

L.L.Bean

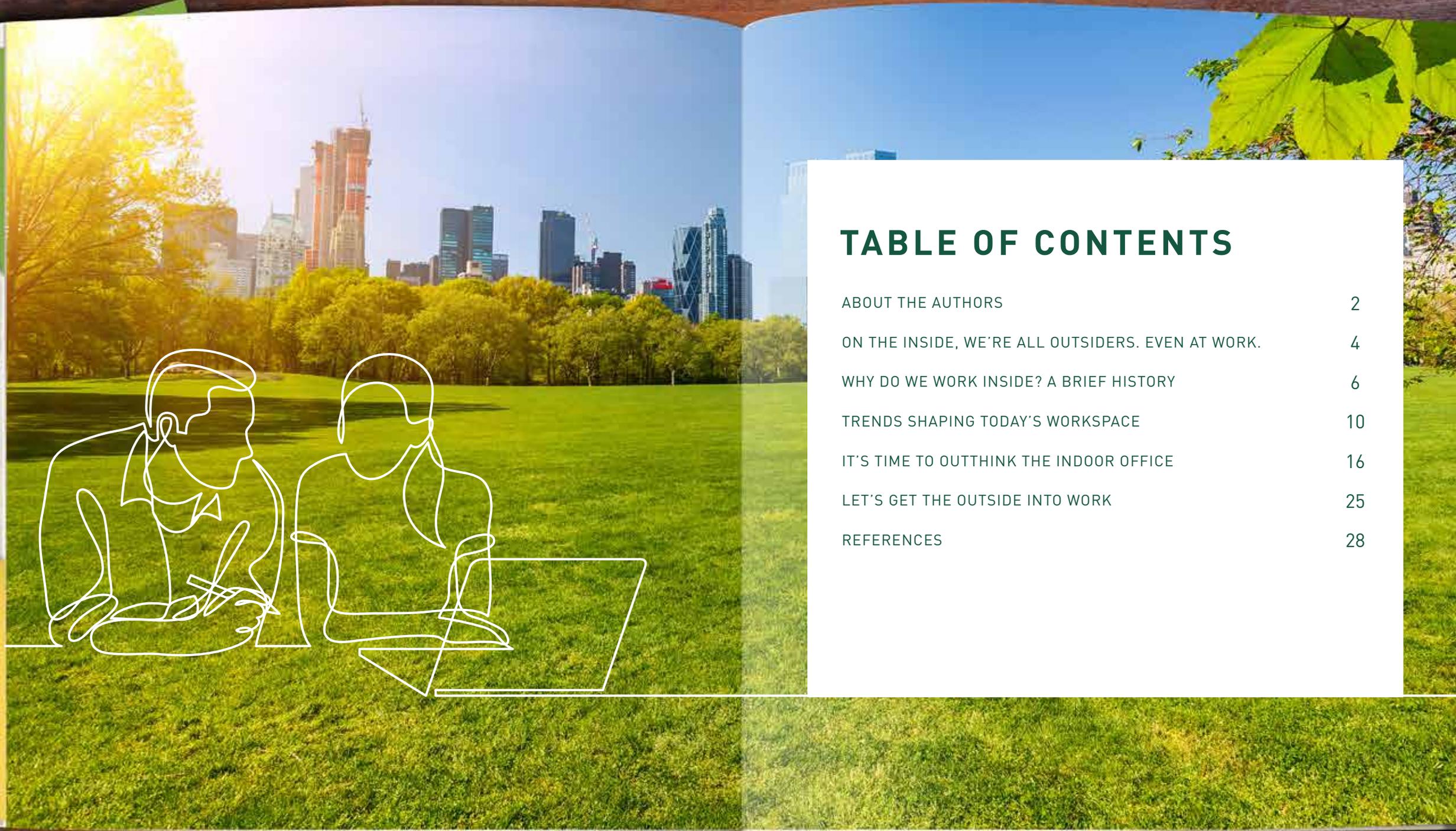
**Bean  
Outsider**

at work

HANDBOOK

By L.L.Bean

IN COLLABORATION WITH  
INDUSTRIOUS & LEIGH STRINGER



## TABLE OF CONTENTS

ABOUT THE AUTHORS	2
ON THE INSIDE, WE'RE ALL OUTSIDERS. EVEN AT WORK.	4
WHY DO WE WORK INSIDE? A BRIEF HISTORY	6
TRENDS SHAPING TODAY'S WORKSPACE	10
IT'S TIME TO OUTTHINK THE INDOOR OFFICE	16
LET'S GET THE OUTSIDE INTO WORK	25
REFERENCES	28



## ABOUT THE AUTHORS

### L.L.BEAN

At L.L.Bean, we believe that time spent outdoors brings out the best in us and brings us closer together. For over a century, our high-quality products have made it easy for people to fully experience the shared joy of being outside. And our latest research shows that the mental and physical benefits of exposure to nature are not limited to our recreational lives, which is why we're leading the way in getting time outside into the workday.



**Leigh Stringer, LEED AP** is an internationally renowned workplace strategy expert, researcher and bestselling author whose work with corporate, governmental, higher education and institutional clients has transformed employee well-being and organizational performance.

Her clients include Google, Cisco, Under Armour, LG, Johnson & Johnson and GlaxoSmithKline, among many others. She is the author of two bestselling books *The Green Workplace: Sustainable Strategies that Benefit Employees, the Environment and the Bottom Line* and *The Healthy Workplace: How to Improve the Well-Being of Your Employees—and Boost Your Company's Bottom Line*.

**Industrious** believes in creating professional communities through inspired, thoughtful design and unparalleled hospitality. Founded in 2013 with coworking spaces in 28 American cities, they are redefining the workplace for Fortune 500 companies, freelancers and entrepreneurs.





## ON THE INSIDE, WE'RE ALL OUTSIDERS. EVEN AT WORK.

It's good to be outside. We know this intuitively. We feel it with each step we take in nature. After all, it's where we humans have spent the vast majority of our existence—roughly the first 1,999,700 of our approximate 2,000,000 years on Earth. Yet, today, only about 5% of our day is spent in the open air.<sup>1</sup> And one of the main reasons for this is that for most of us, our work is done indoors.

At L.L.Bean, we believe not a day should go by without letting the outdoors work its magic on you. So, we're setting out to inspire more people to spend more time outside, every single day. And we know that if we're really going to change the 95% of our lives we spend indoors, we'll need to start with where we spend half of that time: the workplace.

The latest research into our physiological and psychological attraction to nature—a phenomenon called *biophilia*—suggests that getting outside during the workday can drive productivity and creativity. And studies have quantitatively confirmed a truth that humanity has long felt—that the outside makes us healthier and happier.

Dramatic changes to how and where we work are already taking place. Today's workplace is more flexible, collaborative, and mobile than ever before. And 96% of employees support the idea of working outdoors more often.<sup>2</sup> Now is the perfect time to explore the possibilities that emerge when time outside is a part of our workday.

