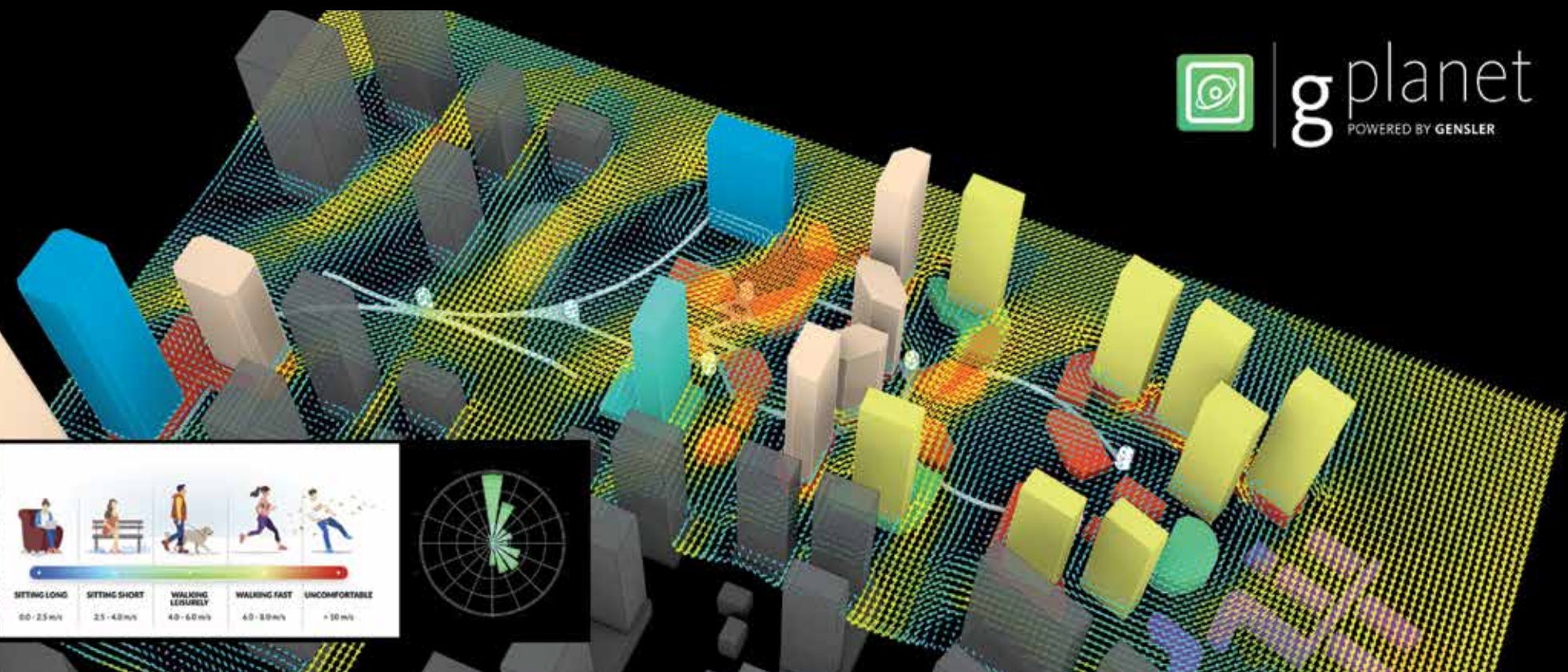
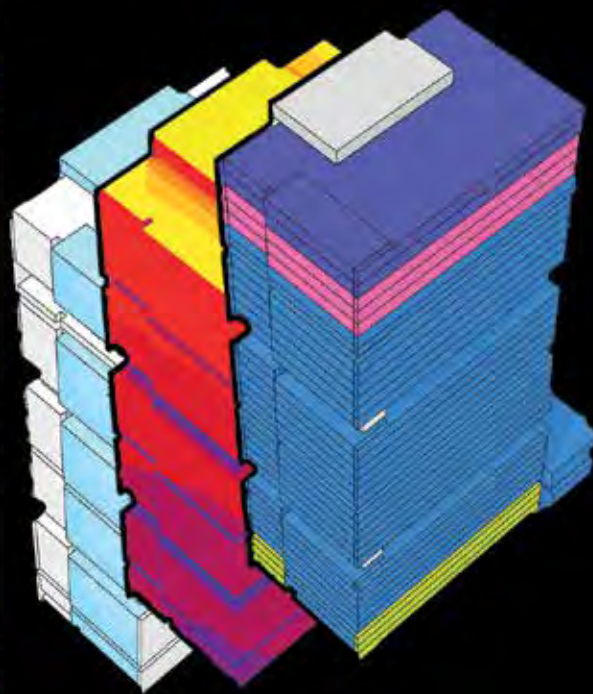
## Delivering Innovative Projects

Here's a look at a few future-forward designs, illustrating how our teams across Gensler discover and deliver world-class ideas and solutions.



### NEXT: LAB BUILDING OF THE FUTURE

Gensler partnered with Buro Happold and KPFF to develop NEXT, a concept for the lab building of the future. The concept promotes resiliency, social equity, and community — and redefines what a lab can be.



## Our technology ecosystem enables designers to tackle the world's most complex challenges.

Through our investment in our design technology talent, we are enabling our designers to work with innovative computational products and data-driven insights that help guide our clients' decisions and deliver transformative work.

## NFORM ECOSYSTEM

POWERED BY GENSLER

Now more than ever, it's critical to make predictable, informed, and confident design decisions. That's why Gensler, through our Design Technology team, has continued to evolve our NFORM ecosystem of platforms, processes, and intellectual property.

Our NFORM Ecosystem brings the power of data to project decision making from early stages in the design process, taking our clients on a unique and informed design journey through their projects from day one. NFORM allows us to tailor our designs to more accurately predict, simulate, and evaluate everything from floor layouts to a project's carbon footprint.



**gBlox™**

Gensler's proprietary data-driven design and computational product allows our designers to leverage deep domain expertise, powered by market-specific, real-time metrics to balance form, function, and business insights on design projects.



**gFloorz™**

Gensler's workplace interiors agile test-fit design product places decades of our firm's workplace interiors expertise and metrics at our designers' fingertips with semi-automated and rule-based layout technology.



**gMP™**

Our parametric platform for generating an infinite number of digital materials for visualization through computation and scanning that adhere to industry standards around physically based rendering technology.



**gPlanet™**

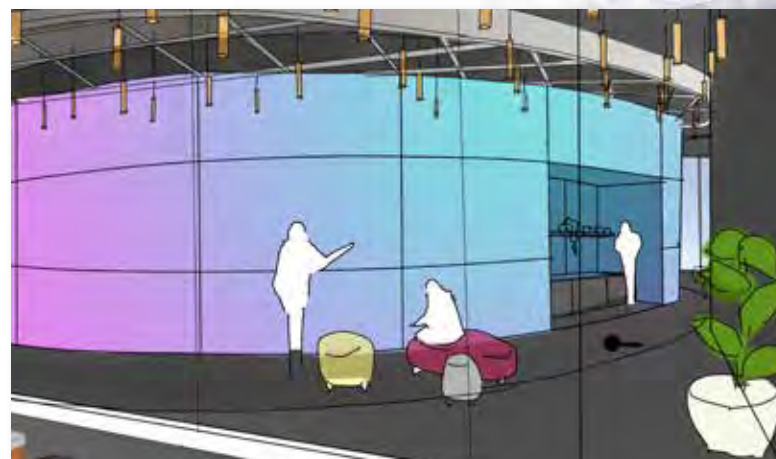
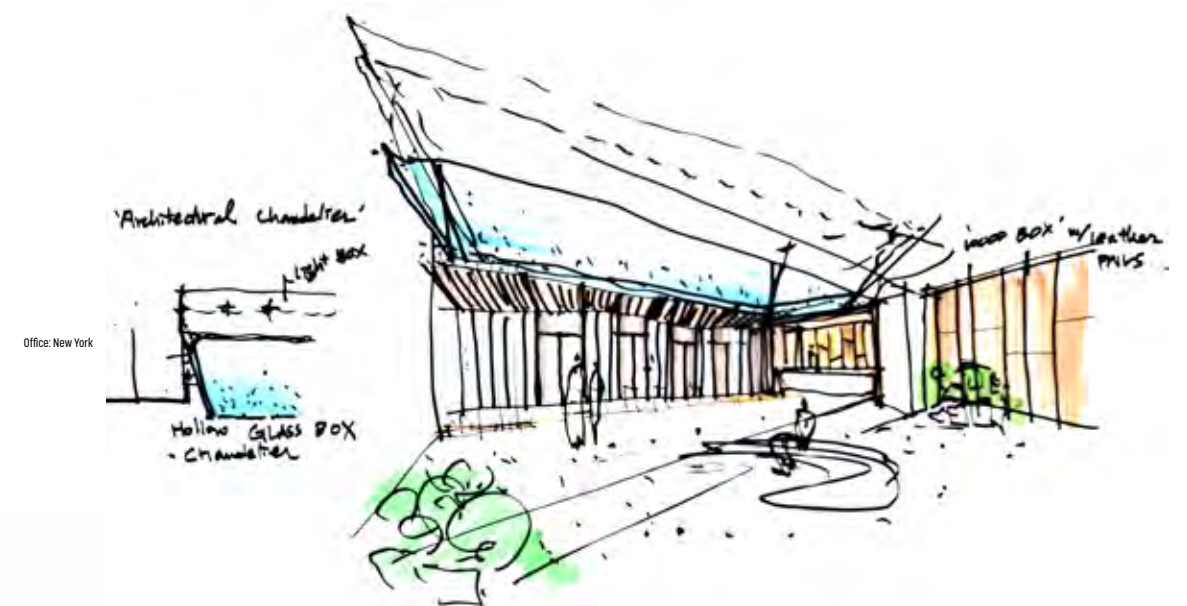
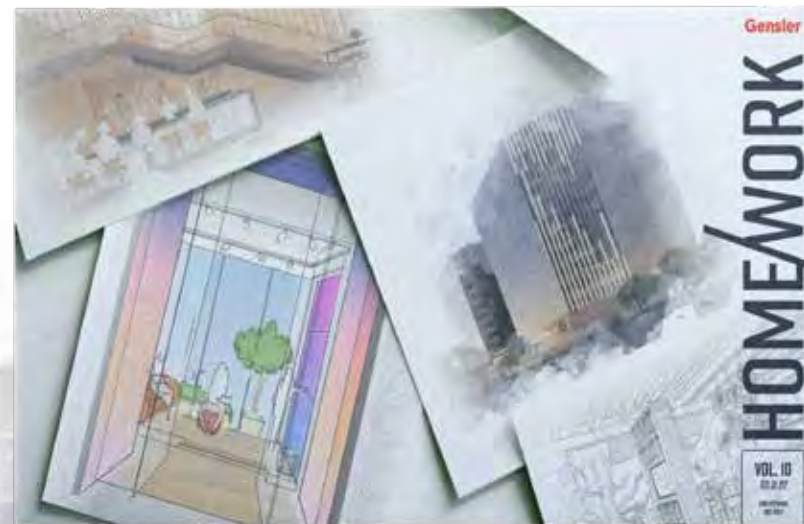
A comprehensive approach to resilience analysis, consisting of industry-validated analysis engines, custom workflows, educational resources, and internally developed computational software to enable our designers to achieve design resilience across the globe.

# Cultivating a Culture of Creativity and Innovation to Spark New Design Thinking

Our global design community collaborates regularly to spark innovative design solutions. Our homework series is a forum for design teams at Gensler to present ideas, concepts, and studies while our ongoing global design charrettes bring designers together to address specific challenges our clients face.

## Home/Work

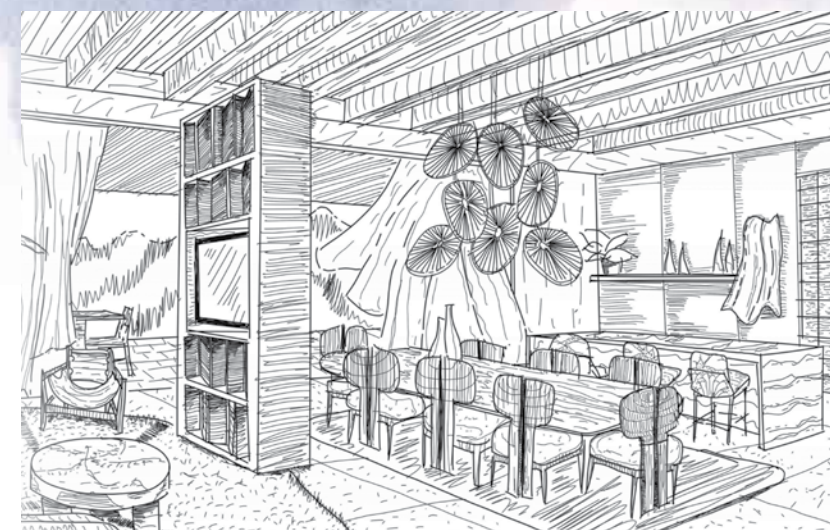
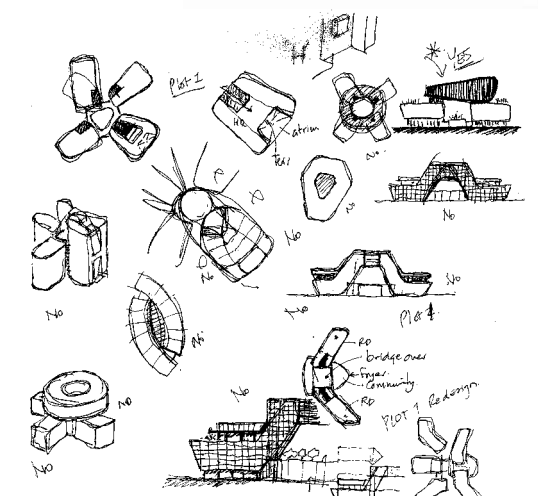
Now in its 10th volume, our *Home/Work* series continues to showcase design's impact and the ways that our borderless teams have overcome the challenges presented by the pandemic. Within these pages are ideas, concepts, studies, research, design work, and project imagery created for our clients highlighting an array of work: built and unbuilt, in-process and completed.



Gensler  
**GLOBAL DESIGN CHARRETTE 3.0**  
**CLIMATE ACTION**

## Gensler Global Design Charrette 3.0: Climate Action

Now in its third year, Gensler's Global Design Charrette has surfaced design ideas for influencing the human experience. Our first two charrettes focused on COVID-19 and our fight against racism, putting forth a variety of ideas to tackle these issues head on. Our third charrette provides an open platform of ideas to transform and mitigate the climate crisis and collectively change practices to move the industry forward.





**VERIZON AT  
THE HUB**  
Boston

Located within The Hub on Causeway development, this vertical campus was designed to accelerate innovation, collaboration, and connection with its amenities spaces to complement The Hub's public mixed-use spaces.

# Celebrating Impact with the Gensler Design Excellence Awards

Now in its 22nd year, the Gensler Design Excellence Awards (GDEA) program sets a standard of excellence that nurtures and elevates our design culture. The rigorous review process begins with staff in each of the firm's 10 regions, who critique projects from outside their region, which are then vetted by design leaders. A shortlist is critiqued by an external jury, who convene to deliberate 95 projects to recognize during a live broadcast to the firm. This year, the program expanded into four juries across our Health, Lifestyle, Work, and Community sectors.



**150** Submissions  
**95** To jury  
**21** Winners  
**18** Multi-office teams

## GDEA JURY

### Health Jury:

Craig Dixon, Co-CEO & Co-Founder, The St. James  
Helen Foster, Principal, Foster Strategy  
Sara Marberry, Healthcare Design Knowledge Expert

### Community Jury:

Melanie Ide, President & CEO, Bernice Pauahi Bishop Museum  
Astrid Piber, Partner, UNStudio  
Duke Reiter, Senior Advisor to the President, Arizona State University and Founder and Executive Director, Ten Across  
Ricardo Santa Cruz, President & CEO, RSC Development

### Work Jury:

Andrew Chin, Associate Dean, Florida A&M University (FAMU) School of Architecture & Engineering Technology  
Heather Combs, Senior Director, Head of Brand Strategy, Adobe  
Emma Dixon, Senior Project Manager, Johnson & Johnson  
Zahra Ebrahim, CEO, Monumental

### Lifestyle Jury:

George Aquino, Managing Director, AHC Hospitality  
Greg Hoffman, Founder, Modern Arena  
Debbie Millman, Host, Design Matters podcast  
Nathan Tan, Partner, DOM Food Group



## SPRINGDALE GREEN

Austin

Located on a former brownfield site, the reimagined campus is designed to attract the creative workforce with outdoor amenities, restored landscape, and a focus on sustainability and wellness.

# GDEA WINNERS

## Work Awards:

Confidential Financial Services Workplace, New York  
 EF Education First, Denver  
 pladis Global Headquarters, London  
 Springdale Green, Austin  
 The Link, Denver  
 The Morphable Office, Baltimore

## Community Awards:

Beth Yeshurun Sophia and Jack Bender Memorial Chapel, Houston  
 Confidential University Library, Beijing  
 Design for Distancing: Station North, Baltimore  
 Dwight-Englewood Middle School, Englewood, N.J.  
 SFO Harvey Milk Terminal 1, San Francisco  
 SFO Sustainability Campaign, San Francisco

## Health Awards:

3151 Market, Philadelphia  
 Confidential Hospital, Chengdu, China  
 Confidential Research and Development District, San Diego  
 OhioHealth Neuroscience Wellness Center, Columbus, Ohio  
 Bill Richards Center for Healing, Rockville, Md.

## Lifestyle Awards:

AT&T Discovery District, Dallas  
 Confidential Mixed-Use Development, Chengdu, China  
 Confidential Stadium, Guangzhou, China  
 Sanya Yazhou Bay Science and Technology City Industry Promotion Center, Sanya, China

## Margo Award:

Rethink Dupont Circle: Illume, Washington, D.C.



