

INSIGHTS



CELEBRATING 37.5 YEARS OF HAPPY WORKERS

+ +.+ +

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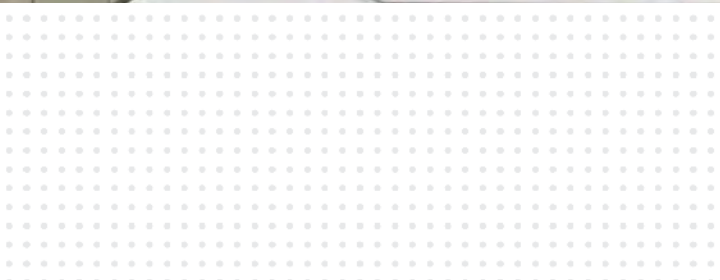
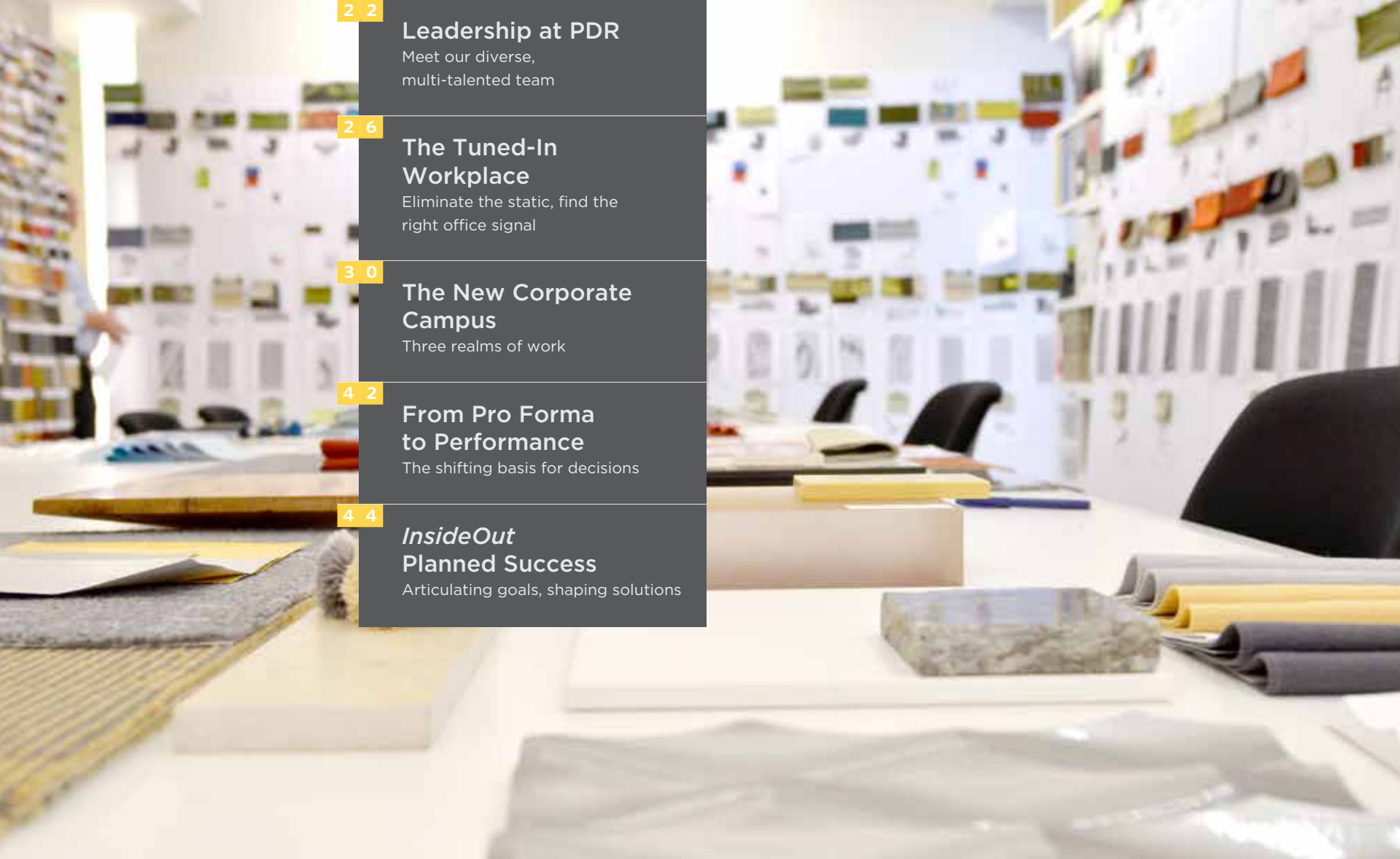
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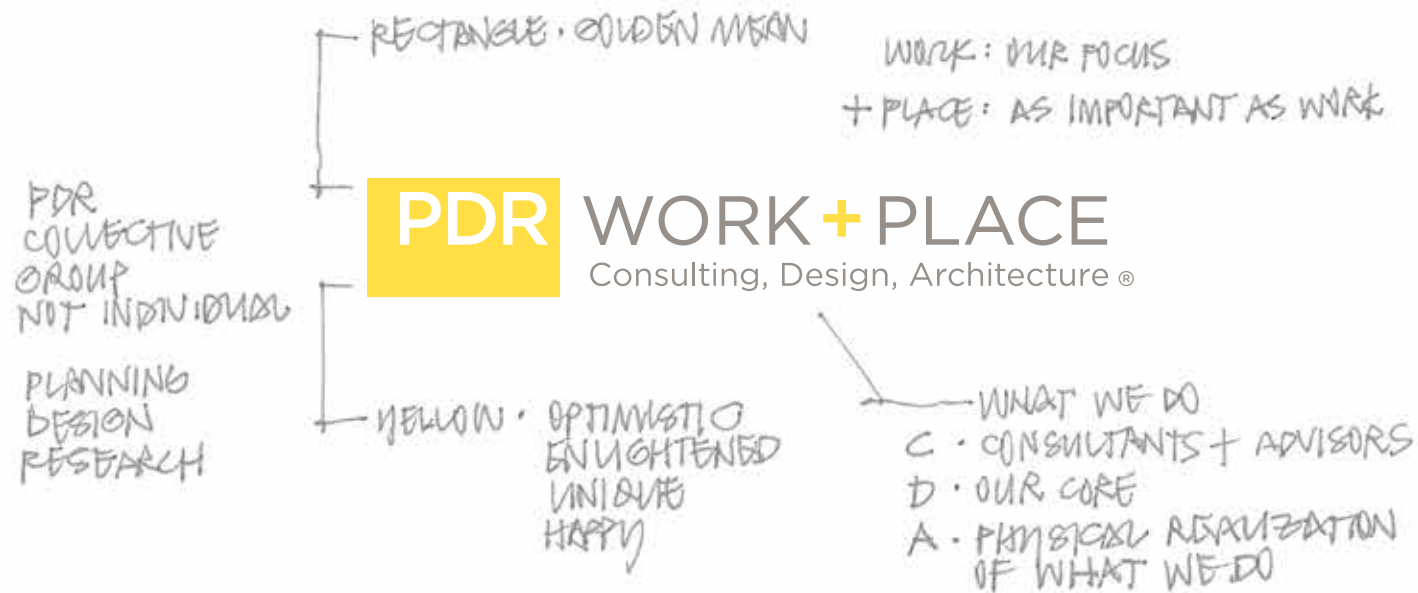
OUR STRATEGIC SOLUTIONS POSITION YOU TO **DESIGN FOR TOMORROW.**

We deliver strategic findings that build on your business successes, understand realities of today, and consider future unknowns to ensure your workplace performs at peak.

Strategic Planning, Master Planning and Programming, Concept Planning
— We know the business of workplace.



What's in a Name?



What we do has not changed.

Who we are has not changed.

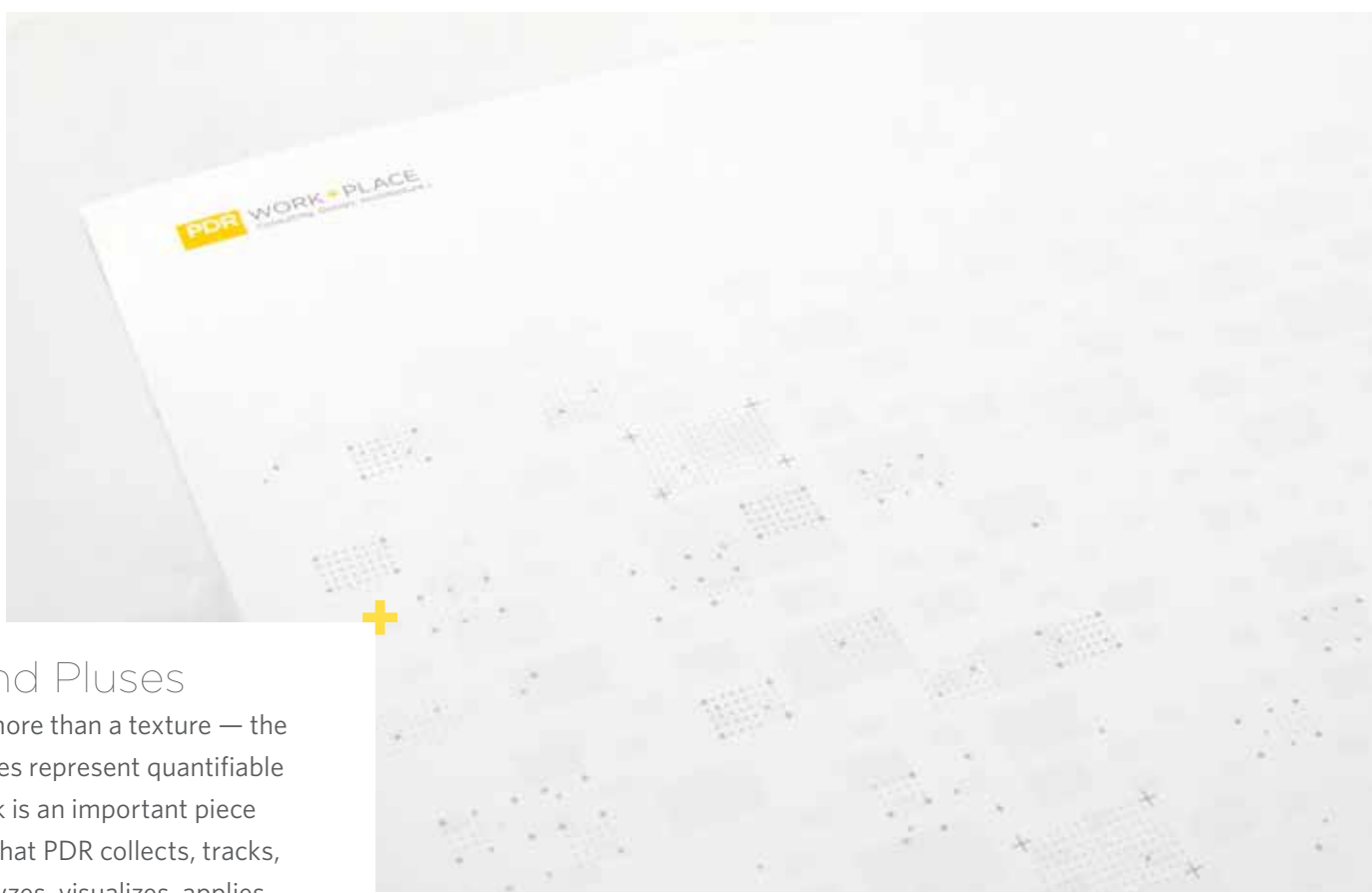
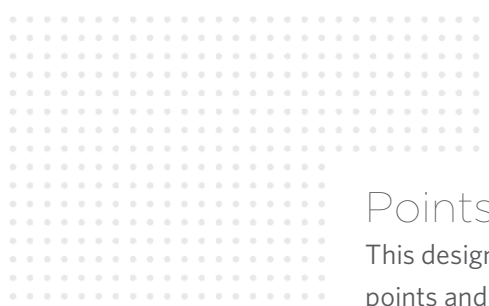
How we brand ourselves *has* changed.

Our new logo is an expression of our overall capabilities — from design and research to planning and consulting. It visually captures that our integrated expertise focuses solely on workers and workplaces.

And the yellow — it represents the radiant energy that sparks creativity in everything that we do.

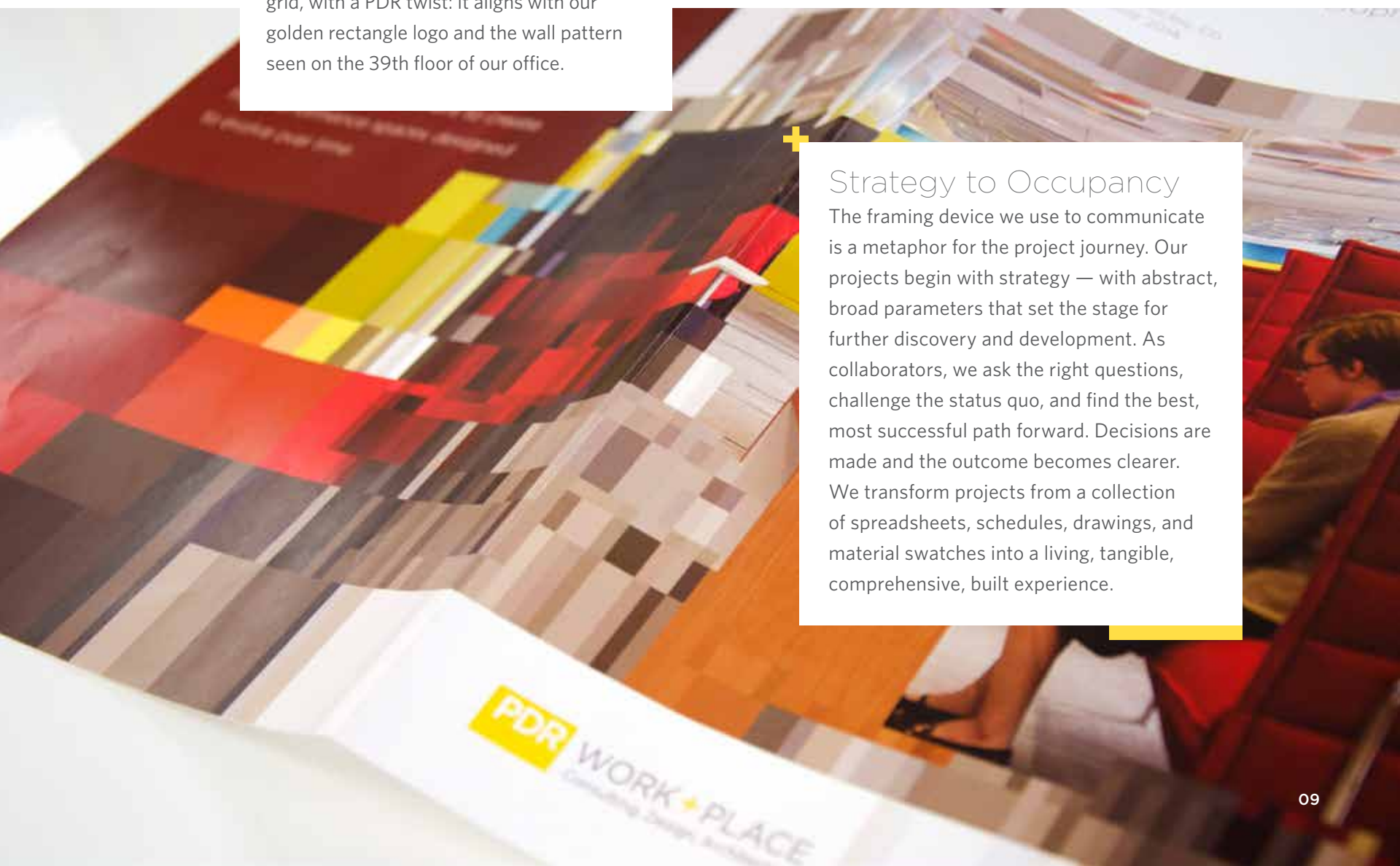
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Points and Pluses

This design is more than a texture — the points and pluses represent quantifiable data. Each mark is an important piece of information that PDR collects, tracks, measures, analyzes, visualizes, applies — honors. The texture represents people, objects, and information affected by our work, and it is displayed in a clean and simple grid, with a PDR twist: it aligns with our golden rectangle logo and the wall pattern seen on the 39th floor of our office.