**“Nature holds the key to our aesthetic, intellectual, cognitive and even spiritual satisfaction.”**

**- E.O. Wilson, author of *Biophilia***

So, we've set out to learn. We started by partnering with workplace strategy expert and researcher Leigh Stringer to conduct a study of over 1,000 Americans and how they relate work and the outdoors. We're launching the first-ever outdoor coworking spaces with our partner Industrious. And in this handbook, we'll present the science behind why working outside can help us outshine and outperform our indoor selves, as well as helpful, easy ways to get outdoors during the workday.

**Join us. Be an Outsider at Work.**

## Work Outside Tip: **A Fresher Outlook**

Make your workplace's outdoor space bookable on email and the company calendar. Just having it as a possibility will motivate people to join in and get outside for meetings.



L.L.Bean  
**Be an  
Outsider**  
at work



## WHY DO WE WORK INSIDE? A BRIEF HISTORY

We didn't always work this way. As hunter-gatherers, and later, as farmers, our ancestors relied on the outdoors for sustenance. Nature wasn't just our home and our playground, it was our original workplace. For millennia, we thrived outdoors, until agricultural advances gave rise to cities, and surplus crops enabled new types of labor beyond subsistence farming. Slowly, steadily, work moved indoors. And by the early twentieth century, the office as we know it came into existence. "When you think about how long people have been working in groups, the office is a brand new invention," says Industrious CEO, Jamie Hodari, "It makes sense that the way we think about work space is evolving."

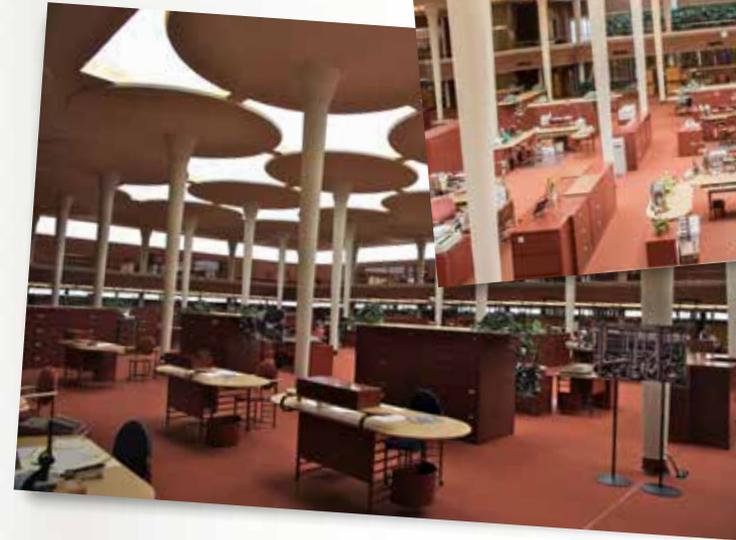
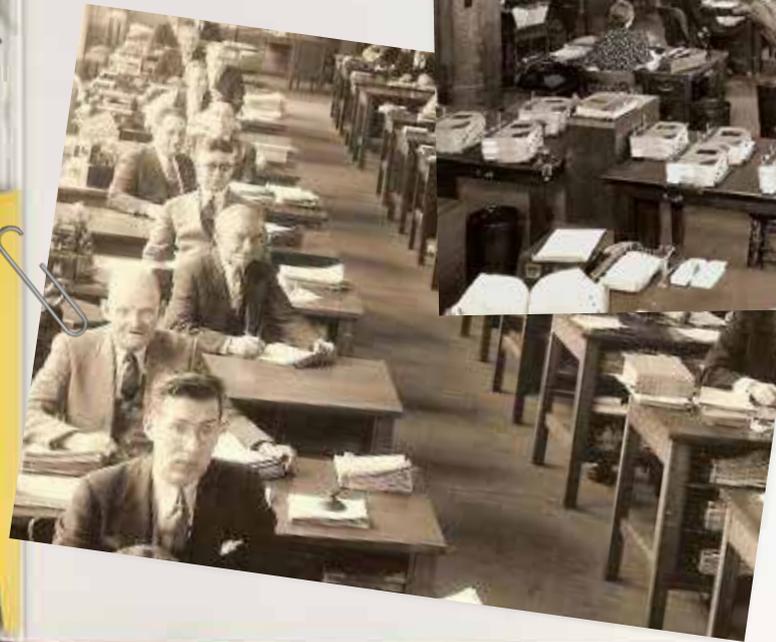
Throughout its history, the structure, design and dynamics of the modern office have transformed to accommodate technological advances as well as changing cultural attitudes toward employee productivity, wellbeing, and happiness.

"The workplace is not a static idea. It's an ongoing experiment whose evolution continues to this day," says workplace researcher Leigh Stringer, author of *The Healthy Workplace: How to Improve the Well-Being of Your Employees— and Boost Your Company's Bottom Line*.

1920

### 1900s - 1930s: Taylorism

Named after prominent management theorist Frederick Taylor, Taylorist spaces were highly regimented to maximize efficiency, with workers occupying rows upon rows of desks in a single large room and managers seated in perimeter offices to observe their employees.



1940

### 1940s: Frank Lloyd Wright & The Open Plan

Frank Lloyd Wright's visionary design for the SC Johnson Wax Administrative Building brought a new, modernist approach characterized by soft lines and open spaces, as well as sound-absorbing cork ceilings and sunlighting. His iconic tree-like columns are an early example of office design referencing natural forms.

1950s: Bürolandschaft

German for “office landscaping,” *Bürolandschaft*, was a German design movement that created open, organic and non-hierarchical spaces for collaboration. Managers and employees sat together in open floorplans, with potted plants providing boundaries between working groups.



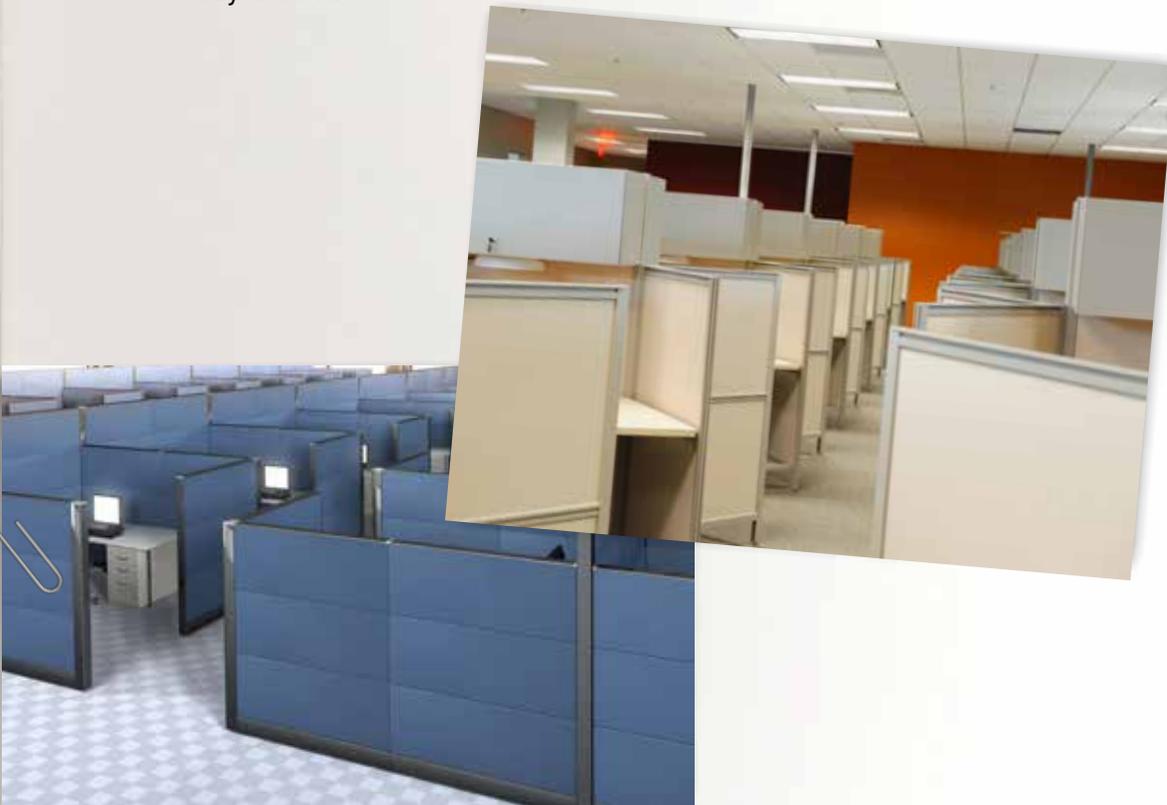
1960s: Herman Miller & The Action Office

