

# Design Forecast 2015



A watershed year, 2015: the sweep of change ahead will accentuate the positives of an urban, connected planet. The trends we see point to a future that will be amazing. As designers, we're excited!



Art Gensler founded our firm 50 years ago on the premise that great design drives higher performance. Five decades on, we take it as gospel. With 2015 shaping up to be a watershed year for our clients, large and small, design will matter even more.

This year is significant because the world is making a transition. Digital natives are starting to emerge as the leaders who will take us into the future. Their perspectives on how to use technology and mobility will redefine work and the workplace.

Healthcare and education are being reinvented. Wellness and resilience are getting widespread attention, not least because of the global threats posed by epidemics and climate change. Urbanization is leading to new city forms, denser yet more livable.

The world is on the cusp of breakthroughs made possible by innovation, urbanization, and global connectivity. Realizing them won't be easy: 50 years in business give us a healthy respect for the difficulties. Yet our experience also speaks to design's power to clear away obstacles and produce the game-changing solutions that society depends on to make progress.

It takes insight and strategy to reach a better future. Design helps to envision it, test and refine it, and then scale it up. This is our territory, whatever its application. Our global knowledge of cities and regions means that we understand the transitions they're going through from the ground up. We know how to give ideas and strategies tangible and potent form.

The future is multidimensional. Innovation and opportunity will come from all over. To work effectively across the time zones, we're adding leadership and infrastructure to our network. To complement our China hub in Shanghai, a second one in Singapore serves our five offices in Southeast Asia. Abu Dhabi anchors the Middle East, while Mexico City adds a third office in Latin America. We've built a global platform for a globalized world. Last year, we delivered innovative design in 72 countries.

Our 50th anniversary is a milestone. What Art Gensler set in motion is today the partner of choice for a world of clients. A prosperous future is their and our priority. Design is the means. As designers, we're excited! The opportunities are amazing!

David Gensler  
Co-CEO

Andy Cohen, FAIA, IIDA  
Co-CEO

Diane Hoskins, FAIA  
Co-CEO



The future is already visible as big themes that resonate with today's thought leaders.

URBANIZATION



Cities Designed for the 21st Century

As the world becomes more urban, cities and their metropolitan regions will face growing pressure to plan, invest, manage, and govern more effectively. Innovation will be the rule as cities look for more impactful approaches that are both pragmatic and affordable. As each city develops new solutions around its specific situation and conditions, it will contribute to a global revolution in urban development. So the time is ripe for cities to leave 19th-century infrastructure and technologies behind, and embrace new systems, materials, and means suited to the 21st century.

WORKPLACE



The Workplace Revolution 3.0

In 1900, Frederick Taylor applied factory methods to offices. Around 1990, the first workplace revolution challenged that vision. The second revolution took it further, leveraging mobility. The third will rethink the nature of work itself as social media and business networks mesh. How talent is supported, how teams connect—these issues challenge current work patterns and settings. Trends like coworking speak to this, but next-gen solutions will have to scale up. Office real estate will be a more integral part of mixed use as work's links to place converge with complementary activities.

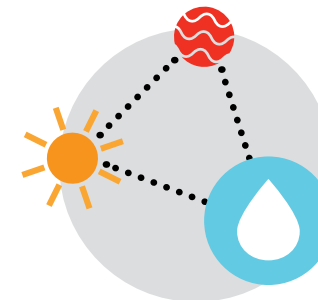
TECHNOLOGY



Building the Future on Tech's Big Bets

Technology's potential to leapfrog the past will be even more apparent as big bets like self-driving cars and digital wallets gain currency. As technology raises the stakes, businesses will race to exploit its capacity to disrupt. They'll do so because consumers demand it and firms fear competitors will get there first. The human dimensions are design's territory—considering the implications, looking beyond the attraction of the shiny new thing, and integrating tech's capabilities to pay off its transformational promise.

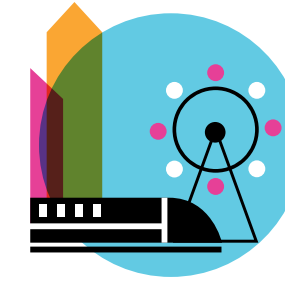
RESILIENCE



At the Top of the Agenda

Resilience is the design problem par excellence. At every scale—from coastlines and watersheds to regions, cities, and towns—more is understood today about the different factors that contribute to it. The challenges ahead are complex, but it's society's biggest opportunity—an urgent set of problems that need holistic design thinking, active management and stewardship, and a willingness to cooperate for the common good. If we get it right, prosperity and a high quality of life will follow. So we can't afford to get it wrong.

DEVELOPMENT



Mixed Use Takes Over

The world is embracing mixed use. It takes two forms: high-density urban districts that are transit-served and alive with activities; and urban centers outside the core with similar characteristics, but at a lower density. Both share an interest in urbanity that reflects a hedge-your-bets desire for the flexibility to rebalance over time. Mixed use avoids the sameness of all-at-once by orchestrating difference. It stays fresh by curating the offerings and 24/7 events. The goal is to attract the best tenants by creating amenity-rich, transit-served destinations.

GLOBALIZATION



New Cohorts, New Markets

Demographics predict where things are headed. In the US, the Millennials are equal in numbers to the Boomers. Versions of generational change are playing out elsewhere. In China, for example, the "Young Old," retired but still active and affluent, will impact the markets for housing and travel. China's emerging middle class, another growth area, makes up in volume its still-moderate buying power. These cohorts are moving targets. Design strategies that keep up with them will increasingly draw on good data and strong analytics.

# WORKPLACE

New workforce generations are giving the workplace revolution renewed life, more urban and mobile.

## WORKPLACE TREND

### The future is urbane

The suburbs-versus-cities debate about work's preferred locations masks how both are densifying around transit and encouraging people to leave cars behind and walk or bike. Wellness and resilience figure in this shift, but the bigger issue is the need to mix uses to attract the best tenants and enhance their performance. Pairing work with other activities adds urbanity and amenity, and makes development easier to finance.

## WORKPLACE PRACTICE AREAS

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<p><b>13</b> Product Design</p> <p>Multiple sources of innovation p.34</p>	<p><b>14</b> Life Sciences</p> <p>A fast-evolving workplace p.36</p>	<p><b>Bonus Content</b></p> <p>More on Workplace visit <a href="http://gensleron.com/2015-design-forecast">gensleron.com/2015-design-forecast</a></p>	

## A CLOSER LOOK

### WORKING LONGER

40% of US workers surveyed are still working at age 65, compared with 20% ten years ago.

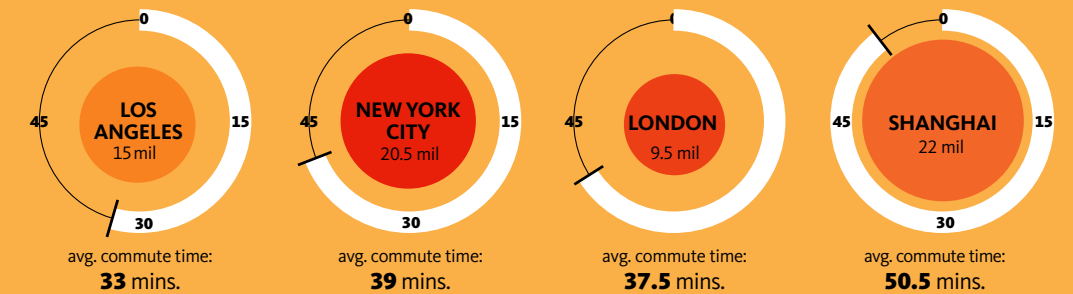
### YOUNG WORKERS, NEW VALUES

Approaching 78 million in the US and soon to be the largest cohort in India and China, Gen-Yers stand out as the most urban, multicultural, and transient of all generations. In 2015, they will become the majority in the workforce.

### LIVE/WORK IN THE URBAN CENTURY

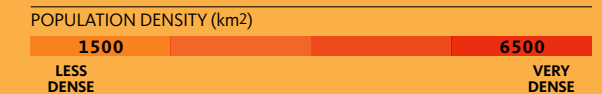
#### THE APPEAL OF PROXIMITY

As the population and density of cities increase, so does the appeal of proximity. Aside from shorter commutes, proximity implies a balance between work and life.



### URBAN DENSIFICATION

**54%**  
of the world lives in urban areas.



**70%**  
of the world's population is expected to be urban by 2050.

### SETTINGS THAT ENGAGE

**65%**  
of companies' average health-related costs can be attributed to absenteeism. Engagement and wellness-focused workplace design can help reduce it.

### TIED TO TRANSIT

Gen-Yers are more likely to live in walkable areas, to relocate if it means a shorter commute, and to use car-share options.

**75%**  
of Gen-Yers rank walkability as a top priority.





#### A CAMPUS THAT CONNECTS

Corporate campuses are shedding their stodgy image as disconnected, disparate buildings. By consolidating operations “under one roof,” companies maximize interactions, foster collaboration and innovation, and promote a sense of community.

Hyundai Motor America,  
Fountain Valley, CA  
below: Goodyear, Akron, OH



# Corporate Campuses

TREND

01

## Redefining the idea of “campus”

Location is a bigger issue today as companies weigh their workplace needs against the preferences of a workforce that's in flux. Vertical campuses and repositioned large-floorplate industrial buildings in the urban core will have an edge with Millennials. Yet the traditional corporate campus persists, reflecting the importance of “everyone under one roof” to boost productivity. Whatever the

location and format, campuses will promote wellness, as well as integrate smart technology to increase building performance. But often they'll do more—adding complementary, even community-serving uses and amenities, and melding non-office and office work together to drive innovation. The form campuses and buildings take helps forge a strong identity to reinforce corporate culture.





## SUBURBIA TRANSFORMED

Growth pressures downtown are having ripple effects in the suburbs. In places like Tysons Corner, Virginia, the extension of the metro area's transit network and new interest in mixed-use development are creating urban centers on the fringe.

Tysons Tower, Tysons Corner, VA  
opposite: Finance Centre Tower, Manila



# Commercial Office Building Developers

TREND

02

## A building type in transition

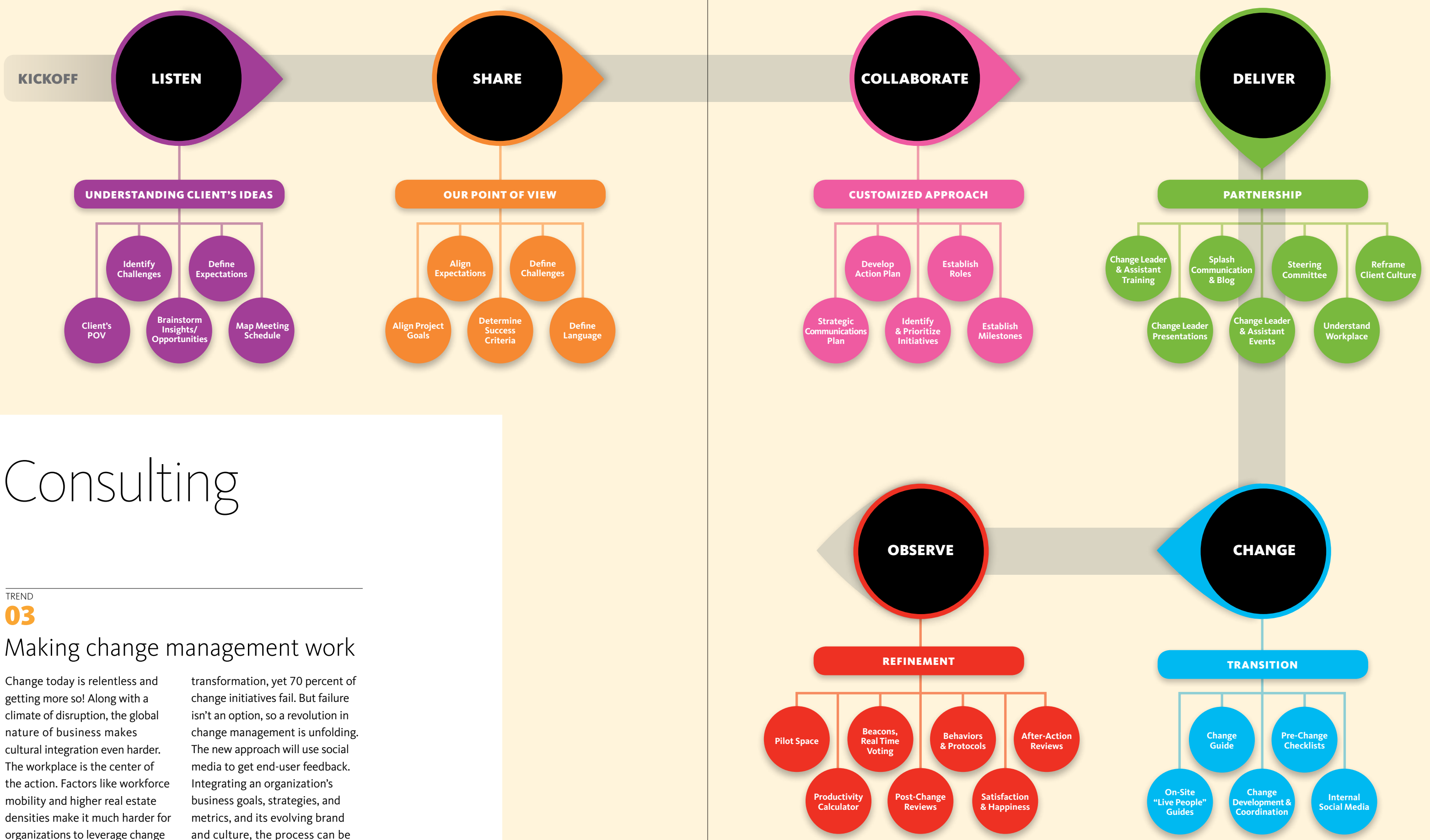
Developers are transforming the commercial office building model. They're focused on their tenants' need to recruit a younger, more creative and collaborative workforce whose preference for buildings that map to its values puts a premium on sustainability, wellness, loft-like spaces, and locations that are active, transit-friendly, and walkable. As this suggests, another big shift is

that office buildings are less of a stand-alone real estate product and more a part of mixed use. In some cases, the mix still takes the form of towers combining uses in a vertical format. More often, it's a richer composition that combines different scales, and blends the program imaginatively to promote the kind of informal interaction that generates higher retail traffic and evening and weekend activity.



# TRANSFORMATIONAL CHANGE

is guided by business goals, strategies, and metrics, and grounded in evolving brand and culture.



# Consulting

TREND

03

## Making change management work

Change today is relentless and getting more so! Along with a climate of disruption, the global nature of business makes cultural integration even harder. The workplace is the center of the action. Factors like workforce mobility and higher real estate densities make it much harder for organizations to leverage change to realize their vision of the future. They have to achieve that kind of

transformation, yet 70 percent of change initiatives fail. But failure isn't an option, so a revolution in change management is unfolding. The new approach will use social media to get end-user feedback. Integrating an organization's business goals, strategies, and metrics, and its evolving brand and culture, the process can be tailored to ensure a successful and transformative outcome.



#### FLEXIBILITY FOR GROWTH

For energy companies, always in fierce competition for talent, a flexible, efficient workplace can be a catalyst for change, allowing for future growth. Amenities, from cafés to wellness centers, cater to a new generation of workers.

Devon Energy World Headquarters,  
Oklahoma City, OK  
opposite: Halliburton, Houston

#### THE 2014 ENERGY ROUNDTABLE SURVEY

“Safety, recruitment and retention, and corporate culture round out the top three concerns for energy companies.”

# Energy

TREND

04

## Staying agile in a volatile world

The energy industry understands volatility. Energy firms navigate the world's markets, regulations, and tax regimes. They contend with mergers, acquisitions, and spinoffs. Technology evolves and so do they. In a volatile world, agility is prized, so the future energy workplace will be flexible, adaptable, and fit to the purpose. Intensively used, the workplace embodies a no-waste ethic. So it's

efficient, but it's also sustainable and healthy. For the sector, one organizational imperative is to align: one brand, mission, purpose, and workforce. Another is to deliver: supporting knowledge sharing, teaming, and a culture of innovation and “get it done.” The energy industry is a pioneer in working the global/local terrain, staying agile and connected while attending to the bottom line.





# Consumer Products

TREND  
**05**

## It's about the brand

Consumer products firms have always lived their brands. In the past this meant focusing on the products, but now they're shifting to the customer lifestyles their products complement. There's an emphasis on customer touch points. The idea is to invoke the customers in the space so their influence is felt in relation to evolving the brand and products. There can be an artisanal aspect to

these companies. Others identify with where the products are sold or to the ambiance they suggest. Including these touchstones can be helpful to people's creativity, so finding them referenced in the workplace isn't unusual. That immersive context cements an emotional tie with the brand and products that promotes customer empathy and the innovations that keep both relevant and fresh.



### UNEXPECTED PLACES

Consumer products companies are experimenting with physical settings to foster innovation and improve speed-to-market. Inspiration comes from unexpected places, so there's a mix of quiet/loud, dark/light, and serious/playful spaces.

Bacardi, Coral Gables, FL  
opposite: Philips headquarters,  
Somerset, NJ





# Real Estate Owners & Managers

TREND  
**06**

## Relevance is leasing power

The mantra of real estate owners and managers is market relevance. That means active management of the assets, investing to attract the most desirable tenants and support new cohorts of end users. The Millennial generation and its creative employers are looking for the play of imagination in the buildings they inhabit. Both expect spaces that can be reshaped on the fly to suit their

changing needs. Both want amenities that cater to their social nature. Both like things urban, but there are many ways to provide it. All of this points to a rising tide of buildings that will be repositioned, rethought, and upgraded. Literally every building type is in play now, including towers in the downtown core. Tapping new technologies and systems makes the remaking cost-effective and ROI-attuned.



### RENEWED AND REPURPOSED

Repositioning older buildings is a big market in US cities like San Francisco, where building stock is limited. Converting industrial warehouses into modern, vibrant workspaces that foster creativity and innovation lures new tenants.