Strategy to Occupancy

The framing device we use to communicate is a metaphor for the project journey. Our projects begin with strategy — with abstract, broad parameters that set the stage for further discovery and development. As collaborators, we ask the right questions, challenge the status quo, and find the best, most successful path forward. Decisions are made and the outcome becomes clearer. We transform projects from a collection of spreadsheets, schedules, drawings, and material swatches into a living, tangible, comprehensive, built experience.

Past, Present and Poised

1980s**THE SHIFT**

PDR shifts its client base from developers of turn-key offices to working directly for the tenants providing bespoke interior architecture tuned to the unique business needs of each client.

1995**MAXIMIZING WORKPLACE PERFORMANCE**

Andersen Consulting (now Accenture) selects PDR to be their strategic partner for designing and managing their new work process model based on emerging technologies. PDR learns the value and art of business consulting by delivering 10,000 seats of high performance team space for ten of the world's largest companies.

1977**AT THE FOREFRONT OF "THE BOOM"**

PDR is founded during the last great building boom of Houston (1977 - 1983). During our first five years, 36 of Houston's 100 tallest buildings are built, including the top five. Gerald Hines leads the world in office tower development and PDR pioneers the business of tenant architecture.

1990**BALANCING CULTURES**

PDR is selected to transform Rice University into the 1990 World Economic Summit of Industrialized Nations. Working for the United States Department of State and the Presidents and Prime Ministers of the free world, we learn the value of balancing cultures.

1992**STRATEGIZING WITH THE OIL AND GAS LEADER**

Exxon USA selects PDR to be their strategic partner for designing and managing their six million square foot portfolio of offices.

10,000,000 — Square feet of high performance workplace currently in design in our office.

PDR is poised to help clients optimize the **15,000,000** square feet of new space coming to Houston.

1999

**LEADING A MERGER,
CHALLENGING THE NORMS**

PDR leads the Herculean transformation of workplaces for the ExxonMobil merger. We challenge historically conservative views of workplace's value to the company and the workers.

2003

**INTEGRATED SERVICES,
INTEGRATED WORKPLACES**

PDR begins to leverage our Global Office model of integrating Real Estate, Architecture, Technology, Furniture and Operations for energy companies in twenty countries. We learn, the value of blending local cultures with global programs to create pace-setting workplace environments.

2007

**EXPERTS OF THE WORKPLACE,
MASTERS OF THE PLAN**

PDR is now a fully developed hybrid architecture firm, focused on both workplace business consulting and design. We begin research and development of the conceptual master plan for a 10,000-person campus based on a fifty-year view of inspirational workplace design.

2015
Workplace
accelerates
performance
and wellbeing.

2000

**BENCHMARKING FOR
THE FUTURE**

Working for the first time with building design architect Pickard Chilton, our designs for AIM Tower set a 21st century benchmark for high-rise office design.

2005

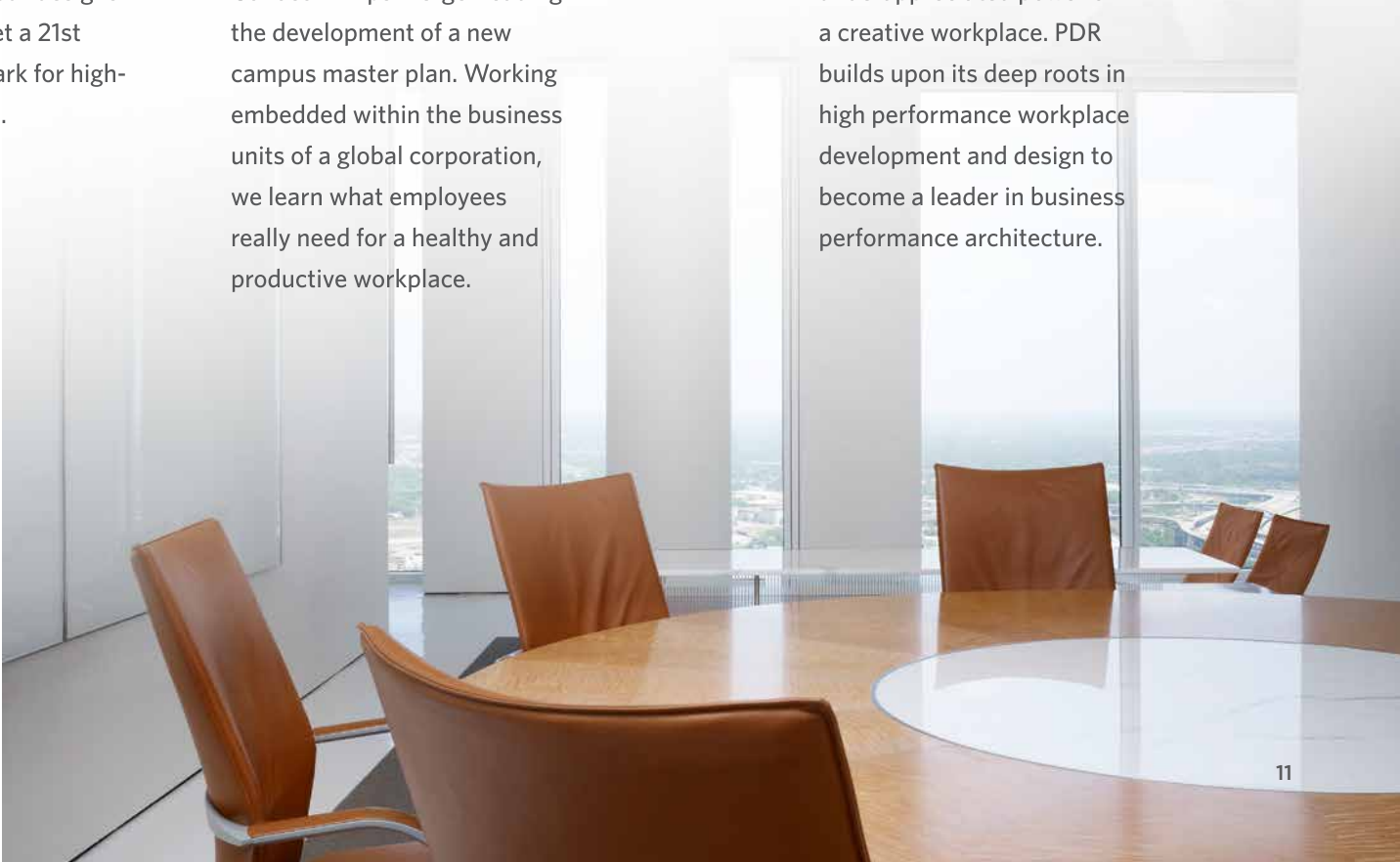
**REASSESSING THE
CORPORATE CAMPUS**

PDR is selected to manage the workplace consolidation of the ConocoPhillips merger leading the development of a new campus master plan. Working embedded within the business units of a global corporation, we learn what employees really need for a healthy and productive workplace.

2012

**INDUSTRY DEMANDS
LEVERAGE OUR EXPERTISE**

The business world explodes with awareness of the underappreciated power of a creative workplace. PDR builds upon its deep roots in high performance workplace development and design to become a leader in business performance architecture.



37.5

The Importance of INSIDE

PDR is a software architecture firm. Others, are hardware architecture firms.

PDR is a solid, top tier IA firm with years of successful collaborations with clients, real estate advisors and developers. But that's just one dimension of our offering today. Our workplace strategy teams and business transition teams have recently developed over 25,000 high performance seats, and

together with our design studios, they have pioneered the integration of collaborative solutions and ubiquitous technologies into the workplace.

PDR employs teams of business performance analysts from Rice, Duke and Cornell. These teams sit side-by-side with the clients and side-by-side with our design teams. They are mobile. Rapid prototyping and proof of concept are hallmarks of their work.

PDR has more than 50,000 square feet of workplace pilots and labs in beta test today. We help our clients discover how they work now and how they can work better. Embedded business consulting teams are constantly discovering new opportunities and developing solutions to accelerate workplace performance.

We know how companies work and we know how different generations of people want to work.





We have invested 37.5 years
working inside global companies
to continuously redefine the
high performance workplace.

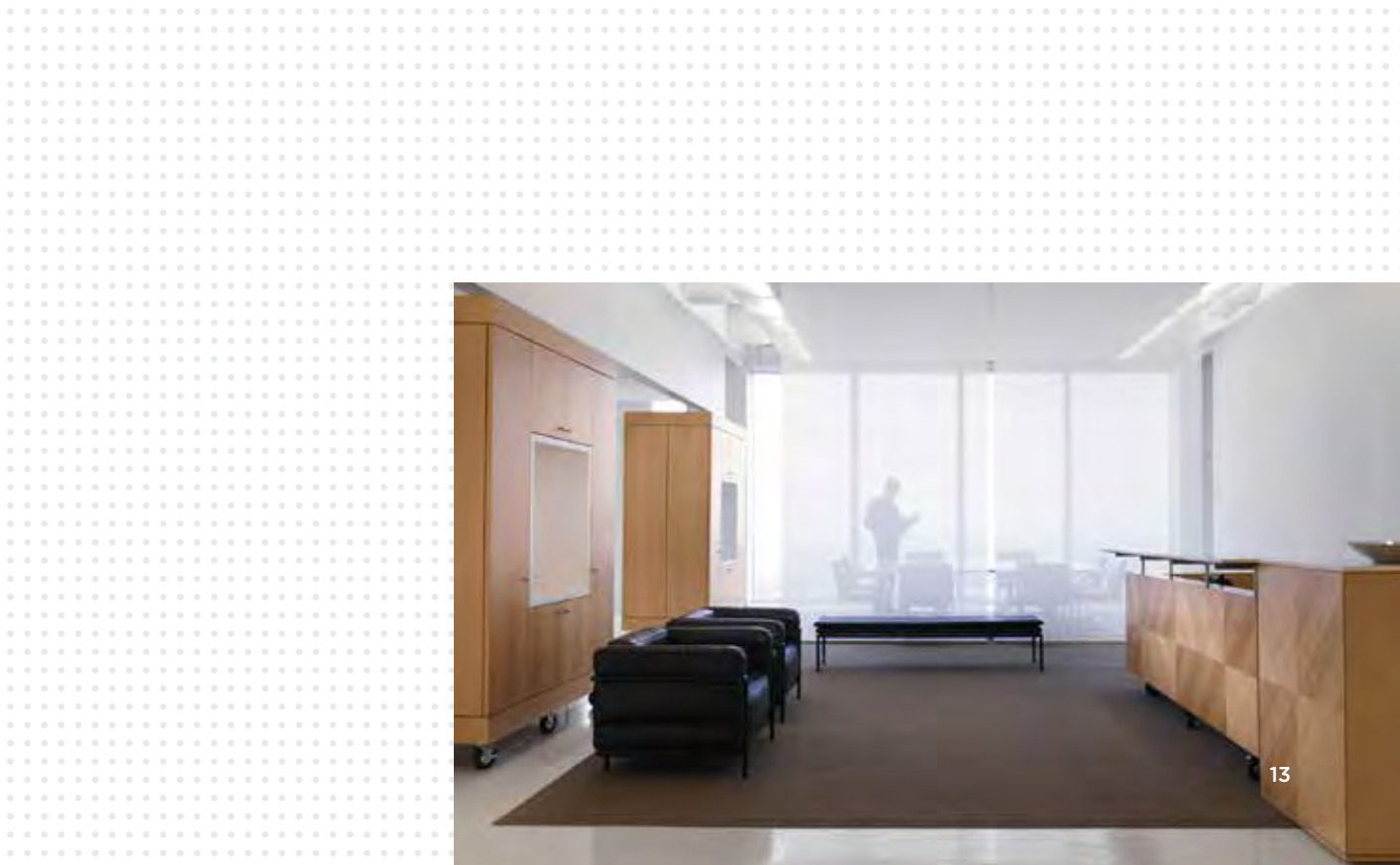
We are a hybrid design firm; $\frac{1}{3}$
business consulting, $\frac{2}{3}$ workplace
architecture.

We have spent many years working everyday
INSIDE our clients' companies, developing the next
generation workplace. Together we have studied
100 great campuses and workplaces. We learn a
great deal from working INSIDE our clients' teams.
Above all, we have learned that great places to work
are always focused on the people who work there.

So we start INSIDE.

