



JUNO THERAPEUTICS

Scientific Workplace and Research Center



CHANGE THE PRACTICE OF MEDICINE.



"A cancer diagnosis makes you appreciate each day you are alive to a much greater extent. I think you folks at Juno have bought me a lot of extra days. So please continue to keep up the good work. This clinical trial participant really appreciates your efforts."

"I want to encourage you to come to work every day with an urgency of purpose. Don't do something just because that is the way it has always been done. Try to accomplish something significant everyday before you go home. Focus on progress and breakthroughs and eliminate anything that wastes time and slows you down."

There are millions of people just like me who are watching your progress and depending on you to help us as quickly as you can."

"I want to tell every single employee at Juno, if there are times when you say to yourself that your work is 'just a job', you are wrong. You are some of the very few lucky people that no matter what job you have, get to really make a difference in this world."

"I want you to understand the impact you have on the lives of those who are struggling with lymphoma in my case, finally taking that honeymoon with dolphins and planning my daughter's wedding."

"Because of the work you do, our stories don't end here. We keep living our lives."

mission driven

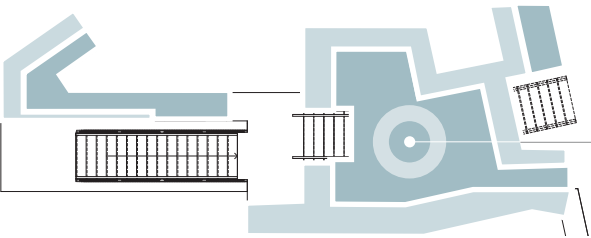
"A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history."

MAHATMA GANDHI

inspiring great minds to cure cancer

Juno Therapeutics believes that they can engineer the cells within our immune system to eradicate cancer and other serious diseases. It is this faith, along with their tireless commitment to their patients, that sets Juno apart. Selected to design their new workplace and research center, our team at Flad Architects felt the same sense of urgency to help Juno deliver successful products to patients.

Every design decision we made was in service of helping these extraordinary people achieve their mission, to change medicine for good.



The stair platforms offer unique ways to socialize on every floor.





PROJECT NAME
Workplace and Research Center

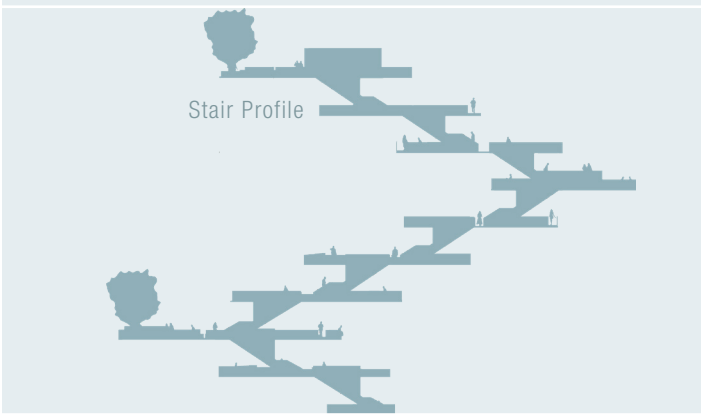
CLIENT
Juno Therapeutics

LOCATION
South Lake Union, Seattle, WA



VALUES
Think Big. Be Brave. Deliver.

MISSION
To revolutionize medicine through cellular immunotherapies, transforming the lives of patients with cancer and other serious diseases.



85%
Collaborative Space

SPATIAL
PROGRAM

| | |
|----------------------|------------|
| Specialized Research | 5,497 NSF |
| Open Office | 66,817 NSF |
| Flexible Research | 27,198 NSF |
| Amenity Space | 40,032 NSF |
| Teamwork | 25,862 NSF |

| PROGRAM COMPONENTS | | |
|--------------------|---------|-----|
| Building Support | 32,526 | GSF |
| Circulation | 31,530 | GSF |
| Lab Support | 11,399 | GSF |
| Research | 32,695 | GSF |
| Open Office | 66,817 | GSF |
| Amenity Space | 40,032 | GSF |
| Teamwork | 25,862 | GSF |
| Total | 240,861 | GSF |



ENABLING GROWTH AND COMMERCIALIZATION

This project was born during a time of rapid expansion as the company grew through new acquisitions, partnerships, and talent. This time also marks their migration from a Seattle pioneer to a fully integrated biopharmaceutical company.

During the initial visioning phase, Flad helped Juno properly forecast their regional growth. Their population was expected to triple within 18 months, including the addition of an entirely new commercialization group. In response to this growth, an interchangeable workplace

design was configured to flex and accommodate large numbers of new talent. It can also easily adapt to future research demands that evolve through clinical trials, FDA approval, and commercialization.





BALANCING CULTURE IN A TIME OF CHANGE

Flad spent considerable time investigating aspects of the design that could maintain interdisciplinary connections among employees, the foundation of Juno's culture and values.