888 Brannan, San Francisco



# Technology

TREND  
**07**

## Tech is impacting real estate

Tech companies of all stripes run at a faster pace than many other sectors. Their planning horizons fluctuate, so the ability to turn on a dime is crucial. Making sense of this at different stages in a tech company's evolution is an ongoing challenge. It leads to surprising twists and turns. Some companies like large-floorplate campuses to get everyone under one roof and boost productivity; others lean

toward urban vertical campuses to attract talent. Tech is fixated on metrics, so it wants real-time building data. Tech disrupts, so it's questioning how buildings work. That means rethinking their performance and exploring innovations like untethered power. Tech is wide open to change, so it's prepared to support a range of work styles that include making and thinking.



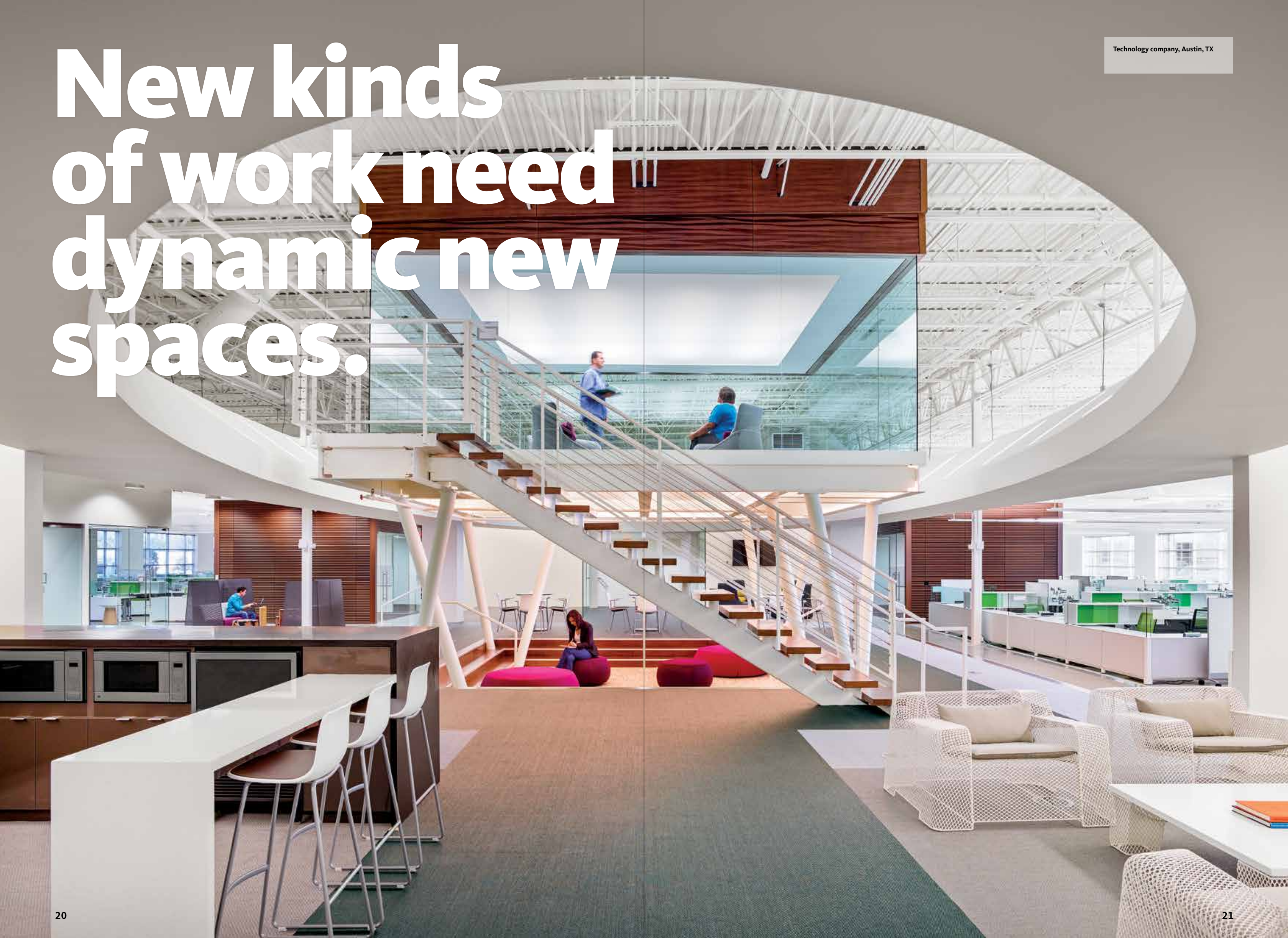
**EMBRACING DISRUPTION**  
Whether they're on suburban campuses or in urban hubs, tech companies embrace disruption, encouraging employees to express their personality, adopt work styles that suit them, and "hack" their workspace to meet evolving needs.

Motorola Mobility headquarters, Chicago  
opposite: Facebook headquarters, Menlo Park, CA

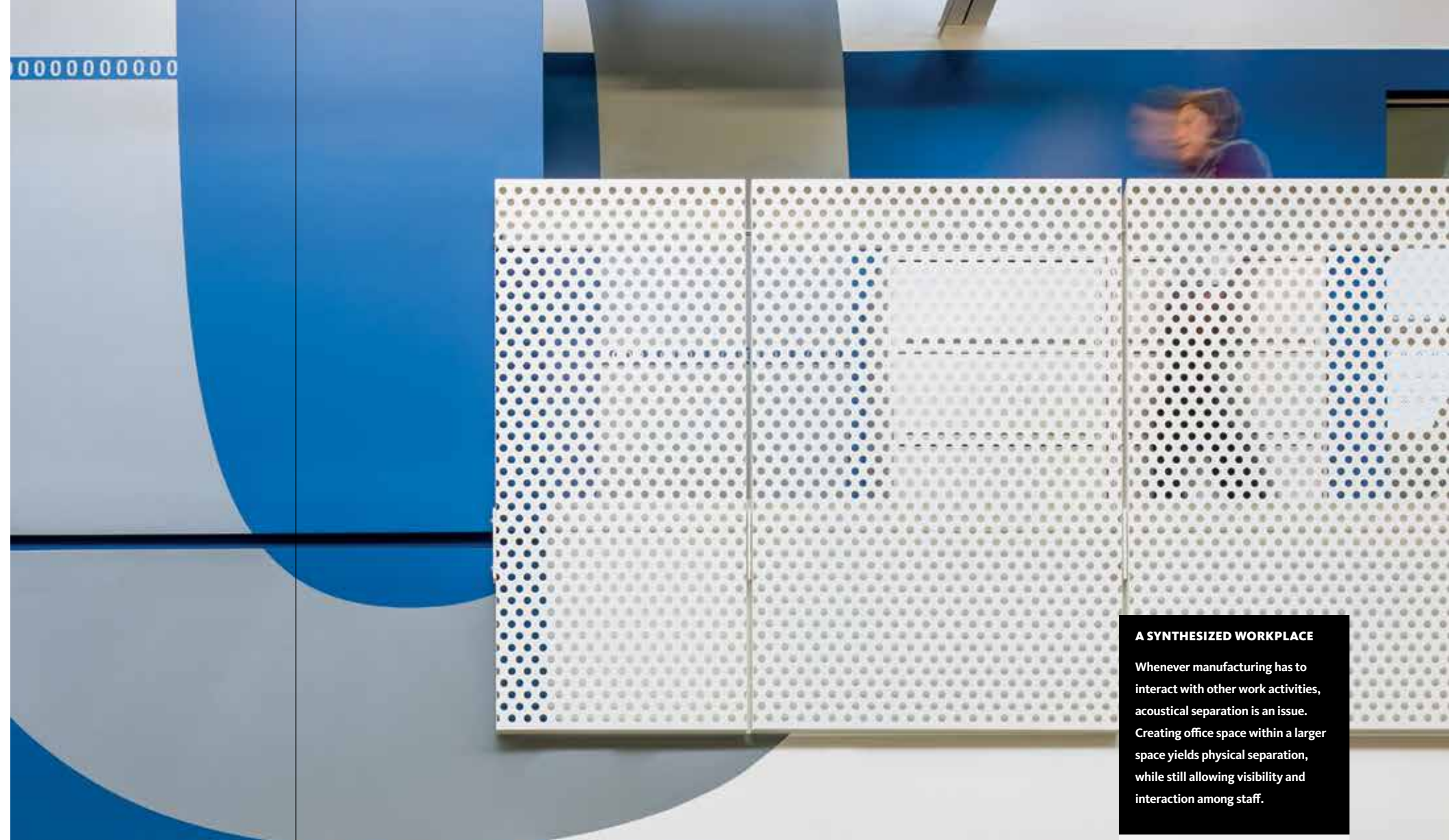
**50%**  
of new office construction is in tech markets.



# New kinds of work need dynamic new spaces.







**A SYNTHESIZED WORKPLACE**  
Whenever manufacturing has to interact with other work activities, acoustical separation is an issue. Creating office space within a larger space yields physical separation, while still allowing visibility and interaction among staff.  
Boeing, Renton, WA  
opposite: Bell Helicopter Flight Simulator, San Diego



# Defense & Aerospace

TREND

08

## Secure, urban, and collaborative

Security is a given in this sector, but the companies will be under greater pressure to find the best employees, balance work modes, and broaden their locational options. Urban areas with transit access and a mix of nearby amenities are in play, adding a layer of security requirements for the owners and developers of buildings catering to the sector. Also reshaping the workplace for

these companies is their need to align engineering and product fabrication with each other and with broader business goals. This will help them get to market faster without compromising product quality. Facilities need to support cross-team collaboration and let teams reshape the workspace to meet their evolving needs. Analyzing workflow in human terms will be key to their design.



#### STATE OF THE ART

Government agencies are stepping up their game and homing in on modern, sustainable office buildings that are cost-efficient, utilizing the latest technologies while meeting security, sustainability, and workplace design mandates.

Federal agency offices,  
Rockville, MD

# Government

TREND

09

## Doing more with less

In the US, government at every level is looking for ways to provide services at lower cost. Following the lead of the federal government, its regional and local counterparts are implementing new workplace standards, integrating mobility strategies, and streamlining their portfolios by consolidating at a higher workplace density. They're also reducing operating costs by

embracing sustainable, high-performing design and systems. To address the limits of public-sector budgets, governments will increasingly be partnering with private-sector developers, facility managers, and other providers. While competitively chosen, these partners will be brought into projects earlier as advisors on portfolio strategy and state-of-the-art workplace requirements.





#### OPEN AND AMENITY-FILLED

An open interconnecting stair facilitates chance meetings and idea exchange at Zimmerman Advertising. All three floors feature a central "collaboration ribbon" that balances formal conference rooms and informal areas for screening ads.

Zimmerman, an Omnicom Company, Fort Lauderdale, FL  
opposite: Time Warner Cable, El Segundo, CA



# Media

TREND

**10**

## Still a studio at heart

The media sector is in growth mode as the hunger for digital content surges. A proliferating array of channels, venues, and distributors makes the creation cycle shorter and shorter. The technology is getting smaller and smarter, shifting the work itself from the equipment-heavy context that's still the sector's image, but this is a creative industry with an attitude that's true to studio

traditions: Media work is fluid, intense, and highly collaborative. Media workspace will be open, amenity-filled, flexible in relation to new technologies, and capable of being scaled up fast for growth. Fans are important for this sector: online game creators' global fan base fills stadiums for their annual championships. While fans won't crowd their workplace, they may expect to be welcomed there.







**WORKPLACE INNOVATOR**

The Tower at PNC Plaza reflects PNC's commitment to an innovative workplace that supports employee satisfaction and productivity. The tower offers amenities such as access to fresh air, natural light, and large collaboration spaces.

**2013 GLOBAL PORTFOLIO MANAGEMENT SURVEY**

**70%**

of global financial services firms believe space impacts their employee productivity.

The Tower at PNC Plaza, Pittsburgh  
opposite: UBS Welcome Center,  
New York

# Financial Services Firms

TREND

**11**

## Embracing new realities

As financial services shifts to apps and other digital interfaces with customers, the sector is seeing growth of tech and digital innovation teams. Especially in tech-centric cities, competition for the best and brightest is intense. When the work is collaborative, the teams need workspace that's atypical of the sector generally, but maps well to the desire of younger employees for settings

that inspire creativity. The need to make protocols and policies more transparent in finance is leading US firms to embrace open plan. With the right features, it lets people "scan the room" and interact spontaneously, but also access spaces with privacy when needed. Asia's limited stock of Class A buildings means activity-based work settings are necessary to accommodate future growth.



# Teamwork lets firms work at a global pace.

Financial firm headquarters





# Professional Services Firms

TREND  
**12**

## Mobile, engaged, and future-proof

To increase real estate efficiency, professional services firms will continue to reduce space. This high-performance workplace will consist of a variety of settings that provide choice and balance among work modes. Technology will be an enabler of communication and mobility wherever work happens. The office will be the focus of face-to-face engagement with clients and colleagues. Future-proofing

will be a high priority, with greater flexibility to accommodate head-count shifts and evolving work styles cost-effectively within the same footprint. Coworking space is on the horizon for professional services firms with creative sector clients and a Millennial workforce. Coworking can be a catalyst for inspiring and supporting the kind of spontaneous interaction that generates and speeds innovation.



### RECONFIGURABLE SPACE

Future law offices will be smaller, adaptable, more collaborative, and technology-rich, as evidenced in "Redesign Law," Gensler's exhibit for the 2014 Association of Legal Administrators Conference. For more, visit [www.redesign-law.com](http://www.redesign-law.com).

Morrison Foerster, New York





# Product Design

TREND  
**13**

## Multiple sources of innovation

The current revolution in materials and fabrication methods will push products in new directions. So will tech developments that improve the qualities and metrics buyers value. An important product design focus will be on prototypes that can be tailored to specific markets without undue expense. Yet those markets are a growing source of ideas for new products. Large cities in particular serve as

micro-markets for products, with an outsize influence on consumers elsewhere. As such, they function as innovation hubs. This is why firms are locating their innovation labs where the action is, rather than closer to home. As the Internet of Things gets traction, products will be "in conversation" with other products and systems, and with companies that maintain, repair, or replace them.



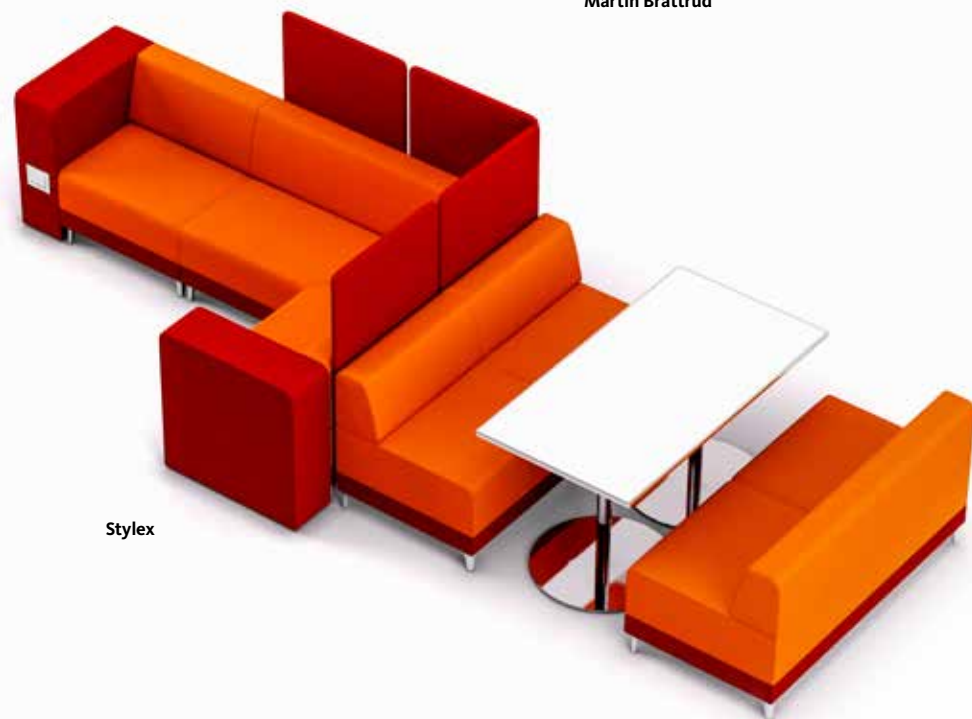
Luxo



HBF



Martin Bratrud



Stylex



Leland



Leland



Leland



Datesweiser



HBF



Halcon

### DESIGNING FOR THE END USER

As strategists and designers, we work with manufacturers to bring a unique, experiential, user-based perspective to product design. Our growing catalogue of products reflects our knowledge of end-user trends across sectors and borders.



Tuohy



HBF



## RETHINKING THE LAB

Life sciences companies are promoting greater transparency and interaction between flexible office space and lab environments. Collaborative, technology-rich settings promote innovation and faster decision making.

Mylan, Canonsburg, PA  
opposite: Organovo, Portola Campus,  
San Diego



# Life Sciences

TREND

14

## A fast-evolving workplace

Technology is transforming the life sciences workplace in significant ways. For example, it is making lab spaces more modular and flexible. Traditional labs are being supplanted by technically complex workspaces that support the latest scientific advances. This is freeing researchers to form interdisciplinary teams and collaborate synergistically with different types of scientists.

Companies and institutions are competing for an emerging generation of researchers who prize creativity and want to make a meaningful contribution to society. The trend in life sciences is to integrate the methods and means of advanced research with the qualities of place that spark connection and interaction among researchers, locally and globally, so innovation happens faster.





# Innovation depends on exchanging ideas.





# COMMUNITY

Clients across this sector are breaking with tradition. The hunt is on for new models and new partners.

## COMMUNITY TREND

### Community Redux

When it comes to community, tradition outweighs innovation in the public's mind. But things are changing. Airports and transit led the way, reinventing terminals and stations around new aircraft and faster trains. Now, others are joining in, invoking change in sometimes radical ways in order to give their missions and mandates new and potent life. The values haven't changed, but the ethos is strongly future-positive.