Drew Patton

DREW PATTON, CHAIRMAN



Think Big, Act Fast

Scaling Excellence in a Dynamic Market

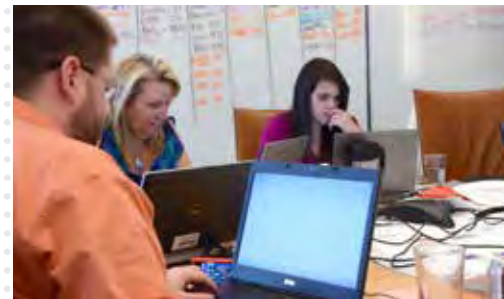
At PDR, we've always focused on the long view while staying tuned-in to the current state of market. We define the market as both the business climate where our clients operate and the real estate market's response to it. It's where we live, between business and design, which positions us to help our clients navigate through their evolving workplace journey that will ultimately influence their business success.

Building on our strategic approach to workplace and in response to a growing market need, we grow and improve our design business and diverse consulting services to best serve our clients. Moving forward, we remain true to our core mission: impacting business through workplace.

Looking at the very near future, and particularly the demands of the Houston market, we recognize that Houston is a great barometer for understanding the global impact of the business climate on organizations. Primary issues facing companies today are quality and speed — companies need to make better decisions faster to accelerate innovation and bring it to market.

Whether the workers are engineers and scientists or analysts and planners, business success depends on an individual's ability to do their best work. To help our clients address these priorities, we engage in deep exploration of their specific issues within the context of universal business challenges and advise them on best options to achieve their goals. Drawing on our deep experience and expertise, and benchmarking their peers and icons, we open the door to more meaningful and intentional workplace strategies and solutions.

Not only are the demands of work changing — so are the demands of workers. The best workplace solutions now behave more like software than hardware. High performance is the goal and workers require fewer boundaries and more freedom. Workers want choices — not either or, this or that, but *yes and*. Because work is increasingly dynamic they need workspaces that are agile: independent and shared, focused and collaborative. Workspaces must support that dynamism not by constantly changing, but by providing workplace options that support all work modes and requirements.



The best workplace solutions now behave more like software than hardware. High performance is the goal and workers require fewer boundaries and more freedom. Workers want choices — not either or, this or that, but *yes and*. Because work is increasingly dynamic they need workspaces that are agile: independent *and* shared, focused *and* collaborative.



It's a challenge that requires a fundamental change in behavioral and cultural norms. Clients want and need help navigating those changes to be productive and successful in the new environment as quickly as possible.

I'm personally focused on maintaining excellence as we scale to meet demand. I keep my eye on key aspects of who we are and what makes us excellent: Leadership, Culture, Design, Innovation, Process, Reputation, and Research.

At PDR when we say our talented people are our most precious asset, we're serious. Our culture is enviable and we maintain a laser focus on nurturing it as we expand in size. Growth allows us to follow our passion — supporting workers at work as broadly as possible — and that continues to fuel our ability to be successful as we undergo our own changes. PDR is leaving a lasting legacy on the world of workplace and we feel a responsibility to continue broadening our impact.

It is a gift and a privilege to lead PDR. I could not be more excited about our future and the exciting years ahead of us.

LAURI GOODMAN LAMPSON, PRESIDENT



+ Where Business Meets Design

Today's workplace is a strategic system. Best-of-class corporations recognize that an effective workplace is essential to their drive for innovation and competitive advantage.

So where does a great workplace begin? A great lease in a Class A building would provide room for new offices, and maybe even a view. That iconic tower might give the company identity and ample space for growth. An exceptional site might help a client envision a new corporate campus, but that is only one part of the equation.

At PDR we don't begin with real estate or architecture. When investigating new ways of working, we start with the worker and the work. Business and design meet at the individual in the workplace.

Our approach is performance focused. If we can give individuals and teams the right tools at the right time in the right place, they will be better able to perform and to succeed. So we begin by understanding what success means for a business, how the workers contribute to that success. We don't believe there's one right answer. Our processes are designed to help leadership create a workplace that will be the optimum solution for their culture, their workforce and their business.



Our processes are designed to help leadership create a workplace that will be the optimum solution for their culture, their workforce and their business.

Working with the largest, most innovative companies globally we have developed an integrated practice that allows us to address workplace challenges in their entirety. From early sessions with our Workplace Performance team through Strategic Planning to Design and Architecture to Business Transition services that facilitate occupancy, we look at our services holistically. Our efforts are connected and cumulative in value; first decisions have impact far into the future.



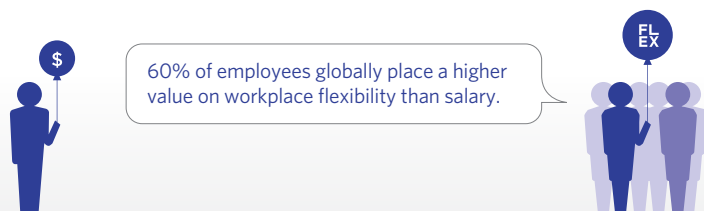
Universal Business Challenges

Drive Workplace Decisions



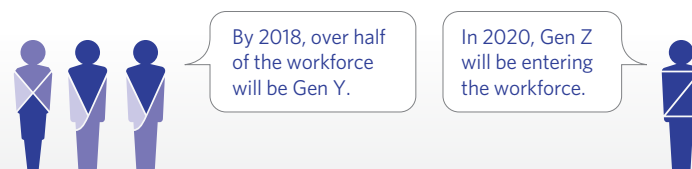
All businesses, regardless of industry or strategy, are confronted with universal challenges which reflect the changing nature of work and workers. Workplace Performance reflects our commitment to provide tailored solutions that have a clear implementation plan, are metric-driven, and tie directly to business performance.

MOBILITY requires a strategy to make “work anytime, anywhere” possible. “At work” is no longer an isolated place; workers need to be able to work in and out of the office with speed and ease, with the technology they need to fully leverage their abilities.



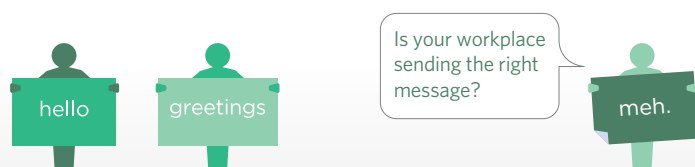
Technology allows it, business requires it, workers demand it.

GENERATIONS at work means more than accommodating multiple generations and work styles in the workplace. It's about capturing knowledge each generation has to offer and sharing it more broadly. Wisdom transfer safeguards a company's intellectual capital.



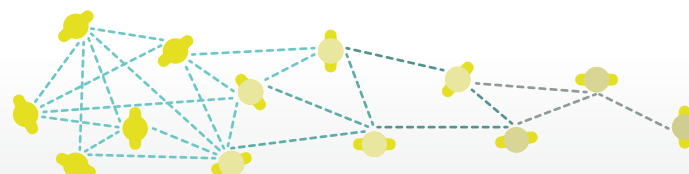
There are four unique generations in the workplace today.

REPUTATION, a company's brand, is a form of currency in the marketplace. Clarifying and enhancing company image improves market perception as well as customer and employee loyalty.



Workplace is a physical representation of your brand, whether intentional or not.

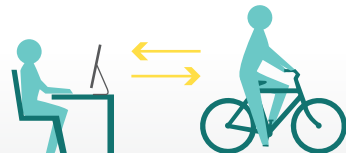
COLLABORATION is not a result; it's an activity that speeds discovery and innovation. Collaboration can happen formally in specific planned meetings, informally in serendipitous encounters and virtually using technology to connect across distance.



Creativity in business is a group process with individual ownership.

WELLBEING enhances performance. Happier, healthier workers with a positive mindset feel better, perform better and have the “I want to go to work” mentality.

A 2010 Harvard research study concluded, “Every dollar invested in wellness yields a \$3 reduction in medical costs.”



Investing in your employees’ total wellbeing — social, physical, financial, community, and career — can increase bottom line performance.

EMPLOYEE ENGAGEMENT drives human performance — a business imperative. Leverage workplaces to inspire discretionary effort from employees.



A Gallup study revealed that currently only 30% of workers report feeling engaged.

An engaged workforce thrives on positive energy and benefits from freely shared ideas.

AUTONOMY translates to the control and choice that empowers the workforce. Workers who have choices about how, when and where they work perform better.



Increased Autonomy
= Faster Business Growth
+ Higher Employee Retention



Work is where the employee happens to be doing their job.

ATTRACTION AND RETENTION are more critical than ever. Finding and keeping the best people is a business’ key to success. Talent is every organization’s most precious asset.

Impress me.



Labor statistics reveal that on average employees only stay at each job for 4.4 years.

It’s now an employee’s market. Nurturing the industry’s best have never been more important.

FLEXIBILITY is essential when change is certain but often unknowable. Uncertainty requires agility. An environment that can move and morph to meet change supports an organization as it evolves.

Workplace changes every **10 years**
Workforce transitions every **5 years**
Business changes every **3 years**
Technology changes every **6 months**



To remain competitive, companies must respond to the speed of change.

TECHNOLOGY enables people to work effectively anywhere. Workers need tools, not toys, that are integrated into their work environments and intuitive to use.



Technology eliminates physical boundaries and enables teams to work together in real time to solve problems.



Companies must leverage technology to work smarter in order to maintain their competitive advantage.

An Integrated Practice



Today's workplace is a complex ecology. It has to be able to support heightened expectations in the new era of performance-based work environments. Isolated design solutions are inadequate to the business challenge.

There are critical steps to creating a workplace that is as agile as your business: identify key performance indicators, align culture to workplace, design for long-term flexibility and create an engaged change management approach to ensure employee adoption. PDR's integrated approach to workplace consulting, design, and architecture ensures that your workplace decisions are fully connected to your business goals and that those decisions enable success.

We've designed our services around this complexity, offering distinct services and expertise that encompass the entire workplace arena — services that solve the problems confronting businesses and their employees at every step of the workplace journey. Think of it as PDR's yellow thread guiding your business through complex change. **Workplace Performance** identifies the business drivers and success criteria for the workplace and advances the foundation of the design solution. **Business Transition** engages with business leadership to optimize the real estate portfolio, manage change and plan the migration. **Design and Architecture** solve business challenges through physical design. **Visual Communication** provides compelling information display throughout the entire process and enhances the built environment through experiential identity design.

Four distinct, yet complementary, practices with dedicated problem-solvers working together to create the optimum solution for you.

One team, one office, a singular goal — your success.

Four distinct, yet complementary, practices with dedicated problem-solvers working together to create the optimum solution for you.





LEADERSHIP

at PDR



BACK ROW FROM LEFT

DOUG HELLMANN

DAVE WOODARD

MARC BELLAMY

DREW PATTON

JACKIE WHEAT

WAYNE BRAUN

AMAURY RODRIGUEZ

LARRY LANDER

FRONT ROW FROM LEFT

KELLY BAUGHMAN

STUART HARRIS

HEATHER VAN RAVENSWAAY

LAURI GOODMAN LAMPSON

PETER FISHER

JERRY GRIFFIN

Company culture is one of the first things we explore in our *InsideOut* approach to creating high performance workplaces. Culture is a powerful force that affects the way people feel and perform at work. We understand that shared values and aspirations, clear expectations about behaviors and a palpable sense of identity are critical to success. So it is no surprise that we have worked hard to build a strong culture here at PDR. Open minds and can-do attitudes are reflected in the spirit of our own workplace. Five times named as one of the *Houston Chronicle's* "Top Workplaces", PDR walks the talk as a high energy, high performance, and healthy place to work and grow.



Meet the Partners

PDR's leadership team is a diverse, multi-talented group with backgrounds in architecture, interior design and business. What we all share is a serious commitment to create environments that better serve the workers and the work itself. Our team is smart, innovative and not afraid to challenge the status quo.

Larry Lander, a veteran architect and programmer with more than 30 years of experience, leads PDR's programming efforts. Determining the client's objectives for the workplace is the first step in determining the program — spatial requirements, adjacencies, identity and quality — but it creates a critical baseline for future decisions. Larry helps the team develop a clear, well-defined and tested process that has proven invaluable for PDR's clients.

As workplace decision-making encompasses increasingly larger issues with long-term implications for the business, **Lauri Goodman Lampson** brings a strategic approach to creating alignment between business and workplace strategies. Having worked closely on major consulting assignments for industry leaders like Accenture and ExxonMobil, she leads clients through a strategic process that provides the basis of decisions throughout the engagement.

That same consulting mindset led **Kelly Baughman**, with her business background, to develop business transition services. Her business



engagement process supports the client as a project moves from concept toward occupancy, providing valuable strategy, guidance, and management during the entire transition process. She leverages best practices in portfolio planning, change management, and migration planning services to ensure business success.

When clients are considering build-to-suit and other options that involve land acquisition and master planning, **Peter Fisher** leads the effort. An architect with experience on numerous complex, large-scale projects, he understands the potential for experiential development and ensures the master planning aligns with the corporation's strategic objectives.

Design of all things workplace remains the core of PDR's business and **Wayne Braun** is our visionary leader. A nationally recognized designer, he oversees the design process from large corporate campuses to local offices. Wayne's approach carefully considers the business, science, psychology and art of design to ensure our solutions serve our clients in every aspect. It is his perceptive that guides our *InsideOut* approach.

Jackie Wheat leads and develops our interior design teams that transform program and strategy into design solutions that are thoughtfully tailored to meet the needs of each client. Jackie's passion for meaningful design and her belief in a design concept which expresses the client's vision, identity and culture, results in built environments and relationships with a lasting impression.

Dave Woodard is responsible for the architectural deliverables with a focus on construction techniques, processes, and construction documents. Dave's insight into construction practices has led to his standing as one of the industry's premier Project Architects.

With the heightened awareness of the importance of a healthy workforce, **Stuart Harris** guides the firm's sustainability practice. In addition to ensuring that design solutions embody the appropriate green building concepts, PDR focuses on creating healthy work environments that support worker wellbeing.



The success of every workplace design solution is linked in some significant measure to the deployment of the appropriate technology. **Jerry Griffin** makes it a priority to ensure that the PDR team is able to respond to the fast-evolving, tech-enabled workplace. He understands the latest technology trends, and leverages that knowledge to determine the most effective tools to maximize business performance.

When the effort requires pushing the business objectives over multiple projects, whether in a single or multiple locations, it requires the program management expertise of **Drew Patton**. His focus is at the enterprise level, thoughtfully engaging senior leadership of the organization about the long-term benefits of their decisions.