Herman Miller furniture company took the adaptability of the *Bürolandschaft* model and, emphasizing employee privacy, added 3-sided modular enclosures to individual workstations. Called the Action Office, it offered privacy and versatility, as the enclosures could be shifted to suit different tasks.

1980s-1990s

### 1980s-1990s: The Cubicle Farm

As the popularity of the Action Office grew, many companies saw the inexpensive, modular dividers as a means to increase profitability. A new approach turned the 3-sided module into a 4-side cubicle, and packed as many as possible into the available space, recalling the space-is-money model of Taylorism.



2000s

### 2000s: Open Plan 2.0

A new class of tech companies updated the midcentury open plan to give employees space for leisure and socialization, as well as “third spaces” that support multiple work styles. This new open plan also took inspiration from the home and from nature, incorporating communal kitchens, lounge furniture, natural lighting and greenery.

## TRENDS SHAPING TODAY'S WORKSPACE

With technological innovation rapidly accelerating change in the modern economy, we are at the doorstep of another radical evolution in how, and where, we work. Could that door lead us outside? More and more of us are working as temps, part-time workers, freelancers, and in other non-full-time roles. Projections indicate that contingent workers could make up as much as 40% of the American workforce by 2020.<sup>3</sup> Our connected world is freeing us to work from anywhere—a notion that was virtually impossible just 30 years ago—yet work remains an indoor activity.

But promising changes are on the horizon. The new “gig economy” is reshaping the culture of work in ways that may put the outside within reach.

### WORKPLACE FLEXIBILITY AND THE RISE OF COWORKING

According to projections by financial software company Intuit, remote work will be the new norm by 2020.<sup>4</sup> **Employees in knowledge-based roles are realizing that their performance is not tied to one particular location.** As our co-author Leigh Stringer puts it, “There is less and less of a need for us to accomplish our tasks in one space anymore. It’s about having a personal choice for where, when and how work gets done.”

How will this desire for flexibility impact how we organize our workspaces? The Future of Work Institute suggests that physical offices will increasingly become places for meetings, regroups and other scheduled interactions, with employees completing most tasks remotely. Instead of a series of individual workstations, group and social spaces will define millennial-focused workspaces.<sup>5</sup>

**“There’s a new expectation in the diversity of spaces that are required for a team to be efficient. Employees aren’t satisfied with the option of either a desk or a conference room, and are instead taking advantage of smaller individualized spaces as well as open areas for greater team collaboration.”**

**- Jamie Hodari, CEO of Industrious**

Coworking spaces—in which employees from multiple companies share resources and common areas—are also expanding rapidly to meet the needs of the flexible workforce. Some of these spaces are built to share unique real estate requirements like labs or “maker space,” while others are built around communities of interest, such as the health-conscious or gig workers.

Over 1.7 million people are projected to work in coworking environments by the end of 2018.<sup>6</sup> And it’s not just for youthful startups and freelancing millennials. Coworking provides an alternative for remote employees who want to stay in vibrant, urban centers instead of commuting to their employer’s main locations outside the city. It also allows companies to offer employees multiple locations, eliminating the need to relocate for a job. The coworking philosophy empowers larger companies to experiment with the use of different types of spaces for its employees or for innovative new teams.

### Work Outside Tip: **Walk & Talks**

Try making your next one-on-one a “walk & talk.” It’s the perfect way to give feedback in a de-stressing environment, and walking together in a single direction helps form a common bond.



L.L.Bean  
**Be an  
Outsider**  
at work

## REMOTE VS. ONSITE: A HAPPY BALANCE

Studies show that working remotely does more than accommodate modern lifestyles. It can actually boost engagement, career development and happiness. In their State of the American Workplace Report, research firm Gallup found that **all employees who spend some time working remotely have higher engagement than those who don't work remotely at all.**<sup>7</sup>

This research also indicates that employees who spend 60-80% of their time offsite most strongly agree that their career engagement and development needs are being met.<sup>8</sup> And they're happier, too. A PricewaterhouseCoopers study found that **those who work from home at least one day per week are 48% more likely to rate their job a "10," on a 1-10 happiness scale.**<sup>9</sup>

These findings suggest that, when it comes to working remotely, balance is key to performance and satisfaction. Face-to-face interactions in physical locations still have a meaningful place, but those locations are being radically reshaped by this new dynamic of flexibility.



## BIOPHILIA & DESIGN: BRINGING THE OUTDOORS IN

With remote work decreasing the need for dedicated personal spaces, progressive, collaborative offices and co-working spaces are bringing the outdoors in, designing interiors to include plants, sunlight and fresh air, as well as “natural analogues,” surfaces and materials that mimic the natural environment.

Research overwhelmingly shows that exposure to natural elements indoors is genuinely good for our mental and physical well-being. A recent Harvard study showed that subjects in offices exposed to real nature (plants and views outside) and those wearing virtual reality headsets with images of nature both showed improved health and productivity outcomes over subjects who sat in environments with no exposure to nature.<sup>10</sup> Another study by the University of Oregon found that simply providing employees with a view of trees and landscape reduced the amount of sick time they took per year.<sup>11</sup> According to workplace designer Leigh Stringer, “Biophilic strategies used indoors are really just attempts to recreate the outdoors.”

### *See It At Work*

Today’s innovation leaders are redefining the corporate campus with sprawling green spaces and access to nature as core design principles.