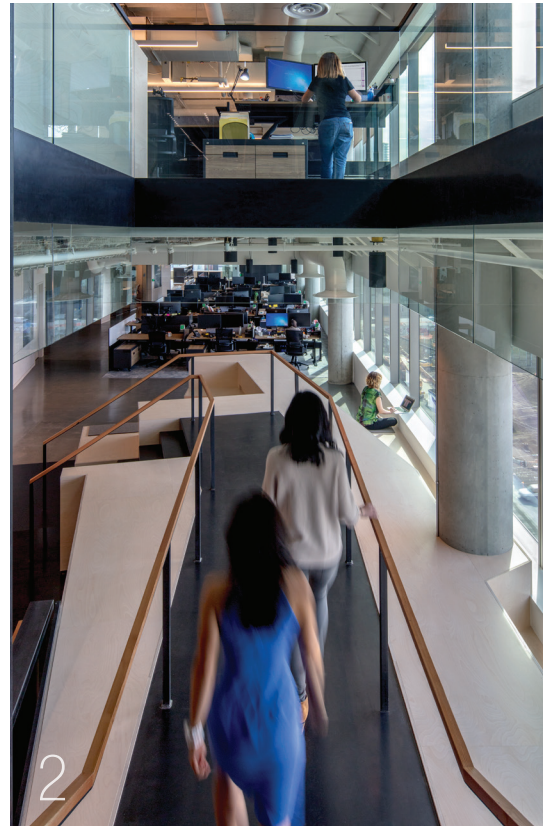
The subsequent design features offer holistic transparency with immediate visual access to displayed patient results, scientific discoveries, and high-level research decisions without halting workflows.

The interactive transition from workplace to wet and dry lab zones promotes an ease of working with others to answer questions, gain insights, solve problems, or redirect efforts without losing momentum.



playing to win

During our initial visioning and programming efforts, Juno was bursting out of their existing space and forced into three locations. By shaping critical goals at this stage of the project, we provided a reliable compass for decision making throughout the project, while helping researchers imagine a future filled with connection, celebration, and innovation.



workplace goals

- 1 | **Culture and Communication**
Align relationships and experiences that promote connection, creativity, and focus to cure cancer
- 2 | **Growth and Change**
Facilitate mobility, scalability, cross-functional adjacencies, and agile workflows
- 3 | **Outreach and Technology**
Ease interaction, facilitate mobility, and promote new discoveries that change medicine for good
- 4 | **Fiscal and Spatial Fitness**
Deliver a high-performance, cost-effective design that enables one's highest potential
- 5 | **Regeneration**
Inspire purpose, courage, and optimism while promoting wellness and enhancing life



design opportunity

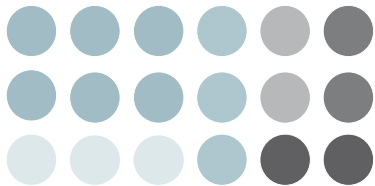
“It’s a privilege to work in the environment Flad created. It brings joy to our team. It creates a sense of pride and reinforces many of our cultural values. I hope you know your creation is helping us achieve our mission.”

HANS BISHOP, FORMER PRESIDENT AND CEO

fighting fire with fire

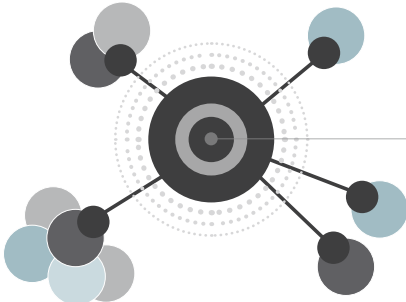
One of the most memorable experiences we had as a team on this project was learning about the science behind Juno's Car T cell therapy. This idea that you can use something as grave as an HIV virus to carry a genetically modified T cell back to its owner to then systematically assassinate cancer cells is powerful.

Pioneering new science requires team play organized around a problem versus a department. Juno has taken this to the next level by encouraging problem-based research clusters.



Typical lab
BEFORE

AFTER
Juno problem-based lab





the body, the virus, the cure

The body concept provides a serene, open, and powerful work space that intuitively guides you through a series of interwoven programs across each floor; it is the glue that holds these programs together. This part of the design celebrates not only the work but the patients and the people who make it possible.

The virus concept is inspired by the process of using a disabled, modified HIV virus that transmits genetic material into a T cell. This programmed T cell then targets and destroys cancer cells without the need for chemotherapy or radiation. Our design captures this within the Kanban wall, which facilitates rapid, interactive brainstorming using writable surfaces, standing tables, and dream mapping. Much like the HIV virus disrupts the way a cell interacts with cancer, the disruption wall is designed to help people think beyond barriers associated with known factors, allowing new thought processes to emerge.

The cure concept is woven throughout the building as conferencing and social zones. These areas are the drivers behind generating hope, whether teams are rolling up their sleeves and solving immediate problems, connecting over success stories, or implementing novel ideas within the labs.