Known for his ability to collaborate with general contractors and execute a client's intended vision accurately

and efficiently, **Doug Hellmann** oversees the design, development and execution of a project's concepts, technical design, construction documentation and contract administration.

Mastering conceptual brainstorming, programming, design development, and product sourcing, **Heather Van Ravenswaay** combines her expansive knowledge of products, materials and construction methods with her ability to maintain loyal, established relationships with clients to continuously meet their design, budget and scheduling expectations.

Amaury Rodriguez specializes in the coordination and execution of each phase of a project with major emphasis on supporting the construction effort; therefore ensuring that it is completed in an efficient and timely manner. His attention to detail, strong leadership and organizational skills have enabled

him to successfully take on the role of Project Manager and Project Architect for a variety of complex projects.

With the capability to oversee multiple in-house teams, consultants, and contractors, **Marc Bellamy** ensures that a project's progress is communicated to all involved. His vast project management experience allows him to collaborate with all members of a project team to produce an exceptional finished product.

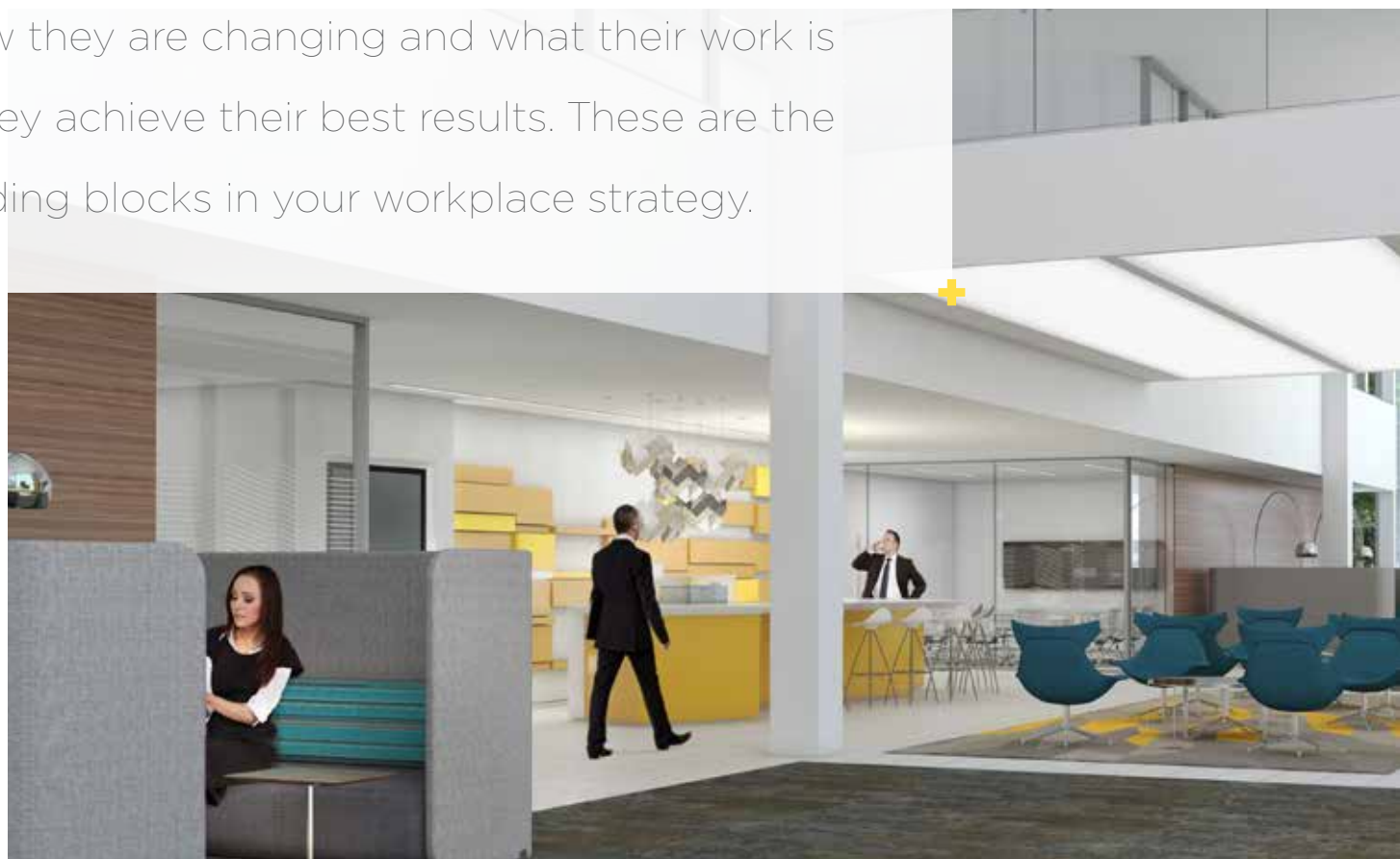
Together we have crafted our approach to workplace consulting and design that has helped to change the lives of thousands of workers and the bottom line of hundreds of companies.



The Tuned-In Workplace

LAURI GOODMAN LAMPSON, PRESIDENT

What does it take to get a workplace that fits? First, know who you are and who you want to be, what your culture is and what it aspires to be, who your people are and how they are changing and what their work is and how they achieve their best results. These are the critical building blocks in your workplace strategy.



Workplace, offices, open-plan, privacy and collaboration are all headline news of late. What does it mean to you and your business? How do you cut through the generalizations and trends, claims and pitches, academic opinions and research to get to what really matters? What matters is what's going to work for YOU: your business, your culture and your strategy for success.

Today's business leaders should be wary of inflammatory discussion — that debate isn't focused on you or your business. The real question isn't about making a choice: privacy or collaboration, independent or shared, open or closed. The issues aren't battling each other — WORK needs them all — often simultaneously.



Choosing one aspect of work over another risks compromising all of the work. There is no universal solution that solves everyone's workplace requirements. Chasing someone else's workplace solution is akin to wearing another person's wardrobe. It isn't going to fit quite right, it won't be comfortable, it won't allow you to move the way you need to and it won't inspire your best performance. Your workplace needs to fit your business. Not someone else's. It needs to be tuned-in to you.

What does it take to get a workplace that fits? First know who you are and who you want to be, what your culture is and what it aspires to be, who your people are and how they are changing and what their work is and how they achieve their best results. These are the critical building blocks in your workplace strategy.



The solution paradigm is shifting because the work paradigm is. There are universal challenges that all businesses are facing in one form or another. Headlines that praise or criticize one aspect of the workplace are one-dimensional — and miss the point.

The fact is knowledge work varies; it is both independent and collaborative. A solution that forces a choice instead of providing choices will fall short of enabling both.

There are simply more factors at play than the physical characteristics of the primary work location. Anyone who isn't considering the total workplace when making workplace strategy decisions isn't accommodating all that work has become. How work gets done is directly related to the culture of the organization and requires a variety of activities in a variety of conditions.

The paradigm of providing one dedicated space for each worker is dated. It's shifting because competition is

changing the requirements of work. Individuals want to work smarter and innovate faster. Simply accomplishing a given task isn't the source of value in the new work-world. A critique that is based on supporting a single, primary work activity is off-base. Today work activities must align with the current business challenges of keeping up, staying informed, and turning ideas into market innovation as quickly as possible.

Open plan work settings optimize collaboration, energize work, highlight effort, and help workers feel connected to business goals and one another. Private spaces provide separation from the thick of things and are equally important for detailed focus, task completion, and often, inspiration. Workers need both.

Complaints about open office mask the real story — the shift to employee empowerment. Workers don't need to own their spaces, but need to be able to choose the most supportive environment for the work at hand whatever that work may be. Making the decision allows them to be the most productive that they can be.

Any office space can be designed poorly. Total isolation with big closed offices and no connection to the rest of the organization isn't healthy. Solitude is important for

focus, but most workers don't require or want 40 hours a week of quiet time to do their work. Total exposure with big open bullpens isn't healthy either. Open plan as a solution isn't wrong, but open workplaces are often poorly deployed.

The 21st century workplace has become a complex system of multi-functional spaces designed to accommodate the range of work activities. Importantly, this shift requires management behaviors that empower people to do their best work — wherever they need to do it.

At PDR, we are committed to creating workplaces that are tuned-in to the workers and, in turn, encourage employees to tune-in to it. The Tuned-In Workplace understands its market: the company, business and people it serves. It offers variety, options and choices. It's connected, networked and engaging on both digital and analog levels via technology and people. It encourages workers to tune-in. It's empowering.

Stay Tuned.

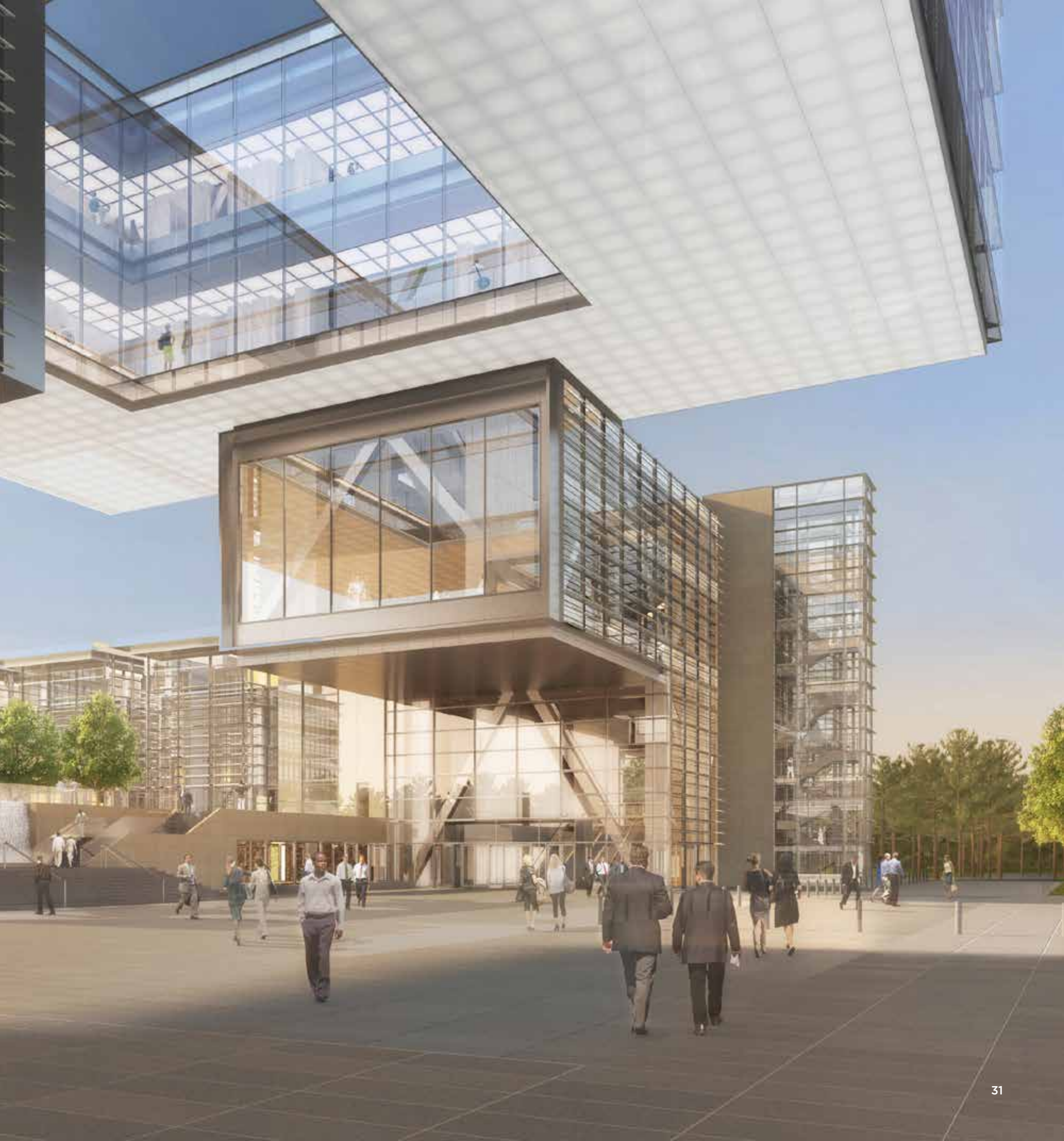
DESIGN SUCCESS STARTS WITH YOUR BUSINESS.

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Workplace Performance Practice.

THE NEW Corporate Campus

Drew Patton recently sat down with Nancy Egan to share his observations on the new corporate campus. The conversation presents an insightful look at how workplaces are evolving to meet the needs of global corporations and their changing workforce.





In Brief

Drew Patton explores the trends that are changing the goals and shape of the new corporate campuses:

The integration of the latest technology into workplace strategies to support the need for speed and discovery

The development of true campus environments, special places that represent the values of the corporation and their commitment to their employees

The investment in work-life balance amenities that support the needs of employees beyond the immediate work to be done. Wellness centers, sports, access to healthy food, childcare — all contribute to an increased exchange of ideas and a stronger sense of community

The creation of a variety of workplace settings to accommodate different modes of work from focused, heads-down effort to structured and unstructured, collaborative work among teams

Patton sees three realms of work that a really well designed campus amplifies: the urban vibe, the collegiate atmosphere and the walk in the woods. Providing a place for all three — the dynamism of the urban, the scale and collegiality of the campus and the nurturing, restorative benefits of nature — is at the heart of the new corporate campus model.



Location, Talent and Competitive Advantage

Nancy Egan: *Decades back the sprawling suburban campus was the corporate office solution. I am thinking about classic campuses like Connecticut General outside of Hartford and the Texaco campus in Rye, NY. Then there seemed to be a shift toward a different real estate model that relied on leasing in developer space. Now PDR is working on a number of major corporate campuses. What has corporations rethinking the campus?*

Drew Patton: Let's start with how many employees will be on campus. As companies try to get large groups of employees to work together, they look for a commitment and investment in their campus. If you have 50, 100, even 200 people, being a tenant in a landlord building is the most economical, the most flexible solution. But, once there are thousands of employees and a 20, 30, 40, 50-year investment is the goal, you make different decisions about location.

Companies move to a campus because there is an abundance of affordable land and that allows them to reserve land for the future. For over 50 years, and it persists today, companies addressed the issue of how to get the workplace closer to people's homes. Many employees find affordable housing in suburban locations. Then, the further out you go from the city center, the greater the impact a company can have on the infrastructure development and that provides competitive advantage. Companies want better infrastructure or better talent or both.