## COMMUNITY PRACTICE AREAS

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Airports take the next step  
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### Education & Culture

Picking up the pace of change  
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### Health & Wellness

A healthcare paradigm shift  
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### Mission Critical

Meeting a burgeoning need  
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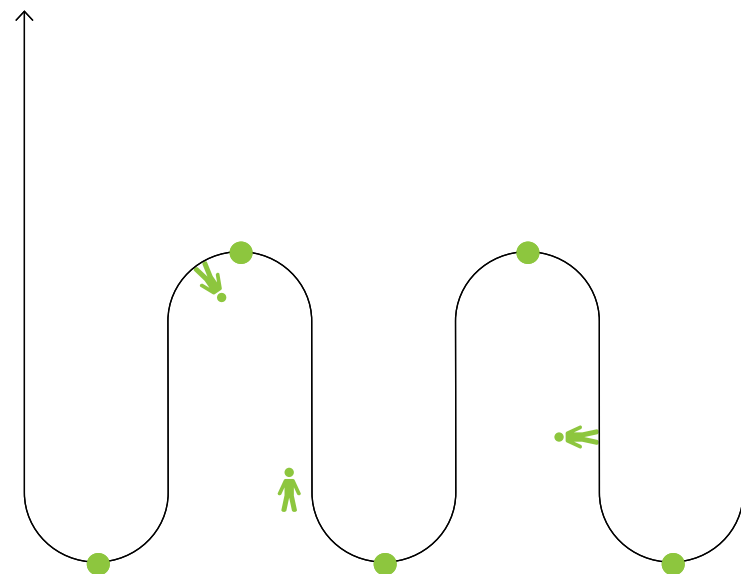
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### Planning & Urban Design

Communities as ecosystems  
p.52

## Bonus Content

More on Community visit  
[gensler.com/2015-design-forecast](http://gensler.com/2015-design-forecast)



## A CLOSER LOOK

### THE NEW LIFESTYLE OF AGING

As the most affluent demographic, Boomers still represent a powerful market. As they age, they won't be "seniors" in the old sense of the word.

#### 2050: % OF POPULATION OVER 60 YEARS OLD

USA



EU



JPN



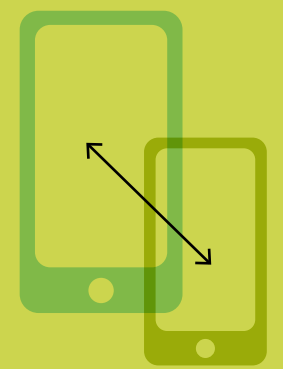
### BETTER CARE SAVES MONEY

Multidisciplinary healthcare ranks as the #1 priority of consumers surveyed.

**35%**

anticipated cost reduction due to better healthcare coordination.

### INCUBATING INNOVATION



To bridge the innovation gap, universities are partnering with industry to form hybridized incubator spaces.

37% of incubators focus on technology

47% are in urban areas

54% are mixed use

## LOOKING FOR QUALITY OF LIFE

**1.0**mil

people worldwide move from rural to urban areas every week. But people are also leaving large cities for a higher quality of life. Whether large or small, sustainable cities have the strongest Millennial draw.

**4.1%**  
growth in annual passenger traffic for the next 20 years.

### 24 OF 30 BUSIEST US AIRPORTS

experience major holiday-style crowding 2.5 times the normal passenger volume at least one day per week.

**FINDING YOUR WAY**  
Wayfinding is essential, especially as airports get busier. The ability to easily get in and out of the terminal, know where and how to check in, and locate the gate are key factors in a positive travel experience.

**\$71.3b**  
is the estimated backlog of airport projects to be completed by 2017.



#### TAKING CUES FROM PLANNERS

With the rise of urban-scaled, amenity-rich "airport cities," design teams are looking at the ways that city planning precedents can inform new areas of meeting, leisure, and entertainment as they envision the airport of the future.

#### ENVIRONMENTAL QUALITY IMPROVES THE EXPERIENCE

(Key factors in overall satisfaction with airports)

##### QUALITY OF CHECK-IN POINTS

67.0%

##### COMFORT OF SEATING

61.8%

San Francisco International Airport, T3 Boarding Area E, San Francisco  
*opposite:* LaGuardia Airport expansion, New York



# Aviation & Transportation

TREND

15

## Airports take the next step

Next-generation aircraft provide a growth opportunity for large, non-hub airports to offer direct international service, city to city, bypassing existing gateway hubs. They will grow. So will the global mega-hubs, competing head to head as leisure destinations with more than just great connections. Airport terminals will start giving less space to ticketing and more to airside retail and dining. Their

arrivals sequence will take place on one level, celebrating the city and connecting directly to transit. While the terminals will be more compact, their revenue-generating spaces will increase. Primed by smart devices, the passenger experience will take cues from retail centers and hotels. Differentiating service levels will be more important to airlines in their airport facilities.





#### WHERE TOWN MEETS GOWN

College Avenue Commons, designed in collaboration with Architekton, reinforces campus and community connections. Anchoring the building is the Gensler-designed Sun Devil Marketplace, a vibrant, next-generation college bookstore.

ASU College Avenue Commons, Tempe, AZ  
opposite: The Prayer Chapel at Biola Talbot School of Theology, La Mirada, CA



# Education & Culture

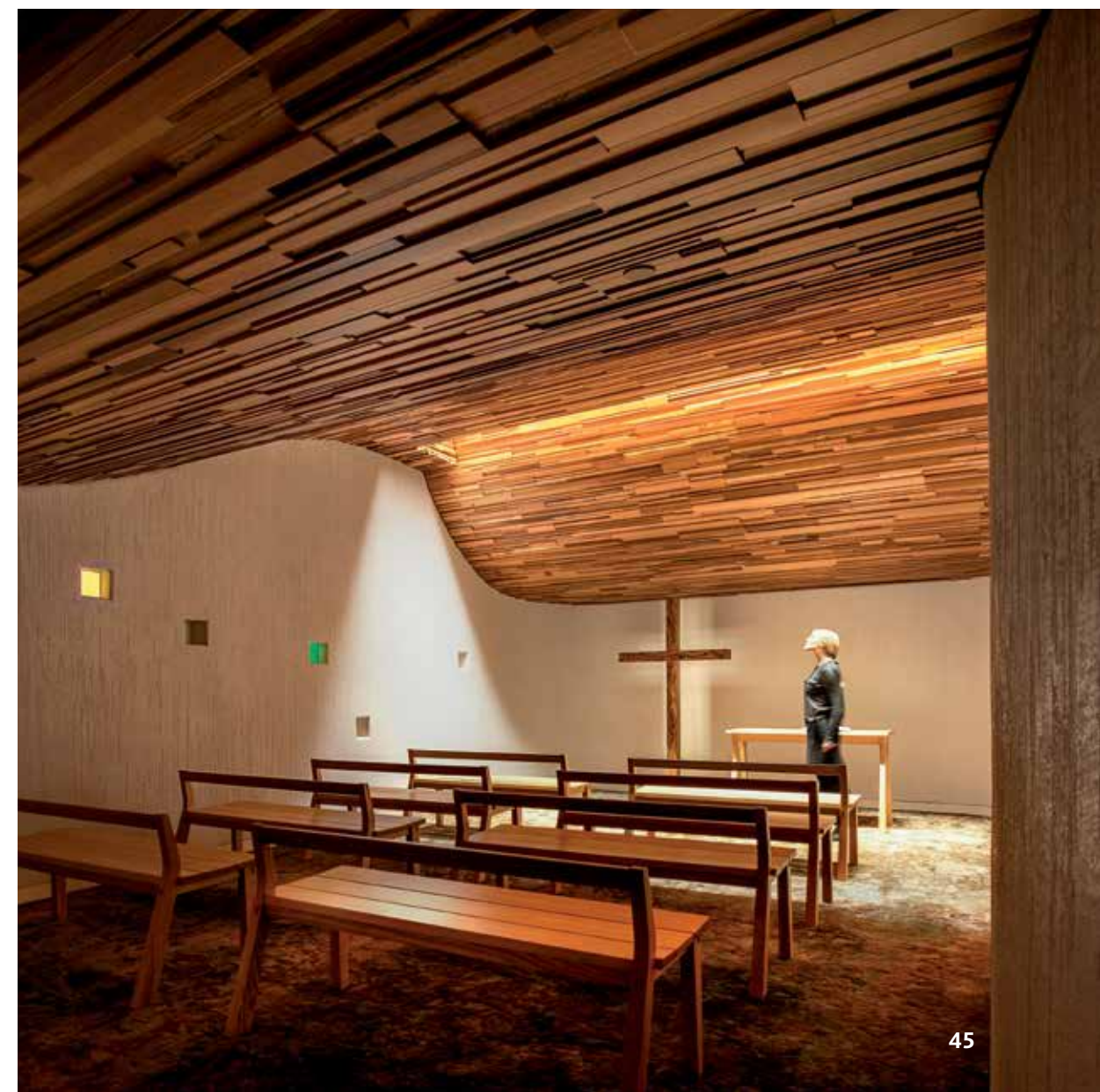
TREND

**16**

## Picking up the pace of change

For education and cultural institutions, change is in the air. The sector has its eyes open, drawing inspiration from other sources as it seeks to get greater and better use of its real estate. Looking beyond its core audience is part of this. Education and culture focus on learning as a lifelong activity. Making learning easier and faster-to-grasp leads to buildings and settings that are

more flexible and participatory than in the past. Engaging people in active learning, making, and curating is an added dimension. Supporting innovation and the interdisciplinary programs that give rise to it is also important. While the buildings and settings are being reinvented, they're still valued as real places that enhance their campuses and communities. The design expectations are high.





# No surprise, education is experiencing big changes.

PlayMaker School,  
Santa Monica, CA





# Health & Wellness

TREND  
**17**

## A healthcare paradigm shift

From providers to consumers, from organizations to individuals, healthcare is in the midst of massive change. Facing price competition for services, the industry is consolidating to share costs and grow revenues. New players are entering the market, including retailers. Demographic disrupters, like retiring Boomers, make older-affluent living and specialty clinics a bigger market.

Work-based wellness is moving into the healthcare space. There's also a move to a consumer model that gives people more choices, looks at health holistically as prevention, not just treatment, and focuses on individuals. A step further, personalized medicine integrates clinical innovations with tailored care delivery. The rise of specialty care facilities reflects this development.



### CUSTOM-FIT TREATMENT

Tulsa Cancer Institute embraces many aspects of personalized medicine—where data-driven risk assessment and genetic testing, combined with improved diagnostic technologies and new therapies, tailor treatment to the individual.



### WORKING HEALTHIER

**87%**

of US employees believe wellness positively impacts work culture—up 10% from 2013.

Anadarko, Houston  
above and lower left: Tulsa Cancer  
Institute, Tulsa, OK



# Mission Critical

TREND  
**18**

## Meeting a burgeoning need

As organizations move to the Cloud and ordinary people make smart devices integral to their lives, data centers have to keep pace. With modularity, data centers can be up and running faster, with less cost. Future-proofing is crucial, so flexibility is essential. Changes in technology mean that data centers are more reliable and efficient, and cheaper and easier to fit with other uses.

That's important because they're starting to supplant university libraries and R&D facilities. They allow medical centers to go digital and, using supercomputers, to do the gene sequencing that cancer therapies demand. Their impact on diagnosis and treatment, and their role in reducing human error, make data centers indispensable. Their design quality is ramping up to fit into these new contexts.

### ANTICIPATING CHANGE

Considering technology's rate of change, flexibility is key. Next-gen servers have unknown electrical and mechanical infrastructure needs, while power distribution and backup systems could change space requirements significantly.

Riverbed, San Francisco



#### A CAMPUS FOR IDEA EXCHANGE

Makkah Techno Valley, a technology park envisioned as an urbanized, fully programmed live-work-play development, will be a catalyst for Saudi Arabia's shift from oil dependence to a more diverse, knowledge-based economy.

Makkah Techno Valley, Makkah, Saudi Arabia

# Planning & Urban Design

TREND

19

## Communities as ecosystems

The movement toward resilience is leading to a new understanding of cities as ecosystems. With that move come new models of how to plan them. When you think of a city as an ecology, questions of inputs and outputs matter. Cities are part of regions, watersheds, climate patterns, and population shifts. Fluctuations and anomalies are in the picture, since resilience depends on anticipating them.

This means that planning has to be more holistic and more agile. The model for planning large-scale development, the communities of the future, is the ecosystem. Nature builds evolving wholes with simple, distributed, flexible parts. Communities can do this too: achieving long-term resilience by planning their development or continued growth holistically—not apart from nature, but part of it.





# LIFESTYLE

Place and experience are combining in new ways to redefine leisure for a new generation of customers.

## LIFESTYLE TREND

### The connected life

Untethered and self-directed, this is our human reality going forward. Yet we've never been more connected, navigating the world with digital prompts. Every foray into experience is loaded with content that's curated, diverse, and social. The settings, from the smallest shop to the densest, tallest urban district, attract and engage us in personal terms: "You matter," they seem to say. We like that.

## LIFESTYLE PRACTICE AREAS

<p><b>20</b> <b>Retail Centers</b></p> <p>Looking for differentiation p.56</p>	<p><b>21</b> <b>Retail</b></p> <p>Retail's new worldliness p.58</p>	<p><b>22</b> <b>Mixed Use</b></p> <p>Urbanization drives mixed use p.62</p>
<p><b>23</b> <b>Entertainment</b></p> <p>Entertainment has to connect p.64</p>	<p><b>24</b> <b>Sports &amp; Recreation</b></p> <p>Strategies to help revenues grow p.66</p>	<p><b>25</b> <b>Brand Design</b></p> <p>Taking an experiential approach p.68</p>
<p><b>26</b> <b>Hospitality</b></p> <p>Maximizing return on experience p.70</p>	<p><b>27</b> <b>Tall Buildings</b></p> <p>Engines of vitality: vertical cities p.72</p>	

## Bonus Content

More on Lifestyle visit [gensleron.com/2015-design-forecast](http://gensleron.com/2015-design-forecast)

## A CLOSER LOOK

### VALUE-BASED RETAIL

**82%**

of Latin Americans polled said that brands should help improve people's well-being.

**46%**

think that brands truly work at doing so.

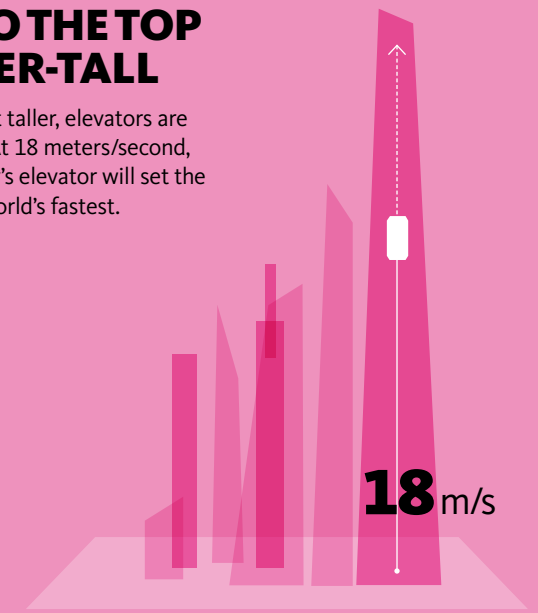
### ENGAGING WITH BRANDS

**49%**

of consumers would let their buying behaviors be tracked, if it led to relevant offers. In the trade-off of data for personalized service, what counts is the social network embraced by a brand, and how the individual customers are looped into it.

### RACE TO THE TOP OF SUPER-TALL

As buildings get taller, elevators are getting faster. At 18 meters/second, Shanghai Tower's elevator will set the record as the world's fastest.



### E-SPORTS TAKE TO THE REAL STAGE

#### FROM SOLO TO SOCIAL

Online gaming is emerging as a mega spectator sport, but one that needs venues tailored to the fans and players.

**70+ mil**

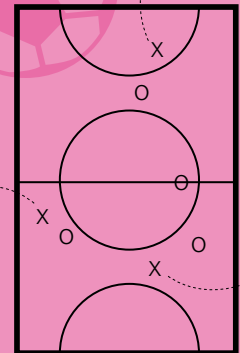
people worldwide watch e-sports every year.

### PASSIONATE ABOUT SPORTS: IT'S ALL IN THE CONNECTION

Sports brands sparked the highest level of emotion in our Brand Engagement survey. Of all the sports enthusiasts surveyed,

**84%** of fans credit long-term connection for the importance of their favorite sports brand.

**40%** buy a sports brand often because friends or family identify with it—so they do too.



**76%** use or wear their favorite brand often because it makes them feel good.

### HOSPITALITY REACHES OUT

New cohorts of travelers—including the newly affluent in China, India, and Latin America—are prompting hotel brands to expand into new regions and upgrade to meet rising expectations.

**95%**

**SUSTAINABILITY**  
95% of business travelers favor "green" hospitality.

**50%**

**DEMOGRAPHICS**  
50% of business travel revenue is generated by Millennials.

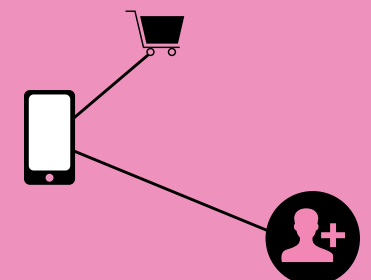
**86%**

**RELATIONSHIPS**  
86% of people surveyed acknowledge the positive impact of friendly service, signaling an opportunity for brands to differentiate.

### SOCIAL RETAIL

Tech-savvy Latin America has the world's highest number of mobile cellular subscriptions—107 per every 100 people.

Given the social nature of retail in Latin America, retailers there connect with their customers using social media.





# Retail Centers

TREND  
**20**

## Looking for differentiation

Instead of taking a “House of Brands” approach, retail centers are celebrating context by personalizing placemaking to their location and targeted demographic. The differentiator is engagement, connecting centers to their communities by curating content. Real-time data on shoppers’ movements helps centers tailor the experience. As retailers’ real and digital

worlds converge, the browse/buy function is evolving. Shoppers go to stores, then buy online, or vice versa. This and instant access to information are disruptive, yet centers’ conversion rates, sales, and revenues are rising. With less need to stock merchandise, store formats will get smaller, focusing on brand-building and catering to their customer communities.