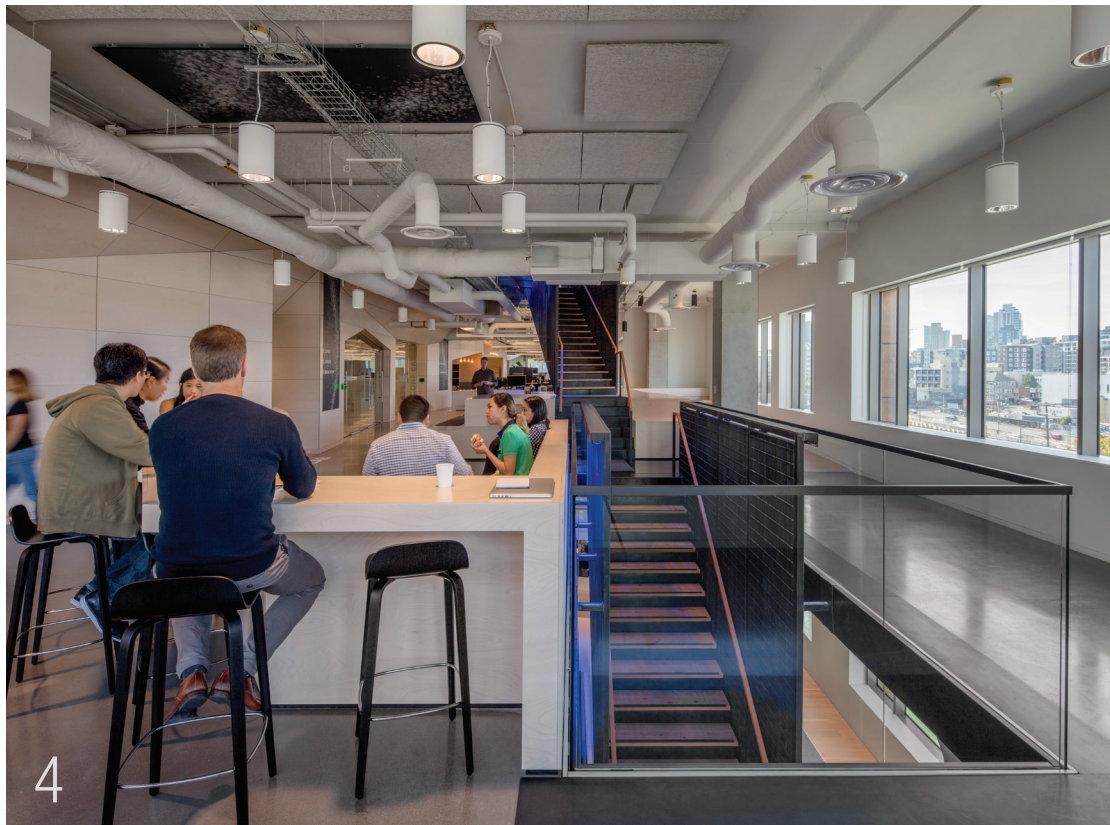
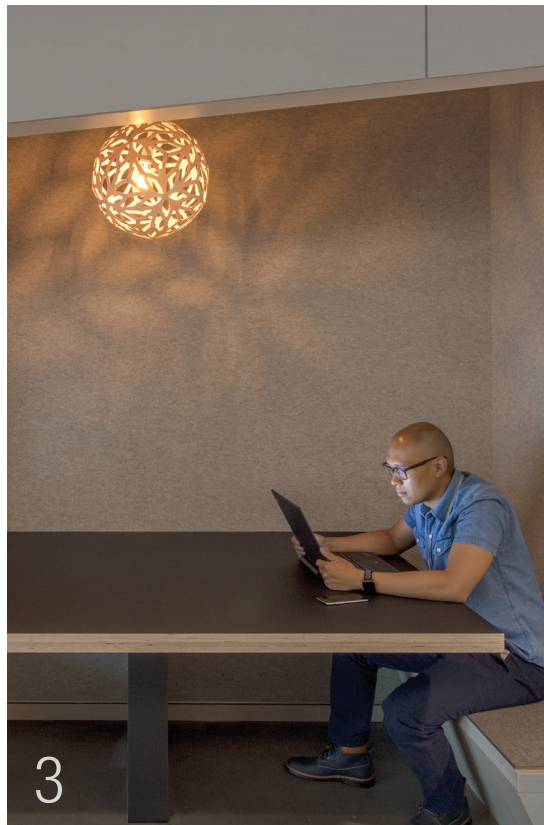
THE POWER OF PURPOSE

The management group at Juno is focused on helping their teams find personal meaning in their work. With that in mind, we developed bold graphics, strategic adjacencies, and intersecting footpaths that speak

directly to Juno's values — think big, be brave, deliver. Intuitive wayfinding leads users through branded cues that shift and evolve across each level and from one floor to the next. No two floors are alike, and yet each

naturally guides individuals to their designated station, allowing them to focus on emerging ideas rather than getting distracted by wayfinding.