Companies don't build every day. If it's every 50 years, they want to build something that will last as far into the future as possible. In a boom time they need a thousand or more engineers and a place to put them. Or, they have a long-term vision. Big ideas for the 50-year plan need to focus on a demographic that is in middle school today. What will they want and expect, as opposed to current employees who are getting ready to retire?

New Technologies and an Old Familiar Feeling

NE: *So corporations are back on campus; how are the new campuses different? How are they anticipating the next generations of workers as they build now?*

DP: Today companies are looking for two things that are different from campuses of the past. One is a new idea; the other is an older idea.

The new idea is integrating new technologies in new workplace strategies. Companies are integrating the technologies they need to work faster and deeper into their companies, work processes and workers. A new work setting is an opportunity to start over on office designs that help them accelerate the integration of technology.

The older idea is quite simple. Recall walking across your college campus quad and the feeling you got — that you were in a historic place because of all the people who have come before you, but you were also filled with optimism about the future, about what you could contribute. That spirit and sense of belonging is the emerging idea behind the new campuses. Not that the campus is a new idea, but for a long time the subliminal message was "you're at work, you have a job, you have a process, you get paid well, go to work." Now it's: "Are you inspired to do great work? Is this a better place for you to work than our competition?"

These are not brand new ideas, yet trying to create a special place that represents the values of the company in a big gesture, not just on a piece of paper, are the corporate commitments that have employees excited.





Investing in Work-Life Balance

NE: What are some of the features of these new campuses that send the positive “you are a valued employee” message? What is being done to generate a sense of community and excitement?

DP: Downtown or on a small campus or a big campus, there are work-life balance issues that all companies are going to explore. They want their employees to be healthy — period. So they not only provide food, but a wide variety of higher quality food. A place to workout is a very nice amenity — a place to get your personal health in a better state. When you’re over a thousand people, you can support sport teams. Playing on teams is far more meaningful than working out alone. There is power in social interaction and the bonds that are formed to create a strong sense of community. In terms of what companies are trying to build — a culture of engaged minds and the exchange of big ideas — they’re the goals of the best.

Childcare — the secret behind childcare is when a young family with a child has the convenience and comfort of quality on-site childcare, they are more inclined to develop a sense of loyalty to the company and commit to stay in that location for five years. Well, once they’ve stayed for five years until the child goes to school, they are more likely to stay longer. It’s not just the amenities for families — it’s actually an investment in a commitment from both sides. That’s why you’re seeing more childcare options now.

Work, Workers and Workplace Settings

NE: We've talked about the campus setting and amenities, what about the workplace itself? What's changing there? There always seems to be a story about open or shared space versus private offices. What are you seeing and designing?

DP: Corporations are shifting to a variety of work settings. Some say that they are moving to all closed offices; what they really mean is they're going to have their employees do their focused work in a closed room. But, very few people do focused, heads-down, task-oriented work all day. Almost everyone is looking for balance between focused work and collaborative work. It's not all one or the other, although that's the easiest way to talk or write about it.

If you look at high-performance work, you focus and then you look up. Look out the window for some relief, to gain perspective, to jog your memory. Then you look back down. That's what a coffee break is. You're working hard, focused, and you get up and walk around. On a campus, you get to do more things. Look out and see the trees — that's a benefit.

Then focus back down. A walk to the coffee bar and casual interaction with colleagues, can inspire something in you, maybe a solution to a problem you are working on. At lunchtime you have the potential to encounter a thousand colleagues which gives you an even bigger perspective on what your work is all about.

It's valuable to always keep in mind the context of your work. If you are always alone in your room, then you might do a really good job of processing the data that's before you. Exchange and collaboration with colleagues is critical for providing that context.

Even in a downtown high-rise there are options for variety in your work settings. I work 500 feet above the ground in a high-rise downtown

looking out on other high-rises. But, that doesn't prevent me from having a connection to the larger community. We walk down to lunch and we go into a larger community space where residents from several buildings gather for food and shopping.

Outside, I can walk through Discovery Green and let my mind settle. When I come back, my work is so much better. That's why you see big urban campuses with gardens. Even if it's on the 40th floor, a big indoor garden area will trigger elemental responses to nature.

Three Realms of Work

NE: What you are describing seems like a complete ecosystem, not just a campus. The environment is addressing so many more aspects of the employee's engagement with the company than just the job. How would you sum it up?

DP: There are three realms of work that a really well designed campus amplifies: the urban vibe, the collegiate atmosphere and the walk in the woods. For research or for people who are thinking 50 years ahead, the urban vibe is the energy and the urgency of working in an urban setting close to colleagues, running into a lot of people, looking out the window being able to see people. A lot of people have to get their work done today or in the next ten minutes. You want a sense of urgency and you achieve that with density — even if you can see the trees and the skyline or walk outside.

The second realm is a collegiate atmosphere — a walkable, pedestrian campus. At ExxonMobil and ConocoPhillips all cars park outside the campus. On campus, it's pedestrian-oriented — inside or outside, elevated or on the ground. That builds the sense of a college — of an American academic village. It's also the scale: ninety feet across from building to building, with buildings 6 and 7 stories tall so that you can identify the person you see across the way. That's the key to the collegiate scale — no view longer than where I can actually identify someone walking toward me.

The third realm is the walk in the woods. Truly, a soccer field, or woods to walk in or a swimming pool — they nurture the authentic roots of a company. And the people — all of this is not about the architecture — it's about the people who work in the architecture.

Providing a place for all three — the dynamism of the urban, the scale and collegiality of the campus and the nurturing, restorative benefits of nature — is at the heart of the new corporate campus model.



DESIGN AND ARCHITECTURE

BEAUTY HAS NEVER
WORKED HARDER OR
SMARTER.

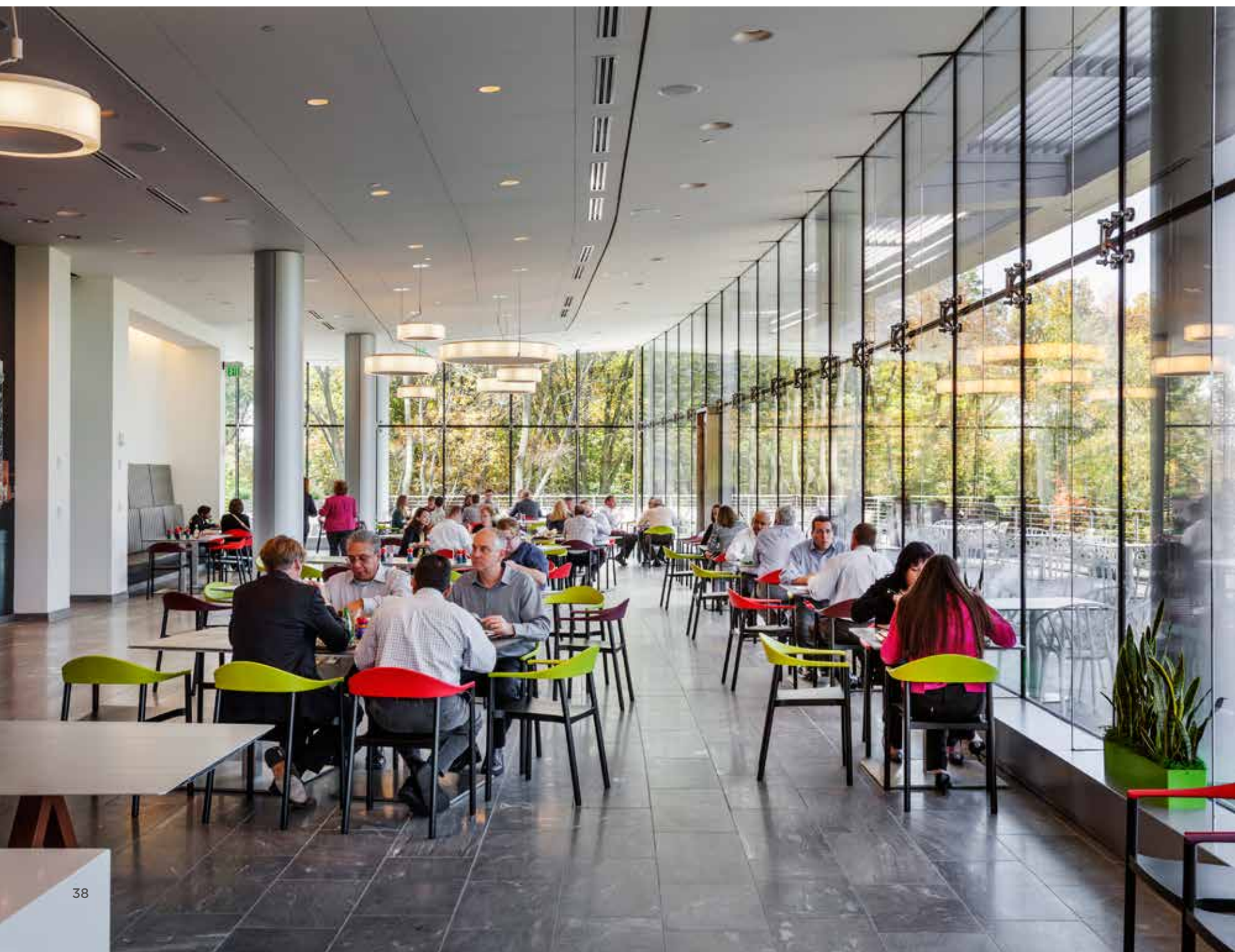
Find out what we mean
by **WORK+PLACE**.

+ Work + Well

If Sitting is the New Smoking

Work Can Make You Healthier

STUART HARRIS, AIA, LEED AP ID+C
PRINCIPAL



Improved workplace performance is top priority for leading corporations — right up there with bottom lines, ROI, and quarterly earnings. Many companies are actually finding ways to help their employees maximize their work ability and improve their quality of life at work. Happier, healthier employees are more engaged and more productive. With this fresh focus on wellbeing, companies are re-evaluating the workplace. We are working with these companies to create environments that not only support work but also support the workers and their wellbeing.

Companies with the right culture find a greater percentage of their employees actually want to come to work. The workplace environment is a reflection of corporate culture and values. When workers are energized about coming to work productivity increases.

We have found that within any work environment there are passive and active attributes that contribute to employee wellbeing. Passive qualities are inherent to the building, construction and operation of the building. These items are included based on early decisions by the corporation. Passive qualities do not require any commitment or action from an individual to reap the benefits. Active elements promote an active workstyle but ultimately require individual commitment to reap the wellbeing benefits. Balance between active and passive environmental qualities promote a healthier work environment.

Interestingly, employees may drive the need for sustainable and wellbeing initiatives, however their companies are the prime decision-makers that identify and implement the passive elements within the workplace. These qualities can be readily found in the indoor air quality, water quality, thermal comfort, access to natural light, views of nature, glare control and acoustic performance.

While many organizations can provide the setting and other components of an active workstyle, it's ultimately the decision of the individual worker to take advantage of the opportunities.



An increased understanding of the positive impacts of sustainable design has contributed to the corporate embrace of healthier workplaces. Recent research, such as the report from the World Green Building Council, finds “overwhelming evidence” that office design significantly impacts the health, wellbeing and productivity of staff.

Here, corporate culture plays a critical role and encourages employees to take part in the health-focused options including fitness and wellness centers, nourishment, active layouts, magnet spaces and furniture.

Many companies view fitness facilities as a necessity in recruiting and retaining the best talent, ranging from small rooms with cardio and strength equipment paired with showers and lockers to beautiful freestanding buildings offering premium services and activities found in commercially operated fitness centers. Often called the corporate “wellness center”, vanguard facilities include health services, juice bars and exhibition kitchens that demonstrate how to cook healthy meals.

Nourishment and nutrition are becoming a recognized component of a healthy workstyle. Whether it's a corporate dining facility, subsidized on-site snack kiosk, cafe or food court, companies are improving their food services options. Some companies are increasing subsidies for the healthier food choices or offering healthy dinner-to-go options and providing nutrition labels to help workers make informed decisions.



Behaviors in life influence behaviors at work and vice versa. By encouraging healthy behaviors at work, employees will often bring these habits home with them, nutrition awareness being one obvious example.



What about the actual workspace? Can the design influence healthy behavior? Stress reduction is an essential goal of healthy workplaces and active workstyles help. The blending of work and life can be a major stressor for many people. Technology certainly allows companies to ask workers to do more at all hours. Designing work environments that allow for better work life balance can reduce stress providing corporate culture allows and accepts non-work tasks be performed in the workplace.

To encourage movement and collaboration, many companies are investing in communication stairs, wide interior circulation paths and optional exterior pathways. The investment in circulation space represents a significant shift from making decisions based on square footage efficiencies to thinking holistically about workplace performance.

Circulation spaces are being leveraged to support people working away from their desks and to encourage quick collaboration. Wide interior paths allow two people to stop and converse and still



permit space for others to easily walk by. If paired with seating areas, the paths become alternative work areas that support collaboration.

Perimeter circulation along the window wall favors experience over efficiency by providing more egalitarian access to daylight and views. Even more, exterior pathways and gathering places entice people to get up, move around and spend time outside in fresh air.

Spaces that offer community wide support — coffee, food, meeting areas and technology — are magnets. People are naturally drawn to these spaces for the services or tools they offer. Strategically locating magnets on a floor or within a building can encourage movement and foster collaboration. Co-locating them

with other active elements like communication stairways, active circulation paths or exposure to natural light further the chances for people to benefit from an active workstyle.

Furniture plays a crucial role in employee wellbeing. Studies suggest that “sitting is the new smoking.” Sitting for long consecutive hours at a desk is detrimental to a worker’s health. However, sit-stand desk options offer the employee versatility in the way they work — more comfort, more control. This ergonomically-focused solution adds to the variety of workplace choices that embrace great posture, open views, light quality and a customizable work experience.

Many workplace strategies are easy to implement at a low cost; others require a substantial investment, but all require a company culture that embraces the link between performance and worker wellbeing. A healthy workplace is a competitive workplace — one that attracts and supports the kind of people needed to build a competitive advantage. The real question is: can your company afford not to provide a healthy, productive work environment?

From Pro Forma to Performance

PETER FISHER, PRINCIPAL

As the foundational document for analyzing a real estate development project, the pro forma has long been the decision driver behind new projects. While the essential elements — assumptions, cash flow and returns — still shape development, our clients are reassessing their assumptions in the face of a competitive market.