### SUITED TO THE PLACE

The Avenues, Kuwait City's most popular retail destination, combines a variety of international and regional architectural settings. But it does so with a nod to local social customs and shopping habits, which favor a group dynamic.

The Avenues, Kuwait City  
opposite: FIGat7th, Los Angeles



# Retail

TREND  
**21**

## Retail's new worldliness

The widespread desire on the part of national brands to push beyond their core markets means that established "legacy" brands will be competing on their own turf with new formats and offerings. For their part, legacy brands will continue their global push, often reinventing themselves in the process—both to be relevant to a new customer base and to move up market. Thanks to the

Cloud, retailers will find that "no store is an island." Even the most craft-based or curated backstreet shop will be in conversation with the wider world. Retail is both local and much broader. Word of mouth, so important to sales, is part of the smartphone data that gives retailers the bigger picture. In time, that knowledge will reshape the stores around how customers really browse and shop.



### A STRATEGIC SHIFT

Shanghai's Diesel Planet store integrates customized tailoring to set itself apart as an international brand. More and more, retail brands break out of their current image in new regional markets to target more affluent consumers.

### RISING AFFLUENCE

**64%**

of the global middle class will live in Asia in 2030 (but account for 40% of middle-class consumption).

Diesel, Shanghai  
opposite: El Palacio de Hierro,  
Querétaro, Mexico



# Experiences are built on hands-on interaction.





#### NEW GATEWAY TO L.A.

Located at Los Angeles' front door, the 6.3-acre Metropolis mixed-use development is the brainchild of Shanghai-based Greenland Group. Phase one is a 19-story hotel and a 38-story residential tower, both designed by Gensler.

Metropolis, Los Angeles  
opposite: Buckhead, Atlanta



# Mixed Use

TREND  
**22**

## Urbanization drives mixed use

While urbanization will take many cities to higher densities, it will also spur development of urban centers across their regions. Mixed use is emerging as the “new normal” because it’s proving to be a scalable solution to the need to use land intelligently. It creates real destinations that leverage transit, encourage walking and biking, and deliver urbanity and authenticity. So look for developers to move

away from variations on limited real estate products and embrace new, hybrid programs and formats with greater flexibility to mix, curate, and deliver the cachet needed to attract the best tenants. Large-scale mixed use is likely to be generated by fast-growing cities, while others will focus on redeveloping what exists to preserve the authenticity of their urban fabric.







# Entertainment

TREND  
**23**

## Entertainment has to connect

Entertainment projects start with a vision of the experience. Today, if the experience can't be shared in real time, it didn't happen. Sending friends photos and clips by phone reflects an active, expanded kind of engagement. The venues will be rethought around it. The goal is to connect with the audience before, during, and after the event so people are engaged and the ROI is higher.

So stand-alone entertainment venues won't be viable without the critical mass that variety and proximity generate. This points to integrated, immersive destinations incorporating theme-park gates, retail and dining, entertainment, and hospitality. Smaller centers can work if they tap the urban mix. Each needs a vision that gives it content and guides the design.

### SUCCESS IN THE CITY

In sharp contrast to resort destinations, which tap a widely dispersed audience, urban entertainment centers can thrive on the critical mass of a large local population with disposable income.

The Axis at Planet Hollywood, Las Vegas  
above: TV, Film, Wax Museum, Qingdao, China





#### GAME DAY EXCITEMENT

New sponsored fan destinations, strategic graphics, giant HD video boards, and a high-performance sound system redefine the fan experience at FirstEnergy Stadium, creating a new intimacy and a tangible home-field advantage.

FirstEnergy Stadium, Cleveland

# Sports & Recreation

TREND

**24**

## Strategies to help revenues grow

While sports are often steeped in tradition, how fans engage with them constantly evolves. Meeting these changing expectations is the challenge sports venues face. Beyond the game itself, amenities in and around the venues give fans a sustained and individualized experience. Savvy franchises are growing revenues by tailoring their offerings to the convenience, comfort, and desires

of a diverse fan base. VIP lounges, deluxe suites, and celebrity-chef concessions are part of the flavor of “being there,” as are fantasy sports lounges and ample Wi-Fi access. Fans will spend more time and money for the added value. These new venues spark and anchor mixed use, and can host non-sports events to boost revenues before and after the games and in the off-season.



# Brand Design

TREND  
**25**

## Taking an experiential approach

In today's ultra-connected world, everyone has a voice. Consumers engage with brands on their own terms. Word of mouth drives their decisions. Gensler research shows that engagement is fundamental to the rest of the brand equation: 94 percent of the time, a favorite brand will be recommended to family and friends. But the challenge for brands today is to cut through the chatter of a

zillion conversations. It means that brands have to connect holistically, taking an experiential approach. While people can opt in digitally, real places and settings immerse them in messages, feelings, and information that align the brand with heads and hearts. Personally experiencing a brand means engaging with it emotionally so it's valued and becomes an intrinsic part of life.



our story

### THE POWER OF BRAND

Tech, entertainment, and automotive brands are more likely to spread via word of mouth than sports, clothing, and financial brands, according to our research. Entertainment and sports brands have the most die-hard fans.

Shutterstock, Santa Clara, CA





**THE LOBBY REVOLUTION**

Lobbies are changing fast. As check-in gets personal and tablet-based, the front desk is fading. Now lobbies are for working, served by Wi-Fi and furnished for small meetings or time alone. Lobby retail and lounges drive new revenue.

above: Grand Hyatt Incheon, Incheon, South Korea  
 opposite: ITC Colombo, Sri Lanka  
 below: Hilton Grand Vacations branding



# Hospitality

TREND  
**26**

## Maximizing return on experience

People will pay more for an experience. That's increasingly true today as affluence is buoyed by a rising global middle class. To provide it, the hospitality sector is working overtime to be informal and welcoming. Where applicable, hotels are integrating local culture and inviting the community in. See-and-be-seen lobbies mix work, socializing, and relaxation. Travel trends, like vacationing with the

extended family, are addressed. Hotels are often "home away," so they're making space and adding warmth. Well-being is a priority: fitness, healthy food, and wellness options are attractors. Sustainable is important to match with values. Hospitality brands know that guests engage with them before they arrive. By focusing on the relationship, they set the stage for residences and other products.





#### GARDENS IN THE SKY

As China's tallest building, Shanghai Tower is noteworthy for pioneering the vertical city. The 632m tower integrates the richness and variety of urban life into its sky gardens that serve as community spaces, placed every 12 to 15 stories.

Shanghai Tower, Shanghai



# Tall Buildings

TREND  
**27**

## Engines of vitality: vertical cities

The success of tall buildings will be measured by how well they attract and support tenants, and how well they fit with and enliven the city at their feet. Tomorrow's mixed-use towers will anchor districts that are diverse, walkable, and transit-served. Vertical communities will find a new synergy with activities on the ground, instead of ignoring them. They will help

redefine the city as a place where density takes a richer form. Tall buildings' vitality also relates to their capacity to spur innovations in form, materials, and building systems. In overbuilt markets, high quality and performance are key to competitiveness. A new generation of towers that maximize ROI by reducing the cost of construction, fabrication, and operation is essential.

### 200 meters and taller

**Four Seasons Mumbai Residences** | 209 m  
Mumbai, India



**Burj Alshaya Headquarters** | 209 m  
Kuwait City, Kuwait



**Hines Bohua Tower** | 250 m  
Shanghai, China



### 300 meters and taller

**Xiamen Shimao Strait Towers** | 300 m  
Xiamen, China



**KAFD World Trade Center** | 303 m  
Riyadh, Saudi Arabia



**Suzhou Zhongnan Center** | 729 m  
Suzhou, China






# Annual Report


## Message from the Board of Directors

As we celebrate our 50th anniversary, we look forward to more record-setting years, thanks to our great client relationships and extraordinary people around the world.

We're entering our 50th year stronger than ever. In 2014, our global growth continued apace with our clients as they entrusted us with new challenges and led us to new locations. Our expanded Gensler team of 4,700+ professionals now work from 46 different offices. With their help, we completed projects in 72 countries and increased our revenues to \$915 million—a record high. Our global footprint continued to expand in tandem with our broadening client services.

Financially strong and debt-free, we contributed \$38.5 million in deferred compensation to our employees through our ESOP, profit-sharing, and international retirement plans. We made strategic investments in our research and professional development programs, along with upgrades to our design-and-delivery platform and the tools and technology to support it. With a team of exceptional people and a robust infrastructure, we're exceeding our clients' expectations.

  
Robin Klehr Avia, FIIDA  
Chair of the Board

  
Andy Cohen, FAIA, IIDA  
Vice Chair of the Board



### Board of Directors

from left: Diane Hoskins, John Adams, Carlos Martínez, David Gensler, Dan Winey, Judy Pesek, Scott Dunlap, Robin Klehr Avia, Jun Xia, Joe Brancato, Rob Jernigan, Andy Cohen

## Top Ranking Report

<h1>#1</h1> <p>Gensler is a leader among the world's architecture and design firms. Here's how we ranked in our industry in 2014.</p>	<b>Architectural Record</b> Top 300 Architecture Firms: <b>#1 Firm Overall</b>	<b>ENR</b> Top 150 Global Design Firms: <b>#1 Architecture Firm</b>	<b>VMSD</b> Top Retail Design Firms of 2014: <b>#1 Firm Overall</b>
	<b>Building Design</b> 2014 World Architecture 100 Most Admired Firms: <b>#1 US Firm</b> <b>#4 Global Firm</b>	<b>ENR</b> Top 500 Design Firms: <b>#1 Architecture Firm</b>	<b>Interior Design</b> Top 100 Giants: <b>#1 Architecture Firm</b> <b>#1 in Corporate Office</b> <b>#1 in Retail</b> <b>#1 in Transportation</b> <b>#1 in Government</b> <b>#1 in Cultural</b>

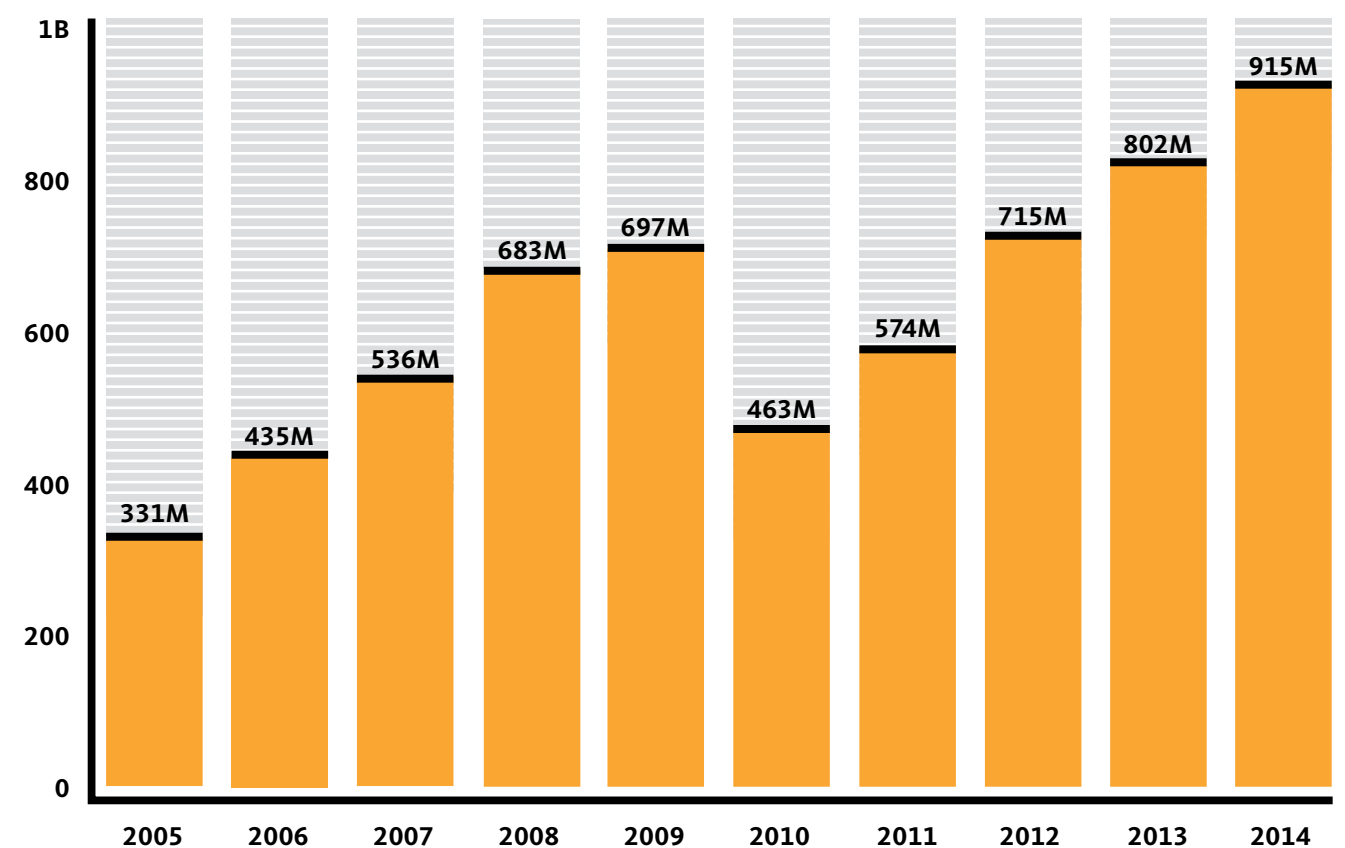
## Financial Report

Our financial performance and recognition throughout the industry are indications of the breadth of our practice, our global reach, and the long-standing trust of our clients.

We've broadened our services to 27 practice areas, with total revenues for the year setting a new record high for the firm.

# \$915m

10-Year Financial Results (revenue in million USD; year ending March 31)



\$38.5m

Contributions to US and international retirement plans (USD)

100%

Gensler is fully employee-owned through direct shares and our ESOP

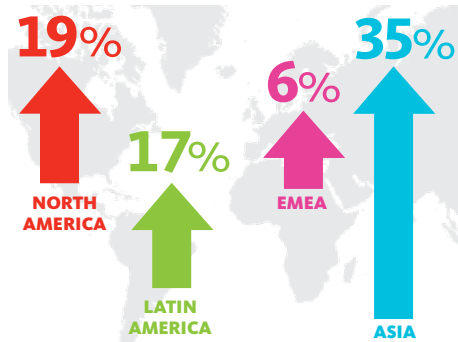


# Firm Highlights

In five years, Gensler has more than doubled the size of our global footprint. With a network of 46 offices in 16 countries, we're helping our clients expand to new markets and grow their facilities on six continents.

## Global Breadth of Expertise, Offices Gains Momentum

We've extended the breadth of our services by expanding the number of practice areas from 20 to 27, adding new areas such as Consumer Products, Defense & Aerospace, Energy, Government, and Technology. Over the past five years, Gensler has opened new locations in Abu Dhabi, Bangalore, Bangkok, Doha, Hong Kong, Mexico City, São Paulo, Seoul, Singapore, Sydney, and Toronto.



The rate of staff growth across the firm in 2014 was robust—most significantly in the Asia region.



Shanghai Tower, with 121 occupied floors, is China's tallest building.

## Shanghai Tower Reaches Final Stage of Completion

The Shanghai Tower is now fully enclosed in its exterior glass façade. The final push is on to complete the 121-story building, the second tallest in the world. Designed in Shanghai by Gensler's multidisciplinary local-global team, its curved façade and spiraling form speak to the city as an international financial hub and to China's global power. Shanghai Tower redefines the supertall category by creating an integrated, vertical, mixed-use community.

**"This is not the first building to feature a double skin or a twisted design, but it is the first to use them on a vast scale."**

— *The Economist*



The ribbon-cutting for COEX mall in Seoul.

## COEX Celebrates Reopening of Retail Center in Seoul

The anticipated reopening of COEX—Asia's largest subterranean mall—was celebrated in Seoul in November with a formal ribbon-cutting and a bevy of dignitaries in attendance, including Dan Winey, Gensler's co-managing principal in Asia.

The occasion was marked by fireworks, speeches, musical performances, and a grand lighting ceremony. Gensler repositioned the 915,000-square-foot urban retail mall as a light-filled, transit-served center for civic life.



The panel of jurors lauded the regionally inspired choice of materials at Jackson Hole Airport.

## Jackson Hole Airport Wins National Design Award

We are proud to have won a prestigious 2014 AIA Institute Honor Award for Architecture for the Jackson Hole Airport, which serves as a gateway to Grand Teton and Yellowstone National Parks. Gensler leveraged expertise from its aviation, hospitality, and brand design practices to create a modern, efficient airport inspired by the regional context of western Wyoming. The terminal distinguishes itself from typical airports through its regional

design approach, use of materials, and intimate scale. The only US airport situated in a national park, the LEED Silver facility features sustainable design strategies that minimize its impact on the natural surroundings. "Because the airport is a key entry point into the region, we wanted our design to respect its powerful, yet fragile, environment. We did that by using sustainable techniques," said Gensler's Brent Mather.

Our culture of design innovation produces award-winning solutions that improve our clients' businesses and win recognition in the industry. We shape the future at every scale—from products to sustainable new communities.

## Gensler #1, Most Admired

Gensler ranked as the #1 most admired US firm and #4 among all global firms, as ranked by our industry peers, in *Building Design's* 2014 World Architecture 100. For the 33rd consecutive year, Gensler ranked as the #1 firm on *Interior Design's* 2014 Top 100 Giants. For the third consecutive year, Gensler held top ranking on *Architectural Record's* Top 300 Architecture Firms list. Gensler also ranked as the #3 firm on *Architect's* 2014 Architect 50.

## Convене Receives Good Design Is Good Business Award



Gensler and Convене received *Architectural Record's* Good Design Is Good Business award.

*Architectural Record* named Gensler and Convене's 101 Park location among the 10 winning firm/client collaborations in the magazine's 2014 Good Design Is Good Business awards. The award recognizes fruitful firm/client collaborations that demonstrate how embracing design can benefit an organization's bottom line. Convене tapped Gensler to create its first branded facility at 101 Park Avenue—a kit-of-parts design that supports its clientele of start-ups and traditional businesses, and can be adjusted to suit future properties.