a day in the life

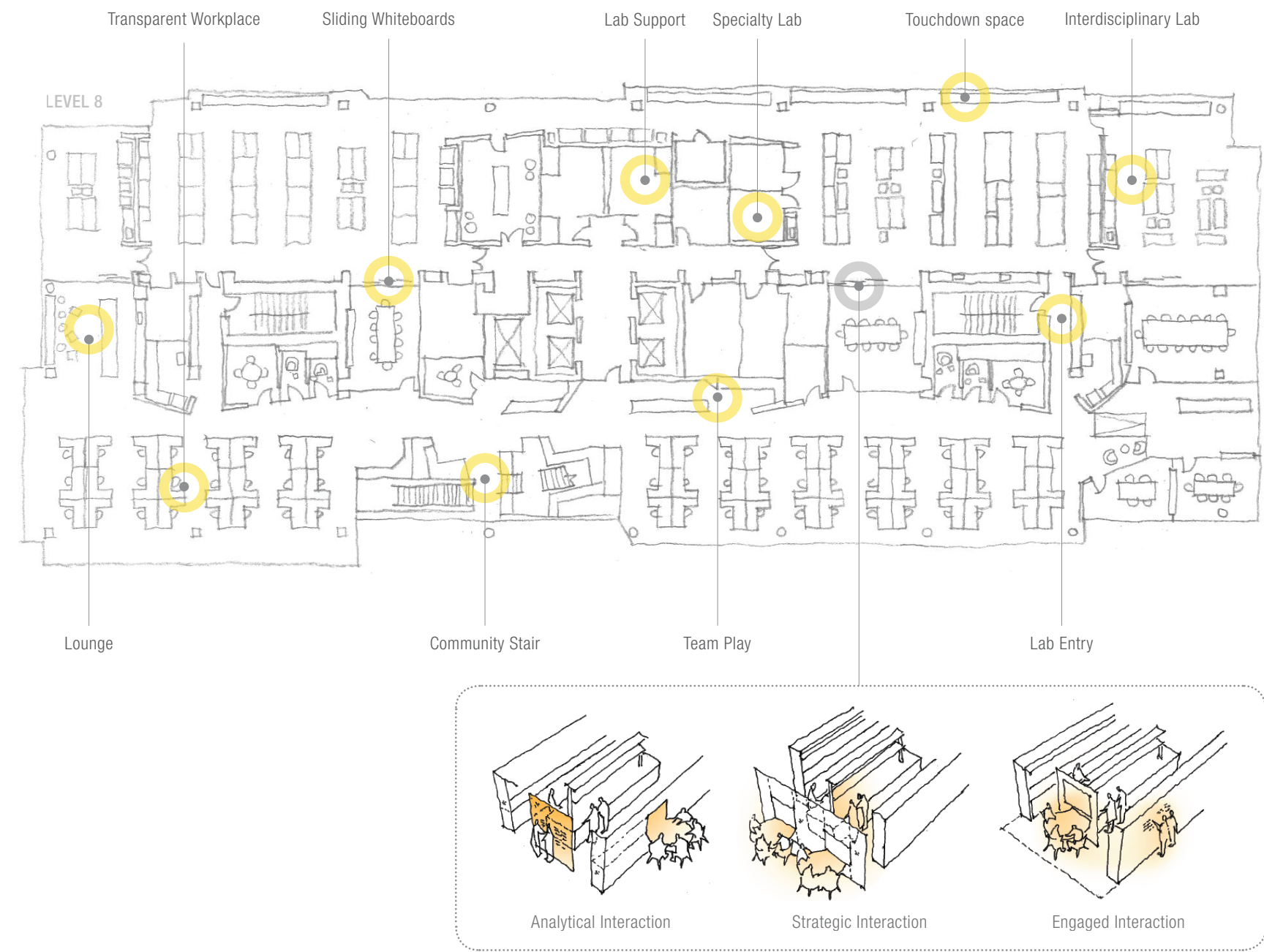
- 1 | **Problem Solving**
Identify the right experiment and methodically test solutions, adjust variables to gain new outcomes.
- 2 | **Drive Disruption and Connection**
Partner with teams to report research progress and group-think how to address new learned insights.
- 3 | **Data Analysis**
Collect, organize, and visualize data, draw connections between variables, and leverage tools outside the lab.
- 4 | **Knowledge Sharing**
Utilize transparency to interrupt normative thought patterns and generate or share ideas through formal and informal interactions.
- 5 | **Encourage Celebration**
Recognize success to build solidarity, strengthen teamwork, and work beyond immediate goals.

CHALLENGING THE STATUS QUO

Juno hires the most dedicated people in their field who also possess that rare gift of humility, passion, and intelligence. It was clear that we needed to design a space that attracts and cultivates lifelong

learners, pushing them to reach beyond their perceived limitations. Our solution delivers a flexible menu of spaces that can be customized to meet the shifting needs of everyone's state-of-work and state-of-mind.

The new center can flex around shifting workflows, accelerating Juno's ability to respond to new discoveries, delivering powerful breakthroughs.