At PDR we now find our team at the decision table far earlier in the process, at the master planning stage. We are not there to advise the client on column spacing, floor plate sizes or materials, although we can and often do. Real estate is risky business and we are there to help developers better understand and evaluate critical information in the context of the tenant market and investors.

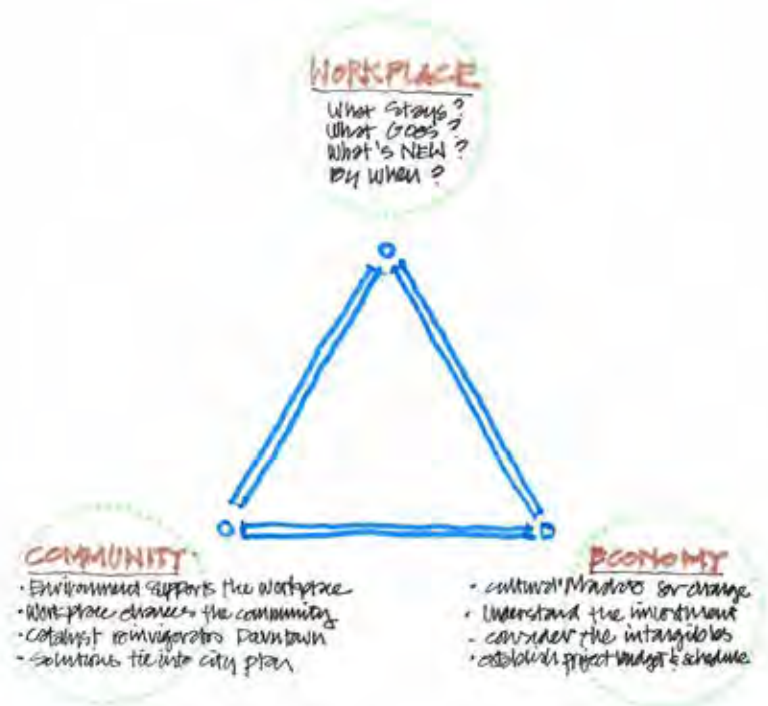
Our *InsideOut* approach, with its deep dive programming, brings a fresh perspective to the initial phase of the development process. We are prepared to ask challenging questions to source important data and create an intelligent framework for decision-making. No matter what the budget is for the project, dollars are limited. Where should you put your money for the best return? Development, marketing and construction all bring different perspectives to the decision. However, the real question points to what matters to today's tenants and tomorrow's investors.

Here we help the developer go wide as well as deep, bringing our knowledge of the workplace and the changing needs of corporations to the process. The very definition of what constitutes a Class A office building is evolving. New factors are in play. Beyond location, layout and quality, tenants and potential investors have questions about sustainability and resiliency. We know from our practice, as

corporations put greater emphasis on worker productivity and satisfaction, the workplace is increasingly valuable not just as real estate but as a platform for performance. The new workplace doesn't begin and end at the office door. Now the places where we work might include the building lobby or the landscape just outside.

This expanded view of the workplace offers new opportunities for developers as they compete for the best tenants. Seeing the entire development from the tenants' point of view allows the development to create additional value at multiple levels from building systems to amenities. And it improves the prospects for a better return on the investment in both the short and long term.

Real estate is the original risky business and PDR is now at the development decision table far earlier in the process to help developers better understand and evaluate critical information — not just efficiencies and costs — in the context of decisions to be made. Decisions that will help improve the prospect for a better return on the investment in both the short and long term.



InsideOut Planned Success

LARRY LANDER, PRINCIPAL

Our programming and concept planning process combines our particular skills of listening, articulating goals into a vision and shaping solutions so they are digestible to senior management and the C-suite. We have a deep conviction that a meaningful plan marries business objectives with strong planning solutions. Workplace design is often less a planning exercise but rather a business exercise.

In order to set the overall path for the development of a site, two important steps must be undertaken: development of a **concept program** and application of the program to a specific site to create an overall **concept plan**.

We organize our proven approach to planning in two distinct phases. **Analysis** breaks down relevant data into three steps that set direction and inform a master plan. **Synthesis** employs two steps to combine analytical data and craft it into an actionable plan.

Analysis

1

Articulate strategy, objectives and project goals. *What are the project's success factors?*

2

Identify the business's givens and relevant facts. *What are the existing conditions that will affect the project?*

3

Develop concepts and ascertain needs. *What qualitative and quantitative needs should be accommodated?*



Requirements

Introduction

Requirements are documented needs or wants described in terms of qualitative (what kind or what quality) and quantitative (how many or how much) aspects of the project.

A thorough understanding of the project **Objectives** provides an effective way to scrutinize and balance the various, competing, or seemingly contradictory requirements when evaluating for the most appropriate solution.

Synthesis

4

Develop and evaluate viable options. *What are the different ways the requirements can be met?*

5

Prepare a strategy and publish the plan. *What solution best balances requirements against givens while achieving the most objectives?*

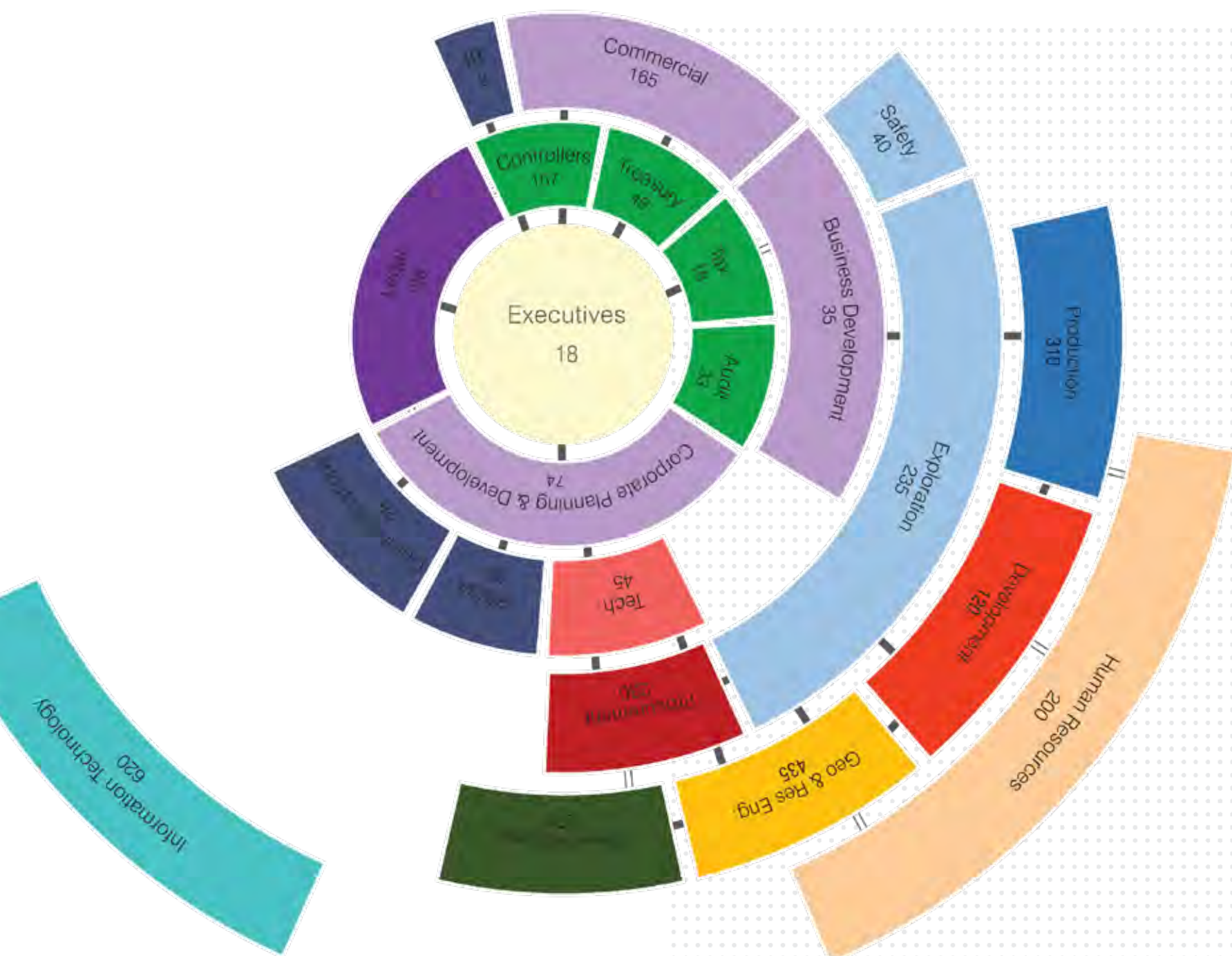
Advance

The process results in an actionable plan.

Continuity, Not Chaos

Business Transition

KELLY BAUGHMAN, PRINCIPAL



Successful companies are always in the process of transition. Status quo is not an option. For some the transition involves a major transformation, new processes, workplaces and profound change. For others it may mean simply taking a hard look at how and where they are working in order to improve performance and competitive advantage.



At PDR we have developed a suite of services designed to help our clients make business transitions easier. Comprehensive services take companies from first decisions about how they are utilizing their entire portfolio of workspace through the demands of a complex move to working with individual employees as they adjust to the changes that transition inevitably brings. While each of our services can be delivered separately, clients find that there is exponential value in the integration of offerings. Our Business Transition services provide an invaluable continuity throughout the life of the project. We provide our clients with a services bridge from one phase to the next and a dedicated team to guide them the full length of the path from today to tomorrow.

How do we work? The Business Transition process involves three distinct, but integrated, services: Portfolio Planning, Change Management and Migration Planning.

PORTFOLIO PLANNING

First things first. The Workplace Portfolio Planning team looks strategically at the entire portfolio of workplace real estate to help the client answer the questions: "How are we currently using space?" and "How can we use this space better?"

CHANGE MANAGEMENT

During the early stages of a project the Business Transition team focuses on the company's vision and meeting business goals. With the transition plan moving forward, it is time to engage the workers. Change Management is a human-focused initiative that helps ensure that employees understand and are excited about upcoming changes in their workplace.

MIGRATION PLANNING

As moving day draws near, Migration Planning takes over all of the critical data that has been gathered in earlier phases and organizes it into a cohesive move plan. All of the processes, data and people become part of an organized plan that actually works.

BUSINESS TRANSITION

carries corporate culture
through change.

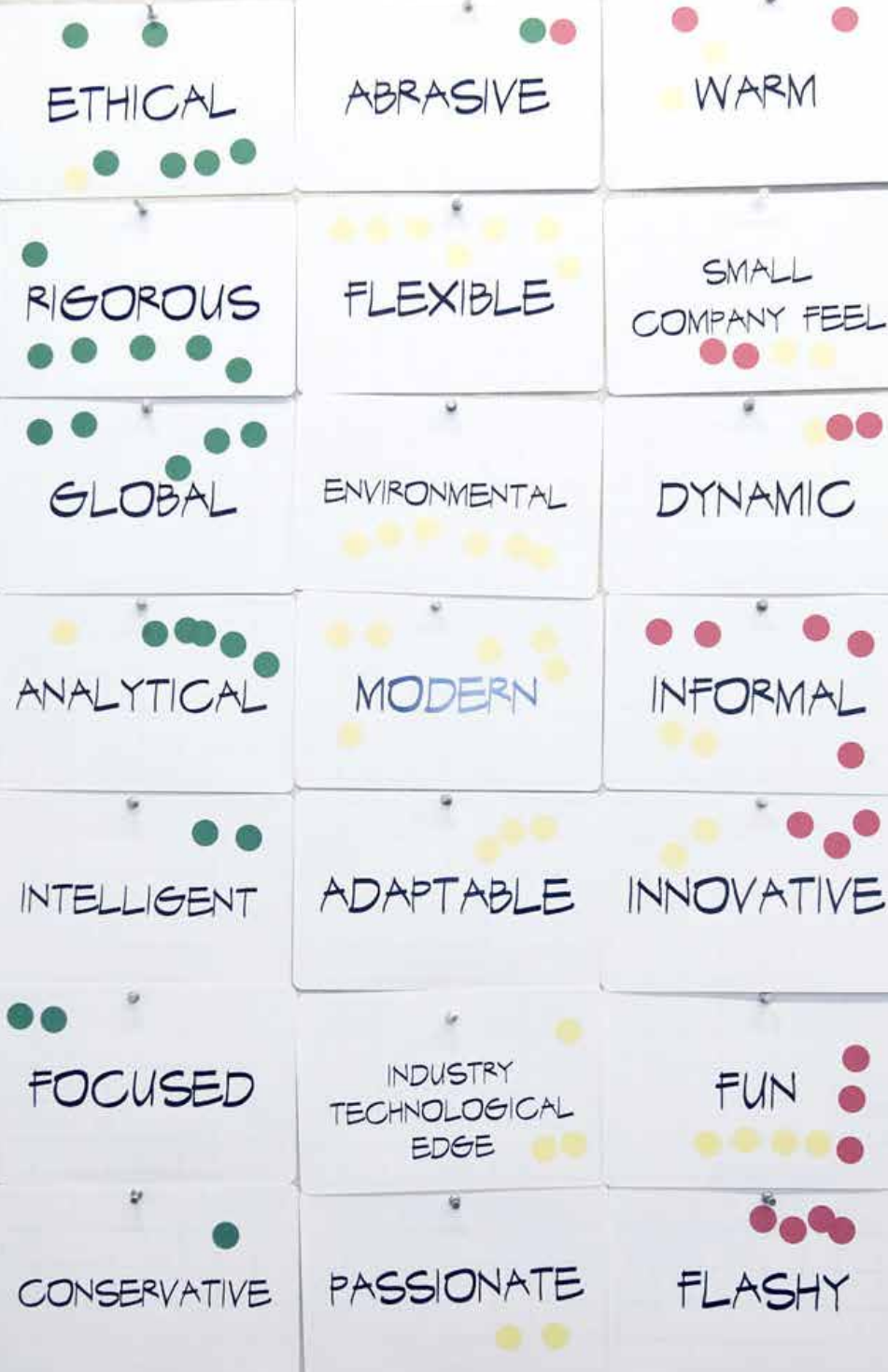
Workplace Portfolio Planning, Change
Management and Migration Planning —
mapping out the right strategy, preparing
your people for it, and planning every
detail of the move from point A to point B.

Experience the value of our
Business Transition practice.