#### *Amazon Spheres - Seattle, WA*

To inspire employees to “think and work differently,” Amazon took biophilic design to new heights. The company’s Spheres complex in Seattle houses full-grown trees native to the rainforest and a four-story “living wall” of plants inside its 90-foot glass domes. Within the workspace, there are no cubicles, desks or offices, just open gathering spaces steeped in plant life and bathed in natural light. There’s even a treehouse above the canopy. “It’s a place to meet a colleague, bring a recruit, hold a team meeting,” says lead horticulturalist Ron Gagliardo.<sup>12</sup>



*Apple Headquarters - Cupertino, CA*

Apple's "spaceship" headquarters earned its nickname for its ring structure that appears to have landed in a field. At the center of the ring? A private forest. To provide panoramic, unobstructed views of the outside, the structure is comprised of over 3,000 glass panels. Inside, glass "pods" take the place of traditional workspaces, designed to encourage collaboration.

In a Bloomberg article, Apple Chief Design Officer Jony Ive said, "The achievement is to make a building where so many people can connect and collaborate and walk and talk."<sup>13</sup> And the company is committed to more than just views of green space. In fact, the outside makes up 80% of the campus' design.



*ThinkGarden - Milan, Italy*

Conceived with the notion that "doing business is natural," Milan's ThinkGarden is a collaborative "creative lounge," designed to feel almost primordial. Biophilia informs nearly every facet of the space, from teeming plant life and printed wall coverings that mimic being in rows of trees, to non-repeating patterns, soft edges and furniture shaped like rocks.

According to lead design firm Fabrizio Pierandrei, the design gives "everyone the opportunity to isolate themselves from the hustle of the city without giving up its link to the world."

## WHATS KEEPING US IN: L.L.BEAN 2018 WORK AND THE OUTDOORS STUDY

The more companies know about the benefits of the outside, the more the outdoors is finding its way into the design of modern workspaces. But are these benefits motivating more of us to work outdoors? We conducted a nationwide study of full-time employees, aged 22-65, to better understand the people's desire to spend time outside and their attitudes toward using that time for work. Here's what we found.

### *Most Of Us Want To Be Outside More, Especially At Work*

Our research found that 87% of people enjoy the outdoors,<sup>14</sup> and nearly as many (86%) would like to spend more time outdoors during the workday.<sup>15</sup>

### *Work Is The Biggest Barrier To Time Outside*

Not surprisingly, 65% of people name their job as the main deterrent from spending time outdoors.<sup>16</sup> And even though nearly half (47%) of people would like to spend 2 or more hours of the workday outside, 88% spend less than an hour outdoors per day.<sup>17</sup> What is surprising, however, is that many people

avoid working outside not because of weather concerns, or technical limitations, but because of workplace culture. 56% felt that their colleagues and managers would perceive them negatively for taking some time to work outside.<sup>18</sup>

### *When We Get Outside At Work, It's Not To Do Work*

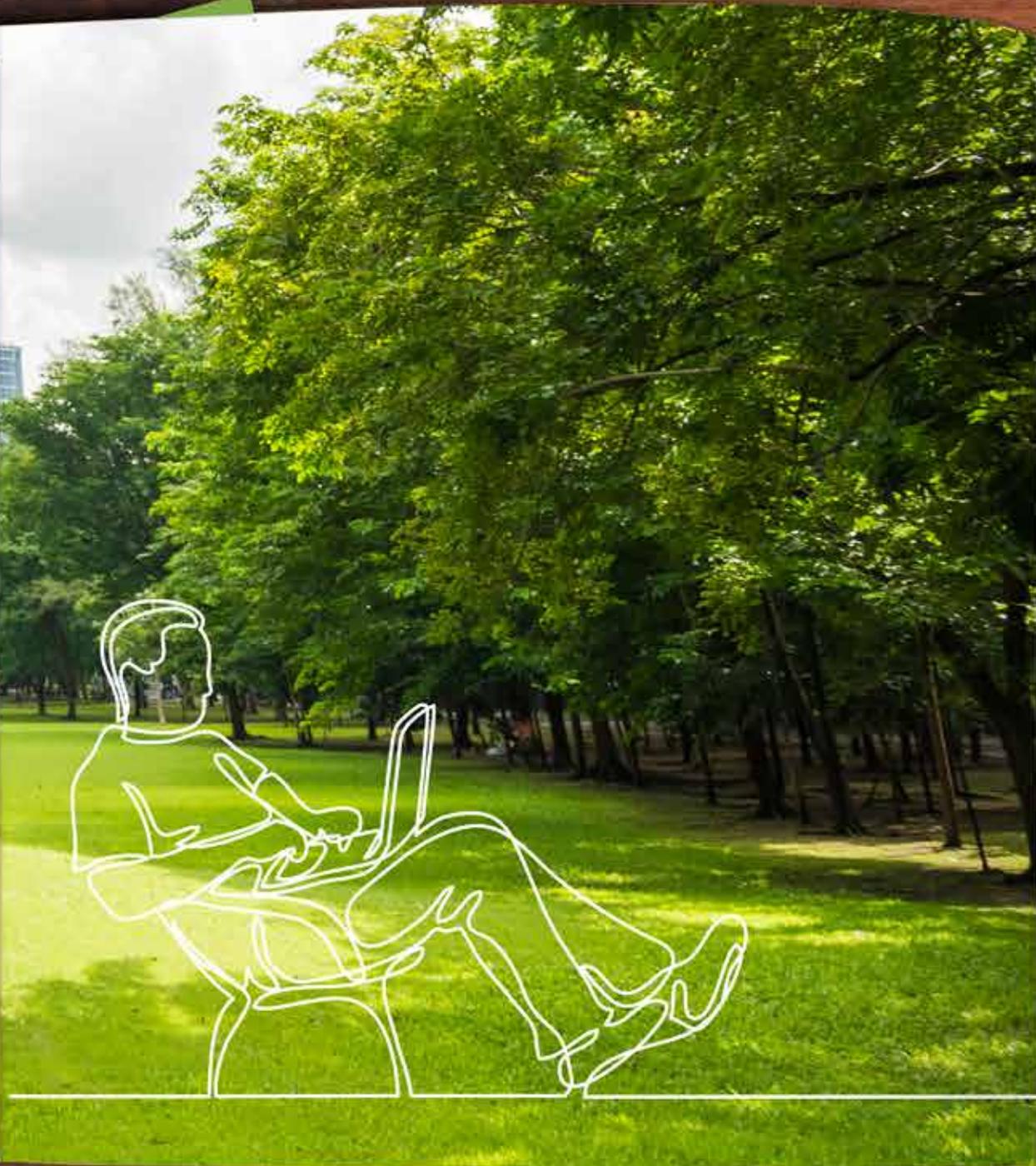
For most of us, when we do spend time outdoors at work, we aren't working. In fact, 92% of people only get outdoors for lunch or other breaks in the workday.<sup>19</sup> While taking a break to decompress outside is certainly beneficial, it doesn't make the most of the opportunities that actually doing work outside could bring to our productivity and creativity.

## Work Outside Tip: Weekly Check-outs

Regular check-ins are time for managers and employees, but too often their efficacy is compromised by office distractions. Being in nature can make us more open, talkative and focused on one another.



L.L.Bean  
Be an  
Outsider  
at work



## IT'S TIME TO OUTTHINK THE INDOOR OFFICE

Biophilic design—bringing nature and natural elements indoors—is an inspiring step in the right direction. But we think it's just the first phase. As we head into a new era of flexible, remote work, we can't help but see the potential for taking work out into the open air.