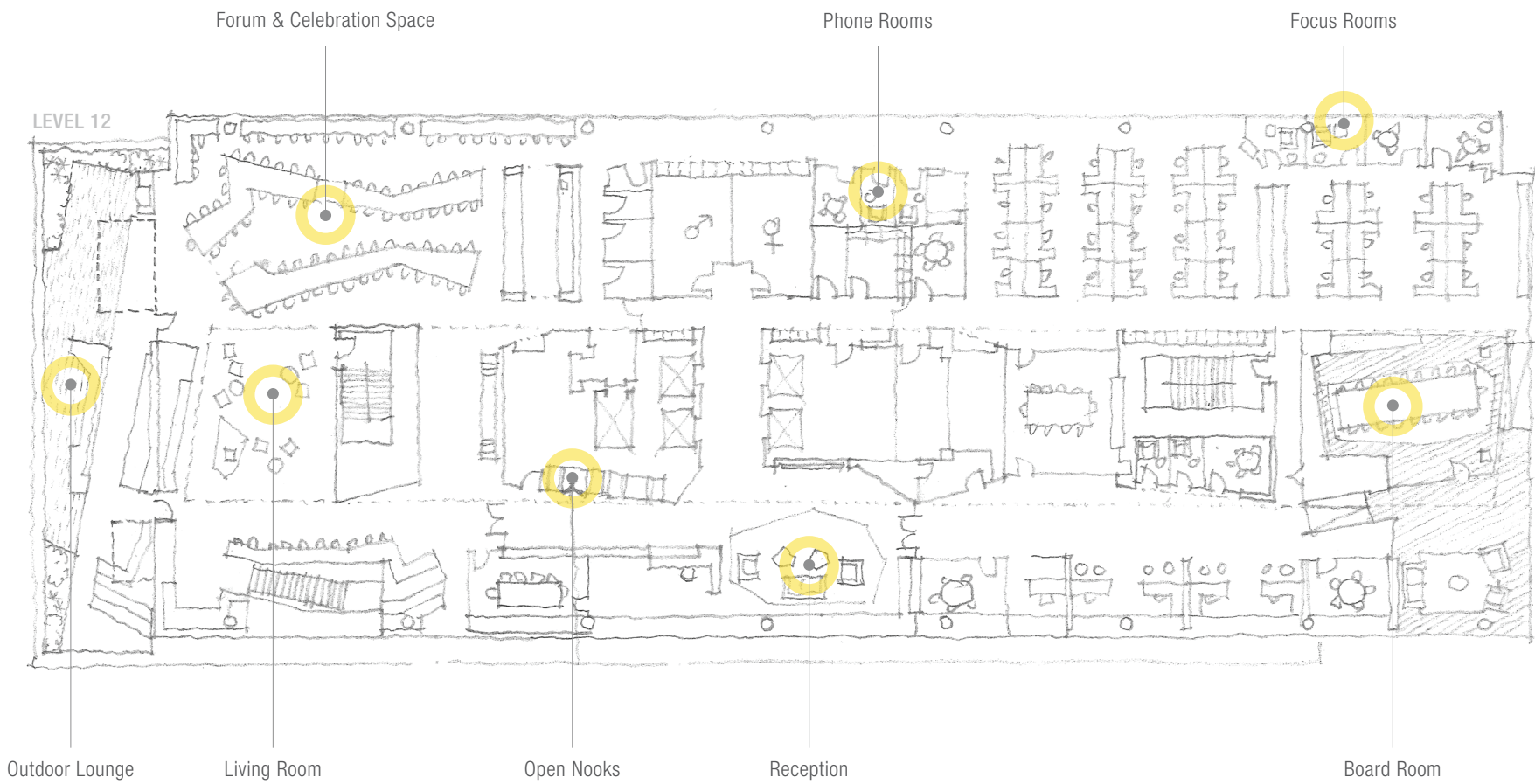


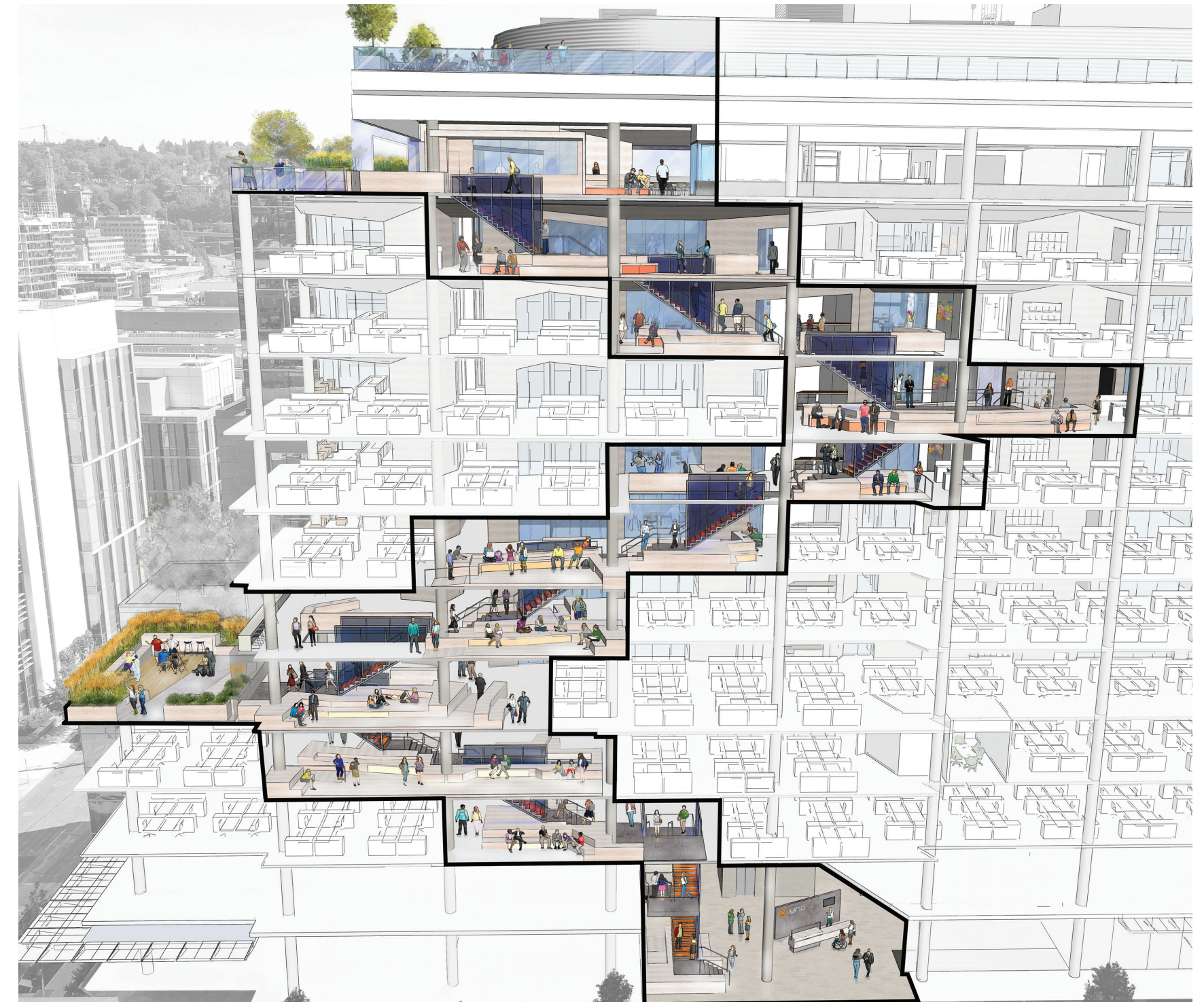
VERTICAL NEIGHBORHOODS

Moving three different communities from three disparate locations, combined with the forecasted growth in population, contributed to Juno's concern for preserving their culture.

The design we employed creates an incentive to move between floors with the primary promise of leveraging valuable relationships without losing time or energy — thus unifying these once separated communities.

Abundant light and sweeping views naturally pull people together, fostering more conversations throughout the day and activating vertical and horizontal pathways that loop between workplace, social, and research settings.