Design Thinking and Thinking about Design

The concept of design thinking has recently entered the lexicon of many businesses outside of design. It's being taught in business schools and regularly discussed in business journals. We understand why — it's a powerful tool. The problem definition and problem solving process at the core of design thinking is how PDR has long approached our work. At the outset of any project we take time to understand our client's business, their goals and aspirations. We don't think that "listening to the client" is a cliché. In fact, it's critical.





Before we can begin to explore possible solutions, we need to understand the problem, the wants and needs of the client. We have developed a robust and intelligent toolkit to guide us as we work with the client: questions to ask, research and benchmarking to inform, visual communication tools to help the client comprehend the issues and ideas. We do this because we believe that our job is to help our clients succeed and the workplaces we ultimately design are tools to support the work and the workers.

That solid understanding of client's motivations and goals provides the framework for innovation. Our design solutions are always tailored to the unique requirements and ambitions of our clients; they are bespoke in the truest sense of the word.



Our workplaces are smart and hardworking. They are also beautifully designed because we believe that thoughtfully crafted spaces created improve the quality of worklife. Clients never have to choose between function and beauty; in the best-designed spaces they are in balance. There is no compromise in the quality or the character or the craft. And they are designed entirely and specifically for that one client. It speaks to both the art and integrity of our process.

Elevating the work experience by creating high-quality spaces and details, we contribute to the larger goals of our clients and our society — those that honor the individual desire for beauty and harmony in our lives.

It's how we think about design at PDR.

PDR Design

WAYNE BRAUN, PRINCIPAL

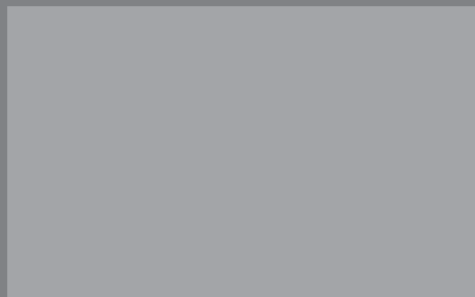
Design has many facets. There is the Business of Design, the Mechanics and Science of Design, the Sociology and Psychology of Design and the Art and Craft of Design.

During every assignment, we explore and are challenged by all of these facets. For Business, we are stewards of our clients' resources in all regards to assure that we achieve the best value and that our work positively affects the bottom line. Best practices are always in a state of constant improvement, incorporating the best mechanics and industry-leading science. We pay close attention to how our designs affect the people, the groups and the company, employing methodologies to properly reflect the culture and to reinforce the behavioral goals that help employees produce their best work.




All of these facets have very physical, measurable, easily describable characteristics. The Art and Craft of Design is different. It is often ethereal at best — but it is so important. It is the facet that produces an inviting, welcoming feeling. It brightens your day, it causes you to pause, to imagine and consider. It enriches the spirit and feeds the soul. Good design lasts, aging with grace and dignity. An artful and beautifully crafted space entices all of our senses to wake up and to pay attention, to remind us that we are influenced by our environments. An artful, well-crafted space lifts our aspirations and challenges mediocrity.

At PDR, we embrace all facets of Design. We understand however, that without Art and Craft, our passions and our work's goals would only be half fulfilled. We design unique, appropriate, artful and finely crafted projects — this is the nucleus of our mission. It breathes life into and embodies all of the qualities of every space we design.




Accenture Workplace 2.0 + PDR

TURNING A BUSINESS STRATEGY INTO HIGH-PERFORMANCE WORK ENVIRONMENTS



Accenture was determined to create a workplace strategy that's not just efficient, but also smarter. After four years and the successful implementation of Workplace 2.0 in multiple offices, Accenture and PDR, as their design team, have tested and tuned the model to have tangible returns, from reduced real estate costs to lower carbon footprints. We have also gained hard-to-measure results in regards to increased employee engagement and satisfaction — measures that translate into higher performance.





Effectively support people by providing different spaces and tools designed to increase productivity.

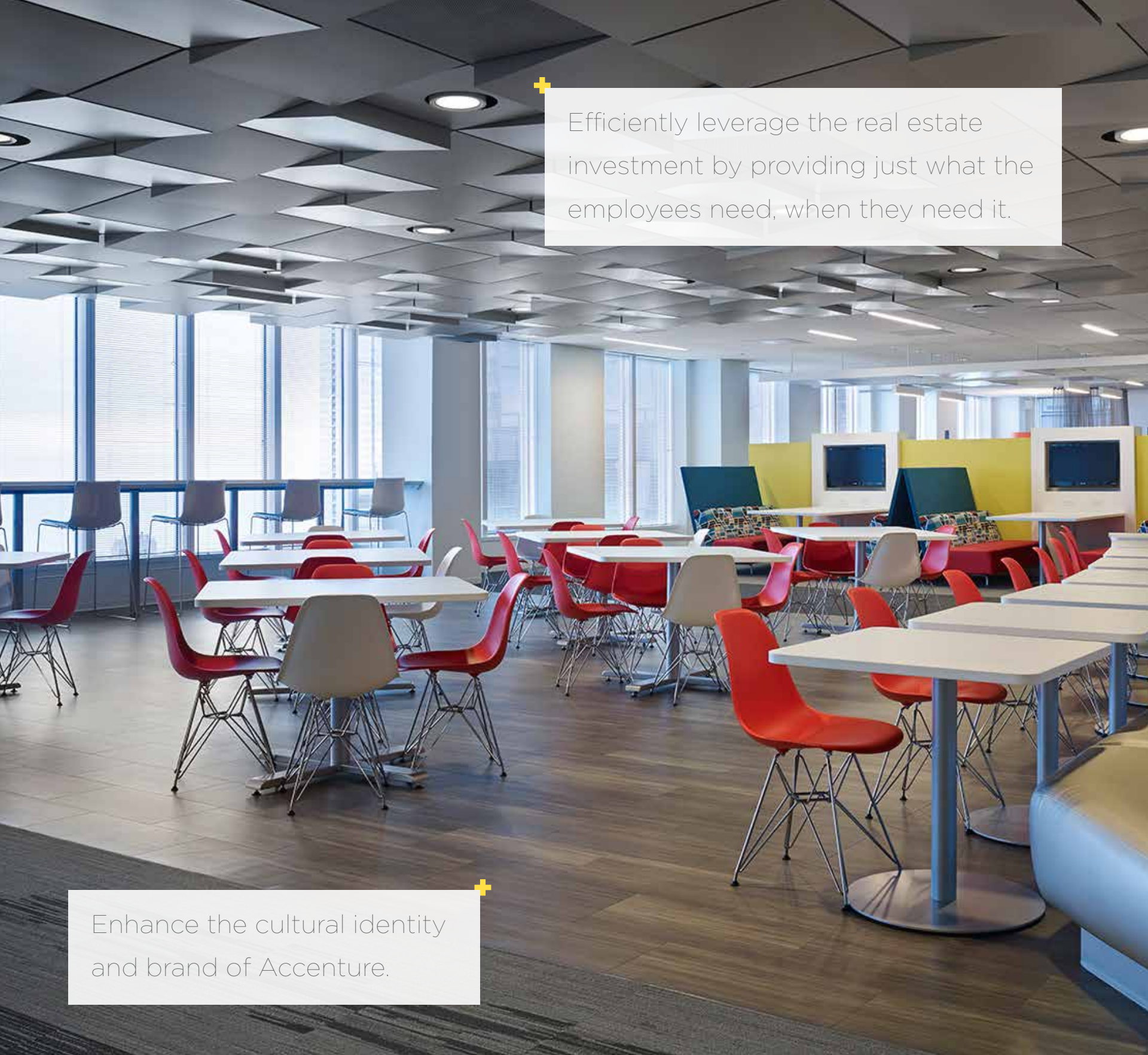
PDR's working relationship with Accenture dates back to 1996. The company, formerly-named Andersen Consulting, engaged us to support their business process outsourcing and to help them to develop a high performance team environment. In 2009, Accenture introduced their new workplace philosophy, the holistic strategy they called Workplace 2.0. They engaged PDR again to help them develop the prototype space in Houston.

Recognizing that an innovative new model for their offices — more efficient, effective and engaging — would require both a new philosophy and the physical environment to support it, Accenture aligned its overall business strategy, human resources, technology and real estate strategies to create Workplace 2.0. It's a comprehensive strategy that considers the workplace and workers holistically.



To help debunk the myth that mobile and remote working strategies disenfranchise employees, we designed a variety of work options within the space including places for focused work and collaboration and created hubs that bring people together

With the success of the Houston prototype, Accenture and PDR were ready to rollout the program to other offices. Two major offices — the DC Metro office completed in 2012 and the



Efficiently leverage the real estate investment by providing just what the employees need, when they need it.

Enhance the cultural identity and brand of Accenture.

Chicago office completed in mid-2013 — tested the adaptability of the concept in meeting the needs of different business units, real estate configurations and employee populations. Reports to date show a positive embrace of the Workplace 2.0 philosophy and the mix of spaces and technology that supports it.

Together, Accenture and our PDR team continue to look for opportunities to fine tune the model to find the optimum balance of technology, work environments, worker satisfaction and bottom-line results using a combination of employee surveys, utilization counts and employee anecdotes.



Reduce Accenture's carbon footprint through efficient space utilization, sustainable construction methods, and reduced travel.

Energizing Eaton's New Corporate Campus

The Collaborative Workplace

BEACHWOOD, OHIO

The design is forward-thinking and has a generous amount of wood complementing steel and glass. The sleek modern aesthetics are accented throughout with an exceptional contemporary art program built around an “energy” theme that speaks to Eaton’s businesses and plays on the company’s global reach.







Designing from the inside out, PDR established a new spatial paradigm to reflect an evolving model of an industrial company for Eaton, a global technology leader in power management solutions. With an interior designed to promote wellness, social engagement, and teamwork, the workplace materializes Eaton's progressive approach to business, communication, teamwork and worklife balance.

PDR collaborated with the building design architect Pickard Chilton to design a new campus for Eaton that

integrated its four local office buildings into one central campus. The addition of a wellness center, clinic, training center, cafeteria, and executive dining help to create a true campus environment.

Floor layouts emphasize a flexible open office plan at the perimeter, with informal meeting spaces, communal areas, and glass-enclosed offices surrounding the cores. The design subverts the more traditional office model, flipping the relationship between open and closed office space to reflect a culture based on collaboration that

de-emphasizes business hierarchies. Workspaces follow the building's sophisticated curve, opening to expansive views of the surrounding landscape and bringing natural light deep into the interior with light shelves. The building's elevator lobby "wedges" were envisioned as "town plazas" where encounters and informal meetings could take place adjacent to vertical circulation and employee amenities. Glass-enclosed offices and meeting rooms reflect an atmosphere of transparency and openness.





As a power management company, Eaton puts a high priority on sustainability in its products and wanted to express environmental responsibility in the design of the building and requested that the building be designed to achieve LEED Gold certification at a minimum. The planning provides access to daylight and views for all employees, and makes use of Eaton's energy efficient products throughout the building.

To achieve a design centered on notions of wellness, PDR began with the needs of individual workers. What does a global technology leader need to be a great place to work? How can going to work make you healthier? The answers helped to shape PDR's approach, which ultimately added floors, expanded cores, and changed circulation locations based on an analysis of use. Within the elegant, technical and highly engineered building, PDR infused a sense of warmth, community, and healthfulness by incorporating a state-of-the-art wellness center, clinic, training center, and dining facilities.



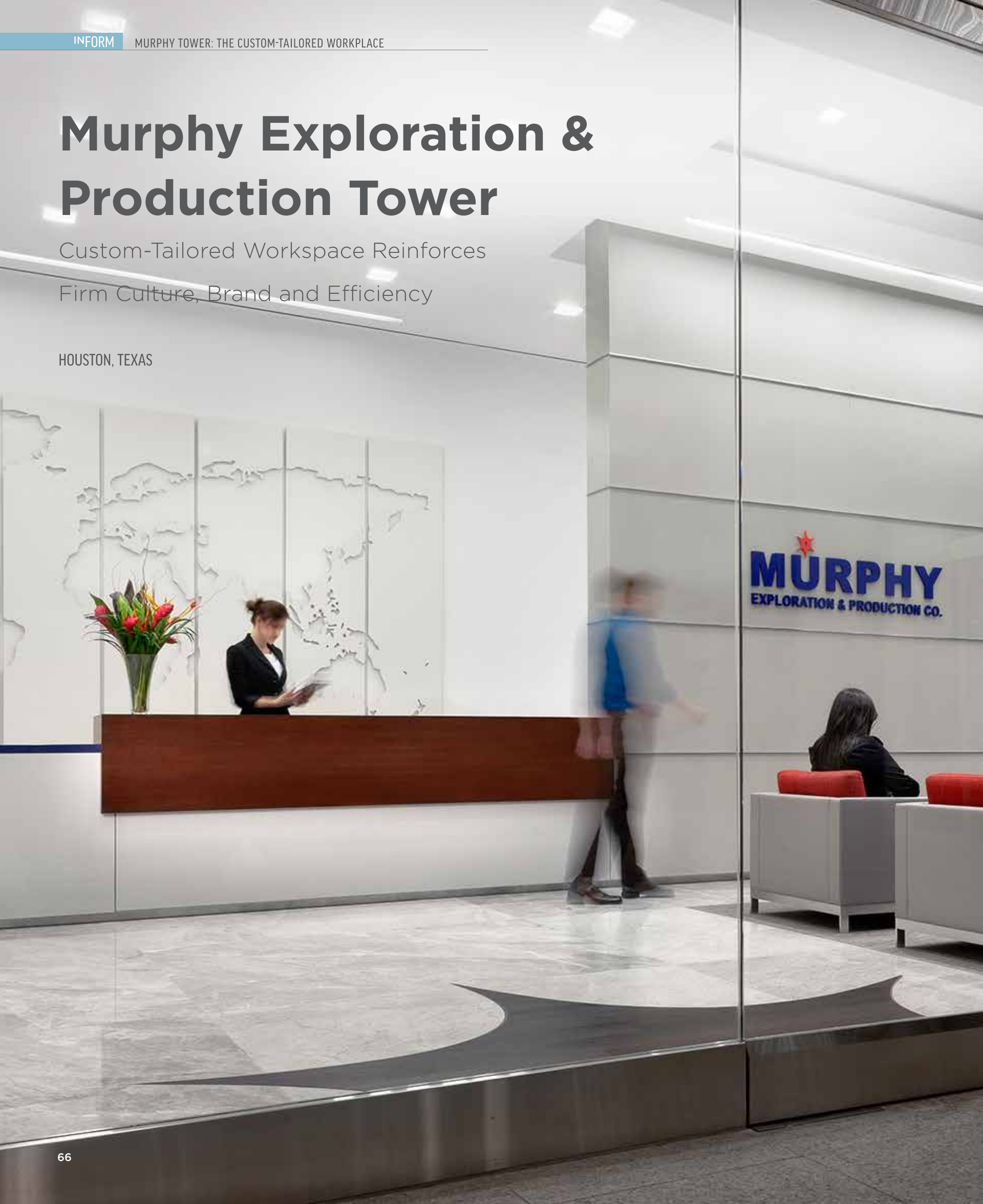
The wellness center incorporates the latest thinking in physical conditioning as well as evaluation rooms for individual consultations. To continue the goal of overall fitness, the main cafe incorporates a demonstration kitchen, allowing groups of employees to participate in healthy cooking classes.