Our own workplace study demonstrates that the majority of people already see the emotional and physical benefits of see outside. 74% said it would improve their mood. 71% saw decreased stress as a potential benefit. 66% anticipate a boost to their health and wellness.<sup>20</sup>

And science is proving them right. The latest research into biophilia quantifies how being in nature can make us dramatically more productive, creative and happy. The outside has a way of bringing us together and making us feel more connected.

What if this shared joy of the outdoors was allowed to take root in our working lives? Would we become more collaborative, more empathetic and more social? As we put this knowledge of the outside to work, one thing becomes clear as day. It's

time to outthink the indoor office.

### **OUTSIDE, WE'RE MORE PRODUCTIVE**

Decades of research are making one thing very clear—being outside is very good for our physical and mental health. In the workplace, absenteeism, loss of focus and poor employee health are all major inhibitors to productivity. By working outside, even for short intervals, we could enhance our ability to work productively in a multitude of ways.

#### ***We Take Fewer Sick Days***

There is evidence that the simple act of being outside can lower our risk of illness and possibly even reverse the effects of disease. In Japan, the practice of “forest bathing,” or taking immersive walks in nature, has been shown to reduce the blood glucose levels of diabetics by 39.7%, more than with indoor exercise. The same study also discovered that certain forest trees emit organic compounds called phytoncides, and inhaling these compounds has been proven to decrease

**“We need the tonic of wildness.”**

**- Henry David Thoreau, American philosopher and poet**

blood pressure and improve immune system functions.<sup>21</sup>

In light of these benefits, the Japanese government has endorsed the practice and developed 48 therapy trails throughout the country.<sup>22</sup> At work, these physiological effects could have a major financial impact. According to 2010 US Department of Labor statistics, the annual absenteeism rate in the private sector is 3% per employee, which amounts to \$2,074 lost per employee per year due to workplace absences.<sup>23</sup>

Being outside at work could reduce absenteeism significantly. In a study of employees at a University of Oregon office building, those with a view of trees and the natural landscape took roughly 15% less sick time per year than those with no view of nature.<sup>24</sup> If just having a view of the outside could have such an effect, it's easy to imagine how being fully immersed in the outside could make the sky the limit for our productivity.



### ***We Think Clearer And Focus Better***

Modern offices, even thoughtfully designed ones, can be distracting.

Emails, ringing phones, overheard conversations and countless other notifications all vie for our attention at once. Researchers have found that these distractions don't just bring down our mood, they actually drain our brain



power—temporarily, at least.

In a University of California at Irvine study, researcher Gloria Marks measured the effects of interruptions on mental acuity. She found that the average office employee encounters a new distraction every 11 minutes, while it takes an average of 25 minutes to bounce back to the original task after an interruption.<sup>25</sup> In another study by Carnegie Mellon University, subjects who received an instant message during a cognitive skills test scored 20% lower than uninterrupted test subjects.<sup>26</sup> It's all too easy to think of these minor interruptions as being incidental to our performance when, in reality, the distractions of working indoors could be hindering our productivity.

Working outside in nature could be a powerful antidote to mental fatigue. Compared to the stimuli of urban environments, our brains respond differently to the sights and sounds of the natural world. Rather than weakening our focus, the stimuli of the outdoors actually strengthen it. Researchers call this the Attention Restoration Theory. Put forward by Stephen and Rachel Kaplan at the University of Michigan, **tests of this theory have produced some incredible findings.** **In one study, just an hour spent walking in nature improved participants attention spans and memory by 20%.<sup>27</sup>**

Walking in an urban environment did not produce the same results. This power of the outside to restore our focus lies in how the natural world affects our physiology. Biophilic elements stimulate the parasympathetic response, the parts of our nervous system that relax our heart rate and blood pressure and make us feel less stressed. Conversely, distracting environments like the workplace engage our sympathetic response, the part of our nervous system that stimulates cognitive function. Taking time to reconnect with nature reestablishes the body's natural balance of sympathetic and parasympathetic responses, relieving our stress and improving our concentration.

**“In every walk with nature one receives far more than one seeks.”**

**- John Muir, Scottish naturalist and philosopher**

What's more, while indoor “static nature” such as potted plants was shown to be good for focus, exposure to what Kaplan terms “dynamic nature”—running streams, trees swaying in the breeze—had the most positive effect. Bringing the outside in is beneficial, but it's no substitute for actually getting outside.

## Work Outside Tip: **Tech-Free Timeouts**

One way to get even more of a focus boost from the outside: leave the devices inside and connect offline.



L.L.Bean  
**Be an  
Outsider**  
at work

## Work Outside Tip: Outside, Optimized

Equipping your company's outdoor spaces with Wi-Fi, power outlets and anti-glare screens (and maybe an umbrella or two) will empower employees to see patios as more than break zones.



L.L.Bean  
**Be an  
Outsider**  
at work

## OUTSIDE, WE'RE MORE CREATIVE

In the knowledge-based economy, creativity is seen as an essential leadership skill.<sup>30</sup> In an IBM study of over 12,000 C-suite executives, respondents cited two capabilities as key to their success: a willingness to experiment and the ability to think and learn in more agile, flexible ways.<sup>31</sup> Could working outside give us a creative edge? Creative people throughout history have been drawn to the outdoors. Apple founder Steve Jobs famously did some of his most innovative thinking while on long walks. Charles Dickens is said to have walked 30 miles each day. Poet Mary Oliver is known for writing her poems while walking outdoors.

Countless other artists, writers and thinkers from ancient times to the modern era have found inspiration and creative vitality outside. In our nationwide study of full-time indoor employees, **we found that 77% of people are more like to do creative work outside than other types of work.**<sup>32</sup>

And the scientific community is starting to understand that the connection between nature and creativity is even stronger than we may have thought. If being outside is a potent therapy for mental fatigue, it's also a performance enhancer for our creativity and problem solving.

*We Have Better, Brighter Ideas. And More Of Them*

In a groundbreaking study, Stanford University researchers Marily Oppezzo and Daniel Schwartz measured the effects of walking on problem solving and idea generation. Participants who walked on a treadmill indoors experienced a 60% increase in creative output, a dramatic surge in their ability to generate ideas. And, once the outside was factored into the experiment, creativity shot skyward. Of all the variables tested, walking outdoors “produced the most novel and highest quality” ideas, with 81% of participants experiencing enhanced creative thinking.<sup>33</sup>

**“Whoever you are, no matter how lonely, the world offers itself to your imagination, calls to you like the wild geese, harsh and exciting—over and over announcing your place in the family of things.”**

- Mary Oliver, American poet

Suddenly, the way most of us brainstorm—seated in conference rooms—doesn’t seem like much of a storm at all. Could taking brainstorming and other creative work outside tap into a wellspring of unused creative potential? Would more of our bright ideas see the light of day if we did?

**Work Outside Tip:  
Blue Sky  
Brainstorm**

We generate more and better ideas outside.  
Try taking your brainstorm outdoors and watch  
the ideas pour forth.