**SFO Harvey Milk Terminal 1, San Francisco**



**EF Education First, Denver**



**pladis Global Headquarters, London**



**3151 Market, Philadelphia**



**Springdale Green, Austin**



**Bill Richards Center for Healing, Rockville, Md.**



**Dwight-Englewood Middle School, Englewood, N.J.**



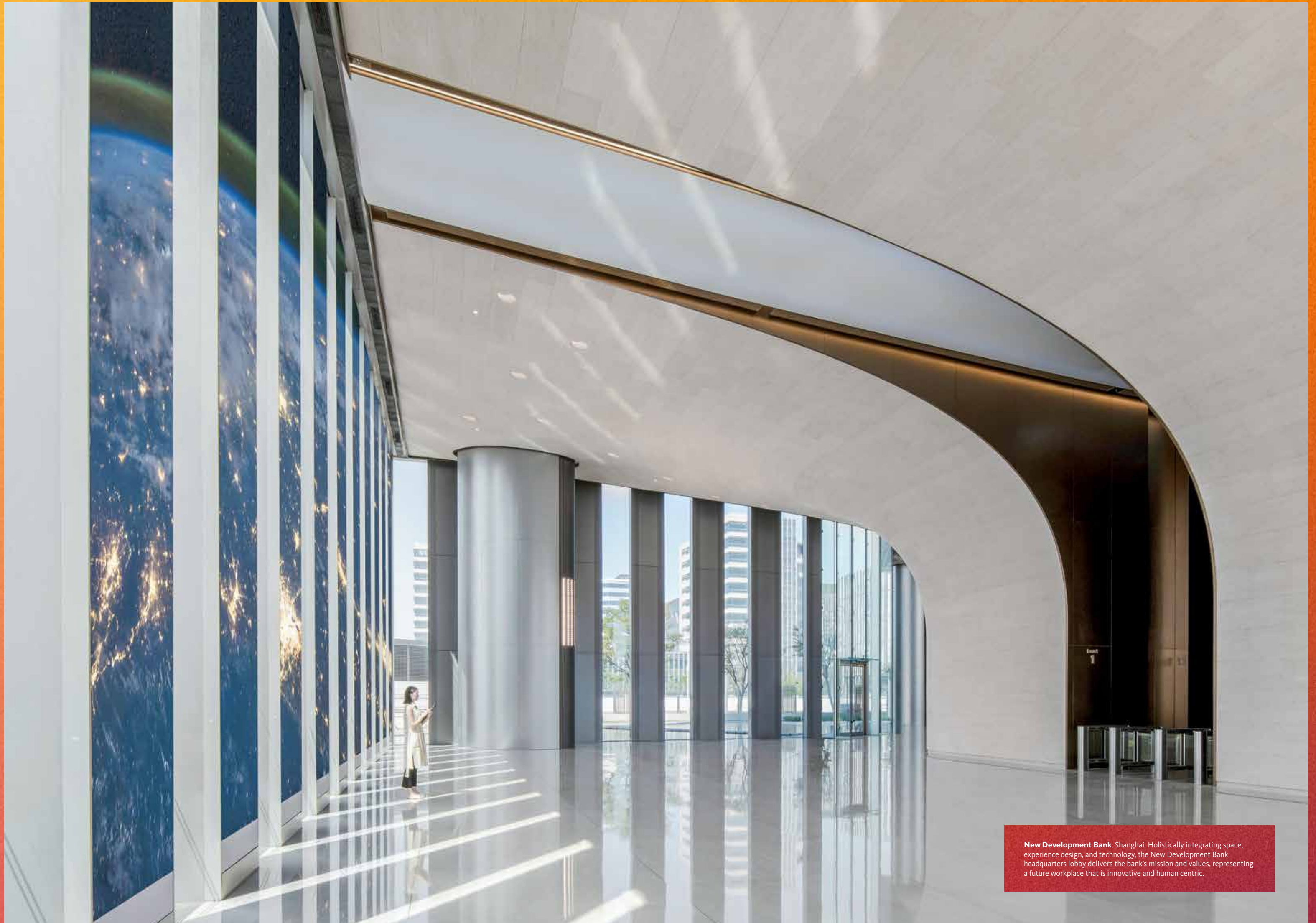
**OhioHealth Neuroscience Wellness Center, Columbus, Ohio**



**Sanya Yazhou Bay Science and Technology City Industry Promotion Center, Sanya, China**



**AT&T Discovery District, Dallas**



**New Development Bank**, Shanghai. Holistically integrating space, experience design, and technology, the New Development Bank headquarters lobby delivers the bank's mission and values, representing a future workplace that is innovative and human centric.

# RESEARCH, TRENDS, AND IDEAS



**JABIL GLOBAL HEADQUARTERS**  
St. Petersburg, Fla.

With dynamic employee and client experiences, Jabil's new campus is a global hub and innovation launchpad that connects the company's 180,000 employees worldwide.

**Our insights and thought leadership help our clients tackle tough problems.**

**Gensler Research Institute at a Glance**

**180**  
Research proposals for FY23

**70**  
Research projects funded

**45**  
Grant projects awarded

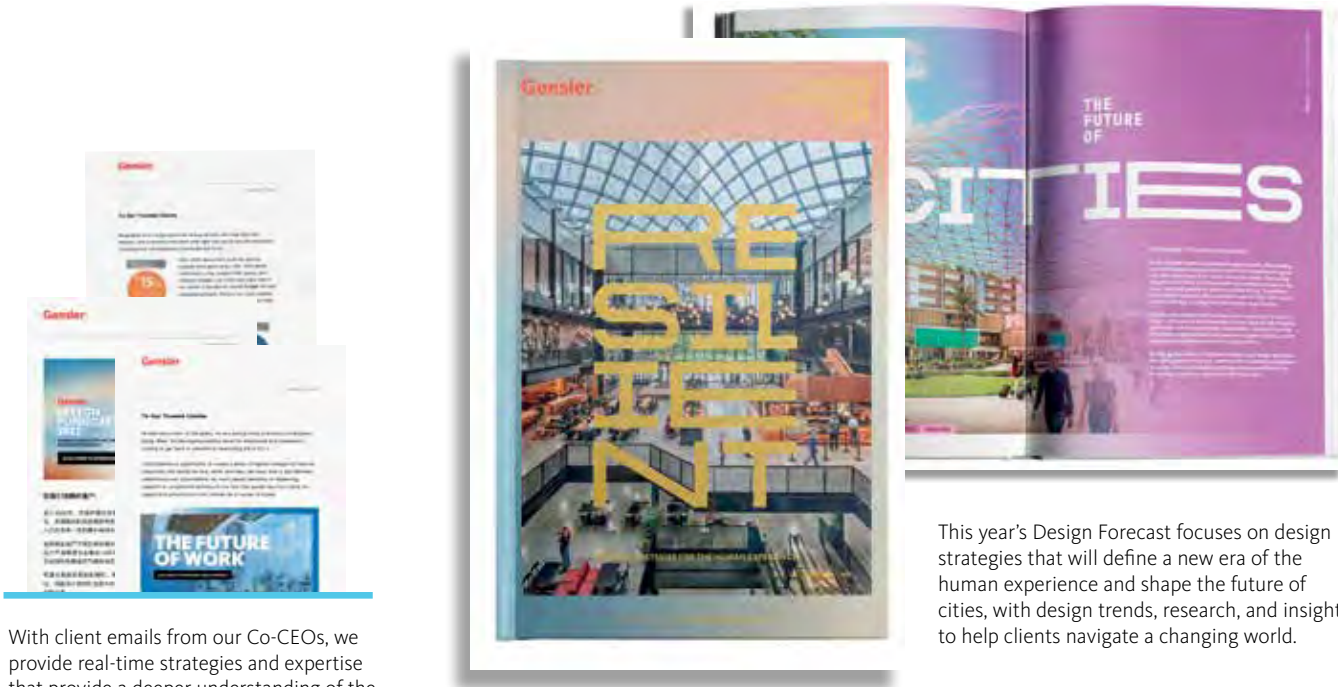
**17**  
Signature IP projects awarded

A combination of research, blogs, newsletters, social media, and other digital content give our clients an understanding of the key issues facing the real estate and building industries. Led by the Gensler Research Institute, our proprietary research gives clients a closer look at the design challenges facing many types of spaces and places, including those for the Workplace, Cities, Lifestyle, and Health. We also focus on issues of equity and sustainability and how each of those issues is informing design decisions.

The insights we uncover with our research play a vital role in unlocking the innovative design solutions our clients need to navigate a changing world. Research also serves as the foundation for the content we deliver to our clients every week through our Dialogue Now newsletter, Client Letters from our Co-CEOs, and our annual Design Forecast publication.

# We Translate Data Into Real-Time Insights and Strategies

To understand and plan for the complex challenges our clients face, we publish new thinking and practical design solutions every week through our blog and website at gensler.com. Our weekly Dialogue Now newsletter, regular client emails from our Co-CEOs, and our social media channels deliver these insights regularly to help our clients drive their business forward.

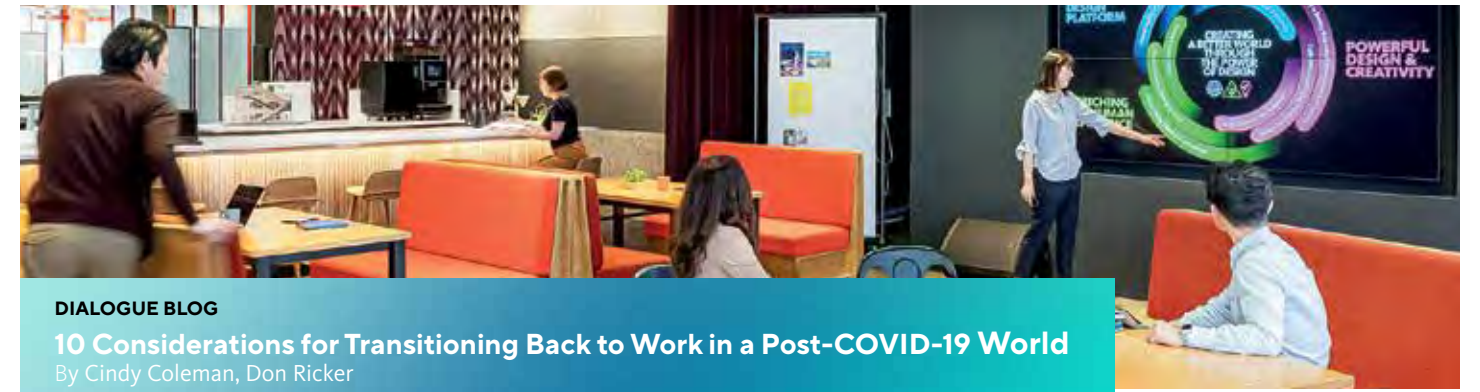


With client emails from our Co-CEOs, we provide real-time strategies and expertise that provide a deeper understanding of the connection between design, business, and the human experience.

This year's Design Forecast focuses on design strategies that will define a new era of the human experience and shape the future of cities, with design trends, research, and insights to help clients navigate a changing world.

Our weekly Dialogue Now newsletters provide timely, relevant thought leadership insights, research, and strategic advice as we explore how design can make the world a healthier place.

This year, we received over 647,000 followers across our social media channels, amplifying our people's voices, projects, partnerships, and community involvement.



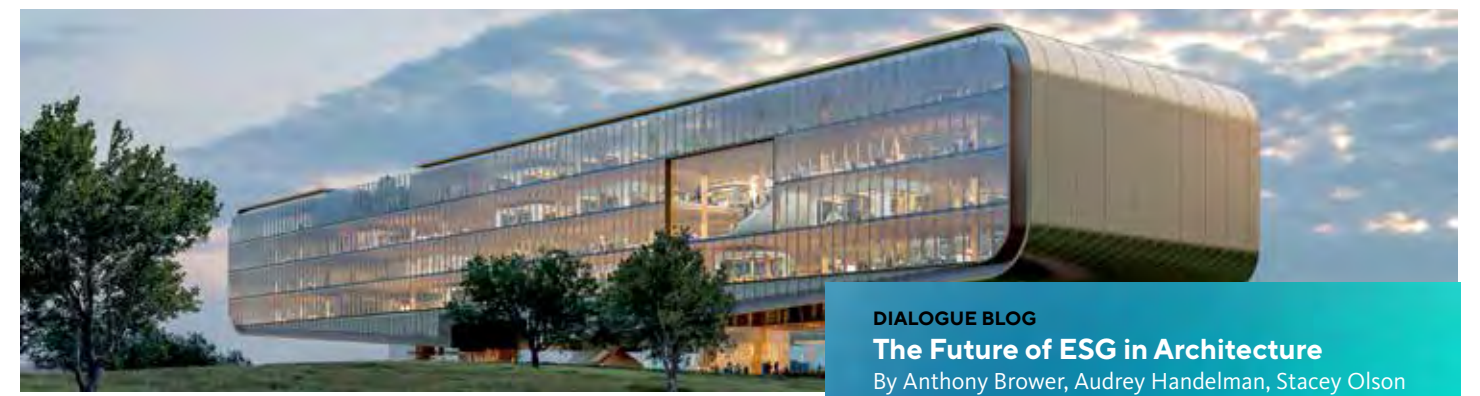
**DIALOGUE BLOG**  
**10 Considerations for Transitioning Back to Work in a Post-COVID-19 World**  
 By Cindy Coleman, Don Ricker



**DIALOGUE BLOG**  
**5 Trends Driving the New Post-Pandemic Workplace**  
 By Janet Pogue McLaurin



**DIALOGUE BLOG**  
**The Lab Building of the Future is NEXT**  
 By Chad Yoshinobu



**DIALOGUE BLOG**  
**The Future of ESG in Architecture**  
 By Anthony Brower, Audrey Handelman, Stacey Olson



**DIALOGUE BLOG**  
**Redesigning Mixed-Use Environments for a Post-Pandemic World**  
 By J.F. Finn, III, Duncan Paterson

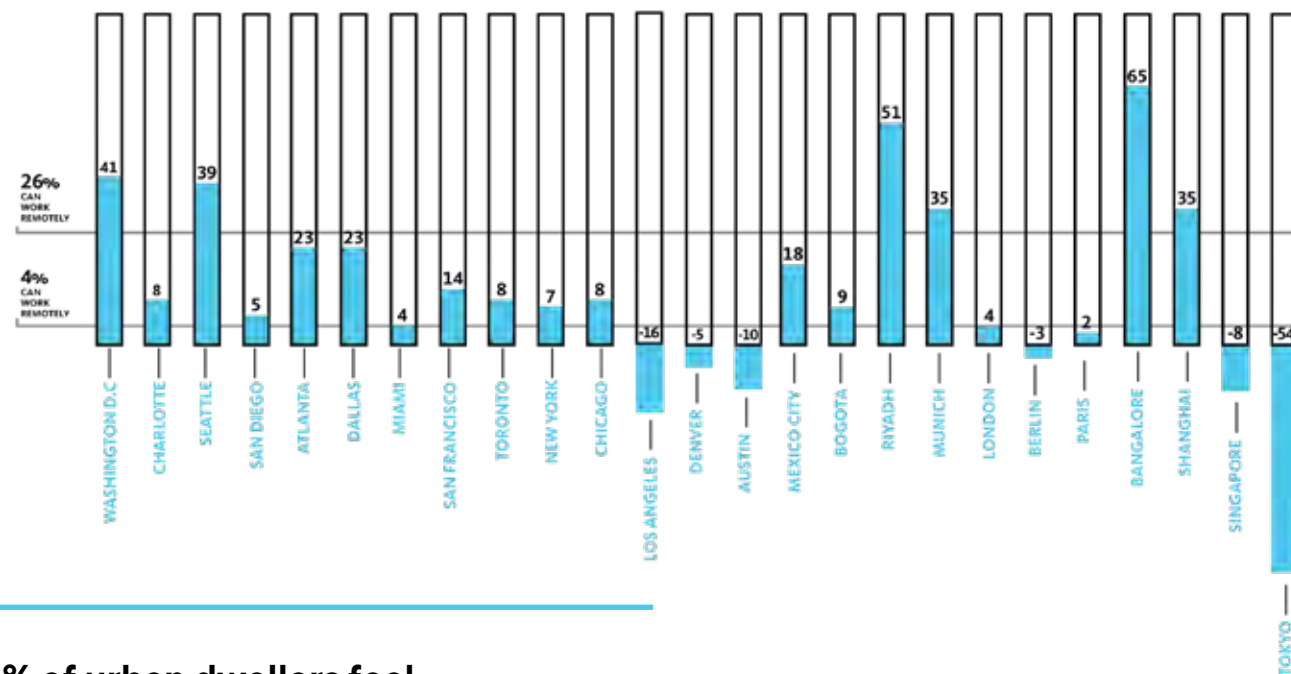
## Our City Pulse research shows how hybrid work could revitalize downtowns and urban neighborhoods.

Our real-time research reveals how the pandemic has impacted cities globally.

### Most respondents in the cities we surveyed would recommend their city as a great place to work.

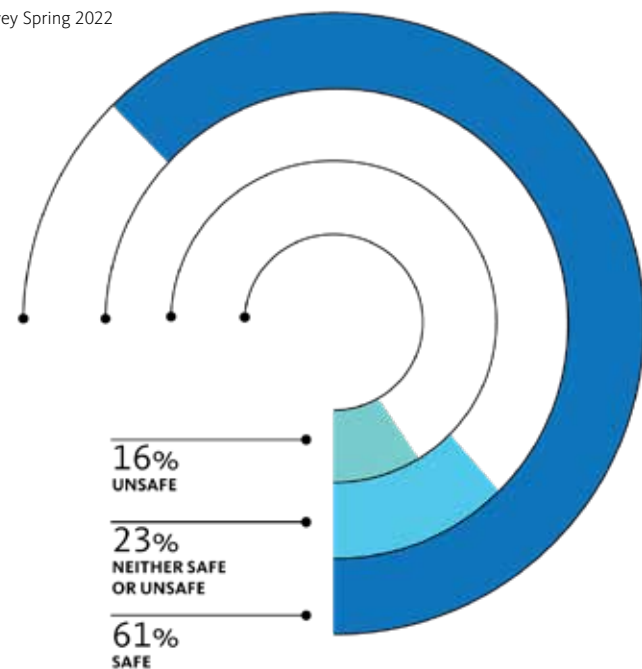
We found that people who have the ability to have hybrid work schedules think their city is a great place to work.

Source: Gensler City Pulse Survey Spring 2022



### 61% of urban dwellers feel safe in their cities.

Source: Gensler City Pulse Survey Spring 2022



*“Because remote workers can now go pretty much anywhere, cities are going to have to start focusing on attracting people, and not just focusing on attracting businesses.”*

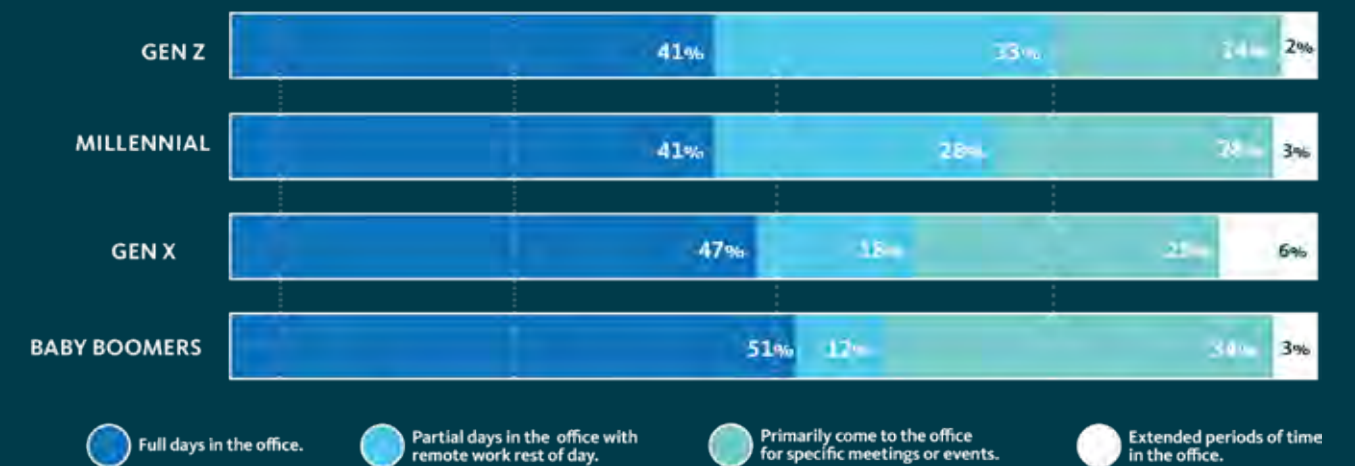
— Sofia Song, Gensler Global Cities Lead

## Data from Gensler’s global Workplace Surveys show that the future workplace must be an experience multiplier, and a destination rather than an obligation.

Our global workplace surveys uncover what kind of office experience employees expect now and in the future.