STAGING A CULTURAL REVIVAL

Set within the Pacific Northwest, home to the largest number of waterfalls in North America, this setting is designed to pioneer new science through disruptive thinking. The cascading stair emulates the enchanting waterfalls of the North Cascades and is arguably the

most critical design feature in the building. Each section flows into a landing pool within the adjoining floor. These pools are anchored by the Kanban wall, which winds through each floor like a river. Small Kanban eddies invite rapid work sessions marked by

custom-built, sliding whiteboards along the walls. The overall experience activates culture and empowers individual potential through transparency, ideation, and social gathering. The open stair design provides visual reminders of others and their work at every angle.



working together

“Flad worked with great resiliency through rapid growth, providing design solutions that enhanced our brand and enabled us to address the demands of evolving research.”

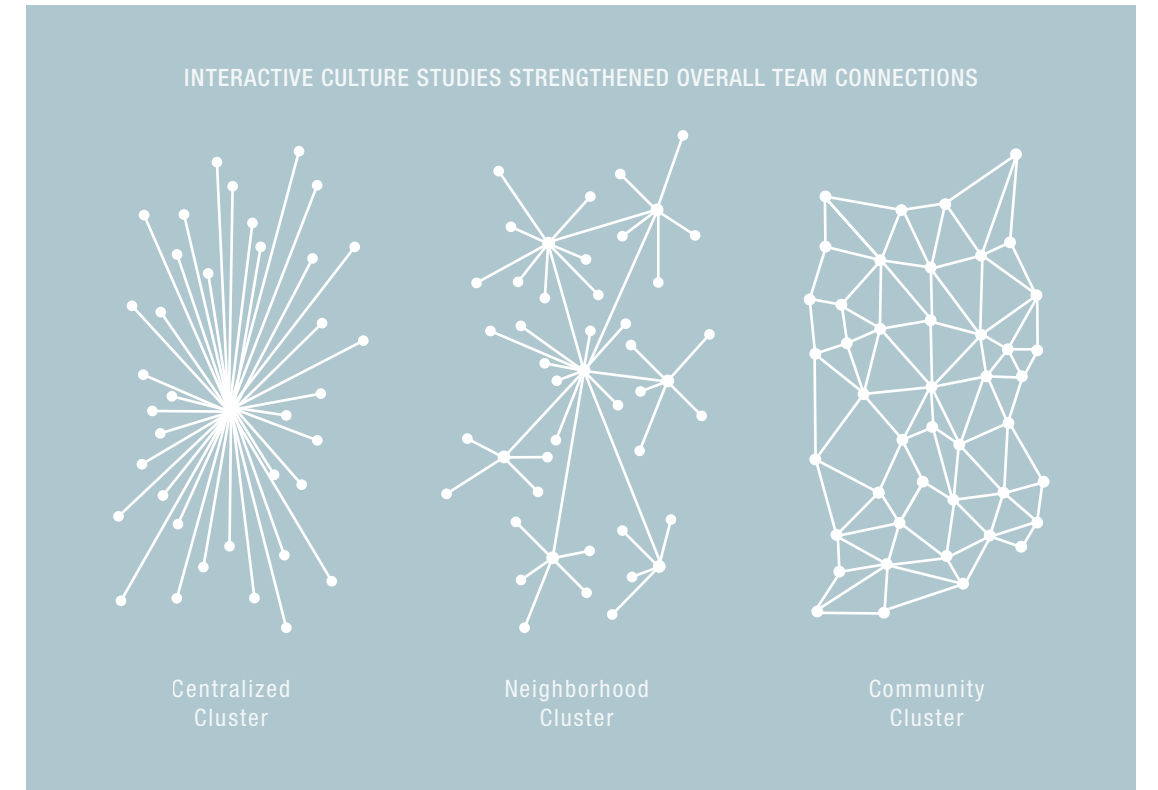
ELIZABETH SMITH, FORMER SR VP, QUALITY ASSURANCE



high-performance teams

“The project was born of the values Juno sought to establish in medicine and in their company structure. This gave the project its true north and there were very few days and moments spent wondering what we needed to design to serve the vision. Beyond this, the team that produced the work was smart and engaged, which made the project a joy to work on.”

BEN DE RUBERTIS, DESIGN PRINCIPAL



“I was truly inspired by Juno leadership and the platform they had built for their future: an absolute dedication to the health of their patients, their vision for transformational change in delivering personalized medicine, and their commitment to one another to make it all happen. We leveraged all three in generating the ideas that would spur their approach and sustain their culture through their rapid expansion. It was terrific fun.”

BRAD LEATHLEY, PRINCIPAL



DEFINING THE RIGHT PROBLEM

Flad developed a process that would maintain Juno’s organizational culture by creating resilience, accommodating rapid change, and establishing a clear path to achieve their mission. Our process established a broader reach for listening and creating understanding

across all employees, representing every aspect of the company. This strengthened the notion that employees can shape their future through teamwork. In breakout meetings with various groups, we were able to reference feedback and point to certain aspects of the

plan that served to respond to the priorities that were born out of digital survey responses. This streamlined our approach to design by allowing the team to dedicate more hours on the features that would ultimately make the most difference to everyone.

1 CHEMISTRY TEST

We worked as a collective, mirroring Juno’s internal efforts to build high-performance teams, by having deeper conversations with key leadership around their ambitions, values, and measures of success.



2 DISCOVERY

We asked the right questions up front, which framed the right problem. This provided a compass for every design decision that followed. It also created thoughtful reasoning behind new considerations and helped us prioritize unanticipated changes.



3 DEEP DIVE

We used digital surveys to dive deeper into the aspects of daily activities, social tribes, and physical ambiance that would make this place unique. We quickly received detailed data in a safe, anonymous, and receptive platform.