L.L.Bean  
**Be an  
Outsider**  
at work™

*We Solve Problems Better*

Not everyone works in a creative field, and not every job requires the ability to generate large quantities of new, creative ideas. But most of us, in one way or another, need to solve problems at work. And, it turns out, being outside can also give our problem-solving skills a powerful boost.

In a 2012 University of Utah study, researcher David Strayer found that after hiking, participants were able to solve 47% more puzzles than participants who did not go on the hike.<sup>34</sup> Could we all fit a quick hike into our workday? We would love to. But, for those of us—most of us—who can't head for the hills on our lunch break, there's evidence that just walking at a normal, comfortable pace can help open up the creative pathways in our brains.<sup>35</sup>

**Work Outside Tip:  
Fresh Air Fridays**

77% of people regularly eat lunch at their desks. Taking perks like catered lunches into the fresh air and having regularly scheduled picnics will break the routine and make lunch breaks even more healthy and fulfilling.



L.L.Bean  
**Be an  
Outsider**  
at work

## OUTSIDE, WE'RE HAPPIER

The more we explore the upsides of spending working time outside, the more we see the possibility for something truly inspiring. By making us more productive, more focused, more creative and healthier, being an Outsider at work has the potential to make us genuinely happier. And that has the power to transform our lives beyond the workplace.

### *We're Less Anxious And More Mindful*

95% of people experience a decrease in stress when outside.<sup>37</sup> And science is starting to verify what practitioners of meditation have experienced for centuries—that being in nature promotes a state of mindfulness, an effortless attentiveness to the present moment. A Stanford University study found that a 90-minute walk in the outdoors reduced activity in the subgenual prefrontal cortex, a part of the brain linked with sadness and withdrawal, and rumination, an intensive fixation on negative thoughts and feelings associated with increased anxiety and depression risk.<sup>38</sup> In another study at Heriot-Watt University in Edinburgh, researchers monitored the brain activity of participants as they walked in and out of greenspace and found that meditation levels increased in the natural environment and decreased after leaving it.<sup>39</sup>

**“Mindfulness at work doesn’t just have the potential to make us better at our jobs, it can make us kinder and more thoughtful with our colleagues.”**

**- Leigh Stringer, workplace expert and bestselling author**

There’s even evidence that getting outside can help us have deeper, more restful sleep cycles,<sup>40</sup> and this has been shown to lower stress and reduce our risk of illness. It seems that while nature can ignite our imaginations and supercharge our cognition, its **stress-relieving properties can also brighten our mood and help us find our flow.**

***We Feel More Connected To Each Other***

It’s simple, but fundamental: nature is beautiful. And many of us go outside to share the experience of that beauty with others. Now, scientists are finding that the beauty of the outdoors can influence us to be more generous, trusting and open to human connection.

In a study at the University of California at Berkeley, researchers observed the impact of natural beauty on participants prosocial behavior, behavior that benefits others. After viewing scenes of nature, participants played two games, the Dictator Game and the Trust Game, designed to measure generosity and trustworthiness.

**Work Outside Tip:  
Brainwrite Outside**

“Brainwriting” is a rapid idea generation technique where participants rewrite and add to each other’s ideas. Pair it with the brain boost of the outside, and your next brainstorm could become a downpour.



LL Bean  
**Be an  
Outsider**  
at work

The results showed that the more beautiful the natural imagery participants were shown, the more generous and trustworthy they behaved.<sup>41</sup> Some companies use outdoor retreats for team building exercises. What if being outside part of an ordinary workday? The potential to become to become better collaborators, more generous leaders, and more close-knit as a team is inspiring.

**“Happiness is a matter of one’s most ordinary and everyday mode of consciousness being busy and lively and unconcerned with self.”**