### Younger generations prefer third places to complement their in-office and remote work locations.

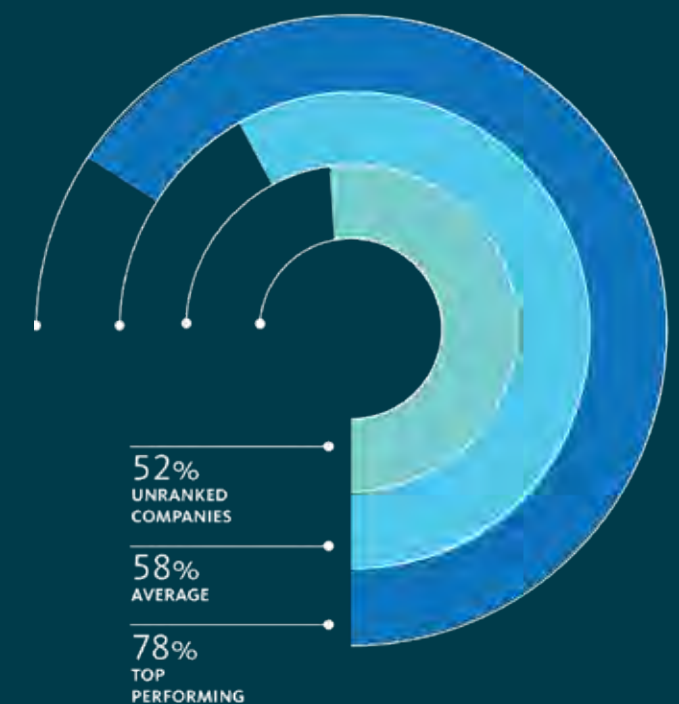
Source: Gensler U.S. Workplace Survey Winter 2021



### Employees at top-performing companies feel that their companies are better prepared for hybrid work.

Source: Gensler U.S. Workplace Survey Winter 2021

*“My company’s workplace is prepared for hybrid work.”*



# With recently released findings on healthcare, residential, and sports, our Experience Index research quantifies the factors of design that impact the human experience.

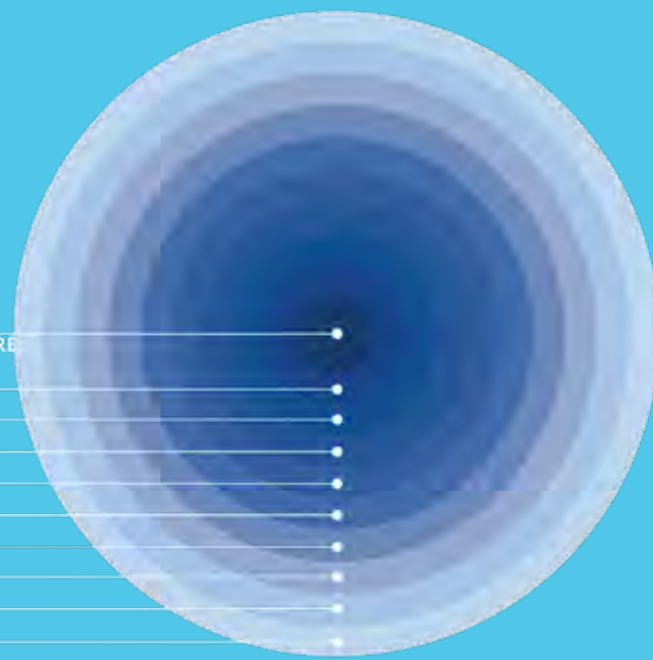
This research centers around Gensler's experience framework, a new way of thinking holistically about the human experience.

## How do we define community cohesion?

Source: Gensler Residential Experience Index 2022

The community cohesion scale is comprised of nine interrelated variables.

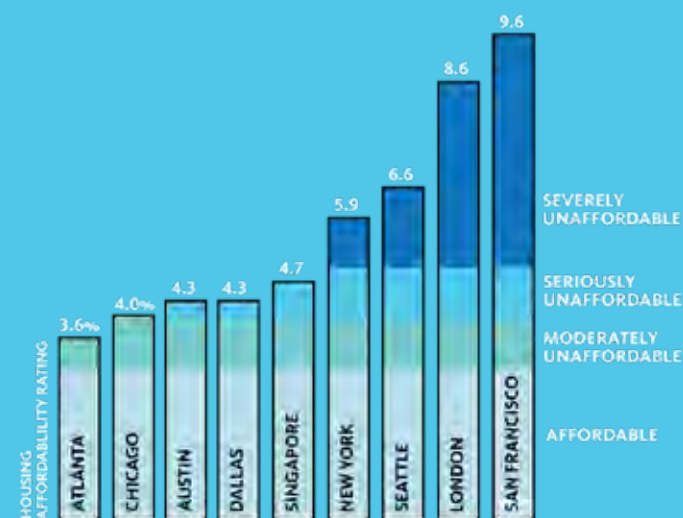
- COMMUNITY COHESION REQUIRES NEIGHBORS WHO ARE
- LONG TERM
- HELPFUL
- OPEN-MINDED
- INVOLVED
- WELCOMING
- UNITED
- RESPECTFUL
- COLLABORATIVE
- TRUSTWORTHY



## All markets surveyed are experiencing challenges with housing affordability.

Source: Gensler Residential Experience Index 2022

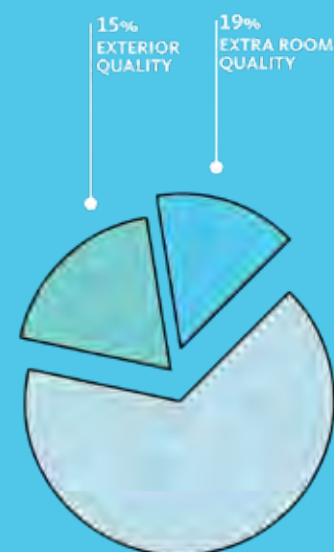
\*Data represents housing affordability ratings for 2020 Q3 (September). Housing affordability rating uses the "median multiple"—the ratio of median house price to gross median household income.



## 34% report positive feelings during an outpatient visit.

Source: Gensler U.S. Outpatient Healthcare Experience Index

Over one-third of the variance in positive feelings during the visit can be explained by the impressions of the exterior and exam room quality.



# Our equity research addresses a variety of urgent topics, such as environmental justice, community partnership, education and the BIPOC experience, and Black voices in healthcare.

Our equity research allows practitioner-led teams to collect diverse perspectives, explore current issues, and deepen understanding into how design can be a catalyst for change.



### Education and the BIPOC Experience

Safety and belonging in educational spaces play an essential role in the lives of BIPOC (Black, Indigenous, and People of Color) students. Yet when it comes to designing learning spaces, these students often do not have enough of a voice. We must truly understand how students perceive education spaces today in order to find new ways to design schools that make all students feel safe and included and enable a diverse student community to flourish.

Team: Margot Kleinman, Phillip Redpath, Vivian Schapsis, Sara Silvestri, Mark Thaler



### Building Trust: Black Experiences in Healthcare

Black communities in the U.S. have endured a long history of systematic mistreatment by the healthcare system, resulting in deepfelt mistrust that must be addressed. The disproportionate impact of COVID-19 on the Black community has only exacerbated these issues, while further highlighting the impacts of disparate health outcomes and opportunities. Our research sought to address this issue via open and honest conversations to understand the barriers to trust in healthcare today and to improve the Black experience within healthcare systems.

Team: Patricia Nobre, Michael Schur, Amy Carter, Eleanor Ma, Rebekah Gandy



### A Strategy to Optimize Minority-Owned Food & Beverage Businesses

The disparate effects of the COVID-19 pandemic on Black-owned businesses expose the seams of economic, social, and interpersonal injustices that have compounded over time. Through a review of the industry landscape and discussions with key industry players, we documented the unique challenges facing Black-owned businesses and the key determinants to overcome them. Our insights form a strategic outlook to improve the F&B landscape — an approach that combines infrastructure, operations, capital, and workforce considerations.

Team: Vaki Mawema, Tony Okoye, Thabo Lenneije, Jen Liao



### Inclusive Design and the Black Experience

It's estimated that only 2% of U.S. architecture professionals, and only 3% of design professionals more broadly, are Black. We cannot achieve inclusive design through checklists and principles alone — a design process that includes diverse representatives and perspectives must be our first step forward. Our research uncovered that the opportunities to address racial bias and lack of inclusion were more about the design process, and end-user participation, than the form of the ultimate outcome.

Team: Josh Berliner, Nambi Gardner, Caty Moniz, Zsuzsi Nagy, Gail Napell, Kati Oszian-Hadfield, Amy Pothier, Amanda Ramos, Vivian Schapsis, Clark Sept

## A SYMBOL FOR PARIS

Reimagined as amenities within and between Parisian neighborhoods, these reinvented newspaper kiosks become a catalyst for change, helping to bridge barriers between neighborhoods and foster social cohesion.



# Celebrating the Research and Innovation That Threads Through All Our Work

**The Gensler Research & Innovation Awards (GRIA) recognize individuals and teams within the firm who are pushing the boundaries of research, innovation, and experimentation.**

This year, the GRIAs were announced live to 6,000+ people across Gensler's global platform. An external jury selected the winners out of 128 submissions. The GRIA platform has raised the caliber of our work, contributed to our brand's reputation as a research-driven design firm, and has made a tremendous impact on our culture. For 2022, the program included three juries across categories: Discovery (original and applied research), Delivery (business and process transformation), and Design (systems, platforms, and environments).



- 128** Submissions
- 68** To jury
- 12** Winners
- 6** Honorable mentions

## 2022 GRIA JURY

### Discovery Jurors:

Matt Ayres, Lead Research and Innovation, Microsoft  
Nick Watts, Chief Sustainability Officer, National Health Service  
Bisi Williams, Co-Founder and Chief Insights Officer, Massive Change Network

### Delivery Jurors:

Timothy Ahrensbach, Head of Workplace Experience, LEGO Group  
Jamer Hunt, Professor of Transdisciplinary Design, Parsons School of Design  
Christiane Glanzmann, Global Expert, Laboratory Workplace Strategy, Roche Diagnostics

### Design Jurors:

Ralph Belton, Associate Professor, Urban Architecture and Community Planning, University of the District of Columbia  
Jesse Bryan, CEO, Belief Agency  
Suzet McKinney, Principal, Director of Life Sciences, Sterling Bay  
Pascale Sablan, Senior Associate, Adjaye Associates, and Founder and Executive Director, Beyond the Built Environment



Mera Kitchen Collective

## Design Winners

- A Symbol for Paris, a Bridge for the Neighborhood
- Co-Creating Mera Kitchen Collective
- Guangzhou Substation
- Office-to-Residential Conversion Scorecard
- The Forever House



Equitable Urbanism

## Discovery Winners

- Equitable Urbanism
- Neurodiversity in the Workplace
- Not Just a Load of Hot Air
- Quantifying Embodied Carbon

Honorable Mentions: Candid Conversations, Designing for Justice: The Newark Community Museum for Social Justice + Center for Violence Prevention and Trauma Recovery, Urban Education: Understanding the Complexities of the BIPOC Student Experience, Momentum: Applied Research in Inclusive and Universal Design, Sustainable Shade Structures and Triple Bottom Line Sustainability



Ambient Signals

## Delivery Winners

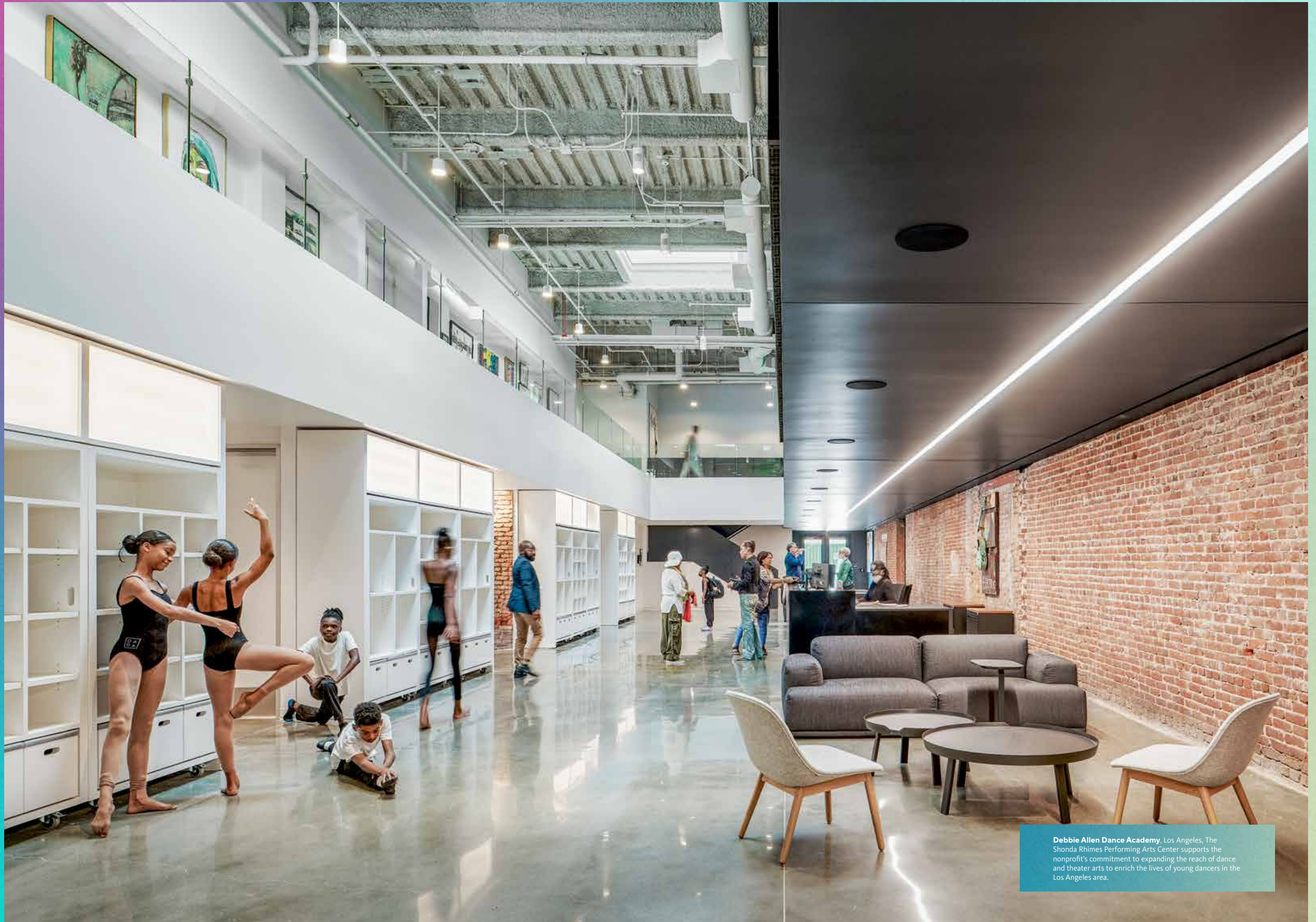
- Ambient Signals
- EU Design Centre
- GAP: Gensler Apprenticeship Program
- Honorable Mention: Diversity in Entourage



## GUANGZHOU SUBSTATION

Guangzhou, China

This facility showcases a sustainable urban farm that uses clean energy harvested from elements around the substation, giving it a considerably smaller footprint than traditional farms.



**Debbie Allen Dance Academy**, Los Angeles, The Shonda Rhimes Performing Arts Center supports the nonprofit's commitment to expanding the reach of dance and theater arts to enrich the lives of young dancers in the Los Angeles area.

# CLIMATE ACTION

## FIFTH + TILLERY

Austin

Fifth + Tillery reimagines a large warehouse as an indoor-outdoor creative office building with solar panels, rainwater collection, and other sustainable design strategies.

# We're leading the industry toward net zero carbon.

We are defining the roadmap for sustainable change in the building industry.

## Addressing climate change is the moral and business imperative of our time.

Climate change — and its increasingly visible threat to people's lives and cities — continues to elicit a sense of urgency everywhere. According to insights from the Gensler Research Institute, 87% of adults in the United States have been personally impacted by extreme weather events since 2019. At the same time, only 18% of Americans believe their

communities are built to withstand climate change. The disconnect between these startling percentages reveals a profound opportunity for leaders in the real estate and building sectors, given that buildings are responsible for some 40% of total global carbon emissions. We know that to bring about a more resilient future, the building industry must act now.

# GC3 The Gensler Cities Climate Challenge

Environmental stewardship is at the core of our brand, and GC3 — or the Gensler Cities Climate Challenge — is our five-part roadmap for how we intend to help our clients reach their carbon targets and our goal of making every building in our portfolio net zero carbon.



## LEADING INDUSTRY PARTNERSHIPS

As trusted advisors to 3,300 active clients, we create meaningful long-term relationships to address their aspirations, goals, and concerns. In the past year alone, we worked in more than 100 countries — even though we were in the throes of the pandemic. And we welcomed 740 new clients.

## SPECIFYING GREEN MATERIALS

To reduce the impact from embodied carbon, we've launched new guidelines for the materials we specify in all our projects. By January 2024, our goal is to make sure every material our designers specify has Environmental Product Declarations (EPD) Disclosure or Global Warming Potential (GWP) limits.



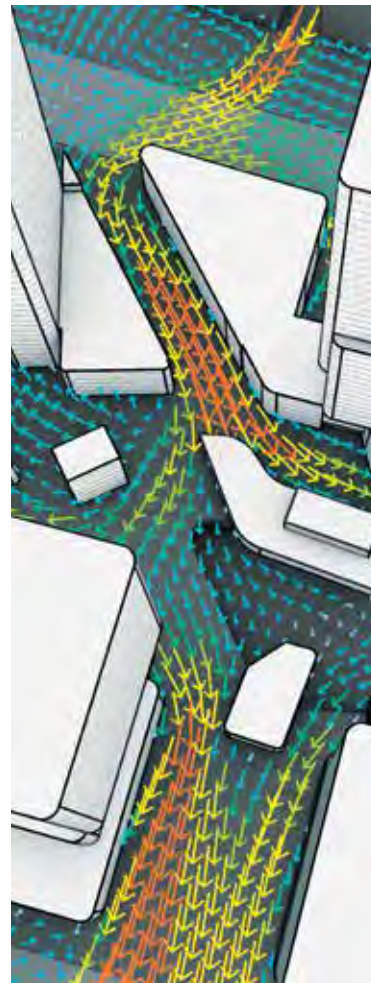
## DESIGNING WITH ENHANCED TECHNOLOGIES

As part of our NFORM Ecosystem, we created gPlanet, a comprehensive approach to resilience analysis consisting of industry-validated analysis engines, custom workflows, and internally developed computational software to enable our designers to achieve design resilience in real time on projects across the globe.



## EDUCATING OURSELVES AND OUR CLIENTS

To provide our clients with sound guidance, we must be a model for the industry by making sure our designers are trained and developed in design resilience practices. This fundamental shift in how we engage our people is necessary to impact every project, every person, and every place.



## MEASURING OUR CARBON IMPACT

To improve our outcomes and reach our carbon-neutral goals, we first have to be able to measure our impact. We must establish a universal and uniform method for measuring the operational and embodied carbon across all our projects. We are streamlining our data collection from consultants to assess our operational carbon. To understand our embodied carbon output, we're identifying accurate material quantities and assigning embodied carbon values to them.



The message from the business community is clear: Now is the time for a global, coordinated action on climate change.

— Gail Napell and Rives Taylor, Co-Directors of Gensler's Global Design Resilience practice

# 300M

By 2030, we will have saved  
300M metric tons of CO<sub>2</sub>.



NVIDIA, Santa Clara, Calif.

# Design Resilience Strategies for Our Clients

We are taking strategic steps to ensure our clients have access to green materials and key services while offering new research into the effects of climate change on people's lives.

## Greening the Supply Chain with Responsible Materials

Gensler Co-CEO Diane Hoskins announced Gensler's new global green materials specifications initiative at the 2021 United Nations Climate Change Conference (COP26) in Glasgow, Scotland. This new effort is a collaboration with our partners along the supply chain that will emphasize low-carbon materials and products for our clients so that they can meet their sustainability mandates, new building code requirements, and ongoing tenant demands for greener, healthier spaces.