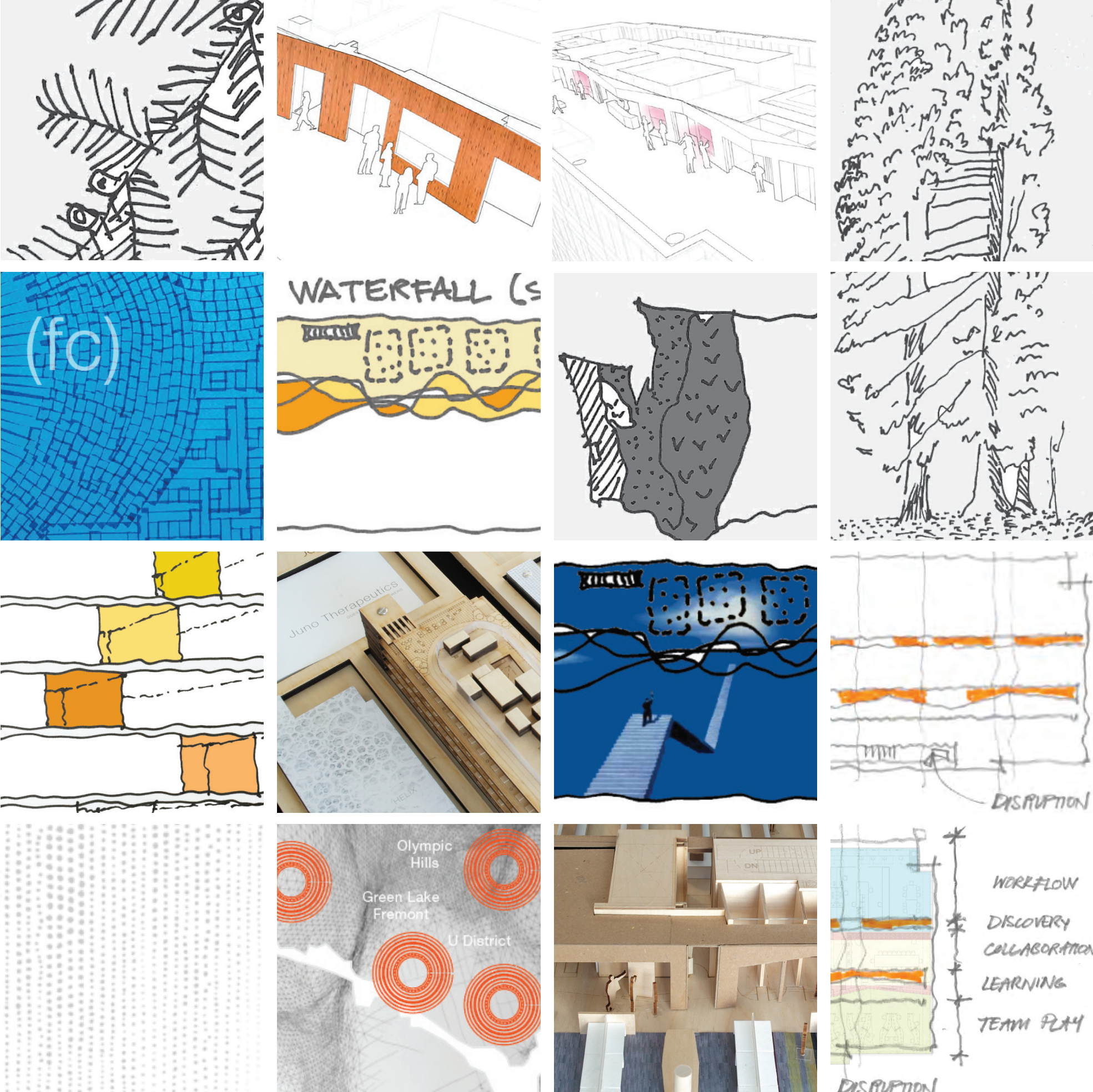


4 IDEAS

A sense of identity was translated into three early concepts that mirrored dynamic day-in-the-life activities for different types of employees and reinforced our client’s future vision. The waterfall concept remains a prominent part of the current design.



Adjacent images represent early visualizations of ideas found within step four of our process





APPLAUDING JUNO’S MOST PRIZED ASSET: THEIR PEOPLE

Reflection, an essential thinking tool, is often referred to as metacognition. Reflection helps us retreat from current thought patterns, generate fresh insights, and pioneer new discoveries.

Designing moments of respite and reflection are often overlooked as inefficiencies. Juno understood that these moments are essential to the workforce and should be celebrated. We carved out nooks for reflection

throughout the new center to ensure users could leverage this way of thinking. These areas of reflection accommodate individuals, small teams, and large groups of people.

