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.

Gensler is a leader among the world’s architecture and design firms. Here’s how we ranked in our industry in 2014.

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.

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$331M</td>
</tr>
<tr>
<td>2006</td>
<td>$435M</td>
</tr>
<tr>
<td>2007</td>
<td>$536M</td>
</tr>
<tr>
<td>2008</td>
<td>$683M</td>
</tr>
<tr>
<td>2009</td>
<td>$697M</td>
</tr>
<tr>
<td>2010</td>
<td>$574M</td>
</tr>
<tr>
<td>2011</td>
<td>$715M</td>
</tr>
<tr>
<td>2012</td>
<td>$802M</td>
</tr>
<tr>
<td>2013</td>
<td>$915M</td>
</tr>
</tbody>
</table>

$915m

Contributions to US and international retirement plans (USD)

100%

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

**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.

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.

**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.

**Convene Receives Good Design Is Good Business Award**

Gensler and Convene received an Architectural Record’s Good Design Is Good Business award. Architectural Record named Gensler and Convene’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. Convene 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.

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 Designers’ 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.
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

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 how design enables us to create places that foster community, offering a vision for what cities can become.

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

Citing our 2013 U.S. Workplace Survey, Gensler’s Spaces In Between research looked at the values 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 these spaces through innovation in form and function. The Suzhou Zhongnan Center represents the next generation of supertall buildings in China.

The Suzhou Zhongnan Center rises at a dizzying height of 700+ meters, the Suzhou Zhongnan Center in Suzhou, China, will soon take the lead in China’s skyline, and radically impact the city’s visual, economic, and social identity.

— Elizabeth Michalos, 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. 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.

In June, Gensler’s Robin Klehr Avia and Tom Vecchione led a Master Class 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.

Klehr Avia, Vecchione Take Gensler Message to Canada

In June, Gensler’s Robin Klehr Avia and Tom Vecchione took Gensler’s human-centered philosophy and approach to design on the road. Klehr Avia told Arbon 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.

The exhibit introduced solutions for adaptability.

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.

ANNUAL REPORT

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 Michalos, Technical Director, Gensler

Gensler Annual Report
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.

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.”

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 2014
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 Jerjegan
Ken Fisher

The American Institute of Architects elevated principals Rob Jerjegan and Ken Fisher to the 2014 AIA College of Fellows, an honor bestowed on architects who have made a significant contribution to its 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 designers Tama Duffy Day with its 2014 Designer of Distinction Award. Retail practice area leader Kathleen Jordan was honored as one of designretail’s “Retail Influencers of the Year.” Architects Wyatt Frantom, Mark Schwalen, and Brian Vitale received the 2014 AIA Young Architects Award. Designers Khyap Bhimjani and Jonas Philipson were named to the AIA College of Fellows. “40 under 40.” Several Gensler designers received Interior Design’s HIP Awards: Carlos Martinez (Design Leader), Philippe Paré (Interior Designer), Stefanie Shunk (Rising Star), Laurel Lismachio (Interior Design honoree), and Amanda Meining (Rising Star honoree).

Lee Speaks at Fortune Summit

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 Media 2014

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

Bloomberg BusinessWeek
Harvard Magazine
Metropolis
The New York Times
Time
Fortune

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.

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.

A New Home for Twin Cities Habitat for Humanity

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.

Partnersing 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 Construction, DIFHA, Habitat for Humanity, IDA, We Care, and more. We strive to make social impact an integral component of all the work that we do.

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 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.

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

Gensler worked with the community to transform neighborhoods in Southwest Baltimore.
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.
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.
Gensler clients.

The 100 top Global
Numbers of countries,
to date, where Gensler
has worked. With 46
locations, we deliver
projects for our clients
in every region.

114
of the 50 top-ranked Fortune 500 companies are Gensler clients.

of the top 5 energy companies in the Americas are Gensler clients.
9 of Interbrand's 10 Best Global Brands are Gensler clients.

Gensler Annual Report
Gensler Clients

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

8 of the top 10 retailers in the US are Gensler clients.
of the 5 largest companies in China are Gensler clients.

4

of the 10 top consumer products companies are Gensler clients.
We have delivered our clients’ projects and programs in 114 countries, to date.