## Client Services for Climate Action and Sustainability

The real estate industry is increasingly recognizing the potential consequences and economic risks posed by climate change. Our Climate Action & Sustainability practice offers sustainability consulting services and smart, effective climate action strategies for developers, building owners, and tenants who want and need to minimize the operational and embodied carbon impacts of their owned and leased facilities.



### ERICSSON 5G FACTORY OF THE FUTURE Lewisville, Texas

This highly automated, efficient factory showcases how manufacturing can transition to a low-carbon future through a combination of energy use reduction, on-site renewables, and clean power.

## A Framework for Design Resilience

Climate change and resilience are interconnected issues affecting our environment, our economy, and our society. In order to make meaningful progress, we created a framework that looks at preparedness through four related but distinct lenses:

### 1 Environmental Preparedness

- Minimizing carbon emissions while also investing in ecosystem preservation and restoration.
- Minimizing the amount of new carbon emitted into the environment.
- Reducing the resource needs/impact of new development.
- Investing in natural capital and greening our communities.
- Supporting/preserving local ecologies and resources.

### 2 Experiential Preparedness

- Taking action that enhances quality of life and human health, well-being, and connection.
- Promoting cultural resilience and preparedness.
- Creating places that improve human health, well-being, and social connection.
- Creating awareness and optimism in our communities.

### 3 Equitable Preparedness

- Ensuring that our actions create greater equity by prioritizing the needs and challenges of our most marginalized communities.
- Focusing on communities that are already feeling the most negative impacts from climate change.
- Addressing the impacts of climate change on local and regional identity.

### 4 Economic Preparedness

- Planning as you face climate events for business continuity, efficiency and value creation, and extended service life of projects.
- Incentives or cost recovery vehicles for adaption/resilience upgrades.
- Prioritizing investments in energy and resource efficiency and adaption.
- Addressing insurability and long-term value of real estate.

## New Research: U.S. Climate Action Survey 2022

Gensler's U.S. Climate Action Survey 2022 surveyed 1,800+ U.S. residents to understand how climate change is impacting their lives, and what can be done to prepare for the uncertainties of tomorrow.

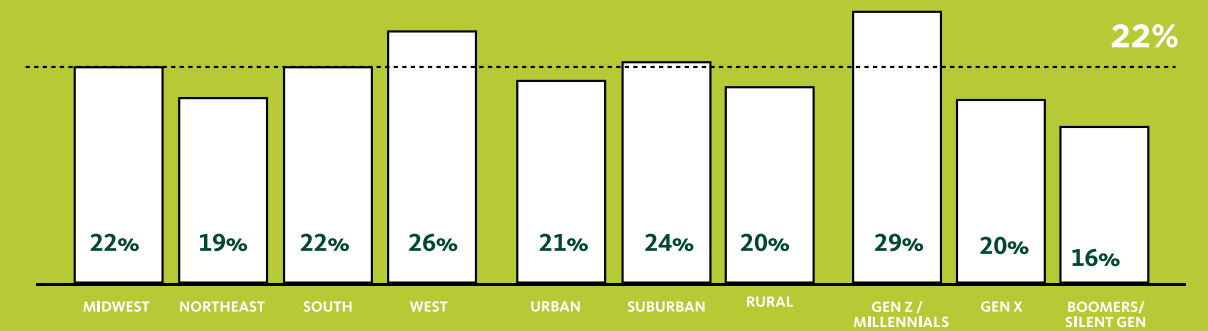


# 22%

of U.S. residents believe  
their community has a plan  
to address climate change.

Source: Gensler U.S. Climate Action Survey 2022

PERCENTAGE OF  
INDIVIDUALS WHO AGREED  
WITH THE STATEMENT  
*"My community has a plan to  
address climate change."*



# 18%

of U.S. residents believe  
their communities  
are built to withstand  
climate change.

Source: Gensler U.S. Climate Action Survey 2022

# 72%

of U.S. adults believe  
that climate change  
is an urgent issue, but  
only 18% feel as though  
their communities are  
prepared to tackle it.

Source: Gensler U.S. Climate Action Survey 2022

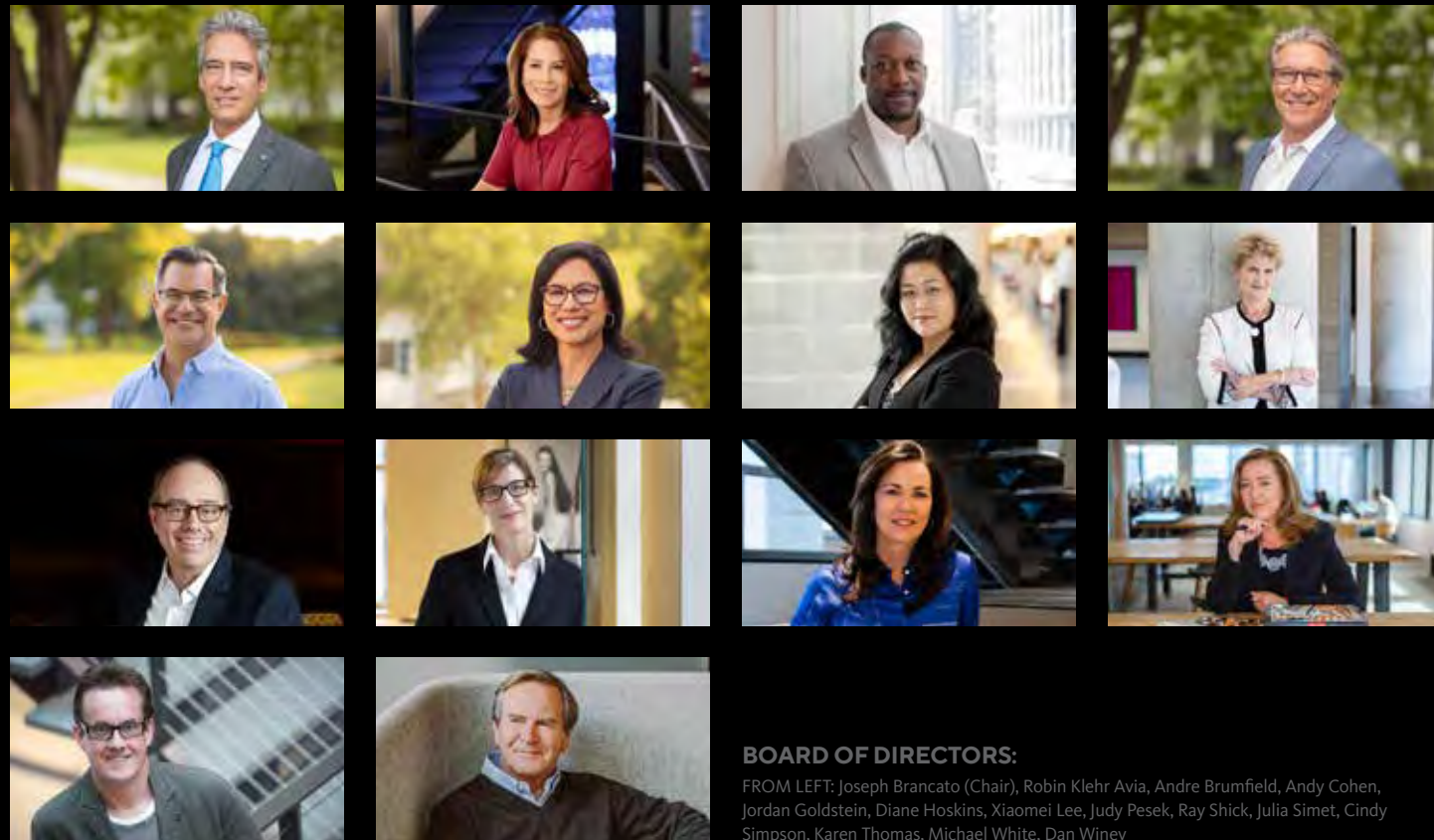
**TK Elevator Americas Complex, Atlanta.**

TK Elevator's new North American headquarters includes interactive experience for visitors to engage with and learn about the company's commitment to safety, sustainability, and innovation.



# FIRM HIGHLIGHTS

# A Message From The Board



## BOARD OF DIRECTORS:

FROM LEFT: Joseph Brancato (Chair), Robin Klehr Avia, Andre Brumfield, Andy Cohen, Jordan Goldstein, Diane Hoskins, Xiaomei Lee, Judy Pesek, Ray Shick, Julia Simet, Cindy Simpson, Karen Thomas, Michael White, Dan Winey

### Our investments in talent and design innovation have catapulted us to the top of the industry.

The complexity of change we're facing today is challenging us in ways we've never faced before. It starts with the pandemic but encompasses so many more issues that have bubbled to the surface in the recent past. Every day, it seems, there are new challenges in terms of social justice, climate change, global instability, and economic volatility. These disruptions to our lives are having cumulative impacts that we've never seen before. They are bringing unprecedented levels of change. To many, these issues might appear to lie outside the domain of design. But we believe design thinking and design solutions are critical for leading through change.

### We're strengthening our ability to lead

Over the past two years, we've taken critical steps to strengthen our organization. We've expanded our global footprint, providing broader client service by establishing new offices in Berlin, Riyadh, and Nashville. We are building a stronger workforce — adding 3,000+ new team members since the beginning of 2021 and quickly growing their expertise through mentoring programs and real-world experiences.

We've transformed our tools and methods to harness the power of technology and support hybrid work as we've begun making the transition back from home to the office. We're partnering with outside organizations to broaden our impact and better deliver on our promise. And we've already seen a significant boost in our revenues — a robust rebound from the COVID-related downturn that so many businesses in our industry encountered.

### Leading through change

Gensler is a firm that designs for all of humanity, a firm whose work spans geographical borders, a firm that enriches the human experience in every community we work in, and a firm that embraces design innovation through the diversity of our people and ideas. These are the tenets of our Vision 2030 platform — our aspirational goals for the next decade of growth and development. Our purpose is to make the world a better place, and our path to that destination is to lead through change.

### Our guiding principles are our foundation

Gensler is an organization that is owned by our people, self-directed and self-governed. We are led by a set of guiding principles that were inspired by our founder, Art Gensler. These principles outline the

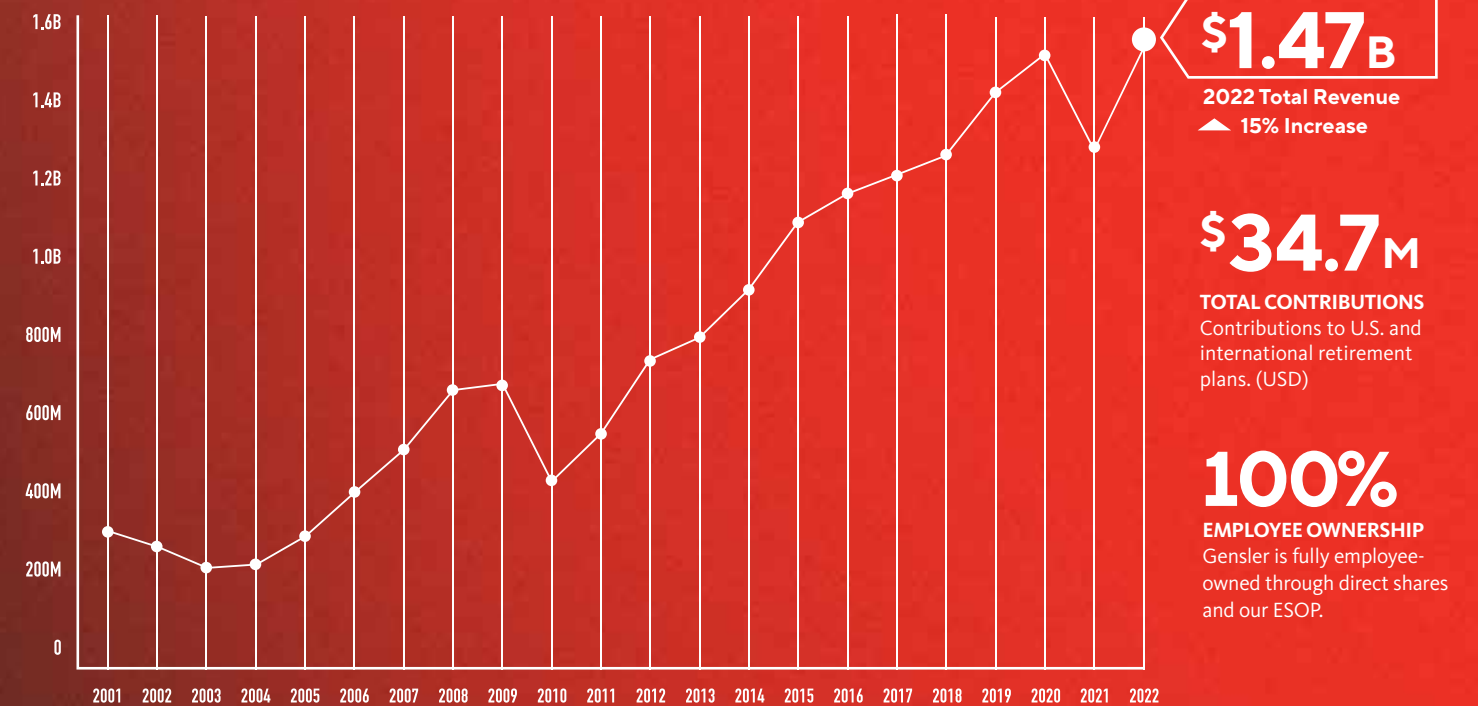
people-first values that uphold the culture of the firm, stressing the importance of diversity, entrepreneurial spirit, empowerment, growth opportunities, and mutual respect. They emphasize the fact that we can't be a global firm unless we are first grounded in our local communities. And they acknowledge the primacy of our client relationships in creating and sustaining the kind of firm we have become.

Among those characteristics is a conservative fiscal policy. It's been our long-standing tradition to operate a business that is financially strong and debt-free, and through turbulent times we've maintained that position in 2022, contributing \$34.7 million in deferred compensation to our employees through our ESOP, profit-sharing, and international retirement plans.

Joseph Brancato  
FAIA, OAA  
Chair of the Board

## FINANCE REPORT (revenue in USD)

We're operating globally across 50 locations, with total revenues for the year exceeding \$1 billion for the eighth year in a row.



## TOP RANKING REPORT

Gensler is the leading architecture and design firm in the world. Our recognition by media and the industry's most prestigious award programs reflects the value we deliver to our clients and peers every day.

BACKED BY GREAT CLIENTS, WE CONTINUE TO EARN INDUSTRY RECOGNITION YEAR AFTER YEAR. **#1**

### ARCHITECTURAL RECORD Top 300 Architecture Firms: #1 Architecture Firm

### BUILDING DESIGN 2022 World Architecture 100: #1 Firm

**BUILDING DESIGN + CONSTRUCTION  
2021 GIANTS 400:**  
#1 Architecture Firm  
#1 Cultural Sector Architecture Firm  
#1 Hotel Sector Architecture Firm  
#1 Office Sector Architecture Firm  
#1 Reconstruction Sector Architecture Firm  
#1 Religious Sector Architecture Firm  
#1 Retail Sector Architecture Firm  
#1 University/College Sector Firm

**ENR  
2022 TOP 500 DESIGN FIRMS:**  
#1 Architecture Firm  
**2022 TOP 225 INTERNATIONAL DESIGN FIRMS:**  
#1 Firm

**2021 TOP 100 GREEN BUILDINGS DESIGN FIRMS:**  
#1 Firm

**INTERIOR DESIGN  
2022 TOP 100 GIANTS**  
#1 Overall  
#1 Office  
#1 Retail  
#1 Transportation Design

**VMSD  
TOP RETAIL DESIGN FIRMS OF 2021**  
#1 Firm overall

## TOP AWARDS 2021-2022

Top design awards won across the firm in 2021 and 2022. Here are some highlights:

**AIA San Francisco  
2022 People's Choice Awards**  
San Francisco International Airport, Terminal 1, San Francisco (Over \$10M)

**Architect  
2022 Architecture & Interiors Awards**  
Zendesk EBC, San Francisco (Small Office)

**DJSER  
2021 China Real Estate & Design Awards**  
Qianhai Shimao Tower, Shenzhen, China (Silver, Public Building)  
Xiaomi Mobile Internet Industrial Park Workplace Design, Beijing (Silver, Interiors)

**ELDI Panama  
2022 Premios LADI (Latin American Real Estate Development Awards)**  
Lyra, Monterrey, Mexico (Best Sustainable and Triple-Impact Project)

**Eventex  
Eventex 2022 Awards**  
Costa Rica Convention Center, Heredia, Costa Rica (Gold: Convention Center, Hybrid Event Venue, and People's Choice Supplier, and Platinum: Sustainable Venue)

**Interior Design  
2021 Best of Year Awards**  
Canopy by Hilton San Antonio Riverwalk, San Antonio (Chain Hotel)  
Gensler Raleigh (Firm's Own Office)  
Design for Distancing, Baltimore (Outdoor Dining)

**International Property Media Ltd.  
2022 Asia Pacific Property Awards**  
Suzhou Zhongnan Center, Suzhou, China (Best Commercial High Rise Development China)  
Lumina, Shanghai (Best Commercial High Rise Architecture Shanghai)

**Middle East Consultant  
2021 Middle East Consultant Awards**  
Gensler (Gender Diversity Champion of the Year/Interior Design Company of the Year)  
URED Diplomatic Quarter Mall, Riyadh, Saudi Arabia (Project of the Year: Retail & Public Facilities)

**Mix Interiors  
Mixology22 Awards**  
McCann Worldgroup, London (Project of the Year, Workplace Over 70,000 sq ft)  
**PCBC  
2022 Gold Nugget Awards**  
NFL Media, Los Angeles (Best Interior Renovations)

**Society of American Registered Architects  
2022 SARA National Design Awards**  
545wyn, Miami (Excellence Award)  
Design for Distancing, Baltimore (Honor Award)

**Shaw Contract  
Shaw Contract Design Awards 2021**  
Leidos Headquarters, Reston, Va. (Best Large Office)

**Urban Land Institute  
2022 ULI Americas Awards for Excellence**  
EPIC, Los Angeles

**Urban Land Institute  
2022 ULI Asia Pacific Awards for Excellence**  
One Museum Place, Shanghai

# Highlighting Our Design Work

We are recognized by our industry, our clients, and our communities for our leading design work.



## Interior Design Honors Best of Year Winners

Several Gensler projects and people were among the winners for Interior Design's 2021 Best of Year (BOY) Awards. In Best Projects, Canopy by Hilton San Antonio Riverwalk won in the Chain Hotel category, Gensler Raleigh won in Firm's Own Office, and Design for Distancing won in Outdoor Dining. Gensler's John Mulling was named a Winner, Interior Designer: Workplace. Winners and honorees were featured in the December issue of Interior Design.



## Our Firm Is Recognized by Our Industry and Our Peers

For the seventh consecutive year, Gensler received the #1 rank overall in Building Design's World Architecture 100 2022. For the 11th consecutive year, Gensler was ranked the #1 architecture firm in the U.S. by Architectural Record. Gensler was also recognized as one of the "2022 Top 500 Design Firms" by Engineering News-Record and earned the #1 spot on the 2022 Interior Design 100 Giants list — a spot it has held for the past 42 years.

## Gensler's Global Workplace Surveys Recognized

Gensler's global workplace surveys received a Certificate of Research Excellence (CORE) for 2022 by the Environmental Design Research Association. Gensler's submission, "Learning and Re-Learning: Researching the Impact of the Pandemic on People, Work, and the Future Workplace," recognized global surveys in the U.S., U.K., France, Australia, China, and India, conducted during the pandemic.



## Gensler Middle East Recognized for Championing Inclusion & Diversity

Gensler was named Gender Diversity Champion of the Year and Interior Design Company of the Year at the Middle East Consultant Awards, while the URED Diplomatic Quarter Mall was named Project of the Year: Retail & Public Facilities. Gensler Middle East was also awarded the "Company of the Year Championing Inclusion & Diversity" at the Big 5's Women in Construction Forum & Awards for promoting diversity and inclusion to transform the construction industry.