## DIA Westin Tops Out, Taking Step Toward "Airport City"

In May, Gensler reached a milestone with the topping out of the Westin hotel at Denver International Airport. The new hotel and Gensler-designed transit center will complete a longtime vision for the airport, with passenger trains connecting DIA to downtown Denver. The project marks an important step to create an "airport city," leveraging the terminal and its connectivity to regional assets to promote tourism, spur economic development, and attract international investment. Construction on the hotel is slated for completion in late 2015.



The Westin hotel at Denver International Airport topped out in May 2014. Construction of the 433,000-square-foot, 14-story hotel is slated for completion in late 2015.



Gensler's investments in research and knowledge development grow our expertise, benefit our clients, and advance the profession. We share that knowledge broadly through lectures, collaboration, and communication.

**Directing Our Energy to Reimagining Cities**



Co-CEO David Gensler offers his point of view on community-building at TEDx in Los Angeles.

We entered year three of Gensler's "Reimagining Cities" effort, a decade-long initiative that aims to re-energize the role of public space and make a lasting difference in our communities. In 2014, the firm invited its designers to consider how shifts in the residential market impact our clients' businesses and to speculate on the types of solutions that respond to contemporary urban settings.

This research initiative recognizes that people spend 60 to 75 percent of their lives at home—with an increasing amount of time devoted to accomplishing work

at home—and that the housing market accounts for well over half of the world's building stock. In the next 10 years, countries within Gensler's global office network will add nearly 200 million new urban households.

On this theme, Co-CEO David Gensler appeared at TEDxOccidentalCollege to discuss how design enables us to create places that foster community, offering a vision for what cities can become. "We need to come up with new solutions to old problems, reimagine what's possible, and change our paradigms," Gensler said.

**Klehr Avia, Vecchione Take Gensler Message to Canada**



Robin Klehr Avia



Tom Vecchione

In June, Gensler's Robin Klehr Avia and Tom Vecchione led a Master Classe at Index-Design in Montreal, a series offering best practices in design and architecture in connection with the Quebec market. The pair discussed Gensler's human-centered philosophy and approach to design.

"The company was founded on the principle that design can have a positive impact in people's lives," Klehr Avia told *Baron* magazine. "We do not design for design's sake. We design for people, business, and the environment." Vecchione underscored the important role that design plays in understanding human behavior and helping to solve problems—whether the activity is arriving at an airport, designing a corporate headquarters, or creating packaging for a consumer product.

**Research Program Deepens Our Knowledge Base**



The *Gensler Research Catalogue* highlights 42 research projects conducted by the firm.

Design research is core to Gensler's culture and the growth of our practice and professionals. Every Gensler design practice carries out basic and applied research on issues of direct benefit to our clients. We debuted Volume 1 of our *Gensler Research Catalogue* in the spring, which highlights 42 research projects and represents the work of more than 370 Gensler professionals. The questions, findings, and insights contained within are a platform to identify and deliver on opportunities for design strategy and innovation; they drive strategic conversations about the value of design.

**A Workplace That's Flexible**



The exhibit introduced solutions for adaptability.

Gensler unveiled "Redesign Law: The Legal Office of the Future," an interactive exhibit at the Association of Legal Administrators' 2014 national convention in Toronto. The full-size mock-up introduced a system of flexible components for legal offices that can be assembled in many ways to reflect a firm's needs, culture, and goals. "There is no one single solution that is right for every firm," said Steve Martin, a co-leader of Gensler's Professional Services Firms practice. "It's about identifying the workplace strategies that best reinforce the firm's culture and support their changing business models. Law firms also need the flexibility to adapt over time to meet changing needs." For details, visit the website at [www.redesign-law.com](http://www.redesign-law.com).

**China's Supertall Suzhou Zhongnan Center Rises**

At a dizzying height of 700+ meters, the Suzhou Zhongnan Center in Suzhou, China, will soon take the lead in the country's race for the clouds. Located in one of China's most affluent cities, the mixed-use project will blend retail, restaurants, entertainment, offices, a 7-star hotel, and luxury apartments in an emerging style of vertical living. The tower's form is inspired by the waterfall, which embodies prosperity and continuity in Chinese culture.

**"The tower will become an architectural landmark, a diverse vertical community, and the tallest building in China when complete. It will redefine the Suzhou skyline, and radically impact the city's visual, economic, and social identity."**

— Elizabeth Michalska, Technical Director, Gensler

The 137-story tower will feature an eight-level podium lifted above the ground and elevators sufficient to transport 20,000 people daily. An observation level at the uppermost zone will be a visitor attraction, with views of Jinji Lake. Below-grade retail space is linked to nearby transit connections, providing easy access for commuters. On the sustainability front, the building is planned for LEED Gold and China Three Star certification by leveraging energy and water conservation strategies, material savings, and a green roof covering half the podium.



The Suzhou Zhongnan Center represents the next generation of supertall buildings in China.

**Firm Hosts Inaugural Gensler Design Forum**

A new workplace paradigm is changing the buildings, cities, and regions where work takes place. The paradigm centers on workplace experience, said Co-CEO Diane Hoskins at the inaugural Gensler Design Forum held in September at the Wharton School in San Francisco.

Fueling the changes are the rise of the individual, the power of the collective, and the disruptive nature of innovation, Hoskins added. She was one of 16 experts who addressed how the workplace and its contexts are being rethought. The event attracted Gensler's clients, colleagues, and partners for a Rethink Work innovation forum—culminating with design workshops that engaged clients in a facilitated discussion of how these trends apply in their organizations. Citing our 2013 U.S. Workplace Survey,



Gensler hosted the Rethink Work forum, engaging clients on issues impacting their businesses.

Hoskins noted how distraction cuts into productivity and collaboration. *Quiet* author Susan Cain reinforced this with her thesis that introverts are badly served by work settings tipped toward their more outgoing peers.

**Cohen Shares Insights at Milken Institute Conference**



Co-CEO Andy Cohen spoke at the Milken Institute Global Conference on cities.

Joining city leaders, government officials, and other executives, Co-CEO Andy Cohen appeared on a Milken Institute Global Conference panel about US cities to explore new ideas and proven strategies for healthy, livable, workable cities. Cohen highlighted Denver as an example of a successful public-private partnership using transit-oriented development to revitalize the city. He also discussed creating people-centered environments to attract younger workers.

**"It's about creating sustainable places where people can come to live, work, and play in places that are safe, vibrant, and creative—where they feel like they're in their own community."**

— Andy Cohen

**Gensler Shanghai Examines "Spaces In Between"**



Gensler's Spaces In Between research looked at the value of urban spaces in China.

China's urban planning strategy has yielded rapid, unconnected development, characterized by superblocks, skyscrapers, and elevated highways. Our Shanghai office investigated how to reinvigorate an overlooked aspect of city-making: the spaces in between. The team identified the elements needed to create successful settings for urban communities—from preserving and integrating history, culture, and art, to strategies that connect the city to nature and human scale.



Our global network of diverse talent, representing the best within their professions, earns accolades from the media and our peers for raising the bar and moving the industry forward.



Co-CEO Diane Hoskins is a strong advocate of Gensler's talent development programs.

**Hoskins: Nurturing Talent with the Customer in Mind**

We've strengthened our talent development network to seamlessly deliver services globally. Through Gensler University programs, we offered immersive, real-world experiences to emerging leaders. Our 2014 Global Leaders explored client relationships and market opportunities in four countries: Brazil, Canada, India, and the UK. We also placed 29 interns from 12 non-US countries in US offices. "This isn't training time off-line," Gensler Co-CEO Diane Hoskins told *Workforce*. "It is talent development with the customer in mind."

**Lee Speaks at Fortune Summit**



Xiaomei Lee

Xiaomei Lee, co-managing director of Gensler's Shanghai office, joined top executives at *Fortune's* Most Powerful Women International Summit in Hong Kong in November. Lee, who has been key in advancing the firm's Tall Buildings practice across the Asia Pacific region, touted the advantages of an integrated, multidisciplinary design approach in creating smart cities for the coming decades. "That breadth and depth afford us a much broader view—from the interiors of the future to the next super-highrise tower in Asia," she said.

**Top Awards**

In 2014, Gensler won more than 150 design awards, including regional, national, and international awards.

**AIA—2014 AIA Institute Honor Award for Architecture**

Jackson Hole Airport, Jackson, WY

**Architectural Record—Good Design Is Good Business**

Convene 101 Park, New York, NY

**Contract—2014 Inspiration Award**

Twin Cities Habitat for Humanity, Minneapolis, MN

**IIDA Interior Design Competition Winner**

M Building, Beverly Hills, CA

**Interior Design—Best of Year**

888 Brannan, San Francisco, CA (Public Space)  
Cushman & Wakefield, San Francisco, CA (Mid-Office: Corporate)

**Rebrand—2014 Rebrand 100 Global Awards: Distinction Winner**

Horizon Blue Cross Blue Shield, Mount Laurel, NJ

**Retail Design Institute—International Store Design Awards**

Charming Charlie, Houston, TX (Soft Line Specialty Store)  
Hudson Grace, San Francisco, CA (Hard Line Specialty Store)

**Gensler Fellows Honored**



Rob Jernigan



Ken Fisher

The American Institute of Architects elevated principals Rob Jernigan and Ken Fisher to the 2014 AIA College of Fellows, an honor bestowed on architects who have made a significant contribution to architecture and society and who have achieved a standard of excellence in the profession. Additionally, Gensler Co-CEO David Gensler was named a 2014 Senior Fellow of the Design Futures Council.

**Gensler Leaders Recognized**

The American Society of Interior Designers honored designer Tama Duffy Day with its 2014 Designer of Distinction Award. Retail practice area leader Kathleen Jordan was honored as one of *design:retail's* "Retail Influencers of the Year." Architects Wyatt Frantom, Mark Schwamel, and Brian Vitale received the 2014 AIA Young Architects Award. Designers Kashyap Bhimjani and Jonas Philipsen were named to the *Airport Business* "40 under 40." Several Gensler designers received *Interior Design's* HIP Awards: Carlos Martínez (Design Leader), Philippe Paré (Interior Designer), Stefanie Shunk (Rising Star), Laurent Lisimachio (Interior Design honoree), and Amanda Meininger (Rising Star honoree).

**Top Media 2014**

Gensler's projects and people garnered global media coverage in 2014, including feature stories in these news outlets.



Gensler makes a difference in the communities where we live and work, amplifying impact through outreach activities with more than 200 partners and 1,000+ community projects.

**Partnering to Maximize Impact in Our Communities**

Gensler strengthens community outreach and creates opportunities to foster relationships with like-minded partners and clients, from the ACE Mentor Program to Canstruction, DIFFA, Habitat for Humanity, IIDA, We Care, and more. We strive to make social impact an integral component of all the work that we do.



Gensler collaborated with City Year to renovate a classroom in North Lawndale, Illinois.

**Gensler and City Year Create Inspiring Places to Learn**

Through a long-standing partnership with City Year, Gensler's volunteer design services have transformed unused space in public schools across the US into vibrant learning environments. Through visioning sessions and charrettes, Gensler and City Year collaboratively design a space that aligns with the school's culture, working with vendors to solicit donations and freeing schools of financial burden.

In Boston, Gensler collaborated with City Year & Turner Construction to renovate an underperforming library for Young Achievers School. Gensler's Chicago team partnered with City Year to renovate a hackneyed classroom for Chalmers School of Excellence in North Lawndale, Illinois. In Washington, D.C., Gensler renovated a classroom at Kelly Miller Middle School with Gilbane Building Company. In New York, Gensler and City Year envisioned "the Library of the Future" for an elementary school in Long Island City, Public School 112.

**Revitalizing Southwest Baltimore's Neighborhoods**

Southwest Baltimore has been a fragmented and forgotten part of the city, suffering from disinvestment and population loss. A coalition of seven neighborhoods, called Southwest Partnership, hired Gensler to develop a strategic framework plan to revitalize their neighborhoods. Merging grassroots efforts with growing market strength driven by the University of Maryland BioPark, the proposed urban design interventions will position these neighborhoods to be a vibrant part of Baltimore's future.



Gensler works with the community to transform neighborhoods in Southwest Baltimore.

**A New Home for Twin Cities Habitat for Humanity**



Twin Cities Habitat for Humanity's headquarters celebrates the "everydayness" of its mission.

To keep pace with the growing number of families in need of its services, Twin Cities Habitat for Humanity hired Gensler to design its St. Paul, Minnesota, headquarters. The new facility, located near a light-rail stop, is accessible to families and volunteers. The design celebrates Habitat's mission of providing simple, decent, affordable housing to low-income families around the world. Gensler staff donated more than 400 volunteer hours and reduced design fees by approximately 50 percent, and vendors provided discounted services and donations. The project won *Contract's* 2014 Inspiration Award.

**Architect in a Box: A Pop-Up with a Purpose**



Gensler's "Architect in a Box" installation offered an inside experience of the design process.

For the 2014 AIA Dallas Retrospect, Gensler's Dallas team created a live pop-up architectural studio in a mall. The installation, "Architect in a Box," connected the public to the design process, while designing a new pop-up retail space for Paper for Water, a nonprofit that sells origami to fund clean water wells in impoverished countries.



# Gensler Principals

Collaborative leadership is the hallmark of Gensler, empowering us to be strategic partners with our clients and yielding innovations that set us apart from the crowd. An exceptional team of principals leads our firm with a vision and focus informed by their deep knowledge of markets and trends. They are the people who have built a truly global design firm.

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# Gensler Clients

Everything at Gensler begins with our clients. They inspire us and provide the creative challenges that are the seeds of innovation. They take us to new parts of the world, helping us establish a local presence while tapping the expertise of our global network. We immerse ourselves in our clients' businesses, leveraging that knowledge to exceed their expectations.

# 2,390

Current Gensler clients, taking in every market sector and a planet's worth of cities and regions.

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Brookfield Residential  
Brooklyn Nets  
Brooks Sports, Inc.  
Brooks, Pierce, McLendon, Humphrey & Leonard LLP  
Brown Rudnick LLP  
Brown Shoe  
Brown University  
Bryan Cave LLP  
Buch Construction  
Buckingham Companies  
Buick  
Bunkhouse  
Bupa  
Burberry International K.K.  
Burr Computer Environments Inc.  
Burr Pilger Mayer, Inc.  
Burt's Bees

**C**  
C. Anthony  
C.W. Driver  
Cabot  
Cadillac  
Cadillac Fairview Corporation  
Cadwalader, Wickersham & Taft  
Caesars Entertainment

Caesarstone Canada  
CAKE  
Cakewalk, Inc.  
Caliber Home Loans  
California Baptist University  
California Hospital Medical Center  
California Institute of Technology  
California State University, Fullerton  
California State University, San Marcos  
Callahan Capital Partners  
Calvin Klein Jeans  
Cámara de Comercio de Bogotá  
Cambridge Health Alliance  
Camden Property Trust  
Camelback Esplanade  
Cameron  
Cameron McKinney LLC  
Campbell & Company  
Canary Wharf Group plc  
Canary Wharf Group plc  
Candlewick Press  
Canter Companies  
Canyon Capital Advisors LLC  
Canyon Partners  
Cape Cod Five Cents Savings Bank  
The Capital Group Companies, Inc.  
Capital Metro Transportation District (Austin, TX)  
Capital One  
Caplin & Drysdale, Chartered  
Capstone Equities  
The CapStreet Group, LLC  
CAPTRUST Financial Advisors  
Carlson  
The Carlyle Group  
Carnival Cruise Lines  
Carr Properties  
Carrefour  
Cartier  
Casanova Pendrill  
Casey Family Programs  
Cash Call  
Cassidy Turley  
Caterpillar  
Cathay Bank  
Cato Corporation  
CBRE  
CBRE Global Investors  
CCS Building Group  
CDW  
CEA  
CEB  
Cedars-Sinai  
Céline  
Celltix Therapeutics  
Cencosud  
Cengage Learning, Inc.  
Cenovus Energy, Inc.  
Center on Halsted  
CenterPoint Energy  
Central Bank of Ireland  
Central Health  
Centro Internacional de Negocios y Exposiciones de Bogotá-Corferias

Centrum Partners  
Century 21 Department Stores  
Century Development  
Cerberus Capital Management  
Certified Moving & Storage Co., Inc.  
CH2M Hill  
Chadbourne & Parke LLP  
The Chagoury Group  
Changsha Meixi Lake Real Estate  
Changsha Xiandao Land Development  
Charlotte Chamber of Commerce  
Charming Charlie  
Chartis  
Chase  
Chatham Orpheum Theater  
Chengdu Oriental Hope High Power Real Estate Development Co., Ltd.  
Cheniere Energy, Inc.  
Chesnut Properties LLC  
Chevrolet  
Chevron Corporation  
Chicago Board Options Exchange (CBOE)  
Chicago Entrepreneurial Center  
The Chicago School of Professional Psychology  
The Children's Assessment Center  
Children's Health  
China Construction America, Inc.  
China Holiday Group  
China Merchants Jiaming Property Development Co., Ltd.  
China Merchants Securities  
China Minsheng Bank  
China Nanyang Cable Group Real Estate  
China Pacific Insurance Co., Ltd.  
China Resources  
China Resources Land Development (Shenzhen) Co., Ltd.  
The Chiofaro Company  
Chongqing Yongde Real Estate  
Choose Chicago  
Chrysler  
Church of Scientology International  
CIBC World Markets  
CIFI Group Co. Ltd.  
Cigna  
Cisco do Brasil Ltda.  
Cisneros Real Estate  
Citadel LLC  
Citigroup  
Citimax Group Inc.  
Citizens Financial Group, Inc.  
Citrix Systems, Inc.  
The City Investment Fund, LP  
City Lites USA  
City National Bank  
City of Alexandria, VA  
City of Aurora, CO  
City of Austin, TX  
City of Bakersfield, CA  
City of Casa Grande, AZ

City of Dallas, TX  
City of Frisco, TX  
City of Gary Redevelopment Department  
City of Goodyear, AZ  
City of Hope  
City of Huntington Beach, CA  
City of Leander, TX  
City of London  
City of Maricopa, AZ  
City of Mesa, AZ  
City of Phoenix, AZ  
City of San Diego, CA  
Civic Center Site Development, LLC  
CJ Segerstrom & Sons  
The Claremont Hotel, Club & Spa  
Clarion Partners  
The Clark Construction Group  
Clark County, Nevada  
Clark Realty Capital  
ClarkDietrich Building Systems  
Classic Birthplace Property Holding  
Clayco  
Clear Channel Communications  
Cleary Gottlieb Steen & Hamilton LLP  
Cleveland Browns  
cleverbridge  
Clifford Chance LLP  
Clinical Pathology Laboratories  
Cloudera  
Club Med Latin America  
ClubCorp USA, Inc.  
Clune Construction Company  
CMG.ING Participacoes Ltda.  
CNSI  
Coalition for Homeless of Central Florida  
The Coca-Cola Company  
COG Realty, LLP  
Cognizant  
Cole Haan  
Cole Real Estate Investments, Inc.  
Colfax  
The College Board  
College of Southern Nevada  
Colliers International  
Colony Capital  
Columbia College Chicago  
Columbia Property Trust  
Columbia University  
Comcast Corporation  
Comex Group  
Commerical Aircraft of China, Ltd.  
Commonwealth Bank of Australia  
Commonwealth Partners  
Computer Sciences Corporation  
Compuware  
Condé Nast  
ConocoPhillips Canada  
Consensus  
Consulate General of the State of Qatar  
Consys, Inc.