From the multilingual artwork and world map in the entrance floor to the formal, but welcoming dining room on the tenth floor, the interiors express a sophisticated solution that is human-scaled and comfortable with an international, high-tech sensibility that speaks to the future.

Murphy Exploration & Production Tower

Custom-Tailored Workspace Reinforces
Firm Culture, Brand and Efficiency

HOUSTON, TEXAS





PDR created a high-performance, modular work environment for Murphy Exploration & Production's new 185,000 square feet, Houston office. The company occupies the ground floor and seven full floors of the 14 level high-rise. The design which embodies Murphy's strong culture, as well as the company's hundred-year history, encompasses three specific goals: create permanence with brand and identity recognition; optimize operational efficiency with flexible, cost effective and modular planning; and provide a healthy, high quality work environment with amenities and a classic design.

At the main lobby, a world map installation immediately sets the tone for Murphy's global presence as an oil and gas producer and establishes instant brand identity. The company's logo is beautifully integrated into the design details throughout the environment. Through PDR's deep understanding of Murphy's business, the design team developed an art concept which showcases the company's six most significant wells. The result was an exhibit at the lobby of each workplace floor with a thoughtful blend of art, science and history. For the executive suite lobby, PDR collaborated with Murphy's Communications department to craft a visually rich display of the company's history and its founder.



The workplace floors are a template based design allowing for future flexibility which easily accommodates team restructuring. With a primarily private office environment, the design team's challenge was to deliver a solution that feels bright and open. The generous circulation paths, transparent office fronts, and moments of open collaborative spaces all contribute to the success of the design. In addition, the architecture provides opportunities for access to natural light and extended views to the outside promote health and wellness in the workplace.

Working hand-in-hand, PDR and Murphy Exploration & Production created an environment specifically tailored to the company and its culture. It's an efficient and inspiring workplace designed to support the company's success as a leading oil and gas producer.





Among other things, the support spaces on the ground floor offers several types of meeting rooms including a multi-purpose auditorium for large meetings and training. In a continued effort to support well-being, Murphy added other amenities such as a shower facility for convenience.

The executive floor amenities and tailored design showcases the elegantly appointed boardroom which allows the executives to proudly host meetings and visiting partners from around the world.



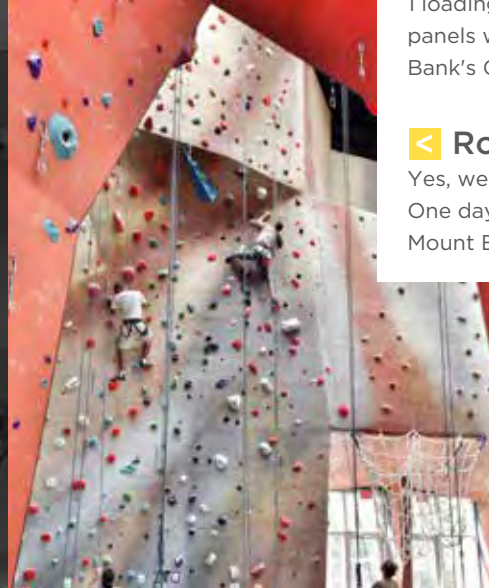
WORK + CULTURE

It is our people that generate the power of yellow. Our deeply ingrained culture has helped to establish us as a top workplace, an industry leader, and a community partner. Yes, we're all about the strategic design of workplaces, but we know that it starts with our people in our own workplace.



▲ Providing Houston with Tools

Our team helps to paint 222 rake handles, move 10 large boxes to store and collect "orders of tools" including 1 loading dock, 1 door, and 3 display panels with artwork for Houston Tool Bank's Grand Opening Event.



◀ Rock Climbing Club

Yes, we have rock climbing club! One day we might see the top of Mount Everest.



▲ Larry on the Radio

Larry Lander gives insight on work environments as featured guest on University of Houston's radio station KUHF.

▼ We're Artsy

Our shoes, "Twist of Oz" earns 3rd place at IIDA's Wizard of Oz-themed Arts & Artifacts charity event.



▲ Sniffing Out the Competition

PDR participates in Houston Barkitecture and takes home Second Place with the design of the "Paw"chelor Pad, an indoor dog house for the more tranquil pup.



▲ 1/10 of a Century

We gather at Minute Maid Park for a surprise celebration to congratulate our teammates Heather Van Ravenswaay, Laura Feist Malek, Robert Olvera, and Stephen Fall for their decade-long commitment to PDR.





^ 2Legit2Kick vs. 2Old2Care

PDR's official kickball team, 2Legit2Kick, proves that they are not one-kick wonders in a friendly competitive match against PDR Principals' team, 2Old2Care.

< Marshmallow Challenge

Using spaghetti, tape, string, and one marshmallow, we put our teambuilding skills to the test to build tall, re"marsh"able scrapers. The goal is to build the tallest tower topped with the marshmallow.



< Coming to a Beach Near You

PDR participates in AIA's Sandcastle Competition. Inspired by the movie classic "Star Wars", our spin-off design features two sand-groomed Starfish battling one another for victory.



^ Thought Leadership

Heather Van Ravenswaay leads an IFMA tour at a client location.



^ PDR Gives

We successfully reach our goal of providing school supply packets for 20 kindergarteners at Gregory-Lincoln Education Center.

< Innovation Award

PDR receives the first Innovation Award for Excellence in Real Estate from University of Houston's Stanford Alexander Center.

v PDRun

We encourage employee wellness by participating in Houston's Bayou City Classic 5k and 10k.



Great relationships result in great workplaces.

37.5 years of working with leading companies nationally and internationally, thousands of high performance workplaces, tens of thousands of happy workers.

The power of collective knowledge never ceases to inspire us.

We thank you.

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AGIP Oil Company
AIM Management Group
Amegy Bank of Texas
Amerex
American Oncology Resources
American Rice
Amoco Corporation
Andersen Consulting
Angelle Architects
Arcadian Chemical
Arthur Andersen
Aspen Lodge
Asset Partners
Avanade
Avista Corporation
Balfour Beatty Construction
Bancomer Transfer Service
Barnhart Interests
Baylis, Gardner, Hodges, Price

Baylor College of Medicine
Bear Stearns & Company
Bedrock Real Estate Services
Bell & Murphy
Bell, Ryniker & Letourneau
BG North America
BGK Texas Property Management
BHP Billiton Petroleum
BNP International
BPO Heritage
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Bristow, Hackerman, Wilson and Peterson
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BSI Consulting
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Citgo Petroleum Corporation
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Columbia Gulf Transmission
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CONDEA Vista
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Cosentino North America
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Coventry Development Corporation
Crescent Real Estate Holdings
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Cullen Allen Holding
Cullen Center
Curtis Development
Cushman & Wakefield
Cushman Realty Corporation
D.E. Harvey Builders
David Spaw Company
David Wayne Hooks Airport
David Weekley Homes
Davis Petroleum

Debner & Associates	Ford Motor Company
Design Art & Architects	Frost
Devon Energy Corporation	Gannett
Dominion Resources	Gensler
Dow Chemical Company	Gexa Energy
Drilling Information	Giessel Barker Lyman
DuPont	Gillette Properties
Eagle Energy Partners	Gittings-Lorring
Eaton	Golden Pass LNG
EDI Architecture	Granite Properties
EIG Global Energy Partners	Grant Pride Company
El Paso Corporation	Greater Houston Partnership
EMAS AMC	Griffin Partners
Encap Investments	Gulf South Pipeline Company
Energy Capital Credit Union	GWL Realty Advisors
Enterprise Products	Harrison, Bettis, Staff, McFarland & Weems
EPCO	Hays, McConn, Rice & Pickering
Equitable Center	Hearing Care Centers
Equity Office	Helix Energy Solutions
Ernst & Young	Hercules Offshore
Esso	Hess Corporation
Esso Brasileira de Petroleo	Hines
Esso Deutschland	Hitachi America
Esso Exploration Angola	Holland & Davis
Esso Italiana	Houston Pavilions
Esso Petroleum Company	Hunt Oil Company
Esso UK Limited	Hyatt Regency Houston
Estate of Wesley West	Imperial Oil
Evercore	Insignia Commercial Group
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Exxon Coal & Minerals Company	Interfin Corporation
Exxon Company International	Invesco
Exxon Exploration Company	IO
Exxon Land Development	J & S Development
Exxon Pipeline Company	Jamail & Kolius
Exxon Production Company	Jefferies Randall & Dewey
Exxon Ventures	John J. Esslinger
Exxon Yemen	Johnson Controls
ExxonMobil Asia Pacific	Jones Lang LaSalle
ExxonMobil Brasil	JPMorgan Chase
ExxonMobil Chemical Company	Kaiser Aluminum Corporation
ExxonMobil Corporation	Kelley Residence
ExxonMobil de Colombia	Kellogg Brown & Root
ExxonMobil Exploration Company	Ken Rice Medical
ExxonMobil Global Services Company	Kendall/Heaton Associates
ExxonMobil Iraq	Kerr McGee
ExxonMobil Production Deutschland	Kinder Morgan
ExxonMobil Qatar	Koch Energy
ExxonMobil Upstream Research Company	KOLL
Ferrell North America	Korn/Ferry International

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Houston Chronicle's "Top Workplaces"

Houston Business Journal's "Best Places to Work"

Fortune's "Best Companies to Work For"

Fortune's "Global 500"

KRATON Polymer	NuCoastal Corporation
Kvaerner John Brown	Nysan Solar Control
Levcor	Oceaneering
Logica	Oil & Gas Asset Clearing House
Looper Reed & McGraw	Oil States International
LTV Steel	Oklahoma University
Lyman, Twining, Weinberg and Ferrell	Olson & Olson
Lyondell Petrochemical Company	Ontario Power Generation
M.D. Anderson	Opus West
Madison Office Associates	Oracle
Marathon Oil Company	OXY USA
Mariner Healthcare	Pacific Gas & Energy Trading Company
Mark Producing	PaperExchange.com
Martin Fein Interests	Paradigm Geophysical
Maxxam	Paramins Chemical Company
McCord Development	Parkway Properties
MCG Dulworth	Partner's Commercial Realty
McGriff Seibels & Williams	Pathnet
MDI Resources	Patrinely Group
Means-Knaus Partners	PDQ.Net
MEIER Enterprises	PDS, Group
Meriplex Communications	Perigee Group
MetroNational	Petrie Parkman & Company
MGM Mirage	Petroleum Club of Houston
Miller Brewing	PG&E Energy Trading Gas Corporation
Mitchell Energy & Development	PGS
Mobil Oil Corporation	Phillips 66
Momentum Securities Management Company	Pilko & Associates
Moody Rambin Interests	PM Realty Group
Mountain West Investment Corporation	PMRG Realty Group
Mr. & Mrs. Mike Loya	Premisys Real Estate Services
Murphy Exploration & Production Company	Prime Asset Management
Murphy Oil Corporation	PROS Revenue Management
Mustang Engineering	Puget of Texas
Myers, Crow & Saviers	Pyramid Properties
National-Oilwell	QST Energy Trading
Neftegaz Holding America Limited	R. Rose Clothier
NEON Systems	Rancher Savings
net iQ	Regency Main
NL Industries	Reimert Family Partners
Northern Trust	Reuters America

Richard E. Jacobs Group	Texas Children's Hospital	Vista Chemical
RIM Architects	Texas Guaranty Bank	Vitol S.A.
Ritchie Commercial	Texas Instruments	Voest-Alpine Intertrading USA
Riviana Foods	Texas Medical Center	Weatherford International
RMC	TGS North America REIT	Wedge International
Robert Half International	The CEA Group	Weinstein Spira & Company
Royston, Rayzor, Vickery & Williams	The Center for Houston's Future	Wells Fargo Bank
Sabco Oil and Gas	The Concore Group	White Petrov McHone
Saracen Energy	The Houston Exploration	WILLBROS
Sasol North America	The Howard Hughes Corporation	Williams
Schlumberger Limited	The Linc Group	Williford Property Group
Schlumberger Technology Corporation	The Office of James Burnett	Woodard Hall & Primm
SCI	The Prudential Group	Woodlands Development Company
SeaRiver Maritime	The Redstone Group	Woodmont Company
Senterra Development Corporation	The Reynolds & Reynolds Company	Workplace Resource
Seville Center	The Stroh Companies	Wyndham Vacation Ownership
Sheehy Ware & Pappas	The Townsend Companies	
Shidler Group	The Weekley Companies	
Signature Associates	The White House	
SikesGroup	The Woodlands Operating Company	
Simon Bolivar Foundation	Tishman Speyer Properties	
Simon Property Group	TPMC Realty Corp.	
Skanska USA Commercial Development	Trademark Construction	
Smith, Graham & Company	TradeRanger.com	
Solarc	Trammell Crow Company	
Solvay America	TransCanada Energy	
Songy Partners	TransOcean Offshore Deepwater Drilling	
Spaw Maxwell	Transwestern Property Company	
Statoil Gulf of Mexico	Trident Energy	
STATOIL North America	Trione & Gordon	
StatoilHydro North America	Trizec Properties	
Staubach	TrizecHahn Office Properties	
Sterling Chemicals	Turner Adreac	
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Structure Consulting Group	U.S. Oncology	
Studley	Union Texas Petroleum	
Sumitomo	Univation Technologies	
Superior Oil	Universal Compression	
Syncrude Canada	Universal Computer Group	
Sysco Corporation	University of Houston	
Tauber Oil Company	US Trust	
TD Industries	Varco International	
TechKnowledge Consulting	Veba Oil	
Tejas Energy	Vecta	
TerraPro Marketing Services	Velite Benchmark Capital Management	
Texas A&M University	Vision Products	

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