## Costa Rica Convention Center Recognized at Eventex 2022 Awards

The Centro de Convenciones de Costa Rica (Costa Rica Convention Center) was honored in the Eventex 2022 Awards. The project received Gold in Convention Center, Hybrid Event Venue, and People's Choice Suppliers, and the Platinum award as Sustainable Venue. With these awards, the project adds more than 19 international certifications, recognitions, and awards since its inauguration in 2018.



## SFO Terminal One Receives AIA SF Chapter's People's Choice Award

The American Institute of Architects' San Francisco chapter honored the SFO Harvey B. Milk Terminal 1 with the 2022 People's Choice Award in the category recognizing projects over \$10 million.



## 2022 Asia Pacific Property Awards

Suzhou Zhongnan Center won a Five Star Award for Best Commercial High Rise Development for China, and Lumina Shanghai won an award for Best Commercial High Rise Architecture for Shanghai at the 29th Asia Pacific Property Awards, part of the International Property Awards.



## Gensler Recognized at China Real Estate Design Awards

Three Gensler projects honored in China Real Estate Design Awards: The Qianhai Shima Tower won Silver in the Public Building category, Xiaomi Headquarters won Silver in Interiors, and Shougang Ice Hockey Arena won the Merit Award.



## Shaw Contract 2022 Best of Region Awards

Several Gensler projects were honored among Shaw Contract's 2022 Best of Region Awards. From nearly 600 design submissions, just 37 projects were selected. EY Melbourne and Sheraton Denver Downtown Hotel were recognized.

# We Are Leading the Conversation in the Industry

Our thought leaders are speaking at top tier conferences about how design is impacting the most critical issues shaping our cities — from global health, to climate change, globalization, economic volatility, and social justice.



## Hoskins Speaks at CEO Gathering on "Towards Net Zero Carbon"

In June, co-CEO Diane Hoskins was a featured speaker at the Global Cement and Concrete Association's annual CEO Gathering in Atlanta, where she presented on "Towards Net Zero Carbon."



## Gensler's Presence at the AIA Conference on Architecture

Gensler's Jason Pugh, NOMA president, with Tiffany Brown, NOMA executive director, and former U.S. President Barack Obama at the AIA Conference on Architecture 2022.

## 2021 CoreNet North America Global Summit

Over the past year, Gensler has worked with CoreNet Global through a series of speaking events at CoreNet Global Summits and regional events. In November, Gensler's Global Workplace Research Leader Janet Pogue McLaurin presented at CoreNet's Global Summit on "Emerging: New Workplace Realities." Digital Experience Design Regional Leader Greg Gallimore led an interactive session in partnership with Arup, empowering participants to create a "future of work" experience and explore the opportunity of hybrid work systems.



In June, Amanda Carroll participated in a CoreNet Eastern Regional Symposium panel on "Shaping Spaces for the Future of Work."



## Cohen Speaks on the Post-Pandemic Outlook for Cities

Co-CEO Andy Cohen was a featured panelist at the USC Gould School of Law's Real Estate Law and Business Forum discussing the workplace of the future and the post-pandemic outlook for cities.



## Chang Speaks at 2021 Greater China CBRE Forum

In October 2021, Gensler's Emma Chang participated in the 2021 Greater China CBRE Forum, at CBRE Beijing, on the topic of "Experience and Flexibility in Workplace Design."

## Best of NeoCon 2022

Gensler thought leaders had a strong presence at NeoCon 2022, speaking on topics ranging from the reimagined future of work and place, to the future life sciences workplace, to the benefits of material reuse and the circular economy. NeoCon is North America's largest design expo and the leading conference for commercial interior design. In today's rapidly changing world, NeoCon is a launchpad for innovation in commercial design.



Gensler's Todd Heiser and Lily Diego presented on theMART 2.0 at NeoCon 2022.



## Examining the Future of Work at Worktech Berlin and Worktech Munich

In May, Gensler's Peter Stueck spoke at Worktech's Berlin conference on the future of corporate real estate in Germany, and Agnieszka Flasińska spoke at Worktech Munich on the future of hybrid work.

## Gensler Takes Center Stage at ULI

Gensler has partnered with the Urban Land Institute (ULI), joining the top decision-makers from every real estate development sector to address land use challenges and the built environment. Gensler thought leaders keynoted and spoke on panels at ULI's signature global conferences in Chicago, San Diego, and virtually in Shanghai, speaking on a range of topics, from design strategies for the future of cities, to equity and the 20-minute city, to adaptive reuse and repositioning.



Gensler's Nate Cherry, Sofia Song, and Rives Taylor presented on "Reimagining Cities: A New Era for Planning and Development" at the ULI Spring 2022 Meeting in San Diego.



Gensler's Todd Pilgreen delivered a keynote speech at the 2021 ULI China Mainland Winter Meeting entitled "Reconnect: Design Strategies for a Post-COVID World."



Gensler's Ben Tranel presented on "Redefining Excellence in Real Estate with Equity at the Core" at the ULI Spring Meeting.



Lisa Cholmondeley and Sofia Song at the ULI Spring Meeting in San Diego.

# Expanding Our Global Reach in the Media

## Airport World

"Trends That Will Influence Airport Design in the Future"  
Tim Hudson, Ty Osbaugh



## Architect

"18 Designers Share Hopes, Fears, and Disruptors for 2022"  
Jordan Goldstein

"Green the Supply Chain with Better Building Materials"  
Andy Cohen

## Architectural Record

"Willis Tower Transformation by Gensler"  
Benjy Ward, Michael Townsend

"The Role of Circular Materials and Construction Practices in Reducing Carbon Emissions"  
Amanda Carroll

## Associated Press

"New Offices for the Hybrid Era? Many Companies Are on Board"  
Jordan Goldstein



## BBC

"The Office Spaces Transforming Into Luxury Apartments"  
Steven Paynter

## Bloomberg

"Creating Sustainable & Equitable Future Cities"  
Tim Martin

"The Office Tower Has a New Job to Do"  
Todd Heiser



## Building Design + Construction

"Gensler's Latest Design Forecast Is Also a Call to Action"  
Andy Cohen, Diane Hoskins

## Business Insider

"Andy Cohen, Co-CEO of Architecture Giant Gensler, Says the Ability to Choose Will Shape Offices and Careers of the Future"  
Andy Cohen

"Employee Engagement Is the Key to Business Transformation According to Executives From IBM, Gensler, and Hinge"  
Andy Cohen, Diane Hoskins



## Christian Science Monitor

"Post-Pandemic City: What Does 'Downtown' Mean in a World of Hybrid Work?"  
Sofia Song



## CNN

"When It Comes to Cutting Carbon Emissions, the Real Estate Industry Is Running Out of Time"  
Diane Hoskins



## gb&d

"How Weather Is Changing the Way We Build"  
Rives Taylor

## Healthcare Design

"How to Design Better Outpatient Environments"  
Nicholas Watkins and Kyle Sellers



## Interior Design

"Gensler Explores Building the Materials of Tomorrow"  
Chad Yoshinobu

## Commercial Property Advisor

"What Will Future Lab Space Look Like?"  
Erik Lustgarten, Chad Yoshinobu



## Fast Company

"The Future of the Office Is an Open Question, but This Company Is Testing 3 Designs to Figure It Out"  
Nena Martin

"One Huge Post-Pandemic Shift for Retail Workers? More Comfortable Stores to Work In"  
Lara Marrero

## Forbes

"How to Make Your Office an Experience Multiplier"  
Andy Cohen

"Texas Opens Moody Center Arena With Modern Design For Basketball, Concerts"  
Jonathan Emmett, Laura Brodersen, Kirk Funkhouser

## FORTUNE

"Great Workplace Design Can Combat the 'Great Resignation'"  
Andy Cohen

"Climate Disclosure Mandates Will Irreversibly Transform Real Estate — and Supercharge the Low-Carbon Market"  
Diane Hoskins

"BMW and the Biggest Architecture Firm in the World Have a Vision for the Post-Gas, Electric Future"  
Jordan Goldstein



## Globe St.

"Pay It Forward: 'We are a Constellation of Stars Because of Our Shared Leadership Model'"  
Diane Hoskins and Andy Cohen

## McKinsey

"The Rebirth of Workspace Design: An Interview With Gensler Co-CEO Diane Hoskins"  
Diane Hoskins

## McMorrow Reports

"Inclusive by Nature, Impelling by Nurture: The Future of the Tech Workplace"  
Brian Stromquist



## Metropolis

"Redefining the Experience-Driven Workplace"  
Brian Stromquist, Nena Martin, Ian Zapata



## Middle East Consultant

"Designing With Purpose"  
Tim Martin

## Morning Brew

"Why Stores — Like One Permanent Pop-Up — Should Be Designed More Like Lego Sets"  
Lara Marrero

"Why Brick-and-Mortar Retail Should Consider Moving Into Mixed-Use Developments"  
J.F. Finn III, Ben Tranel

## The Economist

"The Office of the Future"  
Robin Klehr Avia

## The New York Times

"The Trouble With Airports, and How to Fix Them"  
Ty Osbaugh

"One Size Doesn't Fit All: Employees' Needs Are Changing Workspaces"  
Robin Klehr Avia, John Harrison, Eric Gannon



"Where's the C-Suite in an Open, Hybrid Office?"  
Matthew Kobylar

## The Straits Times

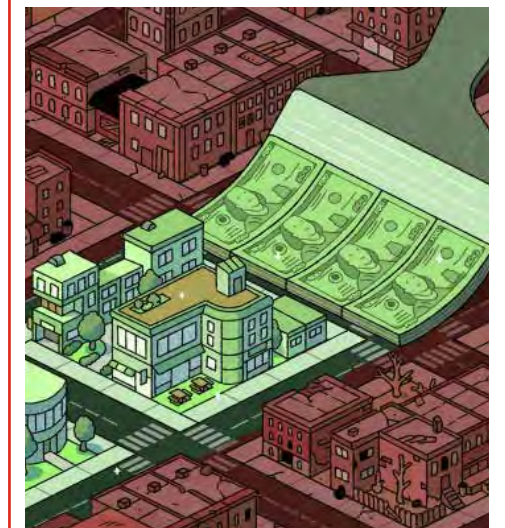
"The Race to Net Zero: Eco-conscious Design Solutions"  
David Calkins

## Work Design Magazine

"Strategic Repositioning: The Key to Reimagined, Livable Urban Work Environments"  
Sheryl Schulze, Ian Zapata

## Urban Land

"Stranded Assets: Realizing the Potential of Old Malls and Abandoned Office Parks"  
Joe Brancato



## The Wall Street Journal

"Raise Residential Taxes? Bring in Casinos? Cities Look at Ways to Bolster Budgets"  
Joe Brancato

# Our Clients

**3,547**

Total current Gensler clients, across every market sector and around the world.

**9 of the Top 10**

Technology companies globally are Gensler clients.

**22 of 25**

Interbrand's Best Global Brands are Gensler clients.

**Over 90%**

of our work comes from repeat clients.

**7 of the Top 10**

Media Companies globally are Gensler clients.

**9 of the Top 10**

Commercial banks in the U.S. are Gensler clients.

**10 of the 10**

Highest-grossing law firms globally are Gensler clients.

**9 of the 10**

Fortune's Most Profitable Companies are Gensler clients.

**9 of the Top 10**

Pharmaceutical companies in the world are Gensler clients.

**10 of the 10**

Most Valuable Tech Companies are Gensler clients.

**140 Countries**

Where Gensler has worked to date. With offices in 52 locations, we deliver projects for our clients in every region.

## #

1033 Broad Street Renewal, LLC  
11 East Partners LLC  
1199SEIU National Benefit Fund  
1199SEIU United Healthcare Workers East  
2033 Higher Education Development Foundation  
2nd Wave Development  
2U  
3423 Holdings, LLC  
353 N. 4th Ave. LLC  
360 Collective  
7-Eleven

## A

Aaron Family Jewish Community Center of Dallas  
AB InBev  
Abbott Laboratories  
AbbVie  
Abco Realty & Investment Inc  
ABeam Consulting  
Academy of Motion Picture Arts and Sciences  
Acadia Realty Trust  
Accenture  
Accruent  
Accurate Builders and Developers  
Acibadem Project Management  
ACLU  
Acram Group  
Acre  
Activision  
Activision Blizzard  
Acton Academy  
Adage Capital Management  
Adam Corporation  
Adamantine  
Adams and Reese LLP  
Adaptive Biotechnologies  
ADEC Ltd  
Adelaide Real Estate, LLC  
Adelphi University  
adidas Group  
Adient  
Adler Realty Investments, Inc.  
ADM  
Administration Committee for the Xiongan New Area in Hebei Province  
Administrative Committee of Nanjing Xuzhuang High-tech Zone  
Administrative Office of the United States Courts  
Adobe  
ADP  
Adtalem Global Education  
AdvaMed  
Advantage Solutions  
Adventist HealthCare  
Advisor Group  
Advocate Aurora Health  
Advocate Physician Partners  
AECOM  
AEG Staples Center and Microsoft Theater  
Aeris  
AEW Capital Management  
Affinity Credit Union  
AFLAC  
AfrAsia Bank Limited

Agilent  
Agilysys, Inc  
AHC + Hospitality  
AHS Residential  
Ahuja Hive  
AIG  
Air Canada  
Air France  
Air Liquide  
Air Methods  
Air New Zealand  
Airtable  
Akamai Technologies  
AKDO  
AKF  
Akin Gump Strauss Hauer & Feld LLP  
Akre Capital Management LLC  
Akridge  
Al Ahly Sabbour  
Al Muhaidib Group  
Alameda County Community Food Bank  
Alamo Trust, Inc.  
Albany County Airport Authority  
Albertsons Companies  
Alchemy Properties  
Aldar Properties PJSC  
ALDI  
Aldrich & Bonnefin, PLC  
Alduwaliya Asset Management  
Alembic Real Estate  
Alexander & Baldwin  
Alexandria Real Estate Equities  
Alibaba Group  
Align Real Estate  
Aligned Data Centers  
Alimentos Prosalud S.A. -SARDIMAR  
Alkeon Capital Management  
All Web Leads  
Allegheny County Airport Authority  
Allegis Group  
Allen Matkins  
Allergan  
AllianceBernstein L.P.  
Alliant Credit Union  
Allied Properties REIT  
Allspring Global Investments  
Alma Agency  
Al-Mansour Automotives  
Alpha Epsilon Phi House Corporation  
ALPISTE  
Alsea  
Altai  
Alternative Resource Group  
Alterra Capital Management  
Alterra Mountain Company  
Alteryx  
Altos Labs  
Altus Realty  
Alvarez & Marsal  
Alzheimer's Association  
AMD  
Amegy Bank  
America's Capital Partners  
American Airlines  
American Ballet Theatre  
American Communities  
American Express  
American Family Housing  
American National

American Real Estate Partners  
American Thermal Systems Inc.  
American Water  
Americaneagle.com  
AmerisourceBergen  
Amerlux Lighting  
Ames Watson Capital  
Amgen  
Amherst Holdings  
Amtrak  
Amundi  
AmWINS Group, Inc.  
Analog Devices  
Anchor Bend Church  
Anderson Real Estate  
Angel City Football Club  
Angelo Gordon  
Ann Inc.  
Anschutz Corporation  
Anta Sports Products Limited  
Antares Pharma  
Antelope Valley College  
Anthem  
Antin Infrastructure Partners SASU  
Apache Corporation  
Apleona Gruppe  
Apollo Global Management  
Apple  
Appleton Partners  
Aramark  
Arax Properties Ltd  
Arca Continental Coca Cola Southwest Beverages  
Archdiocese of New York  
Archrock  
Arcis Golf  
Arconsa  
Arcos Dorados  
Area15  
ARENA Property Development  
Arent Fox  
Ares Management  
Areté Preparatory Academy  
Argent Ventures  
Argonne National Laboratory  
Arise Austin Medical Center  
Arista Networks  
Aristotle  
Arizona Cardinals  
Arizona Coyotes  
Arizona Department of Administration  
Arizona Public Safety Personnel Retirement System  
Arizona State University  
Armstrong Consultants  
Armstrong World Industries  
Artemide  
Artisan Realty Advisors  
Arup  
Asana  
ASB Real Estate Investments  
Ascend Public Charter Schools  
ASG Equities  
Asian Development Bank  
Asian Infrastructure Investment Bank  
Aspect Health  
Aspen Aerogels  
Aspen Dental  
Assurant  
AstraZeneca  
Asurion

AT&T  
 Atari Hotels  
 Atelier Capital Partners  
 Atlantic Health System  
 Atlas Properties  
 Atlas Stark  
 Atos  
 Atradius  
 Atrium Health  
 ATXX  
 Auburn Bank  
 Audi  
 Augusta National Golf Club  
 Aurora Capital Associates  
 Austin Community College  
 Austin Energy  
 Austin FC  
 Autograph Collection Hotels  
 AutoMercado  
 Auto-Owners Insurance  
 AvalonBay Communities  
 Avant  
 Avantage Entertainment  
 Avary Holding  
 Avenger Flight Group  
 AVENIR GLOBAL  
 Avenues: The World School  
 Avetta  
 Avison Young  
 Aviva Investors  
 AWH Partners  
 AXA Life Insurance Co., Ltd.  
 Axis Communications

## B

BAC Credomatic  
 Baccarat, Inc.  
 Bad Axe Throwing  
 BAE Systems  
 Bagmane Developers  
 Bahamas Environmental Group  
 Bailian Group Co., Ltd.  
 Baird  
 Baker Botts  
 Baker McKenzie  
 Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C.  
 BakerRipley  
 BALA  
 Ballmer Group  
 Bally  
 Baltimore Gas & Electric  
 Balyasny Asset Management L.P.  
 Banco de Costa Rica  
 Bandwidth  
 Banfield Pet Hospital  
 Bank of Shanghai  
 BankUnited, Inc.  
 Banyan Street Capital  
 Barclays  
 Bareeq al Retaj Real Estate Services W.L.L.  
 Baring Private Equity Asia  
 Barings  
 Barnes & Thornburg  
 Baron Capital, Inc.  
 Bartell Hotels  
 Bass Berry Sims  
 Batch Service

Battersea Power Station Development Company  
 Battle and Brew  
 Bausch Pharma  
 BAW Development LLC  
 Bay West Development  
 BayCurrent Consulting, Inc.  
 Bayer  
 Baylands Development Inc  
 Bazaarvoice  
 BBB Shoes & Boots  
 BCR Fondos de Inversión  
 BDO  
 BDP Holding LLC  
 Be Well OC  
 Beach City Capital  
 Beacon Capital Partners, LLC  
 Beacon Partners  
 Beacon Real Estate Group, LLC  
 Beam Reach Partners  
 Bearing Point Properties  
 Bedrock  
 Beijing Building Materials Group  
 Beijing Science and Technology Park Auction Tender Co., Ltd  
 Beijing Yonghe Hospital Co., Ltd  
 Belmont  
 Belmont Village Senior Living  
 Bendheim Glass  
 Benefit Line  
 Benjamin Moore  
 BenQ  
 BentallGreenOak  
 Bessemer Trust  
 Best Buy  
 BetMGM  
 Better Mortgage Corporation  
 Beveridge & Diamond, PC  
 Bexar County, TX  
 BH Luxury Residences, LLC  
 BH Properties  
 BHP  
 Biglari Holdings Inc.  
 Billingsley  
 Billy Baldwin Studio  
 Binswanger  
 Biola University  
 BioLabs  
 BioMarin  
 BioMed Realty  
 Birtcher Development  
 BKM Engineering  
 Black & Veatch  
 Black Creek Group  
 Black Forest Ventures  
 Black Palm Development  
 BlackRock  
 Blank Rome LLP  
 Blatteis & Schnur  
 Blendin Roastery  
 Blinn College  
 BlitzLake Partners  
 Block Companies  
 Block One  
 Block Real Estate Services LLC  
 Bloomberg  
 Bludorn  
 Blue Cross Blue Shield of Arizona  
 Blue Owl Capital  
 Blue Shield Of California

BlueCross BlueShield Association  
 BlueCross BlueShield of Tennessee  
 BlueRock Therapeutics  
 BMO Financial Group  
 BMW Group  
 BNP Paribas  
 BNY Mellon  
 Boardwalk Auto Group  
 Bobrick  
 Bocardillo Market  
 Bojangles  
 Bolon  
 BonaBatiste Taste Couture  
 Bond Companies, LLC  
 Booking Holdings  
 Bosa Properties  
 Bose  
 Bosley  
 Boston Ballet  
 Boston Consulting Group  
 Boston Private Bank & Trust Company  
 Boston Properties  
 Boston Scientific  
 Boxer Capital, LLC  
 Boy Scouts of America  
 Boyne Resorts  
 Boys & Girls Club of Metro Denver  
 BP  
 Bracco Diagnostics  
 Bracewell  
 Bradley  
 Brandywine Realty Trust  
 Brasa Capital Management  
 Brasfield & Gorrie  
 Brause Realty  
 Break Bread Ventures  
 Bregal Investments Inc  
 Brevan Howard Inc  
 BRG Hospitality  
 Bridge Tower Properties  
 Bridgestone Corporation  
 Brier Creek South LLC  
 Bright Horizons Family Solutions  
 BrightDrop  
 Bringsol SCI  
 Brink Management / Advies  
 Bristol Group  
 Bristol Myers Squibb  
 British Business Bank PLC  
 British Land  
 British Volt  
 Broad Street Real Estate, Inc.  
 Broadcom  
 Bronsky Orthodontics  
 Brookfield Global Asset Management  
 Brookfield Properties  
 Brookfield Property Partners  
 Brookhaven National Laboratory  
 Brooklyn Public Library  
 Brooks  
 Brooks, Pierce, McLendon, Humphrey & Leonard LLP  
 Brookwood Medical  
 Brother International Corporation  
 Brown Harris Stevens  
 Bruntwood  
 BTG Pactual  
 BTI Acuario México  
 Buck Institute for Research on Aging  
 Buckeye Properties

Bucknell University  
 Building and Land Technology  
 Bunker Hill Community College  
 Burnham Ward Properties  
 Burns & Levinson  
 Burr Computer Environments, Inc.  
 BYD  
 BYJU'S  
 ByteDance Ltd.