The Container Store  
Continental Development Corporation  
Continental Resources  
Continuum Partners  
Contract Furniture Workspace Solutions  
Convene  
Cooley LLP  
Cooper Industries  
Cooperativa de Productores de Leche Dos Pinos R.L.  
Cornell University  
Cornerstone Investment and Real Estate  
Cornerstone Real Estate Advisers  
Cornerstone Research  
Corporate Office Properties Trust  
CorpVida  
Coty, Inc.  
Counsyl  
County of Los Angeles  
County of San Diego  
County of Santa Clara  
County of Sonoma  
Cove Financial Group  
Coventry Development Corporation  
Cowen Group  
Cowan & Tout  
Coyle & Company  
Cozen O'Connor  
CP Group  
Crain Caton & James P.C.  
Crain Communications  
Cravath, Swaine & Moore LLP  
Creative Artists Agency  
Creative Wood Products, Inc.  
Credit Suisse  
Crescent Communities  
Crescent Real Estate Equities Limited Partnership  
Crestwood Midstream Partners LP  
Crimson Real Estate Advisors, LP  
Crocker Plaza Company  
Crocs, Inc.  
Crossroads Trading Company  
Crowe Horwath  
Crowell & Moring  
CRP/Cypress Market Street, LLC  
Cruzan  
Crystal Cruises  
CS Technology  
CSC  
CSE  
CSX Properties Group  
CT Realty Investors  
Culver Studios  
Cumberland  
Cunningham Ventures  
Cushman & Wakefield  
CyberCoders a subsidiary of OnAssignment  
Cydcor  
CyrusOne

Numbers of countries,  
to date, where Gensler  
has worked. With 46  
locations, we deliver  
projects for our clients  
in every region.

114

**D**  
The D Hotel & Casino  
D'Decor Home Fabrics Pvt. Ltd.  
Dahua Group Co., Ltd.  
Daiichi Properties & Development, Inc.  
Daimaru Matsuzakaya Department Stores Co., Ltd.  
Dalh-Burleson, LLC  
Dalian Dewei Real Estate Investment  
Dalian Oceanwide Real Estate Co., Ltd.  
Dalian Yingfang Real Estate Co., Ltd.  
Dallas County Community College District  
Daltille International  
Danaher Corporation  
Danker & Donohue Garage Corp.  
Danmarks Tekniske Universitet  
Danos  
Data Foundry, Inc.  
DataBank  
Datesweiser  
Datong Zhongjian Weiye Real Estate Development Co., Ltd.  
David Edward  
Davidson Kempner Capital Management LLC  
The Davis Companies  
Davis Polk & Wardwell LLP  
DB Realty Limited  
DC2024  
DCI  
DCP Midstream  
DDR  
DE Shaw & Co., L.P.  
Debevoise & Plimpton LLP  
Del Frisco's Restaurant Group  
Del Monte Foods  
Delaware North Companies, Inc.  
Delegation of the European Union to the United States of America  
Dell  
Deloitte  
Delta Air Lines, Inc.  
Delta Career Education Corporation  
Delta Hotels and Resorts  
Demandware, Inc.  
Denbury Resources, Inc.  
Dendreon Corporation  
Denham Capital  
Dennis Webb  
Dentons  
Denver International Airport  
DePelchin Children's Center  
The Depository Trust & Clearing Corporation  
Desarrollos Weisleder Lipszyc  
Desjardins Group  
Detroit Lions  
Deutsche Bank AG  
Devon Energy Corporation

Dew Seven LLC  
DFS Group  
Diageo  
DiamondRock Hospitality Company  
Dickinson College  
Dickstein Shapiro  
Diesel  
Diesel Dragon (Shanghai) Trading Co., Ltd.  
Digital Domain  
Digital Realty  
Digitas  
Dignity Health  
Dilworth Paxson LLP  
Dimensional Fund Advisors  
DINapoli Capital Partners  
DIRECTV  
Discover Financial Services  
DivcoWest  
Dividend Capital Diversified Property Fund  
Dixon Hughes Goodman LLP  
DJM Capital Partners, Inc.  
DLA Piper  
DLB Associates Consulting Engineers  
DMS Foods, Inc.  
Dodge & Cox  
Dolby Laboratories  
Dongguan Conran Real Estate Development Co., Ltd.  
Dorsey  
DoubleTree by Hilton  
Dougherty & Company LLC  
Douglas Emmett  
Dow Jones & Company  
DP Fox Ventures/Fox Motors  
DPR Construction  
Dream Properties  
DreamWorks Animation  
Dresser-Rand Company  
Driehaus Capital Management  
DSM  
Dubin & Company  
Duff & Phelps  
The Duke Endowment  
Duke Energy  
Duke University  
dunnhumby  
dunnhumbyUSA  
The Durst Organization  
Dwight-Englewood School  
Dylan's Candy Bar  
Dynergy, Inc.  
Dyson

**E**  
E.&J. Gallo Winery  
e.l.f. Cosmetics  
Earls Kitchen + Bar  
East West Partners  
Edelman



40

of the 50 top-ranked  
Fortune 500 companies  
are Gensler clients.

EDG2  
EdgeCore Real Estate Group  
Edmunds.com  
Educational and Cultural Trust Fund of  
the Electrical Industry  
Edward J. Minskoff Equities, Inc.  
Edwards & Zuck  
EFI  
Ehrenkranz & Ehrenkranz LLP  
The Eiden Project  
Eiseman Jewels  
Ejaba Real Estate Development Co.  
El Palacio de Hierro  
Electricity Supply Board, Ireland  
Electrolux  
Electronic Arts, Inc.  
Ellie Mae  
Ellis Partners LLC  
Elon Homes and Schools for Children  
Emaar Properties  
Embassy of Canada  
Embassy of the Republic of South  
Africa  
EmblemHealth  
EMCORP  
Emerson Electric Co.  
Emily Carr University of Art + Design  
Emirates Integrated  
Telecommunications Company PJSC  
Emmes Asset Management Company  
The EMMES Corporation  
Emperor Group  
Empire Office  
Encana  
Encore Capital Group  
Endeavor Real Estate Group  
EnerVest, Ltd.  
eNeura  
The Entertainment Investment Group,  
LLC  
Entrust Capital  
Environmental Systems Design, Inc.  
EpiCentre Development Associates,  
LLC  
EpicGenetics  
Epicor  
Episcopal Diocese of Chicago  
Epocrates, Inc.  
Equinix  
Equinox Fitness  
Equity Office Properties Trust  
Ericsson  
Ernst & Young LLP  
Erwin Penland  
Essex Commercial Properties  
The Estée Lauder Companies  
Etihad Airways  
Etsy  
Evenson Best LLC  
The Evergreen Company  
EverWest Real Estate Partners  
EVOQ Properties, Inc.  
Ewing Automotive Group

Exempla Planning and Construction  
Expedia, Inc.  
Extell Development Company  
Exterran  
Exxon Mobil Corporation  
Eye Street Corporation  
EYP Mission Critical Facilities

## F

F&T Group  
Facebook  
Facility Programming and Consulting  
Faegre Baker Daniels  
Fairmont Hotels & Resorts  
Falfurrias Capital Partners  
Fallon Worldwide  
Family and Medical Counseling Service,  
Inc.  
The Family Partnership  
Fast Retailing Co., Ltd.  
The Fay School  
Federation of Italian-American  
Organizations of Brooklyn, Ltd.  
Femhealth, LLC  
Ferrari S.p.A.  
Fidelity  
Fidessa  
Fieldwood Energy LLC  
Finepoint Capital  
Finex Group  
FINRA  
Finsbury LLC  
First Annapolis  
First Brothers Co., Ltd.  
First Capital Realty Inc.  
The First Church of Christ, Scientist, in  
Boston, Massachusetts  
First Gulf Bank  
First New York Partners  
First Niagara  
First Service Credit Union  
First State Investments  
Fish & Richardson P.C.  
Fisher Brothers  
Fisher-Price  
Fitness International  
Fitzpatrick Realty Group, LLC  
Five Point Communities  
Flagler Development Group  
Flanders House  
Fletcher Jones Motorcars  
Fluor Corporation  
FMC Technologies, Inc.  
Foley & Lardner LLP  
Follett Higher Education Group  
Ford Foundation  
Forest City Enterprises, Inc.  
Forest City Ratner Companies  
Forever Flawless  
Fortnum & Mason

Foster Wheeler  
Fosun  
Foundation Center  
Four Corners Properties  
Four Seas International House Tourism  
Development Co., Ltd.  
Four Seasons Hotels & Resorts  
Fourth Presbyterian Church, Chicago  
Fox News  
Foxkiser  
Franklin Templeton Investments  
The Fratelli Group  
Frauenshuh HealthCare Real Estate  
Solutions  
Freese and Nichols, Inc.  
Fresenius Medical Care  
Freshfields Bruckhaus Deringer  
Fried, Frank, Harris, Shriver & Jacobson  
LLP  
Friedman Memorial Airport  
Frost Bank  
Fry Reglet  
FTI Consulting  
Fu Wah International Group  
Fuji Xerox Co., Ltd.  
Fujifilm Medical Systems USA, Inc.  
Full Throttle Marketing LP  
Fuller Realty Partners, LLC  
Fundtech  
Future Ads

## G

G4S Integrated Services  
Gables Residential  
Gafcon, Inc.  
The Gallup Organization  
Gannett  
Gansu Tianjian Real Estate  
Development Group  
Gap Inc.  
Gardere  
Gardiner & Theobald Inc.  
Gartner  
Gastinger Walker Harden + Bee  
Triplett Buck  
GE  
Geiger  
Geller Investment Co. LLC  
Gen Re  
Genentech, Inc.  
General Atomics  
General Dynamics Information  
Technology  
General Glass International  
General Motors  
GenOn Energy  
George Comfort & Sons Inc.  
George Mason University  
George W. Bush Foundation  
The George Washington University  
George Weston Limited

The Georgetown Company, LLC  
Georgia Institute of Technology  
Getty Images  
GHT Ltd.  
Gianelli & Morris  
Giarratana Nashville  
Gibson Dunn  
Gilbane, Inc.  
Gilead Sciences, Inc.  
Gilt Groupe  
Glamox ASA, BU Luxo Production  
Kirkenær  
GlaxoSmithKline plc  
Glenview Capital Management  
Glimcher  
Global Engineering Solutions  
Global Functional Drinks  
GLOBALFOUNDRIES  
Glumac  
GLY Construction, Inc.  
GMC  
GNLD International, LLC  
Golden Circle Group (Shanghai) Co.,  
Ltd.  
Golden Gate Hotel  
Goldstein Planting Investments  
GOLUB  
Gonzaga University  
Goodwill of Greater Washington  
Goodwin Procter  
The Goodyear Tire & Rubber Co.  
Gordon Arata McCollam Duplantis &  
Eagan LLC  
Gordon Brothers Group  
Goulston & Storrs  
Government of Goa  
Government of Singapore Investment  
Corporation  
The Grace Institute  
Grace International Pte Ltd.  
Graham Capital Management, L.P.  
Grande Cheese Company  
Granite Properties  
Grant Thornton  
Great Hearts Academies  
Greater Houston Partnership  
Greater Jamaica Development  
Corporation  
Greeley and Hansen LLC  
Green LLP  
Green Real Estate  
Green Street Properties  
Greenberg Traurig  
Greenebaum & Rose Associates, Inc.  
Greenfield Community College  
Greenfield Partners  
Greenhill & Co., Inc.  
Greenland Group  
Greenlaw Partners  
GreenLeaf  
Greenspoon Marder Law  
Griffin Capital  
Griffith Properties

4

of the top 5 energy  
companies in the  
Americas are Gensler  
clients.

GROHE  
Groom Law Group  
Grosvenor Capital Management, L.P.  
Group 1200 Media  
Grupo Aliss  
Grupo Hernán Solís  
Grupo Impulsor Promueve, S.C.  
Grupo Integral de Desarrollo  
Inmobiliario, S. de R.L. de C.V.  
Grupo VerdeAzul  
GS Group  
Guangzhou Googol Science Park  
Guangzhou Greenland Property  
Development Co., Ltd.  
Guangzhou Panyu Century Garden  
Real Estate Ltd.  
Guizhou Eastview Real Estate Co. Ltd.  
Gulf Interstate Engineering  
Gulf Related  
Gulf States Toyota  
Gunlocke  
Guotai Junan Securities  
Guthy-Renker  
Guyco, Inc.  
GWL Realty Advisors

## H

H & R Property Management Ltd.  
H. Stern  
H.I.G. Capital  
Hachette Book Group  
Hackman Capital  
Haggard Clothing Co.  
Halcon  
Hall Financial Group  
Halliburton  
Hallinan & Hallinan, PC  
Hamilton Lane  
Hampshire Real Estate Companies  
HANGAR  
Hangzhou Green Building Meilu  
Development Co., Ltd.  
Hansainvest  
Hanwha Q Cells  
Harbin Bank  
Harbor East  
Harbor Group International, LLC  
HarbourVest Partners, LLC  
Harman International Industries  
Hartmann  
Harvard Business School  
Harvard University  
Harvest Properties  
Harvey Cleary  
Harwood International  
Havaianas  
Haworth  
Haynes and Boone  
Hazens Investment, LLC  
HBF

HBK Capital Management  
HCA  
Health Care Service Corporation  
Healthline  
Hearst  
Heartland Alliance  
HEBCAC  
Hebei Leyi Real Estate Development  
Heery International  
Height Media  
Hempel  
Henan Meiyang Property  
Henrico County Government  
The Henry J. Kaiser Family Foundation  
Hensel Phelps  
Hensel Phelps/Kiewit Joint Venture  
Herald Square Properties  
Herbalife  
HERE North America, a Nokia  
Company  
Heritage Equity Partners  
Heritage Financial Consultants, LLC  
Heritage Hotels & Resorts, Inc.  
The Hertz Corporation  
Hexagon  
Heze Zhongnan Shiji Cheng Real  
Estate Development  
HGST, a Western Digital company  
High Flying Foods  
HighBrook  
Highgate Holdings, Inc.  
Highline Real Estate Group  
Highmark, Inc.  
Hill Country Texas Galleria, LLC  
Hill Holliday  
Hillcrest Country Club  
Hillwood Development Company, LLC  
Hilton Worldwide  
Hines  
Hirsch and Westheimer, P.C.  
HMS  
HNI Corporation  
Holder Construction  
Holland & Knight LLP  
Holland America—Princess  
HOLLY HUNT  
Hollywood Fashion Secrets  
Home Box Office, Inc.  
The Home Depot, Inc.  
Honeywell  
Hong Tai Real Estate Co., Ltd.  
Hooman Automotive Group  
Horace W. Goldsmith Foundation  
Horizon Blue Cross Blue Shield of New  
Jersey  
Houlihan Lokey  
Houston Advanced Research Center  
Houston Airport System  
Houston Ballet  
Houston First Corporation  
Houston Independent School District  
Houston Livestock Show and Rodeo  
The Houston Scottish Rite

Houston Texans  
Houstonian Development  
Howard Building Corporation  
The Howard Hughes Corporation  
Howard S. Wright  
HP  
HPT Management Services LP  
HQ Raleigh  
HSBC  
HSN  
Huafa Industrial Share Co., Ltd.  
Huawei Technologies Co. Ltd.  
HUB International  
Hubbell & Hudson Management LLC  
Hudson Grace  
Hudson Pacific Properties  
Hughes Hubbard & Reed LLP  
Hughes Marino  
Hulu  
The Humane Society of the United  
States  
Humanscale  
Hunt Consolidated  
Hunter Douglas Inc.  
Hunter Properties  
Hunton & Williams LLP  
Hyatt Hotels Corporation  
The HYM Investment Group, LLC  
Hyundai Capital  
Hyundai Motor America  
HyundaiCard

i2Systems Inc.  
IAC/InterActive Corp.  
IBM Corporation  
ICO Development, LLC  
Icon Aircraft  
iconectiv  
IDM, LLC  
IDS Real Estate Group  
IESE Business School  
IGT  
IHS  
illumina, Inc.  
IMAX  
INCAE Business School  
Incheon International Airport  
Corporation (IIAC)  
India Education Services  
Industrial and Commercial Bank of  
China  
Ingenium  
Inova Health System  
In-Shape Health Clubs  
Instituto Costarricense de Turismo  
Instituto de Pesquisas Eldorado  
Integral Communities  
Integrated Properties

Intel  
Intelsat  
InterContinental Hotels Group  
International Airlines Group  
International Autos Group  
International Far Eastern Leasing Co.,  
Ltd.  
Interpublic  
InTouch Credit Union  
Intuit Inc.  
Invesco Ltd.  
IPG-Commonwealth  
Irell & Manella LLP  
IRMI  
The Irvine Company  
Istituto Marangoni  
Itaú  
ITC Limited  
Itoki Corporation  
Ivanhoe Cambridge  
Ivanhoe Investors, LLC  
IXIA

## J

J + J|Invision  
J Street Companies  
J&J Industries  
J. Christopher Capital  
J. Hilburn  
J.C. Flowers  
J.C. Penney Company, Inc.  
The Jackie Robinson Foundation  
Jackson Hole Airport  
Jackson Lewis LLP  
Jackson Walker L.L.P.  
Jackson-Shaw  
Jacobs  
James Wood Auto Group  
Jamestown  
JAMS  
Jasper Group  
The JBG Companies  
JE Dunn Construction Group, Inc.  
Jefferson Medical Clinic LLC  
Jet Propulsion Laboratory-NASA  
JetBlue Airways  
Jewish Community Center of Greater  
Washington  
JF White Properties  
JGB  
Jiading New City Development  
Jiangsu Ansheng Investment  
Jiangsu Zhongnan Construction Group  
Corporation Co. Ltd.  
Jilin Province Renhao Real Estate  
Development  
Jim Norton Chevrolet  
Jingzhong (Tianjin) Investment Co.  
JINS  
JLL



9

of Interbrand's 10  
Best Global Brands are  
Gensler clients.