**- Iris Murdoch, British philosopher and novelist**



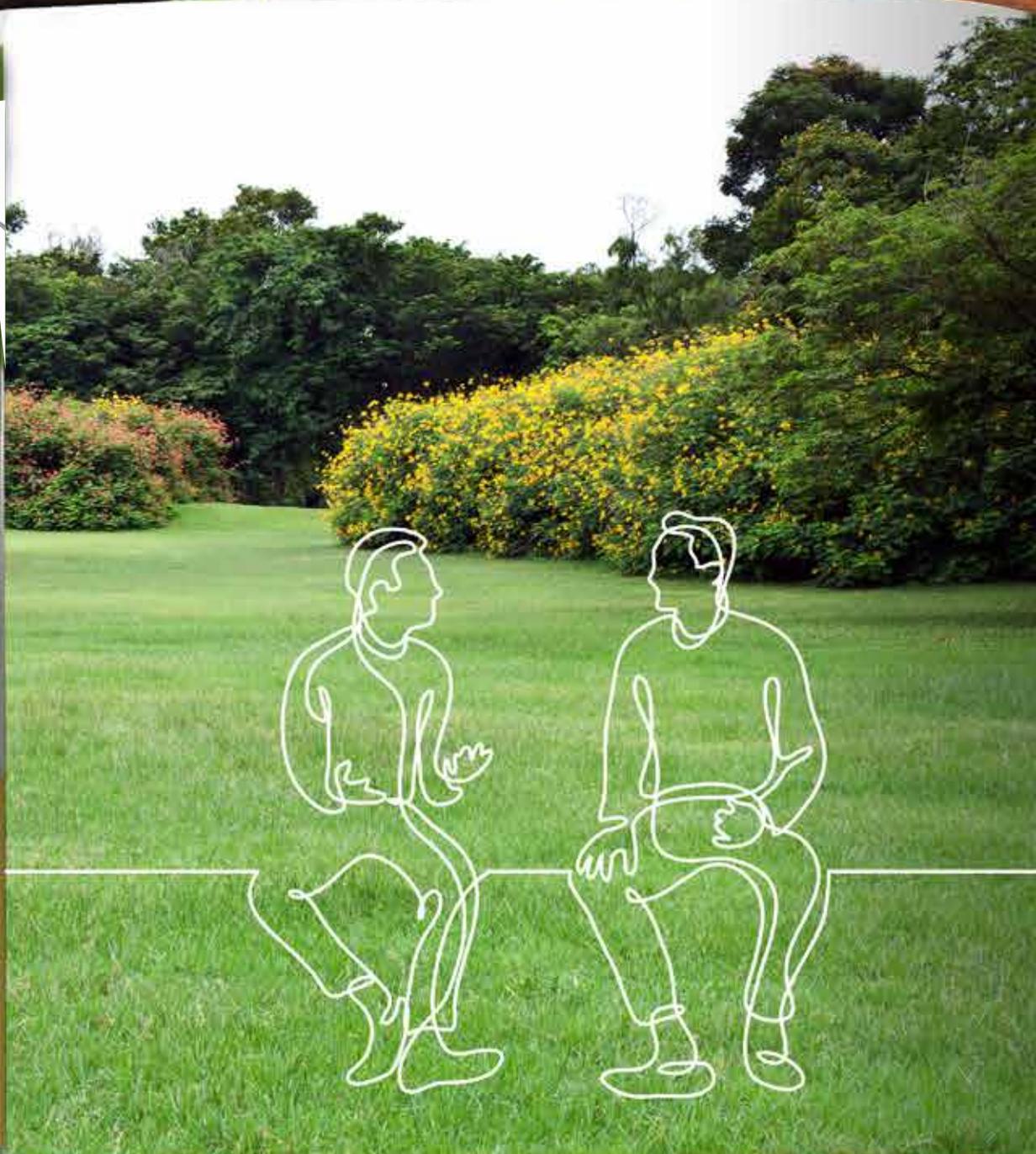
## LET'S GET THE OUTSIDE INTO WORK

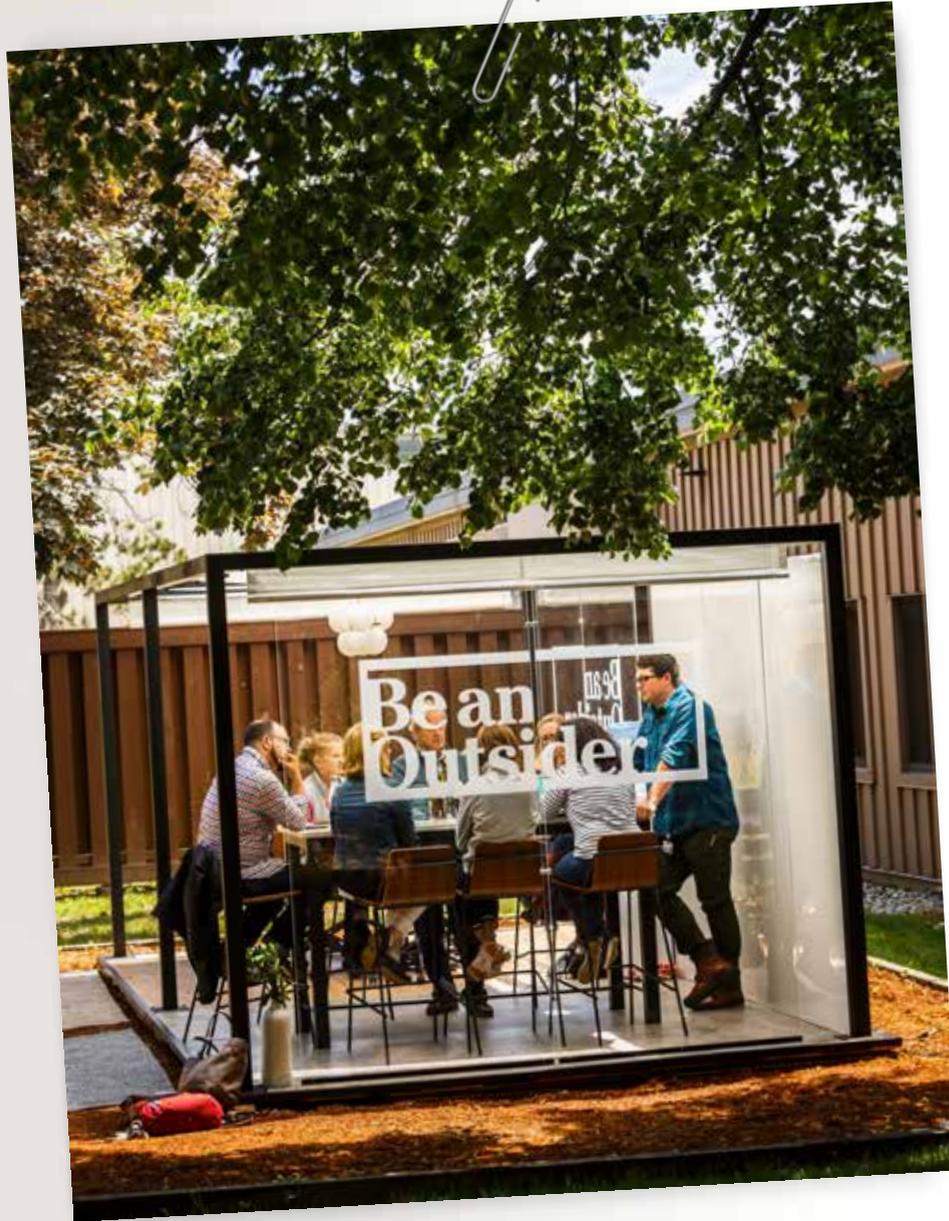
Just changing workplace attitudes could open up the outdoors for many people to work. 96% of employees support the idea of working outside more often, yet 56% are worried about the negative perceptions of managers and colleagues.<sup>43</sup> If more companies were made aware of the ways that working outside can cause productivity and employee happiness to flourish, more workers would feel empowered to get outdoors. "You need to change the culture first," says workplace expert and author Leigh Stringer, "And that starts with senior leaders participating and showing their support."

**"We share our customers' belief in the value of the outdoor experience—of the physical and spiritual rewards that come from participation in outdoor activities."**

**- Leon Gorman, chairman emeritus of L.L.Bean and grandson of Leon Leonwood Bean**

Simply making space available can also have a huge impact. Our study found that indoor employees are 40% more likely to work outside if they have access to outdoor space.<sup>44</sup> And by offering that space for work, employers can boost job satisfaction by as much as 19%.<sup>45</sup>





### THE WORLD'S FIRST OUTDOOR COWORKING SPACE

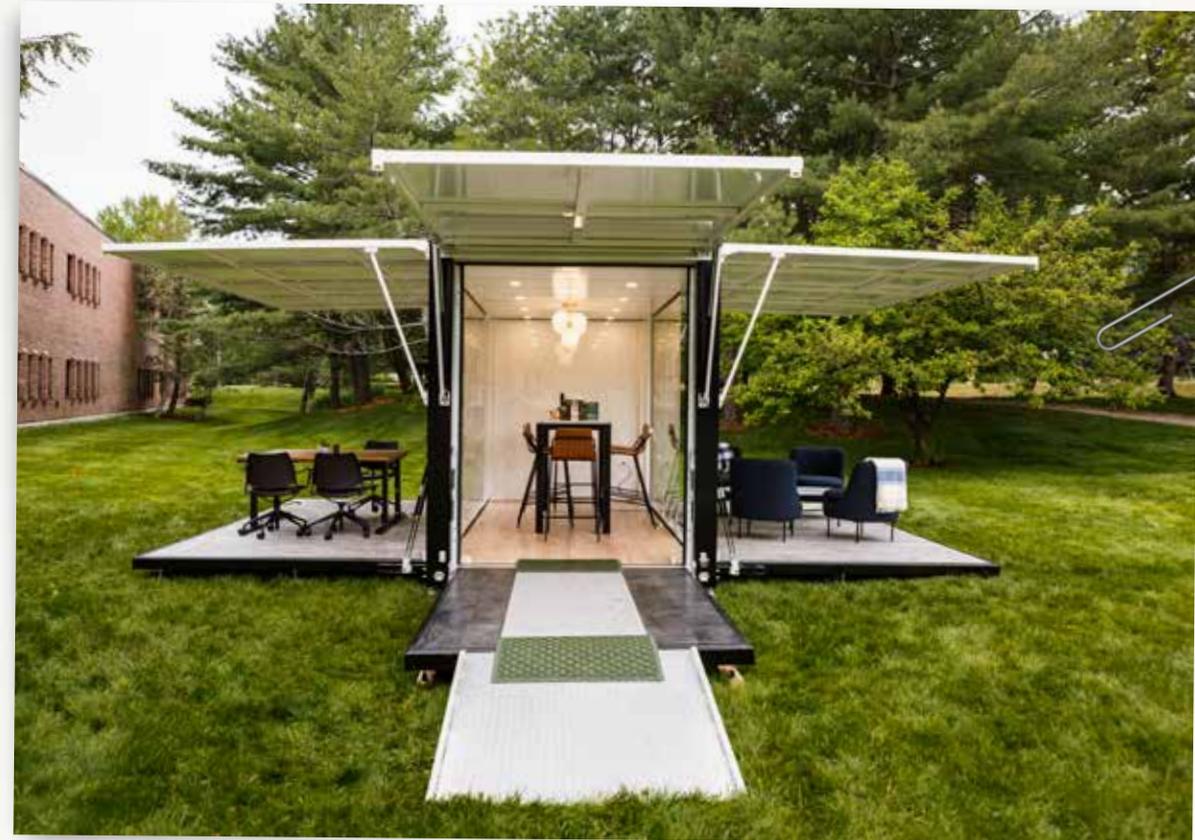
As Leigh Stringer puts it, “most of us would get outside, but we’re held back by inertia or a lack of planning.” To build momentum and inspire more people to be an Outsider at work, we’ve teamed up with coworking and flexible office space innovator Industrious to create the world’s first outdoor coworking space—for two days, right in the heart New York City—complete with outdoor Wi-Fi, charging stations, meeting spaces and even cycling desks for added activity. Now, we’re taking it on the road to Boston, Philadelphia, Madison, WI and our Freeport, ME headquarters to change the way people—including our own employees—work. “Incorporating elements of the outdoors—plants, fresh air and natural light—has always been a major part of how we design our interiors,” says Hodari, “And now, with L.L. Bean we’re thrilled to take it to the next level in creating a true outdoor workspace.”