## C

C&A  
 CA Ventures  
 Cadillac  
 Cadillac Fairview Corporation  
 Cahill  
 Cain International  
 Cain Watters & Associates PLLC  
 Caliber  
 California Baptist University  
 California Institute of the Arts  
 California Judicial Branch  
 California State Polytechnic University, Pomona  
 California State University, Long Beach  
 California State University, Northridge  
 Calvin Klein Inc  
 Cameron Management  
 Campbell Hall  
 Campus Partners  
 Canadian Tire  
 Canary Wharf Group plc  
 Canderel  
 Cano Health  
 Canopy / Sidewalk Labs  
 Canopy Sands  
 Capgemini  
 Capital Associates  
 Capital Group  
 Capital One  
 Capital Retail Properties  
 Capital Square  
 CapitalLand  
 Capitol Broadcasting Company  
 CAPSTAR Real Estate Advisors  
 CAPTRUST Financial Advisors  
 Cardinia Real Estate  
 Cargill  
 CarGurus  
 Caribbean Development Partners  
 Caribou Industries  
 CarLotz Inc  
 Carlow University  
 Carlton Fields  
 Carnegie Fabrics  
 Carnegie Museums Of Pittsburgh  
 Carpenter & Company  
 Carr Properties  
 Carrot Health  
 Cartel Properties  
 Cartier  
 Carvana Group, LLC  
 Casey Development  
 Cassels  
 Cast & Crew  
 Caterpillar  
 Cathay Life Insurance  
 Cathy Mackenthun's Meats & Deli

CATO Institute  
 Cavender Auto Group  
 Cawley Partners  
 CBRE  
 CBRE Global Investors Inc  
 CBS Corporation  
 CC Real  
 CDK Global  
 CDO/Fox Restaurant Concepts  
 CDVS Properties  
 CEC Optics Valley  
 Cedars-Sinai Medical Center  
 Ceisler Media & Issue Advocacy  
 Celonis  
 Celularity  
 Cemaco Internacional, S.A.  
 Cengage  
 Centennial Real Estate  
 Center for Global Health Innovation  
 CenterCal Properties  
 CenterPoint Energy  
 Central China Real Estate Group (China) Co., LTD.  
 Central Houston Cadillac  
 Central Houston, Inc.  
 Centrex Construction Inc.  
 Centrum Realty & Development  
 Cerberus Capital Management  
 Cerritos College  
 CH Premier Jewelers  
 Chabad of Rancho Santa Fe  
 Chabad Palisades  
 Chaffey College  
 Chaffey Joint Union High School District  
 Chaincode Labs  
 Chamberlain, Hrdlicka, White, Williams & Aughtry  
 Charah Solutions  
 Charities Aid Foundation America  
 Charles Company  
 Charlotte Douglas International Airport  
 Charter Communications  
 Chartwell Real Estate Development  
 Checkout.com  
 Cheergrey Properties  
 Chemonics  
 Chengdu High Tech Industrial Development Zone Management Committee  
 Chengdu Jiaozui Park Financial and Business Zone Investment & Development Co.,L  
 Cherry Creek West Development Company, LLC  
 Chesnut Properties  
 Chevron  
 Chiatai Tianqing Pharmacy Group  
 Chicago Cubs  
 Chicago Journeymen Plumbers Local Union 130 UA  
 Chicago Title Insurance Company  
 Chick-fil-A  
 Chiesi USA, Inc  
 Child Advocates of Fort Bend  
 Children's Health  
 Children's Hospital of the King's Daughters Health System  
 Children's National Hospital  
 China Communication and Construction Company (CCCC)  
 China International Travel Service Real Estate  
 China Merchants Bank  
 China Merchants Group  
 China Minsheng Investment Development  
 China Resources Land

China SCE Group Holding Limited  
 China Southern Airlines  
 China SouthWest Architecture Design and Research Institute  
 China Sports Industry Group Co., Ltd.  
 China Stock  
 China Telling CO.ltd  
 China Tourism Group  
 Chirisa Capital Management Ltd  
 Chongqing Jiangbeizui Central Business District Development and Investment  
 Chongqing Liangjiang New Area Development & Investment Group Co., Ltd.  
 Christina  
 Chubb Group  
 Cía Agrícola Industrial de Tacaes Ltda  
 CIBC  
 Cie  
 Cinemark  
 Cinespace  
 Circuit of The Americas  
 Cisco Systems  
 Cisneros Real Estate  
 Cisterra Development  
 Citgo Petroleum Corp  
 CITIC Group  
 Citic Pacific Properties  
 Citigroup  
 citizenM  
 Citrix Systems, Inc.  
 City and County of Denver, CO  
 City Being  
 City Center Allentown  
 City College of San Francisco  
 City Electric Supply  
 City National Bank  
 City of Alexandria, VA  
 City of Anaheim, CA  
 City of Austin, TX  
 City of Bangor, ME  
 City of Bellevue, WA  
 City of Blaine, MN  
 City of Boston, MA  
 City of Brampton, Ontario  
 City of Brea, CA  
 City of Carlsbad, CA  
 City of Chicago, IL  
 City of Citrus Heights, CA  
 City of Coral Gables, FL  
 City of Dallas, TX  
 City of Deming, NM  
 City of Frisco, TX  
 City of Hope  
 City of Los Angeles Bureau of Engineering  
 City of Los Angeles, CA  
 City of McKinney, TX  
 City of Mesa Engineering Department  
 City of Minneapolis, MN  
 City of Newark, NJ  
 City of Philadelphia, PA  
 City of Phoenix, AZ  
 City of Rancho Palos Verdes, CA  
 City of Redwood City, CA  
 City Of Refuge  
 City of Regina, Canada  
 City of Richfield, MN  
 City of San Clemente, CA  
 City of San Diego, CA  
 City of San Jose, CA

City of Santa Ana, CA  
City of Silver Bay, MN  
City of Toronto, ON  
City Realty Co., Ltd. (Thailand)  
Cityplace Co.  
Clarett West Development  
Clarion Partners  
Clark Art Institute  
Clark Construction Group  
Clark County School District  
Clay Lacy Aviation  
Clayton, Dubilier & Rice  
Cleveland Clinic  
Clifford Chance  
Clint Reilly  
Clise Properties, Inc  
CloudCenters LLC  
CloudKitchens  
CMK Companies  
CMTA Consulting Engineers, Inc.  
Coast Community College District  
Coastal Kids Pediatrics  
Coblentz Patch Duffy & Bass LLP  
Cognizant  
College of the Desert  
Colliers International  
Colliers Strategy & Consulting  
Columbia College Chicago  
Columbia Property Trust  
Columbia University  
Columbia University Irving Medical Center  
Columbus Regional Airport Authority  
Comarch Inc.  
Comcast  
ComEd  
Comite Center for Precision Medicine  
Commercial Club of Chicago  
Common Desk  
Common Securitization Solutions  
Commonwealth of Massachusetts  
CommonWealth Partners  
Communitas America  
Communities in Schools of Central Texas  
Community FoodBank of New Jersey  
Community of Hope  
Community Resource Talent Development  
Community Three Development  
Compass Group  
Compton College  
Comstock Partners  
Comuna Mogosoia  
Concept Neighborhood  
Concord Eastridge  
Condominio Cincuenta y Cinco - Las Brisas, S.A.  
Conduent  
Cone Health  
Conrad Hotels & Resorts  
Con-Real, LP  
Constellation Brands  
Constructora Navarro y Avilés S.A.  
Continental Development Corporation  
Continental Development Group  
Continental Resources  
Continuum Partners, LLC  
ContourGlobal  
Contra Costa County, CA  
ConvaTec Inc  
Cooley  
CO-OP Financial Services

Core Development  
Core Scientific  
Coretrust Capital Partners, LLC  
Cormint Data Systems  
Corning  
Corporate Office Properties Trust  
Corporate Realty Development  
Cosa Nova Fashions Limited  
CoStar Group  
Coty  
Countryside Properties PLC  
County of Forsyth, NC  
County of Los Angeles, CA  
County of Orange, CA  
County of Placer, CA  
County of San Diego, CA  
County of San Luis Obispo Public Works Department  
County of Santa Barbara, CA  
County of Santa Clara  
County of Santa Cruz, CA  
County of Stanislaus, CA  
Courtyard by Marriott  
Cousins Properties  
Cove Property Group  
Covenant Denison Holdings, LLC.  
Covenant House Texas  
Coventry Development Corporation  
Covetrus  
Covivio  
Cowtan & Tout  
Cozen O'Connor  
Craig Ranch  
Craig Realty Group  
Crain Caton & James  
Cravath  
CreateMe  
Credit Suisse  
Cresa  
Crescent Communities LLC  
Crestlight Capital  
Crestron Electronics  
CriticalPoint Partners LLC  
Crossover Health  
Crosspoint Properties  
Crow Holdings Office  
Crown Realty Partners  
Cruzan  
Crypton  
CS Capital Management Inc  
CSG  
CTF Education Group  
Culinary Khancepts  
Cummins  
Cushman & Wakefield  
Cuyahoga Metropolitan Housing Authority  
CVG Management  
CymbaX  
Cypress Development  
Cypress Equities  
Cypress Office Properties  
Cypress Realty of Fla LLC

## D

D & B Properties  
D1 Capital  
DA LI Development USA, LLC  
Da Vinci Schools

Daiichi Sankyo  
Dakota County, MN  
Dakota Pacific Real Estate  
Dallas County, TX  
Dallas Fort Worth International Airport  
Daltille  
Danker & Donohue  
Dassault Systèmes  
DataBank  
Datong Jiade Real Estate Development Co., Ltd.  
Davidson Hotels & Resorts  
Davis Polk  
Davis Wright Tremaine LLP  
Daylight LA  
DBS Bank  
DCS Data Centers  
De la Vega Capital Development  
De Rito Partners, Inc.  
Dealerware  
Debbie Allen Dance Academy  
Debevoise & Plimpton LLP  
Dechert  
Deciphera Pharmaceuticals  
Deerfield Management  
Del Mar College  
Delegation of the European Union to the United States  
Delivery Hero  
Deloitte  
Delta Air Lines, Inc.  
Denham Capital Management LP  
Dentons  
Dentsply Sirona  
Denver Beer Co.  
Denver International Airport  
Desarrollos Axxis  
Design Workshop  
Deutsche Bank  
Development Capital Solutions LLC  
dhp Urban Development Co., Ltd.  
DigitalBridge  
DignityMoves  
Dimensional Fund Advisors  
Dine Brands  
Directors Guild of America  
DIRTT  
Discover Financial Services  
Disney Corporate Real Estate  
Distillery Labs  
District of Columbia Department of General Services  
DivcoWest  
DJM Capital Partners  
DLA Piper  
DLF Limited  
Dominion Electric  
Domino Realty Management Co  
Domtar  
Donnelly Construction  
DoorDash  
Doris Duke Foundation  
Dorsey & Whitney  
Dosax  
Douglas Emmett  
Downtown DC Business Improvement District  
Downtown Development Group LLC  
Downtown Manhattan Beach  
Downtown Redevelopment Authority  
DPR Construction  
Dr Mehrdad Mazaheri, MD

Driftwood Capital  
Driscoll's Inc  
Driven Brands  
DSM  
DTCC  
Duluth Public Library  
Dun & Bradstreet  
Durable Capital Partners  
Durban Group  
DW Partners  
Dwight-Englewood School  
DXC Technology  
Dynata  
Dynatrace  
Dyson

## E

e.l.f. Cosmetics  
E.W. Scripps Company  
Eagle County Regional Airport  
Eagle Hills Properties LLC  
East End Capital  
East West Partners  
Eastdil Secured  
Eataly  
EB Arrow  
eBay  
Eco Villa  
eCombustible  
Edblox Inc.  
Edelman  
Edelman Leather  
EdgeConneX  
Edrington  
Edward J. Minskoff Equities  
Edwards Lifesciences  
EF Education First  
EFIRE (Emirates Future Investment Real Estate)  
EFunds Management Co., Ltd  
Ehrenkranz Partners  
Ek-Chai Distribution System Company Limited  
El Palacio de Hierro  
Eldridge Industries  
Electronic Arts Inc.  
Element Critical  
Elevate Clearwater, LLC  
ElevateBio  
Elevation Development Group  
Elliott Davis  
Elliott Management  
Ellis Partners  
EllisDon  
Emaar Misr for Development S.A.E.  
Emaar Properties PJSC  
Emanate Health  
EmblemHealth  
Emerson  
Emory University  
Empire Group  
Empire State Realty Trust  
Emser Tile  
Enbridge  
Endeavor Real Estate Group  
Endotronix  
enel  
Enfield Commercial  
Engie

Engineering Design Management Center  
Enoch Pratt Free Library  
Enterprise Singapore  
Entrenuity  
Environmental Charter Schools  
Envision Digital  
Ephant Group  
Epic Games Inc  
EpicGenetics, Inc.  
Epicor Software Corporation  
Epstein Becker & Green  
EPT Land Communities  
EQ Office  
Equator Capital Management  
Equinix  
Equinox  
Equity Commonwealth  
Equity Residential  
Eskew Dumez Ripple  
ESO Solutions  
Espresso Americano  
Etsy  
Eunice Restaurant  
Eurazeo  
Euromobilia  
Evelyn Rubenstein Jewish Community Center of Houston  
EvensonBest  
Eventbrite  
Eventide Asset Management Inc.  
Everest Hospitality  
Evergrande Group  
Eversheds Sutherland  
EWR Terminal One, LLC  
Excel Dryer  
Excelsior Partners  
Exelon Corporation  
Exeter Property Group LLC  
Expo City  
Extell Development  
Exterran  
ExxonMobil  
EY

## F

F. Hoffmann-la Roche  
Fabbian  
Fabian VanCott  
Fair Park First  
Fairfield Residential  
Family Network Ventures, LLC  
FANA Group of Companies  
FanDuel  
Fannie Mae  
Fantoni Group  
Far East Group  
Farallon Capital  
Faring  
Farmacias Cruz Verde  
Farmers & Merchants Bank  
Farpoint Development  
Fast Retailing  
FDF Holdings, LLC  
Fedcap Rehabilitation Services  
Federación Mexicana de Fútbol Asociación, A.C.  
Federal Aviation Administration  
Federal Emergency Management Agency

Federal Home Loan Bank of San Francisco  
Federal Realty Investment Trust  
Federation of Italian-American Organizations of Brooklyn, Ltd.  
Feldman Equities  
Fenway Capital Advisors  
Ferguson  
Fermi National Accelerator Laboratory  
Ferreterias EPA  
FHQ Holdings LP  
Fidelidade  
FilaMar Energy Services  
Filinvest City  
Financial Accounting Foundation  
Finepoint Capital  
Finning International Inc  
Firefly Autism  
First Bancorp  
First Citizens Bank  
First Foundation Inc.  
First Gulf  
First Unitarian Church of Dallas  
First United Bank  
FirstService Residential  
FIS  
Fish & Richardson  
Fisher Brothers  
Fisher Development Associates  
Fisher Industries  
Fisker, Inc  
Five Star Development  
Fivetran  
Flamboyant  
Flandreau Santee Sioux Tribe  
Fletcher Jones Auto Group  
Flō Networks  
FM Global  
FMI Corporation  
Focus Development  
Foley & Lardner LLP  
Fontainebleau Development  
Foothill-De Anza Community College District  
Foragers  
Forcepoint  
Ford  
Ford Foundation Center for Social Justice  
Foresters Financial  
Forestry Corporation  
Forge Development Partners  
Forme Development  
Fort Bend ISD  
Fort Meade Alliance  
Fortis Property Group  
Fortress Investment Group  
Fosun  
Four Corners Regional Airport  
Fourth Presbyterian Church of Chicago  
Fox Corporation  
Fox Entertainment  
FOX Television Stations  
Francis Parker School  
Franklin Templeton Investments  
Frasers Property  
Freeborn  
French American International School  
Fresenius Medical Care  
Freshfields Bruckhaus Deringer LLP  
Fried Frank  
Friends for Life

Front Burner Restaurants  
 Frost Brown Todd  
 Fry Reglet  
 FTI Consulting  
 FTX US  
 Fujifilm  
 Fujitsu  
 Fulcrum Development Inc  
 Funing City Construction & Investment Co., Ltd  
 Future & Main  
 FUTV  
 FuWah International Group

## G

G2 Capital Development  
 Gaedeke Group  
 GALAXY Holding  
 Galicia Abogados  
 Galileo Labs  
 Gap Inc.  
 Garnier & Garnier  
 GateWay Community College  
 Gateway Investment Partners LLC  
 Gavilan College  
 GBT Realty Corporation  
 GCI General Contractors  
 GDS Associates  
 GE Healthcare  
 GEA Engineering  
 Gemadep  
 Gemdale Group  
 Gen II Fund Services, LLC  
 Gen Re  
 Gencom  
 General Dynamics Corporation  
 General Electric  
 General Glass International  
 General Motors Company  
 Generations FCU  
 Genmab  
 Genpact  
 Genting Group  
 Gentor  
 Genzon  
 Geode Capital Management  
 George Comfort & Sons  
 Georgia Technology Authority  
 Georgia World Congress Center Authority  
 GFL Environmental  
 GHPSI, LLC  
 GI Partners  
 Gibson Dunn  
 Gilbane  
 Ginsberg Jacobs LLC  
 Girl Scouts of Southwest Texas  
 Give Merit  
 GlaxoSmithKline  
 Glenstar  
 Global Aerospace  
 Global Alliance Realty Co., Ltd.  
 Global Furniture Group  
 GLP Investment Co., Ltd.  
 Goddard Investment Group, LLC  
 Golden State Warriors  
 Golub & Company  
 Good Hotel  
 Goode Company