JM Zell  
JMB Realty  
JMF Development  
JMI Realty  
JMP Holdings  
The John Hardy Group  
The John Valentine Co., Inc.  
John Wayne Airport, Orange County  
Johns Hopkins University  
Johnson & Johnson  
Johnson Controls, Inc.  
The Johnson Development Corp.  
Jones Day  
Jones Temecula Real Property LLC  
Jotun Paints, Inc.  
Joyce Ziker Parkinson, PLLC  
JPMorgan Chase & Co.  
JS P&D Group  
JSB Development  
Junior Achievement  
JVL Ventures, LLC

K

Kairos Real Estate Partners  
Kaiser Family Foundation  
Kaiser Permanente  
KAL Hotel Network Co., Ltd.  
Kaleidescape  
Kanders & Company  
Katten Muchin Rosenman LLP  
Kaye Scholer LLP  
KB Home  
KBS Realty Advisors  
KCI Technologies Inc.  
kCura  
KDC  
KDP  
Kearny Real Estate Company  
Keefe, Bruyette & Woods, Inc.  
Keio Plaza Hotel  
Keller and Heckman LLP  
Ken Okuyama Design  
Kenneth Rainin Foundation  
Kenyon & Kenyon LLP  
KEO International Consultants  
Kessler Financial Services  
Keurig Green Mountain, Inc.  
KeyBank  
Khalili Center for Bariatric Care  
Khazanah Nasional Berhad  
Kilroy Realty Corporation  
Kimberly-Clark  
Kimley-Horn  
Kimpton Hotels & Restaurants  
Kinder Morgan  
Kingdom of Saudi Arabia  
KIPCO  
KIPP  
Kirkland & Ellis LLP  
The Kirsh Family  
KITA (Korea International Trade Association)

KKR Funds  
Klein and Hoffman  
Kohlberg Kravis Roberts & Co. L.P.  
Kokuyo Furniture Co., Ltd.  
Kongsberg  
Korean Air  
Korn/Ferry International  
Kosmont Companies  
KPRS Construction Service, Inc.  
Kramer Levin Naftalis & Frankel LLP  
Kunming Xin Hai Hui Investment Co., Ltd.  
KWG Property Holding Ltd.

L

L&L Holding  
L&M Architectural Graphics Inc.  
L&R Group of Companies  
L.E.K. Consulting  
L'Oréal USA  
La Cité Development  
LA Fitness  
LACMA  
LaGrange Art Museum  
Lake Washington Partners  
The Lancaster Hotel  
Landry's, Inc.  
Landscape Vision Corp.  
Langan  
Lankford & Associates, Inc.  
LargaVista Companies  
Lark  
Larsen & Toubro Limited  
Las Vegas Monorail Company  
Las Vegas Sands  
Lash Group  
Lasher Holzapfel Sperry & Ebberson, PLLC  
LASVIT  
Latham & Watkins, LLP  
Laurence School  
Law Firm Vendors Association  
Lazard Frères & Co. LLC  
LaZerCAD  
LBA Realty LLC  
Lee, Hong, Degerman, Kang & Waimey  
Leeds & Leeds Company, Inc.  
Legend International Development Pte. Ltd.  
Legg Mason & Co., LLC  
Lehman College  
LeighFisher  
Leland International  
Lend Lease  
Lenovo  
Lettuce Entertain You Enterprises  
Leughton Contractors Ltd.  
Levine Investments  
The Levy Group  
Levy Restaurants  
Lewis Roca Rothgerber

Lexington Gears, LP  
Lexus Stevens Creek  
Liberty Property Trust  
LIF Pty Ltd  
Lijia Industry (Fujian) Group Co., Ltd.  
Limited Brands Inc.  
Lincoln Harris  
Lincoln Property Company  
Linenhall Overseas Limited  
Lingang Group  
LinkedIn  
Linowes and Blocher LLP  
Linyi Huayang Import & Export Co., Ltd  
Lion Capital  
Lionsgate  
The Lionstone Group  
Liskow & Lewis  
Lite DePalma Greenberg LLC  
Littler Mendelson  
LIUNA  
Live Nation Entertainment  
LMI  
Lobster ME  
Local Government Super  
Locale Advisors  
Localytics  
Lockheed Martin Corporation  
Loews Hotels and Resorts  
London Diocesan Fund  
Lone Star College System  
Loomis, Sayles & Company, L.P.  
Loro Piana  
Los Angeles County Metropolitan Transit Authority  
Los Angeles Jewish Home  
Los Angeles Unified School District  
Los Angeles World Airports  
Louis Berger  
Louis Dreyfus Property Group  
Louis Vuitton  
Lowe Enterprises  
Lowe's  
Loyola Marymount University  
LPL Financial  
Lucifer Lighting Company  
Lutron Asuka Co., Ltd.  
Lutron Electronics Co., Inc.  
Luxottica  
Lyfe Kitchen  
Lynn University

M

M.H. Alshaya Co. W.L.L.  
The M/A/R/C Group, Inc.  
Mace Como  
Macerich  
The Macklin Companies  
Macklowe Properties  
Macquarie  
Macy's

Madison Marquette  
Madrone Studios  
Maersk  
Maguire Investments  
Magus Estates & Hotels Pvt. Ltd.  
Mahan Rykiel Associates, Inc.  
Mainstreet Real Estate Services, Inc.  
Maintenance Design Group (MDG)  
Manchester Financial Group  
Manpower Inc.  
Manulife  
Manulife Financial  
Maple Leaf Sports + Entertainment  
Maple Securities USA, Inc.  
Mapleton Investments  
Mar Ventures, Inc.  
Marathon Asset Management  
Marcus Partners  
Marek Brothers Systems, Inc.  
Marelli  
Maricopa County  
Mark Borsuk, Inc.  
Mark Lighting  
Market Leader  
Marlboro College  
Marlin Equity Partners, LLC  
Marquette Plaza-Base Management  
Marquis Property Company  
Marriott International, Inc.  
Marsh & McLennan Companies  
MARTA  
Martin Bratrud  
Martin/Martin, Inc.  
Mary Kay Inc.  
Maryland Associates Ltd.  
Masimo  
Massachusetts Institute of Technology  
Massey Knakal  
MassHousing  
MasterCard  
Mata Construction  
Matec Engenharia  
MathWorks, Inc.  
MATRA  
Matthew Morris Salon and Skincare  
Max Brenner  
Mayer Brown LLP  
McCann Worldgroup  
McCarthy  
McCarthy Cook & Co.  
McConnell Jones Lanier & Murphy LLP  
McCormick  
McDermott Will & Emery  
McDonald's USA, LLC  
McEvoy Ranch  
The McGraw YMCA  
McGlinchey Stafford PLLC  
McGraw Hill Education  
McGraw Hill Financial  
The McGregor Company  
McGuireWoods LLP  
McKenney's  
McKesson Corporation

MechoShade Systems, Inc  
Mediaocean  
Medidata  
MedImmune  
Medini Iskandar Malaysia  
MedPeer  
Meet Minneapolis  
MEIP Philadelphia | Manager, LLC  
Meirui Taifu Group  
Meister Seelig & Fein LLP  
Men's Wearhouse  
Meraas Holding  
Mercedes-Benz USA  
Merck  
The Meridian Group  
Mermet  
Mesirow Financial  
Mesoamerica  
MetLife  
Metro National  
Metropolitan Pier and Exposition Authority  
Metropolitan Washington Airports Authority  
Metzler Realty Advisors Inc.  
MFS Investment Management K.K.  
MGM Resorts International  
Michael Alter  
Michael Baker Corporation  
Michael Kors (USA), Inc.  
Microsoft  
Midland Development  
Mid-Main Properties GP LLC  
Midway Companies  
MIG Real Estate  
Mikimoto  
Milbank  
Milender White Construction Co.  
Millennium Partners  
Miller Motte  
Miller Thomson LLP  
Miller, Canfield, Paddock & Stone  
Milliken  
Ministry of Sound  
Minneapolis Convention Center  
The Minneapolis Foundation  
Mischer  
Miss Me  
Mitsubishi Estate Co., Ltd.  
Mitsubishi UFJ Securities (USA), Inc.  
Mitsui Fudosan Co., Ltd.  
Mobility 21  
Moelis & Company  
Moffatt & Nichol  
Mohawk Group  
The Moinian Group  
Momentum Research, Inc.  
Monday Properties  
Mondelez International  
Montparnasse 56 USA LLC  
Monumental Markets  
Moore Capital Management LLC  
Moorpark College  
Morgan Stanley

Morgan, Lewis & Bockius LLP  
Morrison & Foerster  
Motorola Mobility LLC  
Mount Sinai Health System  
Mountain Development Corp.  
Mouvement Desjardins  
Moxie  
MRP Realty  
MS Retail K.S.C.  
MSD (Shanghai) Pharmaceuticals Consultancy Co., Ltd.  
Msheireb Properties  
MTU Asia  
MUFG Union Bank  
MUH-TAY-ZIK | HOF-FER  
Mulberrys Garment Care  
The Muller Company  
Multimedia Games, Inc.  
Munich Re  
Murphy & McGonigle, PC  
mX Sydney  
Mylan

N

Nanjing Financial City Construction and Development  
Nanjing Zhongshan Yundie Real Estate Co., Ltd.  
The National 9/11 Pentagon Memorial  
National Bank of Abu Dhabi  
National Basketball Association  
National Cowboy & Western Heritage Museum  
National Industrial Portfolio, LLC  
National Jewish Health  
National Real Estate Advisors  
National Realty & Development Corp.  
National Renewable Energy Laboratory  
National University  
Nations Wright  
Natural Resources Defense Council  
Nautilus Hyosung  
Nava Real Estate Development  
Navy Federal Credit Union  
Navy Pier, Inc.  
NBCUniversal  
NC State University  
NCR  
NECN  
Neeca Leitao  
N-Effect Productions  
The Neighborhood Design Center  
Nelman Marcus  
Nello Wall Systems  
Nespresso  
NetApp  
Netherland, Sewell & Associates, Inc.  
Netjets  
Neuberger Berman  
New Carrollton JV, LLC  
New Community Jewish High School

New England Conservatory of Music  
New Giza  
The New Home Company  
New Museum of Contemporary Art  
New Office Promotion Association  
New York Life Insurance Co.  
New York Public Library  
New York School of Interior Design  
The New York Times  
New York University  
New York University Langone Medical Center  
Newmark Grubb Knight Frank  
The Newmark Schools  
News America Marketing Properties LLC  
News Corporation  
Next Century Associates, LLC  
NextSpace  
Nexus Development Corporation  
NI Bureau  
Nienkämper  
Nihon Cycle Sports Centre  
Nissan North America  
Nixon Peabody LLP  
Nokia Siemens Networks UK Ltd.  
NoMa Business Improvement District  
Nomura  
Noodles & Company  
Norcal Mutual Insurance Company  
Nordea  
Normandy Real Estate Partners  
North American Wellness Center  
North Bridge Venture Partners  
North Carolina Joint Underwriters Association  
Northern Trust  
Northstar  
Northwestern Medicine Lake Forest Hospital  
Northwestern Memorial HealthCare  
Northwestern Memorial Hospital  
Northwestern University  
Northwood Investors  
Norton Rose Fulbright LLP  
Nossaman LLP  
Nova Corp, Inc.  
Novak Construction  
Novartis  
Novawest LLC  
NovoNordisk  
NP International  
NTC Mazzuca Contracting  
NVIDIA Corporation

O

O'Connell Robertson  
O'Melveny & Myers LLP  
O1 Properties  
Oakland Athletics  
Oasis Realty West, LLC

of the top 25 largest  
US law firms are  
Gensler clients.

25

Occidental College  
Ocean West Capital Partners  
Oceanwide Construction Group  
Qingdao  
Odyssey International  
Office Depot, Inc.  
Office Furniture Group, Inc.  
The Office of James Burnett  
Office of Orthopaedic Medicine & Surgery  
Office Projects Limited  
The Offices of South Coast Plaza  
Ogilvy & Mather  
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.  
Oil tanking  
Okamura Corporation  
Okland Construction  
Old Mutual Share Services  
Oliver McMillan  
Olympic Tower Associates  
Omelet  
O'Melveny & Myers  
OMRON  
OneBeacon Insurance Group  
Onex Investment Corp.  
Oracle  
Oriental DreamWorks  
ORIX Real Estate Corporation  
Ossur InLiven Clinic  
OUE Limited  
Ouest Developments  
Outsell  
Oxford Development Company  
Oxford Properties Group

P

P2 Energy Solutions  
Pachulski Stang Ziehl & Jones LLP  
Pacific Eagle Holdings  
Pacific Gas and Electric Company  
Pacific Retail Capital Partners  
Palmieri, Tyler, Wiener, Wilhelm & Waldron LLP  
Pan-American School  
PANDORA  
Parallel Capital Partners  
Paramount Group, Inc.  
Pardee Homes  
Parker Poe Adams & Bernstein LLP  
Parkside Capital  
Parkway Properties  
Parmenter Realty Partners  
Parque Arauco S.A.  
Parsons  
Partners HealthCare  
Pasadena City College  
Passion Food Hospitality  
Pat Lobb Toyota of McKinney  
Patina Restaurant Group  
Patrinely Group, LLC



43

of the 50 biggest US  
companies by market  
value are Gensler clients.

Patterson Belknap Webb & Tyler LLP  
Paul Capital Group  
Paul Hastings LLP  
Paul, Weiss, Rifkind, Wharton & Garrison LLP  
Paulson & Co., Inc.  
PC Urban  
PCL Construction  
Pearl Hospitality  
Pearson PLC  
Pellas Development Group  
Pembroke Real Estate  
Penzance Properties  
Pepper Hamilton LLP  
PepsiCo  
Perfect World Co., Ltd.  
The Performance Companies  
Perry Lorenz  
Petrobras America Inc.  
The Pew Charitable Trusts  
The Pew Research Center  
Pfizer Inc.  
PhaseNext Hospitality  
Phelps Dunbar  
Philadelphia Eagles  
Phillips  
Phillip Jeffries, Ltd.  
Phillips 66 Company  
Phoenix Sky Harbor International Airport  
PHS  
Piedmont Office Realty Trust, Inc.  
Pike Street Investors LLC  
Pilgrim School  
Pillsbury Winthrop Shaw Pittman LLP  
PIMCO  
Ping An Real Estate  
Pinnacle Entertainment  
Pinnacle Foods Inc.  
Pinnacol Assurance  
Pitney Bowes Inc.  
Pivot Interiors  
Pizzuti Companies  
Plains All American Pipeline, L.P.  
Plan B Ventures  
Plantronics  
Platinum Equity  
Playhouse Office LLC  
Plaza Tempo  
PLBrasil Assessoria Empresarial Ltda.  
PM Realty Group  
PNC Financial Services Group, Inc.  
Pointmarc  
Polinger Shannon & Luchs  
Poppin  
Porsche  
The Port Authority of New York and New Jersey  
Port of Long Beach  
Port of Seattle  
Portafolio Inmobiliario S.A.  
Porter Hedges LLP  
The Portman Ritz-Carlton, Shanghai  
POSSIBLE

The Potter's House  
Powerlong Group Development Co., Ltd.  
PPT Inc.  
Practicing Law Institute  
The Praedium Group LLC  
Premier Exhibitions  
Preotle, Lane & Associates  
Presbyterian School of Houston  
Presidio Group LLC  
Prezi  
Price Modern LLC  
PricewaterhouseCoopers  
Primark US Corp.  
Primestor  
Prince George's Community College  
Princeton University  
Prismatique Designs Ltd.  
Production Resource Group  
Progress Energy  
Prologis  
Prometheus  
Promontory Financial Group, LLC  
Property Group Partners  
Prosirris Capital Management  
Proskauer Rose LLP  
Proteus Digital Health  
Provident Realty Advisors, Inc.  
Prudential Financial, Inc.  
PSM (Power System Mfg., LLC)  
PT Rajawali Corporation  
Puaca  
Public Company Accounting Oversight Board  
PulteGroup  
Putnam Investments  
Pyramid Hotel Group  
Pyramis Global Advisors

## Q

Qingdao Ao Li De Sport Culture Development Co., Ltd.  
QSR International LDC  
Quadrange  
Queens Library  
Quest Diagnostics  
Quest Software  
Quiksilver  
Quilts Inc.  
Quinsigamond Community College  
Quintiles  
QVC

## R

Radarworks  
Radio Flyer  
Radler Enterprises  
Radley & Co  
The Raiser Organization

RAND Corporation  
Random House, Inc.  
Randstad General Partner (US) LLC  
The Rape Foundation Stuart House Project, LLC  
RAPP  
Rauxa  
Rayadah Investment Company  
Raycom Real Estate Development Co., Ltd.  
Raymond Apparel  
RBC Wealth Management  
RDK Engineers  
Read King  
Real Property Innovative Solutions, Inc.  
Realty Management Group LLC  
Red Development  
The Redstone Companies  
Reed Smith LLP  
Regional News Network  
Rehabilitation Institute of Chicago  
Reilly Pozner LLP  
Reit Management & Research Related  
REM Global Inc.  
Renmin University of China  
Rentenbach Construction  
Research Now  
Resource/Ammirati  
Reyes Holdings, LLC  
RFR  
Richard L. Hoffman & Associates, Inc.  
Richemont  
Richfield Investment Corp.  
Ricondo & Associates  
Rio Tinto  
Riordan, Lewis & Haden  
Rising Realty Partners  
Ristorante Tosca  
River Oaks Country Club  
Riverbed  
RiverRock Real Estate Group  
The Riverside Company  
Riverview Realty Partners  
RLJ Development, LLC  
Robeco Investment Management  
Robert Derefector Associates  
Robert Half International, Inc.  
Robert W. Baird & Company  
Robertson Properties Group  
Robin Hood Foundation  
Rockefeller Group Development Corporation  
RocketSpace  
Rockpoint Group  
Rogal Projects  
Roland Corporation  
Room & Board  
Ropes & Gray LLP  
Rose Law Group  
Rosemont Realty  
Rosenberg Library  
Roth  
Round Table Investment Management Company, LP

Rowan Companies, Inc.  
Royal Caribbean International  
RTC of Southern Nevada  
Ruben Companies  
Rubenstein Partners  
Rubenstein Public Relations, Inc.  
Russell Reynolds Associates  
Ryan Companies US, Inc.