## IF IT'S OUTSIDE, WE'RE ALL IN

This isn't about creating a brave, new world. This is about re-affirming the connection to the outside world that's inside all of us. It's not just about taking breaks, it's about breaking free to find the time to get outside for work—even for just a few minutes each day. Because it's all right there. Just through the front door of our workplaces.

Science—and the outdoors—are on our side. And we've already taken the first step. Come on out, and let's get to work.



## REFERENCES

1. John Spengler, Harvard School of Public Health.
2. L.L.Bean 2018 Work and the Outdoors Study.
3. The Intuit 2020 Report.
4. Same as above.
5. "Three Ways to Take Us to the Future of Working Together." Konica Minolta, workplacehub. koni-caminolta.com. August 2017.
6. Deskmag 2018 Coworking Survey.
7. Gallup 2017 State of the American Workplace Report.
8. Same as above.
9. "Work-life 3.0: Understand How We'll Work Next." PricewaterhouseCoopers. 2016.
10. Jie Yina,b, Shihao Zhua, Piers MacNaughtona, Joseph G. Allena, John D. Spenglera. Physiological and cognitive performance of exposure to biophilic indoor environment. Building and Environment. Vol. 132. March 2018.
11. "The Economics of Biophilia." Terrapin Bright Green, www.terrapinbrightgreen.com. 2012.
12. Welch, Craig. "See the Offices where Employees Can Work in a Tree House." <https://www.nationalgeographic.com>. Feb 2018.
13. Bergen, Mark. "Apple's New Spaceship Campus." www.bloomberg.com. Feb 2018.
14. L.L.Bean 2018 Work and the Outdoors Study.
15. L.L.Bean 2018 Work and the Outdoors Study. Q33
16. L.L.Bean 2018 Work and the Outdoors Study. Q29
17. L.L.Bean 2018 Work and the Outdoors Study. Q26

18. L.L.Bean 2018 Work and the Outdoors Study. Q30
19. L.L.Bean 2018 Work and the Outdoors Study. Q19
20. L.L.Bean 2018 Work and the Outdoors Study. Q24
21. Ohtsuka, Yoshinori. Shirin-Yoku effectively decreases blood glucose levels in diabetic patients. *International Journal of Biometeorology*. 1998.
22. "We are Wired to Be Outside: An Interview with Florence Williams." *National Geographic*.
23. "The Economics of Biophilia." *Terrapin Bright Green*. [www.terrabinbrightgreen.com](http://www.terrabinbrightgreen.com). 2012.
24. Same as above.
25. Mark, Gloria. *The Cost of Interrupted Work: More Speed and Stress*. Department of Informatics, University of California, Irvine.
26. Sullivan, Bob, Hugh Thompson. "Brain, Interrupted." *The New York Times*. May 3, 2013.
27. Berman, M. G., Jonides, J., & Kaplan, S. (2008). The cognitive benefits of interacting with nature. *Psychological Science*
28. "Are We Entering the Age of the Superworker?" *Konica Minolta*, [workplacehub.konicaminolta.com](http://workplacehub.konicaminolta.com). Feb 2017.
29. The Vitality Group, [www.vitalitygroup.com](http://www.vitalitygroup.com). May 2018.
30. Amabile, Theresa, Mukti Khaire, "Creativity and the Role of the Leader." *Harvard Business Review*. October 2008.
31. *Incumbents Strike Back: Insights from the Global C-suite Study*. IBM Institute for Business Value.
32. L.L.Bean 2018 Work and the Outdoors Study. Q28
33. Oppezzo, Marily, Daniel Schwartz. "Give Your Ideas Some Legs: the Positive Effect of Walking on Creative Thinking." *Journal of Experimental Psychology*, Vol. 40. 2014.

34. Strayer, David, Ruth Ann Atchley, Paul Atchley. Creativity in the Wild: Improving Creative Reasoning through Immersion in Natural Settings. Plos One, December 2012.
35. Oppezzo, Marily, Daniel Schwartz. "Give Your Ideas Some Legs: the Positive Effect of Walking on Creative Thinking." Journal of Experimental Psychology, Vol. 40. 2014.
36. Same as above.
37. Mind Journal, Oxford Academic.
38. Bratman, Gregory et al. Nature experience reduces rumination and subgenual prefrontal cortex activation. PNAS July 14, 2015.
39. Aspinall, Peter et al. The urban brain: analysing outdoor physical activity with mobile EEG. British Journal of Sports Medicine. March 06, 2013.
40. Wright, Kenneth, Andrew McHill et al. Entrainment of the Human Circadian Clock to the Natural Light-Dark Cycle. Current Biology. Vol. 23, Issue 16. 2013.
41. Zhang, J. An Occasion for Unselfing: Beautiful Nature Leads to Prosociality. Journal of Environmental Psychology. March 2014.
42. L.L.Bean 2018 Work and the Outdoors Study.
43. L.L.Bean 2018 Work and the Outdoors Study.
44. L.L.Bean 2018 Work and the Outdoors Study.
45. L.L.Bean 2018 Work and the Outdoors Study.

**Get In On The Movement.**

[BeAnOutsiderAtWork.com](http://BeAnOutsiderAtWork.com)

#BeanOutsider