Goodwin  
 Google  
 Goulston & Storrs  
 GPI Companies  
 Graff Interests  
 Graham Capital Management  
 Gran Ciudad  
 Grand St. Settlement  
 Grand Willow Development (PTC) Ltd. The Trustee for  
 Viewgrand Trust F  
 Grande Cheese Company  
 Granite Properties  
 Grant Thornton  
 Gravie  
 Gravity Fitness Limited  
 Gray Robinson  
 GrayStreet Partners  
 Great Hill Partners  
 Great Point Partners  
 Great Wolf Resorts  
 Greater Phoenix Chamber of Commerce  
 Greater Toronto Airports Authority  
 Greatland Realty Partners  
 Greeley and Hansen  
 Green Earth Investments  
 Greenberg Traurig  
 Greene Broillet & Wheeler, LLP  
 Greene Tweed  
 Greenhill & Co., Inc.  
 Greenlaw Partners  
 Greentown  
 Greystar  
 Griffin Capital  
 Griffin Living  
 Grossmont-Cuyamaca Community College District  
 Grupo Aliss  
 Grupo Cuestamoras  
 Grupo Do It  
 Grupo Leumi  
 Grupo Matra  
 Grupo Montecristo  
 Grupo Residencial  
 GTCR  
 Guangzhou City Planning Research Information  
 Centre  
 Guangzhou Development Group Inc  
 Guangzhou Industrial Investment Holding Group  
 Guangzhou Municipal Planning and Natural  
 Resources Bureau  
 Guangzhou Xin Zhongzhou Construction Co. Ltd.  
 Guidewire  
 Guilford County Schools  
 Guilin Dingheng Hotel Investment Company  
 Gulf Coast Commercial Group  
 Gulf States Toyota  
 Gundersen Health System  
 Gunnison Crested Butte Regional Airport  
 GuocoLand Limited  
 GurryShark Capital  
 Gusto  
 gusto!  
 GWL Realty Advisors

## H

H&M  
 H.I.G. Capital  
 Hackensack Meridian Health

Hackman Capital  
 HAEAHN Architecture  
 Hagerty Garage + Social  
 Hall Estill  
 Hamilton County, OH  
 Hamilton Lane  
 Hangzhou Future Sci-Tech City Management  
 Committee  
 Hansen Yunken  
 Hapag Lloyd  
 Hard Rock International  
 Harmony Hotel  
 Harris Blitzer Sports Entertainment  
 Harris County, TX  
 Harrison Merrill  
 Harvard Business School  
 Harvard Medical School  
 Harvard-Westlake School  
 Hatch  
 Hawkins Way Capital  
 Haworth  
 Haymes Investment Company  
 Haynes and Boone  
 HBF  
 HBO  
 HCA Healthcare  
 HDDA  
 Health Management Associates  
 Healthcare Trust of America, Inc  
 Hearst  
 Hebrew Academy of Long Beach  
 HEI Hotels & Resorts  
 Heidrick & Struggles  
 Hellman & Friedman  
 Hemisphere Companies  
 Henderson Land Development  
 Hengrui Pharmaceuticals  
 Henry Ford Health System  
 Hensel Phelps  
 Herbalife  
 Heritage Properties, Inc.  
 HHH Properties Corp  
 Hi Honor  
 HI Lindberg LLC  
 Hi Tech Motorcars  
 Highgate Hotels  
 Highland Resources, Inc  
 Highmark Advisors  
 Highsun Group  
 Highwoods Properties  
 Hilco Redevelopment Partners  
 Hill Associates  
 Hill Holliday  
 Hillcrest Country Club  
 Hillwood  
 Hilson Moran Partnership Ltd  
 Hilti  
 Hilton Grand Vacations  
 Hines  
 Hitachi  
 Hi-Tech Auto Realty, LLC  
 Hi-Tech Realty, LLC  
 HITT  
 HJ Kalikow & Co  
 Hoag Memorial Hospital Presbyterian  
 Hobbs Brook Management LLC  
 Hoffman & Associates  
 Hogan Lovells  
 Holder Properties, Inc.

Holland Casino  
 Hollywood Park  
 Holt Renfrew  
 HomeFirst Services of Santa Clara County  
 Hong Kong China Travel Service (China) Investment  
 Hope City  
 Hope Media Group  
 Hopkins & Carley A Law Corp  
 Hopson Development Holdings Limited  
 Horace W. Goldsmith Foundation  
 Horizon Therapeutics  
 Horizontal  
 Horseshoe Bend Holdings, LLC  
 Hospice Austin  
 Hospital for Special Surgery  
 Hospital Metropolitan  
 Host Hotels & Resorts, Inc.  
 Houlihan Lokey  
 House of Blues  
 Houston Airport System  
 Houston First Corporation  
 Houston Street Hospitality  
 HOYER Group  
 HPI Real Estate Services & Investments  
 HRI properties  
 HSBC  
 HTS Engineering  
 Huatai Securities  
 HUB International  
 Hubei Real Estate Investment Group Co., Ltd.  
 Hudson Capital Properties  
 Hudson Pacific Properties  
 Hudson River Trading  
 HUGE  
 Hughes Commercial Properties  
 Hughes Network Systems  
 Hulic Co., Ltd.  
 Hulu  
 Humana Inc.  
 HumanCo  
 Humanscale  
 Humboldt County Airport  
 HUNG VUONG Developer JSC  
 Hunt Companies  
 Hunt Realty  
 Hunter Properties  
 Huntington Ingalls Industries  
 Hunton Andrews Kurth  
 Huselton, Morgan, and Maultsby  
 Hutchison Property Group  
 HWS Group (Shanghai) Limited  
 Hyatt Hotels Corporation  
 Hyperion Development Group  
 Hyundai Motor Company  
 Hywow Resorts Group

## I

i2Systems  
 IAT Insurance Group  
 IBEW Local 102  
 IBM  
 ICCP Land Management Inc.  
 ICON  
 Idaho State University  
 Ideanomics Inc  
 IDS Real Estate Group  
 IECA

IHG Hotels & Resorts  
 Illinois State University  
 Illumina, Inc.  
 IM HOME (IMH) Companies  
 IM Properties  
 IMAX Corporation  
 Imperial Valley College  
 Incipio Group  
 Independent Financial  
 Index Exchange  
 Indorama Ventures Oxides LLC  
 Inertia Egypt  
 Infinitus Property Investment (Hong Kong) Limited  
 Infrastructure Ontario  
 ING  
 Ingka Group  
 Inmobiliaria Aldebarán  
 InnerHaven Management Company  
 InnFocus Inc.  
 Innovant, Inc.  
 Innovar  
 Inova Health System  
 Insight Enterprises  
 Inspire Brands  
 Intact Insurance  
 Intel Corporation  
 Intelsat  
 Interactive Brokers  
 Inter-American Development Bank  
 INTERCALSA  
 Intermain Pty Ltd  
 Internal Revenue Service  
 International Center of Photography  
 International Far Eastern Leasing Co., Ltd  
 International Finance Corporation  
 International Monetary Fund (IMF)  
 Interpublic Group  
 Intuit  
 InvenTrust Properties  
 Inversiones Puente-Piedra  
 Invesco  
 Invitae Corporation  
 IOC Project Partners  
 IP Capital Partners, LLC  
 IQHQ  
 IQVIA  
 Irell & Manella LLP  
 Iron Mountain  
 Ironclad  
 IronWorkers Local 63  
 Irvine Valley College  
 Isa Realty Group  
 ISG  
 Islamic Society of Greater Houston  
 Islander Resort  
 It Cosmetics  
 Ivanhoé Cambridge

## J

J Street Companies  
 J.C. Flowers & Co.  
 J.F. Lehman & Company  
 Jabil, Inc.  
 Jackson Lewis  
 Jackson Walker  
 JacksonShaw  
 Jacksonville Jaguars

Jacobs Levy Equity Management  
 James Wood Auto Group  
 JAMS  
 Japan Airlines  
 Jay Paul Company  
 JBG SMITH  
 JC Resorts  
 Jefferson Bank  
 Jeni's Splendid Ice Creams  
 Jenner & Block  
 JetBlue Airways Corporation  
 Jetex Flight Support LLC  
 Jewish Leadership Academy  
 JEWISHcolorado  
 JFK International Air Terminal LLC  
 Jiangong Real Estate  
 Jim Norton Chevrolet  
 JLABS - Johnson & Johnson Innovation LLC  
 JLL  
 JMI Realty  
 John Soules Foods  
 Johns Hopkins Health System Corporation  
 Johns Hopkins University  
 Johns Hopkins University Applied Physics Laboratory  
 Johnson & Johnson  
 Johnson Controls  
 JOMOO Group Co.,Ltd.  
 Jones Day  
 Joyería Argento  
 JP DiNapoli Companies Inc.  
 JPI  
 JPMorgan Chase & Co.  
 JPS Health Network  
 JSSI  
 Junior Achievement

## K

Kairoi Residential  
 Kaisa Group  
 Kaleideum  
 Kam Sang Company  
 Kane Realty Corporation  
 Kantar Group  
 Karius  
 Karlin Real Estate  
 Katten  
 Kavak  
 Kaver Dental  
 Kawa Capital Management  
 KBS Realty Advisors  
 KCI Technologies Inc.  
 KDW  
 Kearney  
 Keck Medicine of USC  
 Kelley Drye  
 Keltic Development  
 Kendall/Heaton Associates, Inc.  
 Kennedy Krieger Institute  
 Kennedy Wilson  
 Kent County Council  
 Kent State University  
 Kettler  
 Keurig Dr Pepper  
 Keyes Automotive Group  
 Keystone Property Group  
 Keystone Strategy, Inc  
 KHP Capital Partners

KI  
KIK Custom Products  
Kilroy Realty Corporation  
King & Spalding  
King Street Properties  
Kingdee  
Kingold Group  
KingSett Capital  
KIPP  
Kirkland & Ellis  
Kite  
Klyde Warren Park  
Knickpoint Ventures  
Knight Foundation  
Knightsbridge Resources PTE LTD  
Knotel  
Koelbel and Company  
Kokuyo Co Ltd  
Komatsu Wall  
Konnect General Services  
Konrad Group  
Korn Ferry  
Kotobuki & Co.  
KPMG  
KPRS Construction  
Kramer Levin  
Kuntai Group  
KVL  
Kylli  
Kyndryl

## L

L Brands  
L&B Realty Advisors  
L&L Holding  
L&M Architectural Signs  
L.E.K. Consulting  
LA Create Space  
La Maison du Chocolat  
La Posada at Park Centre, Inc.  
Labora Group  
Labzone  
LaGrange Art Museum  
Lakewood Church  
Lakhi Group  
Lalani Ventures  
Lamar University  
Lamda Development SA  
Lamex  
Lancium  
Land Rover of Dallas  
Landmark Development  
Landmark Sabbour  
Landry's  
Landsec  
Lane Partners  
Langan  
Lantower Residential  
Lapour Partners Inc  
Larco Hospitality  
Las Vegas Aces  
Las Vegas Endodontics  
Las Vegas Sands Corporation  
LaSalle Investment Management  
Laurentian Bank of Canada  
Lawrence Berkeley National Laboratory  
Lazard

LBA Realty  
LCOR  
LCR  
Le Labo Fragrances  
LeBeau Realty  
LeFrak  
Legacy Investing  
Lehrer Cumming  
Leidos  
Lenczner Slaght  
Lendlease  
Lennar  
Leona M. and Harry B. Helmsley Charitable Trust  
Leonard Green & Partners, L.P.  
Lerner Enterprises  
Lettuce Entertain You Enterprises  
Levi Strauss  
Lewis Roca Rothgerber Christie  
LG Development Group  
LHC Group  
Liberty Que Huong Hotel (Vietnam)  
Lids Sports Group  
Liga Deportiva Alajuelense  
Lighthouse Investments  
Lightstone Group  
Linchpin Labs Pty Ltd  
Lincoln Financial Group  
Lincoln Property Company  
Linde North America Inc.  
LinkedIn  
Lionsgate  
Lithia and Driveway  
Littler  
Live Nation  
LIXIL  
LMC  
LNH Investments, Inc.  
LODEN Properties  
Loeb & Loeb  
Loffler  
Loftus Robinson  
London & Regional Panama (Panamá Pacífico)  
London + Regional Properties  
London Stock Exchange Group  
Lone Star College System  
Long Beach City College  
Longfellow Real Estate Partners  
Long's Jewelers  
Loomis, Sayles & Company  
Lord Fisher Capital  
L'Oréal  
Los Altos Community Investments  
Los Angeles Area Chamber of Commerce  
Los Angeles Chargers  
Los Angeles Community College District  
Los Angeles County Department of Health Services  
Los Angeles County Department of Mental Health  
Los Angeles County Department of Public Works  
Los Angeles Football Club  
Los Angeles Metro  
Los Angeles Police Department  
Los Angeles Public Library  
Los Angeles Rams  
Los Angeles Unified School District  
Los Angeles World Airports  
Loughborough University  
Louisiana Stadium & Exposition District  
Louisiana State University System  
LOWE

Lowenstein Sandler  
Lowe's  
LoyaltyOne  
LPC West  
LPL Financial  
LSU Tiger Athletics Foundation  
Lubert-Adler  
Lucent Capital  
Lucid Motors  
Lucifer Lighting Company  
Luen Mei  
Lujiazui Group  
Lumenwerx  
Luneng Group  
Luther Seminary  
Lutheran School of Theology at Chicago  
LVMH

## M

M Financial Group  
M S International Inc  
M&T Bank  
M. A. Mortenson Company  
M.A.R. Davos Desenvolvimento Imobiliario Spe S.A.  
Mac Development  
Macario Equity Investments  
Macerich  
Mack Real Estate Group  
Mack-Cali Realty Corporation  
Macklowe Properties  
Macy's, Inc.  
Madison Investments  
Madison Marquette  
Maersk  
Main Street Retail  
Mainsail Partners  
Mainspring Energy, Inc.  
MainStreet Property Group LLC  
Majestic Realty Co.  
Majid al Futtaim Fashion  
Major League Baseball  
Manaque Company Limited  
Manchester Financial Group  
Mango  
Manifold  
Mantucket Capital  
Manulife  
Manulife Investment Management Ltd  
Maple Leaf Sports & Entertainment  
Mar Ventures, Inc.  
Marcus Partners  
Maricopa Community Colleges  
Maricopa County Facilities Management Department  
Marina Studios  
Mariners Church  
Mark S. Jordan Companies  
Marlin Equity Partners  
Marquee Development  
Marquette Companies  
Marriott International  
Mars Wrigley  
Marsh & McLennan Companies  
Marshall Property & Development  
MARTA  
Martin Marietta  
Martínez, Algaba, de Haro y Curiel  
Maruwa

Maryland Institute College of Art  
Marymount University  
MASH Baseball  
Mass General Brigham  
Massachusetts Institute of Technology  
MassHousing  
Massport  
Master Properties  
Mastercard  
MathWorks  
Matter Real Estate Group  
Matteson Area Public Library  
Maverick Capital  
Maverick Hotels and Restaurants  
Mavis Tire Supply  
Maximus  
Mayer Brown  
Mayfair Advisors  
McAdams  
MCC Real Estate Group  
McCann Health  
McCann Worldgroup  
McCarran International Airport  
McCarthy  
McCarthy Cook & Co.  
McCarthy Tétrault  
McGough  
McGuireWoods  
McKenzie Properties  
McKool Smith  
McNeese State University  
Meals On Wheels San Diego County  
Mecklenburg County Government  
MedCraft Healthcare Real Estate  
Media Res  
Mediabrand  
Medidata  
Medifast, Inc.  
Medstar Health  
Medtronic  
Meihua holdings group Co., Ltd.  
Memorial Sloan-Kettering Cancer Center  
Mera Kitchen Collective  
Merced College  
Mercedes-Benz  
Merck  
Mercy Housing  
Mercy Medical Center  
Mercyhealth  
Merlone Geier Partners  
Mermet  
Mesirow  
Mesofoods  
Meta  
MetLife  
Metro Development Group  
Metro Loft  
Metro Richelieu  
Metrocrest Services  
MetroNational  
Metropolitan Hospitality Group  
Metropolitan Washington Airports Authority  
Metzler Realty Advisors  
MGAC  
MGM Resorts Design & Development  
Miami Soar Management Corp.  
Michael Treacy  
Micron  
MicroPort Scientific America

Microsoft  
MidAmerican Energy Company  
Middlefield Group  
Midgley Tecnica  
Midland Memorial Foundation  
MidPlaza Holding  
Midtown Equities  
Midway Companies  
Midwest Property Group, Ltd.  
Midwood Investment & Development  
MIG Capital LLC  
Mikimoto  
Mill Creek Residential Trust  
Miller Canfield  
Miller Capital Advisory, Inc.  
Miller Global Properties  
MillerKnoll  
Ministry of Culture, Community and Youth, Singapore (MCCY)  
Ministry of Justice of Romania  
Ministry of Municipal and Rural Affairs, Kingdom of Saudi Arabia  
Minneapolis Community & Technical College  
Minnesota Orchestra  
Mintz  
MiraCosta College  
Miravista Holdings  
Mirvac  
Mission Barns  
Mississippi State University  
Mitsui Fudosan  
Mizuho Realty One Co., Ltd.  
MLP Ventures  
Modern Meats  
Moderna  
Modernizing Medicine  
ModivCare  
Modon Properties  
ModySpace  
Moelis & Company  
Moffitt Cancer Center  
MoFo  
Mohawk Group  
Molloy College  
Moloco  
Momeni Group  
Momentive  
Momentum Worldwide  
Monarch Communities LLC  
Monday Properties  
Montage Hotels & Resorts  
Montefiore Nyack Hospital  
Monument Realty  
Moody Rabin  
Mooyoung A&E  
Morgan Stanley  
Morning Consult  
Mosaic Commerical Advisors  
Mosaic Development  
Mota-Engil  
Mount Sinai Health System  
Moyallen  
MRA Group  
MRA GROUP COSTA RICA  
MRM  
Mrs. Fields  
MultiCORE International  
Multiplex  
Multivesco

Multnomah Athletic Club  
Mulvey & Banani  
Munger Tolles  
Munich Airport  
Munich RE  
Municipal Building Commission  
Munsch Hardt  
Muraflex  
Murphy Real Estate Services  
Musso & Frank Grill  
MVP Holdings  
My Friend's Place  
My Home Group  
Myers & Chapman  
Myovant

## N

N26 Bank  
NAACP Legal Defense and Education Fund  
NagaCorp Ltd.  
NAI TriProperties  
Nakheel PJSC  
Nam Long Investment Corporation  
Nanjing Software Valley Development Company  
Nanyang Cable Group Co. Ltd.  
NASA Federal Credit Union  
NASA/JPL  
Nashville Downtown Hotel LLC  
Nathan Cummings Foundation  
Nathan Smith  
National Development  
National Gypsum Co  
National Institutes of Health  
National Instruments Corporation  
National Treasury Employees Union  
National Videogame Museum  
Nationwide Children's Hospital  
Nature's Mark  
Naturesweet Ltd  
Navistar  
Navy Federal Credit Union  
Navy Pier  
Navy Seal Foundation  
NBCUniversal  
NBP Capital  
NCR  
Neal Gerber Eisenberg  
Neiman Marcus  
Neocis  
Nestlé  
Netflix  
Netherlands, Sewell & Associates, Inc.  
Neuberger Berman  
Neurogene  
New Development Bank  
New Ease China  
New England Dental Group  
New England Development  
New Hudson Facades  
New Jersey Resources  
New Mexico Innovation Triangle (NMIT)  
New Oriental Education Group  
New Orleans Saints  
New York City Bar Association  
New York Institute of Technology  
New York Mets  
New York Power Authority