## S

S.K. Hart Bayview, LLC  
S.M. Entertainment  
Sabal Financial  
Saban Brands  
Saban Capital  
SABIC Americas, Inc.  
SAC Capital Advisors LLC  
Safeway  
Sagcor  
Saks Fifth Avenue  
Salesforce  
Salix Pharmaceuticals, Inc.  
Sam Edelman  
Samsung  
San Diego Convention Center Corporation  
San Diego International Airport Authority  
San Diego State University  
San Diego Symphony  
San Francisco AIDS Foundation  
San Francisco International Airport  
San Jacinto Community College District  
San Jose State University  
SanDisk Corporation  
Sandow Media LLC  
Sandoz  
Sanofi  
Sanrio  
Santa Monica College  
Santander Bank  
SAP America, Inc.  
Sapinda  
Sargent & Lundy LLC Engineers  
Saudi Binladin Group  
Savills Studley  
sbe  
Schiff Hardin LLP  
Schlumberger  
Schneider Electric  
School of the Art Institute of Chicago  
Schroders Investment Management Limited  
Schuchart  
Schwartz, Page & Harding, L.L.P.  
Scotia Bank  
The Scouler Company  
Scripps Networks  
Seadrill  
Seagate  
Seasons-Arts Limited

Seattle University  
SEB  
Seed Acquisitions, LLC  
Sega of America, Inc.  
Selfridges  
The Seligman Group  
Seneca Group  
Seneca Investments  
Senterra  
Sentre Partners, Inc.  
Seoul Palace Hotel  
Sequoia Capital  
Server Farm Realty  
The Service VIP LLC  
ServiceNow  
Serviço Nacional de Aprendizagem Comercial  
Seventh Diamond LLC  
Seventh Generation  
Seward & Kissel LLP  
Sewell Automotive Group  
SFX Entertainment, Inc.  
Shaanxi Culture Industry Investment Holdings (Group) Co., Ltd.  
Shaklee Corporation  
Shale-Inland Holdings, LLC  
Shandong Minglian Real Estate Co., Ltd.  
Shanghai Baohe Real Estate  
Shanghai Caohejing Developing Zone Co. Ltd.  
Shanghai Chenghong Land Company  
Shanghai Construction Property Development  
Shanghai Harbour City Development Group Co. Ltd.  
Shanghai Huiyi Hotel Equipment Lease Co., Ltd.  
Shanghai International Trust Co., Ltd.  
Shanghai Jinfu Bund Real Estate Co., Ltd.  
Shanghai Longshi Investment Management  
Shanghai Mingshen Corporation Group  
Shanghai New Changning (Group) Co., Ltd.  
Shanghai Pudong Development Bank  
Shanghai Qinglian Real Estate Development Co. Ltd.  
Shanghai Songting Real Estate Development  
Shanghai Waigaoqiao Free Trade Zone Development  
Shanghai Xiandai Engineering Consultants Co., Ltd.  
Shanghai Yanlord Xing Tang Real Estate  
Shanghai Yuan Feng Investment Co., Ltd.  
Shanghai YuanJing Investment Management

Shanghai Zhicheng Development  
Shanghai Zhongfang Binjiang Real Estate  
Shanghai Zhuju Property Development Co., Ltd.  
Shangri-La Construction  
Shanxi Jiasheng Real Estate Development  
Sharyland Utilities, L.P.  
Shashi Group LLC  
Shaw Communications Inc.  
Shawmut Design and Construction  
Shearman & Sterling  
Shell  
Shemiran Trade  
Shenyang Oceanwide Real Estate Co., Ltd.  
Shenzhen Changee Estate  
Shenzhen Chuangjianye Real Estate  
Shenzhen Great Aim Holding  
Shenzhen Hazens Real Estate Group Co., Ltd.  
Shenzhen Pengguangda Commercial Development Co., Ltd.  
Shenzhen Rolansberg Property Development Co., Ltd.  
Sheraton  
Sherwood Equities  
Shift Communications  
Shimao Group  
Shire  
Shook, Hardy & Bacon  
The Shooshan Company  
SHOP Companies  
Shorenstein Realty Services L.P.  
ShoreTel, Inc.  
Shui On Development Limited  
Shutterfly, Inc.  
Sideman & Bancroft LLP  
Sidley Austin LLP  
Siemens Real Estate, Inc.  
Siena  
Sierra Air Center - Castle Airport Development  
Sierra Norte Land Holdings, LLC  
Signature Flight Support Corporation  
Signature Salon Studios  
Silver Lake  
SilverNeedle Hospitality  
Silverstein Properties  
Sime Darby Property  
simplehuman  
Simply Interactive Inc.  
Simpson Gumpertz & Heger  
Simpson Thacher & Bartlett LLP  
Sinopec  
SITA  
SJP Properties  
Skanska  
SKDKnickerbocker  
SKF USA  
SKS Investments  
Skyline Design

SL Green Realty Corp.  
Slalom Consulting  
Smashbox Studios  
Smith, Murdaugh, Little & Bonham, L.L.P.  
Smiths Medical  
SNB 412 Main LP  
Société Générale  
SOFEC, Inc.  
Sojitz Corporation  
Solasto Corporation  
Solve  
The Somerset Group  
Sony HighRoads LLC  
Sony Computer Entertainment America  
Sony Pictures Entertainment  
Southern Asset Service Corporation  
Southern California Edison  
Southwestern Community College District  
Southwestern Energy Company  
Spanx, Inc.  
Spartan College of Aeronautics and Technology  
Special Olympics Minnesota  
Specialized Loan Servicing LLC  
Specialty's Café & Bakery, Inc.  
Spectra Energy  
SPECTRUM  
Spectrum Properties  
Speed Dome Partners LLC  
The Spence School  
The Spencer Company  
The Spencer Foundation  
Spencer Stuart  
Spireon  
Spitfire Control  
Sport Chalet, Inc.  
Sportsmen's Lodge  
Sprint  
SPX Corporation  
St. John's University  
St. Luke's Episcopal Health System  
Staff International  
Standard & Poor's Ratings do Brasil Ltd.  
Standard Chartered Bank  
Staples  
Staples Center  
Starbucks Coffee Company  
Starkey Hearing Technologies  
The Starter League  
Starwood Capital Group  
Starwood Hotels & Resorts  
Starwood Retail Partners  
State Street Corporation  
Steadfast Companies  
Steelcase Comércio de Móveis Ltda.  
Steinberg and Udoff  
Stellar Management  
Steptoe & Johnson LLP  
Sterling & Francine Clark Art Institute  
Sterling Bay

Sterne Kessler Goldstein Fox  
Stewart J. Rahr  
Stinson Leonard Street  
Stone Source  
StonebridgeCarras, LLC  
Stonington Group  
Stovall & Associates  
Stradley Ronon  
Stradling Yocca Carlson & Rauth  
Strategic Group  
Stratus Properties Inc.  
Straub - Driver  
Structure Services Inc.  
Structure Tone  
Stryker  
Stuart Kane LLP  
Stylex  
Suffolk Construction  
Suitsupply USA Inc.  
Sumitomo Corporation of America  
Summit Partners  
Sun Life Financial  
SunCoke Energy  
Sunoco  
Sunshine 100 Real Estate  
Sunshine Life Insurance Co., Ltd.  
Superior International Inc.  
Susan G. Komen  
Susman Godfrey LLP  
Sutherland Asbill & Brennan LLP  
Suzhou Golden Concord Industrial Application Research Institute  
Suzhou Industrial Park Jinji Lake Urban Development  
Suzhou Industrial Park Urban Renovation & Development  
Suzhou Science and Technology City Development Co., Ltd.  
Suzhou Tech-City Company  
Swanson Rink  
Swift Energy Company  
The Swig Company  
Swinerton Builders  
Symantec  
Symmetry Property Development, LLC  
Synapse Product Development  
Syniverse Technologies  
Syracuse University  
Sysco Corporation  
Syska Hennessy Group  
Systems Source

## T

T. Rowe Price  
T.Y. Lin International  
T2 Development  
TA Associates Realty  
Tableau Software  
TaherInvest  
Tahiti Beachcomber S.A.  
TAI Engineering

8

of the top 10 retailers  
in the US are Gensler  
clients.



4

of the 5 largest  
companies in China are  
Gensler clients.

Taikang Property (Beijing) Investment Co., Ltd.  
Tait & Associates, Inc.  
Tait Subler  
Takenaka Corporation  
Take-Two Interactive Software, Inc.  
The Talbots, Inc.  
Talenti  
Talon Private Capital  
Tamkin Development Corporation  
The Tampa Club  
Tanglewood Property Group  
Targa Resources, Inc.  
Taylor & Mathis  
Taylor Morrison, Inc.  
TaylorMade-adidas Golf  
TCF Bank  
TD Auto Finance  
TD Bank Financial Group  
TDECU  
Teachers Insurance  
Teatro El Triciclo  
TechHub  
Telefónica  
Tencent  
Tengchong Hengda Real Estate Co., Ltd.  
Tennenbaum Capital Partners, LLC  
Tennessee Valley Authority  
Terra Holdings  
TERRANUM  
Terumo Corporation  
Tesoro Corporation  
Tetra Design Group  
Tetra Tech  
Tetrad Property Group  
Texas Instruments Incorporated  
Texas Medical Center  
TGS-NOPEC Geophysical Company  
TheStreet  
Theta Holding Company, L.P.  
Third Avenue Investments, LLC  
Thompson Coe  
Thomson Reuters  
Thor Equities  
Thornton Tomasetti  
Thoroughbred Ford  
Three Bays Capital  
Thule  
TIAA-CREF  
Tianjin Jinnan New City Real Estate Development Co., Ltd.  
Tianjin Modern Group Co., Ltd.  
Tianjin Ning Han Real Estate  
TiePoint Engineering, PC  
TIER REIT  
Tiffany & Co.  
Tiger Global  
Timbuk2  
Time Inc.  
Time Warner  
Time Warner Cable  
The Timken Company

Timmons Group  
Tishman Construction Corporation  
Tishman Hotel & Realty LP  
Tishman Speyer  
The TJX Companies, Inc.  
TM Market Street/Building 11, LLC  
TMK-IPSCO  
Tocquigny  
Toker + Associates  
Tokyu Land Corporation  
Tongji Architectural Design and Research Institute (Group)  
Tooley Investment Company  
Top Seed LLC  
Topa Management Company  
TOTO  
Touro College  
Tower Realty Partners, Inc.  
Towers Watson  
Town of Islip, NY  
Town of Sandisfield, MA  
Toyota Motor Corporation  
Toyota of Irving  
TRAC Intermodal  
Trade Service  
Trademark Property Company  
Tradeweb  
Trammell Crow Company  
Transit Employees Federal Credit Union  
Transocean Offshore Deepwater Drilling, Inc.  
Transwall Office Systems, Inc.  
Transwestern  
Travelzoo Local, Inc.  
Travis Commercial Real Estate Services  
Treasuring Christ Church, Raleigh, NC  
Treasury Holdings, Ltd.  
Trenam Kemker  
Triangle J Council of Governments  
Tribeca Flashpoint Academy  
Tribune Media  
Trinity Partners  
Trinity Real Estate  
Trinity Wall Street  
Tri-State Generation & Transmission Assoc., Inc.  
Trivergance, LLC  
Troutman Sanders LLP  
True North Investments  
Tulsa Cancer Institute  
TUOHY  
Turelk  
Turnberry Associates  
Turner Construction Company  
Twin Cities Habitat for Humanity  
Tyco International  
TynanGroup

**U**  
U.S. Department of Health & Human Services  
U.S. Federal Government  
U.S. General Services Administration  
U.S. Marshals Service  
U.S. Properties Group  
UBM  
UBS  
UCB Japan Co., Ltd.  
UCLA Health System  
ULACIT  
Ultrapark  
Under Armour, Inc.  
Unico  
UniCredit  
Unilever Management Corporation  
Unilever  
Union  
Union Bank  
Union Pacific Corporation  
Union Square Business Improvement District  
Union Square Plaza Owner  
United Airlines  
United American Land, LLC  
United Properties  
United Real Estate Company  
United Services Organization, Inc.  
United States Golf Association  
United Stationers  
United Surgical Partners International  
United Way  
Universal Fibers, Inc.  
Universal Music Group  
Universidade Presbiteriana Mackenzie  
University of California Office of the President  
University of California, Berkeley  
University of California, Los Angeles  
University of California, San Diego  
University of California, San Francisco  
University of California, Santa Cruz  
University of Central Asia  
The University of Chicago  
University of Colorado at Boulder  
University of Hawaii  
University of Houston  
University of Kansas  
University of Maryland  
University of Massachusetts Lowell  
University of Massachusetts Club  
University of Massachusetts Boston  
University of Michigan  
University of Nebraska-Lincoln  
University of Pennsylvania  
University of Phoenix  
University of San Francisco  
University of Southern California

University of St. Thomas  
The University of Texas Health Science Center at Houston  
University of Texas MD Anderson Cancer Center  
The University of Texas System  
Unum  
Urban Land Institute  
UrbanAmerica  
Urbanizadora La Laguna  
URS Corporation  
US Bank  
US Development Group, LLC  
USAA Real Estate Company  
USO Fort Hood

**V**

Valinor Management LLC  
Vanasse Hangen Brustlin, Inc.  
Vannoy & Associates  
Vantage Property Investors  
Vector Capital  
Vector Legal  
Vedder Price  
Veer Health Services Private Limited  
Velcro Industries  
Venable LLP  
Vencore  
Ventura College  
Ventura Foods  
Verint  
Verizon  
Verizon Terremark  
Viacom, Inc.  
ViaSat  
ViaWest  
Video Express  
Village of Valley Stream, NY  
Vindon Scientific  
Vinson & Elkins LLP  
Visa  
Visiting Nurse Service of New York  
Vista Equity Partners  
Vistamar School  
Visteon Corporation  
Vita Coco  
VIVA Creative  
Vizio  
VMware  
Vobile  
Vocon  
Von der Ahe Real Estate Services  
Vonage  
Vornado Realty Trust  
Vornado/Charles E. Smith  
VTR  
Vulcan Real Estate

**W**

Wachtell, Lipton, Rosen & Katz  
Wacoal America, Inc.  
Wafra Real Estate Co.  
WageWorks  
Walgreens  
Wal-Mart Stores, Inc.  
Walter P Moore  
Waltersmith Petroman Oil Limited  
WAMU American University  
Wanda Group  
Wangfujing Hotel Management Co., Ltd.  
Warburg Pincus  
Warner Music Group, Inc.  
Warner Norcross & Judd LLP  
Washington Animal Rescue League  
Washington Partners  
The Washington Post  
Washington Holdings  
Washington Real Estate Investment Trust  
Waterman Properties LLC  
WB Engineers + Consultants  
WBCM  
WCS Logistics & Winchester Cold Storage  
Weatherford International  
Weber Gallagher  
WeddingWire  
Weil, Gotshal & Manges LLP  
Weill Cornell Medical College  
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Weisbart Springer Hayes LLP  
Weitz & Luxenberg P.C.  
WelcomHotels Lanka Pvt. Ltd.  
Wellington Management  
Wells Fargo  
Wentworth Property Company  
Wenzhou Port Group  
West Corporation  
West Morgan, LLC  
Westate Development Co., Ltd.  
Westdale  
Western Asset Management Company  
Western National Group  
Western Technical College  
WesternGeco  
Westfield Corporation  
Wexley School for Girls  
Whitelaw Twining Law Corporation  
Whiting-Turner  
Whole Foods  
Wilhelm Builders, Inc.  
William Lyon Homes  
William Morris Endeavor  
Willkie Farr & Gallagher LLP  
Willow Valley Retirement Communities  
WilmerHale

Wilshire Associates  
Windes, Inc.  
The Winter Organization  
Winthrop Management, LP  
Wischermann Partners, Inc.  
Wisburn Unified School District  
Withers Bergman LLP  
Wittek Development, LLC  
The Wolff Company  
Wolff Urban Development  
Wolf-Gordon  
Womble Carlyle Sandridge & Rice, LLP  
Wood Partners  
Woodbine Development Corporation  
The Woodlands Development Company  
The Woodner Company  
Woods Capital  
Woodward Inc.  
Worcester Polytechnic Institute  
World Class Capital Group  
Worthe Real Estate Group  
WPP  
Wrigley  
WS Development Co., Ltd.  
WSP  
WTAS  
Wyndham Worldwide

**X**

XC Networks  
Xerox  
Xiamen Dingtaihe Financial Center Development Co., Ltd.  
Xiamen Urban Planning Bureau  
Xiamen Yongrong Estate  
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Xixian New District Development Group  
XL Seguros Brasil S.A.

**Y**

Y.O.U. (Youth Organizations Umbrella)  
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Yamagiwa  
Yamamoto  
YCS Investments  
Yerba Buena Center for the Arts  
Yiwu City Dongshun  
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York Capital Management  
Young Broadcasting of San Francisco, Inc.  
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Yum! Brands, Inc.  
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**Z**

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