New York Red Bulls  
 NewcrestImage  
 Newmont Corporation  
 Newport Center Hotel, LLC  
 Newton-Wellesley Hospital  
 NewYork–Presbyterian Hospital  
 Next Century Partners, LLC  
 Next Tier HD  
 Nexus Construction Services, Inc.  
 NFL Media  
 NHN Global  
 Niantic  
 NIKA  
 Nissan  
 Nixon Peabody  
 Nokia  
 Nolan Reynolds International  
 Nomura  
 Nomura Real Estate Development  
 Nordea  
 Norges Bank Investment Management  
 North Carolina State University  
 North Dallas Bank & Trust Co.  
 North River Company  
 Northland  
 Northpond Partners  
 Northrop Grumman Corporation  
 Northwestern Medicine  
 Northwood Retail  
 Norton Rose Fulbright  
 Nossaman  
 Nostromo Energy  
 Nova Mission Critical  
 Nova Scotia Health Authority  
 Novak Construction Company  
 Novaland Group  
 Novartis  
 Novatek Gas & Power Asia  
 NOVO Construction  
 Novogar  
 NTC Mazzuca Contracting  
 NTT Global Data Centers Americas  
 NTT Plala Inc.  
 Nucraft  
 Nutanix  
 Nuveen  
 NVIDIA  
 NWPR Group, Ltd.  
 NYC Health + Hospitals  
 NYX Cosmetics



Oak Park Country Club  
 Oak View Group  
 OakPoint Real Estate  
 Oaktree Capital Management  
 Oakwood Country Club  
 Oasis West Realty  
 OCP Research, LLC  
 OdysseyRE  
 Office of the Attorney General for the District of Columbia  
 Officeworks  
 Oklo Inc.  
 OLA Consulting Engineers  
 Olayan Group  
 Olive Mill

Oliver Hotel Group, LLC  
 OliverMcMillan  
 Olnick Organization  
 Olympia Development of Michigan  
 O'Melveny  
 Omnicom Group  
 One Malibu  
 One Toyota of Oakland  
 One Workplace  
 Onelin Capital Corporation  
 OneMain Financial  
 Onex  
 OnPoint Development  
 OnSemi  
 Ontario Teachers' Pension Plan  
 Onyx Equities, LLC  
 Opain S.A.  
 OPUS  
 Opus Bank  
 Oracle  
 Orange Investments  
 Oregon Museum of Science & Industry  
 Organon  
 Orgel Wealth Management  
 ORIX Corporation  
 ORIX Real Estate Corporation  
 Orlando Family Physicians  
 Oscar Bravo Golf  
 OSF HealthCare  
 Overseas Chinese Town Enterprises  
 Overton Moore Properties  
 Oxford Properties Group  
 Oxy



P&G  
 Pace Management  
 Pachulski Stang Ziehl & Jones  
 Pacific Group  
 Pacific Hills  
 Pacific Life  
 Pacific Retail Capital Partners  
 Pacific Western Bank  
 Pacifica Christian School  
 PAG Investments  
 Pair  
 Palermo Corporate Real Estate Advisors  
 Panasonic Corporation  
 Panya Group  
 Paper City Development, LLC  
 Paramount Group, Inc.  
 Park Hotels & Resorts  
 Parker Poe Adams & Bernstein LLP  
 Parking Vault  
 Parkview Financial  
 Parkway Corporation  
 Parque Arauco  
 Parsons Behle & Latimer  
 Party City  
 Parx Casino  
 Pasadena City College  
 Patchi L.L.C.  
 Patelco Credit Union  
 Patrinely Group  
 Paul Hastings  
 Payden & Rygel  
 PayPal

pba  
 PBS-NC  
 Pearl River Enterprises Group  
 Pebb Capital  
 Pediatric Therapy Partners  
 PEG Companies  
 Peninsula Lounge  
 Penn National Gaming  
 Pennybacker Capital  
 PennyMac Loan Services LLC  
 Penobscot Management, LLC  
 Pequeño Mundo  
 Perdue Farms  
 Peregrine Realty Partners  
 Perennials and Sutherland  
 Perimeter Development Corporation  
 Persedo  
 PES University  
 Peterson Wampold Rosato Feldman Luna  
 Pfizer  
 PhaseNext Hospitality  
 Philadelphia Department of Public Health  
 Philadelphia Eagles  
 Philip Morris International  
 Philips India  
 Phillips 66  
 Phillips Whisnant Gazin Gorczyca & Curtin, LLP  
 Phoenix Property Investors Ltd  
 Physician Health Partners  
 Picasso Lighting  
 Pier Sixty LLC  
 Pillsbury  
 PIMCO  
 Pinterest  
 Pipeline  
 PitchBook  
 PKF O'Connor Davies  
 pladis Global  
 Plains All American  
 Plan B Media  
 Planet Fitness  
 Platform  
 Plaza Premium Group  
 Plexus  
 PMC Property Group  
 PNC Financial Services Group  
 Poder Judicial Costa Rica  
 Poetry Foundation  
 Polsinelli  
 Polunsky Beitel Green  
 Pompano Imports, Inc.  
 Poppin  
 Porsche AG  
 Port Colorado  
 Port of Seattle  
 Portafolio Inmobiliario  
 Porter Hedges LLP  
 Portman Holdings  
 Potomac Development Group  
 PowerSecure International, Inc  
 Praedium Clark  
 Pray Walker  
 Premier Research  
 Preotle, Lane & Associates  
 Preservation of Affordable Housing  
 Presidium  
 PriceSmart, Inc.  
 Primark  
 Prime Data Centers

Prime West  
 Prince George's County  
 Prince George's County Memorial Library System  
 Princeton University  
 Priority Sports & Entertainment  
 Prism Capital Partners  
 Prism Places  
 Pritzker Group  
 PROCEPT BioRobotics  
 Project Management Advisors  
 Prologis  
 Prometheus Biosciences  
 Proskauer  
 Provenance Land  
 Providence Capital  
 Providence One Partners, LLC  
 Provident Bank  
 Prudential  
 PS Business Parks, Inc.  
 PSP Investments  
 Public Policy Holding Company  
 Public Works Department  
 Puente Technology LLC  
 Puma  
 Putian Natural Resources Bureau  
 PwC  
 PWC Companies



Q² solutions  
 Qbico Creativo  
 QBO  
 Qgenda  
 QIC  
 QTS  
 Quadrangle Development Corp.  
 QuadReal Property Group  
 Quaker Lane Capital  
 Qualcomm  
 Quálitas Seguros  
 Quality Urgent Care  
 Quantitative Investment Management  
 Quogue Library



R.T. Barbee Company Incorporated  
 R2 Companies  
 R4 Foundation  
 Rabina Properties  
 Radio Flyer  
 Radom Capital  
 Raffles Quay Asset Management  
 Raleigh-Durham Airport Authority  
 Ram Realty Services  
 Ramsey County, MN  
 rand\* Construction Corporation  
 Randstad  
 Raymond Apparel Ltd  
 Raymond Realty  
 RBH Partners  
 Re:vive Salon & Spa  
 Read King  
 Real Trucking  
 Realogy  
 Reata Pharmaceuticals

ReCon Engineering  
 Red Bull  
 RED Development LLC  
 RED Engineering  
 Red Hat Inc  
 Red Rock Periodontics & Implantology  
 Rede Partners  
 Redgate  
 RedHill Biopharma  
 RedLeaf Properties  
 REE Automotive  
 Reed Smith  
 Regan Zambri Long  
 Regency Centers  
 Regeneron Pharmaceuticals, Inc.  
 Reger Holdings  
 Reign Capital  
 Reimagined Ventures  
 Related Companies  
 Related Group Inc  
 Related Midwest  
 Relativity Space Inc  
 Relevant Group  
 Reliable Properties  
 Reliance Industries  
 ReliaQuest  
 Relias Learning  
 Reno-Tahoe Airport Authority  
 Republic Property Group  
 Resorts World Las Vegas  
 Revelry Group  
 Reyes Holdings  
 RFR  
 RGE Group  
 Rice Management Company  
 Rice University  
 Ricondo  
 Right To Dream  
 Rilea Group  
 Rio Bravo Group  
 Riot Games  
 Rising Realty Partners  
 River District Neighborhood Investors LLC  
 RiverRock Real Estate Group  
 Riverside City College  
 Riverside Resources  
 Rizzo Group  
 RLD BK Partners  
 RLJ Lodging Trust  
 RMK Management  
 Roach Howard Smith & Barten  
 Rockefeller Group  
 Rocket Properties  
 Rockets Sports Group  
 Rockford Construction  
 Rockpoint Group  
 Rockstar Games Inc  
 Rogers-O'Brien Construction Company  
 Rogerson Capital  
 Rohde & Schwarz  
 Roku  
 Rolls-Royce  
 Rongmin Holding Group  
 Ropes & Gray  
 Rose & Berg Realty Group  
 Rose Haven  
 ROSEN  
 ROSHN Real Estate  
 Ross Stores, Inc.

Round Room Live, LLC  
 Royal Caribbean International  
 Royalty Pharma  
 RSC Development  
 RSR Capital Advisors, LLC.  
 RSSD Properties, LLC  
 RT London  
 RTW Investments, LP  
 Ruane, Cunniff & Goldfarb  
 Rubenstein Partners  
 Rudolph and Sletten  
 Rushmark Properties  
 Rutan & Tucker, LLP  
 RXR Realty  
 Ryan  
 Ryan Companies



S&P Global  
 s2e Technologies  
 Saatchi & Saatchi  
 Sabot Development  
 Saddleback College  
 SAE International  
 SAFEchild  
 SAHARA Las Vegas  
 Saks Fifth Avenue  
 Salem Christian Homes, Inc.  
 Salesforce  
 SalonCentric  
 Samaritan's Purse  
 Sambazon  
 Samsung  
 Samsung Austin Semiconductor  
 Samunisa  
 San Diego Community College District  
 San Diego County Regional Airport Authority  
 San Diego Gas & Electric  
 San Diego State University  
 San Francisco Gay Men's Chorus  
 San Francisco International Airport  
 San Francisco Planning  
 San Francisco Symphony  
 San Jose International Airport  
 San Jose State University  
 San Manuel Band of Mission Indians  
 Sandals Resorts International  
 Sandy Spring Bank  
 Santander Bank  
 SAP  
 Sarah Cannon Cancer Institute  
 Sares Regis Group Of Northern California LLC  
 Saris Cycling Group  
 Sartorius AG  
 Saudi Aramco  
 Savanna  
 Saxon Partners  
 Say Sí  
 SBA Urban  
 SBP USA  
 Scape Living Student Accommodation  
 Scentre Group Ltd  
 Schiavello International Pty Ltd  
 Schiller, DuCanto & Fleck LLP  
 Schlage  
 Schlosser Development Corporation  
 Schomp Automotive

School of the Art Institute of Chicago  
 Schools of the Sacred Heart San Francisco  
 Schrödinger, LLC  
 SCL Health  
 Scotiabank  
 Scottsdale Arts  
 Scripps Health  
 SCS Engineers  
 Seagen  
 Sean Casey, LLC  
 Seastrom Tuttle & Murphy  
 Seattle Mariners  
 Seaview Investors  
 Sencorp USA  
 Seneca College of Applied Arts and Technology  
 Sentara Healthcare  
 Sentinel Capital Partners  
 Sentre  
 Sentry Hospitality  
 Sephora  
 Sequoia Capital  
 Serendipity Labs  
 Seres Therapeutics, Inc.  
 Service Logic  
 ServiceNow  
 Servicios Aeroportuarios VIP S.A.  
 Servyou Group  
 Sesame Workshop  
 Seven Network Limited  
 Severson & Werson  
 Seward & Kissel  
 Sewell Automotive  
 Seyfarth Shaw  
 SFCCN.com  
 Shaanxi Hanhua Industry Group  
 Shackelford, Bowen, McKinley & Norton, LLP  
 Shaded Horizon  
 Shady Grove Fertility  
 Shake Shack  
 Shalom Institute  
 Shandong Baode Industrial Limited Company  
 Shanghai Business School  
 Shanghai Jinqiao Land Control Joint Investment and Development Co., Ltd  
 Shanghai Lingang Technology & Innovation City Economic Development Co., Ltd.  
 Shanghai Lujiazui Finance & Trade Zone Development Co., Ltd.  
 Shanghai Media Group  
 Shanghai Nobel Bay Science Group Co., Ltd.  
 Shanghai Pudong Development Bank  
 Shanghai Rongguang Industrial  
 Shanghai Trust  
 Shanghai Zhangjiang Guo Xin An Real Estate  
 Shanghai Zhangjiang High-Tech Park Development Co., LTD  
 ShanghaiTech University  
 Shapack Partners  
 SHAPE Properties Corp.  
 Sharing Connexion Hawaii  
 Sharp HealthCare  
 Shaw Properties (1997) Pte Ltd  
 Shawmut Design and Construction  
 Shell  
 Shenyang Municipal Natural Resources Bureau Hunnan Branch  
 Shenzhen Airport (Group) Co., Ltd.  
 Shenzhen Metro  
 Sherman Library & Gardens

Shijiazhuang Municipal People's Government  
 Shimao Group  
 Shipley Do-Nuts  
 Shiseido  
 SHOP Companies  
 Shorenstein  
 Shucks Restuarnt  
 Shunfeng Express  
 Siam Motor Group  
 Sideman & Bancroft LLP  
 Sidley Austin  
 Siemens Healthcare Pvt. Ltd.  
 Sigma Management  
 Signa Real Estate Management GmbH  
 Signature Federal Credit Union  
 Signature Resolution  
 Signify  
 Silverstein Properties  
 Silverstone Healthcare Company  
 Simpson Thacher  
 Sinclair Broadcast Group  
 Singtel  
 Sir Robert McAlpine  
 Siris Capital Group LLC  
 SIRIUS XM  
 SJP Properties  
 Skandinaviska Enskilda Banken  
 Skanska  
 Skip the Dishes  
 Skyworks Solutions, Inc.  
 SL Green  
 SLAM! Foundation  
 Slate Asset Management  
 SLI Capital  
 Sloan Valve Co  
 SmartCentres  
 Smith Optics  
 Smithsonian Institution  
 Soapstone United Methodist Church  
 SoftBank Group Corp.  
 Soho House  
 Sola Salon Studios  
 Sony Highroads  
 Sonic Automotive  
 Sonoma State University  
 Sony Music Entertainment  
 Sony Pictures Entertainment  
 Sotetsu Hotel  
 Sotheby's International Realty  
 Sotheby's  
 South Coast Plaza  
 South Houston Motocars LLC  
 South Motors Automotive Group  
 South Mountain Community College  
 South Orange County Community College District  
 Southeast Development Group, LLC  
 Southern California Edison  
 Southern Glazer's Wine and Spirits  
 Southland Industries  
 Southwest Airlines  
 Southwest Value Partners  
 Southwestern Baptist Theological Seminary  
 Southwestern College  
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 Space Perspective  
 Spacestor  
 Spectrum  
 Spin Master  
 Sports & Exhibition Authority of Pittsburgh and

Allegheny County  
 SPP  
 Spurs Sports & Entertainment  
 SPX FLOW, Inc.  
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 SRG Properties  
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 St. John's University  
 STACK INFRASTRUCTURE  
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 Staples  
 Starbucks  
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 State Farm Insurance  
 State of Arizona  
 SteelWave  
 Stella Maris  
 Stellar Management  
 Steptoe & Johnson PLLC  
 Sterling Bay  
 Sterling Group  
 Sterne Kessler Goldstein Fox  
 Steward Health Care System  
 Stifel  
 Stinson  
 Stitch Fix  
 StockX LLC  
 Stolte Family Foundation  
 Stone Ridge Asset Management  
 Stonebridge  
 Stonebridge Companies  
 Stonelake Capital Partners  
 StopWaste  
 Strada Investment Group  
 Stratus Properties Inc.  
 Stream Line Circle LLC  
 Stream Realty Partners  
 Structure Tone  
 Stryker  
 Success Cowork  
 Sueba USA Corporation  
 Sugarman, Rogers, Barshak & Cohen, P.C.  
 Sullivan & Cromwell  
 Sumitomo Corporation of Americas  
 Summer Classics Contract  
 Summit Health  
 Summit Medical Group / CityMD  
 Sun Country Airlines  
 Sun Hung Kai Properties  
 Sun Life  
 Sun River Health  
 Sunbeam Development  
 Sunbelt Rentals  
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Swinerton  
 Swire Properties  
 SYKES  
 Syneos Health  
 Synergi Global LLC  
 Synergy Investments  
 Syracuse University  
 Sysco  
 Syska Hennessy Group Systems, LLC

**T**  
 T. Rowe Price  
 Tableau  
 Taconic Investment Partners  
 Taikang Group  
 Taikang Life Insurance  
 Takeda  
 TAL Education Group  
 Tamares  
 Target  
 Targetti  
 TARRA  
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 The Community Builders  
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 The Daniels Corporation Inc  
 The Dinerstein Companies  
 The Dow Chemical Company  
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 The Endeavor Agency, LLC  
 The Engine  
 The Estée Lauder Companies  
 The Fairmont Museum District  
 The Fallon Company  
 The Feil Organization  
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 The Flight Test Museum Foundation  
 The Foulger-Pratt Companies  
 The Friendship Foundation  
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 The Hakimian Organization  
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The Port Authority of New York & New Jersey  
 The Portland Wellness Project  
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 The Resmark Companies  
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 The Rockwell Museum  
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 Union Investment Real Estate  
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 Vector Institute  
 Velmeir Companies  
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 Verizon  
 Vertex Pharmaceuticals  
 Vestar Development

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 Viasat  
 Viatrix  
 Victoria BID  
 View the Space  
 Viking Forest Products  
 VINCI Construction  
 Vingroup  
 Vinson & Elkins  
 Virta Health  
 Visa Middle East LLC  
 Vision Real Estate Partners  
 Visit Florida  
 Visit Tampa Bay  
 Vista Property Group  
 Vitra  
 Viva Land  
 Vodafone  
 Volkart May  
 Volkswagen AG  
 Volkswagen Group of America  
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 Ytterberg Deery Knull LLP  
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 zColo  
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 Zendesk  
 Zeno Group  
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 Zephyr Partners  
 Zhangjiang Group  
 Zhejiang Communication Investment Group Co., Ltd. (CICO)  
 Zhonghao Law Firm  
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# GUIDING PRINCIPLES

Great companies have strong, clear values and the discipline to stay true to them despite constantly changing market conditions and business cycles. We are committed to protecting and nurturing our extraordinary culture and the guiding principles that are its foundation.

**01** We believe strongly in the power of our people and their innovative diversity to create a better world.

**06** We embrace a diversity of projects — large and small, ambitious and modest — that no other firm can.

**02** We believe it all begins and ends with our client relationships.

**07** Our practice area specialization differentiates us as experts; our diversity of thinking, talents, and experiences ignites our innovation.

**03** We grow and empower the industry's top talent to pursue their passions and make a difference.

**08** Growing our firm provides opportunities for each person to realize their full potential — we believe everyone matters.

**04** We are obsessively curious — we bring diverse teams together to learn, grow, and explore new ideas.

**09** We're proud to be in the business of design. Each of us is responsible for our success.

**05** We can't be global if we are not local first.

**10** We care deeply about our "we vs. I" family culture. Together, we are one firm with a shared destiny.

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