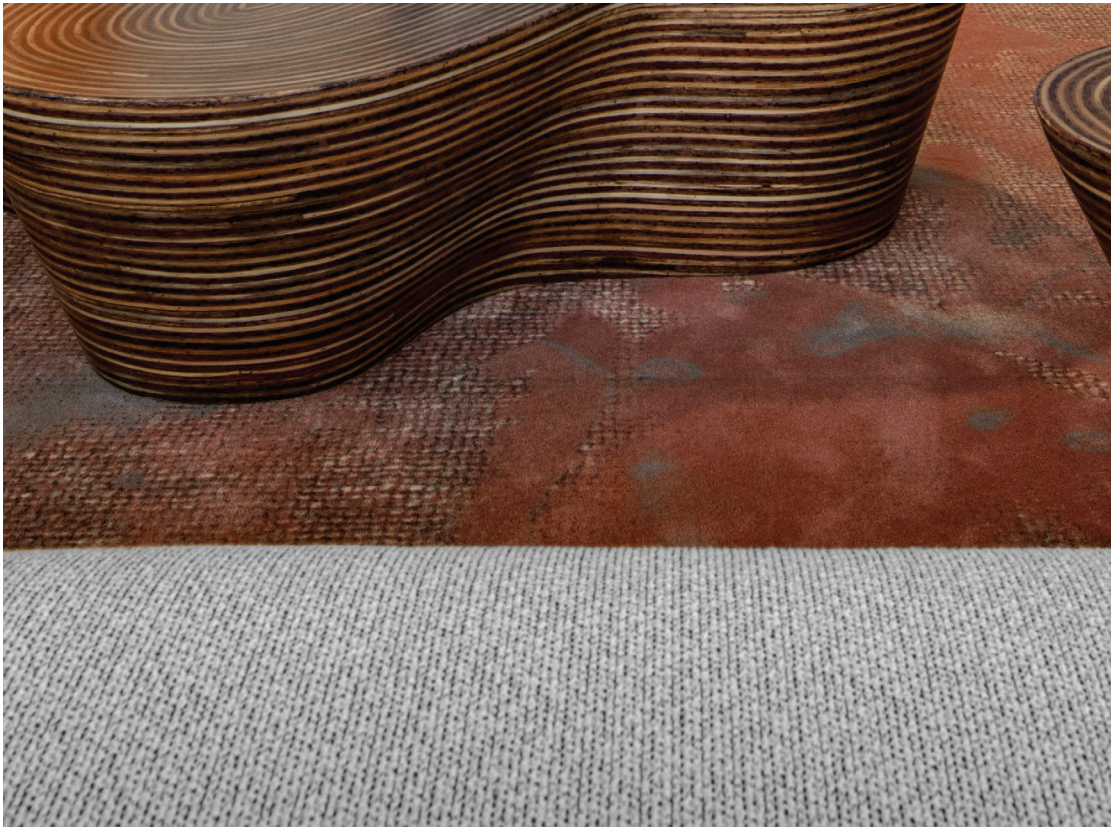




a positive impact

"We are helping Juno make a measurable, lasting impact on science, medicine, and the lives of countless patients."

BRAD LEATHLEY, PRINCIPAL



art-infused stewardship

We blended a soft neutral palette with a branded orange and gray palette, while adding deeper shades of amber and blue found in the surrounding forests and nearby waterways.

Nature-inspired materials of whitewashed birch panels reflect the snow-tipped peaks of the Olympic and Cascade mountains, while soft felted wool acts as an inviting character that welcomes each user into a warm setting.

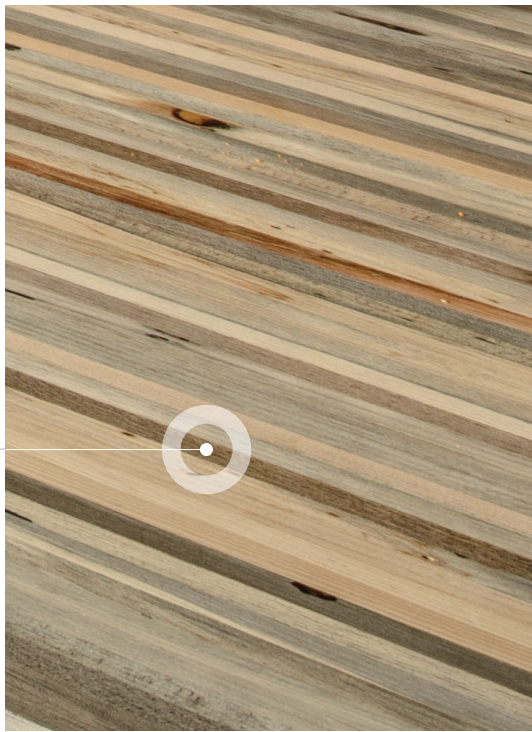
The team relied heavily on local and renewable sources for all materials, which celebrates the authentic nature of Juno's culture, a sincerity that continues to flourish in the face of dynamic growth and agile research cycles.

Custom conference room table legs are sculpted from metal panels that bend in a way that is not only beautiful but more structurally sound, mimicking the way researchers bend T cells to fight cancer.



a platform for community

As we began to explore the neighborhood of Juno, we incorporated a welcome center where people can connect, learn, be inspired, and contribute to Juno's mission. The entire floor can flex to accommodate a variety of audiences and host large public education forums surrounded by sweeping views of Puget Sound, Lake Union, and the Olympic Mountains. By opening their space to new audiences, researchers can capitalize on the visible nature their campus has within the framework of the city and share the immediate impact their work has on patients, the life science community, and global health.



Beetle Kill Pine is harvested up to five years after a tree has fallen. Using this material helps prevent deforestation, and delivers a stronger, moisture-resistant surface.

recognition

Juno Therapeutics
Hans Bishop, President & CEO
Geoff Quinn, Director of Facilities
Liz Smith, Sr VP, Regulatory & Quality
Robin Andrulevich, Sr VP, People
Dr. Steve Harr, CFO & Head of Corporate Development
Andy Walker, PhD, Sr VP, Manufacturing
Pascal Beauchesne, Principal Scientist
Semih Tareen, Director, Gene Engineering & Delivery
Valerie Odegard, VP Research
Christopher Williams, VP Communications

Westlake Consulting Group
Eric Westover, Construction Manager

Flad Architects
Brad Leathley
Ben de Rubertis
David Bryant
Sandi Harder
Annette Jannotta
Arnold Altuna
Connie Zheng
Brett Thevenote
Geraldo Manzanares
Kim Drake

Consultants
KPFF, Structural
PSF Engineering, Mechanical & Plumbing
Case Engineering, Electrical

Interior Partners
Skanska, Contractor, Tenant Improvements

Shell & Core Partners
Alexandria Real Estate Equities, Inc., Owner
BNBuilders, Contractor
CollinsWoerman, Exterior Architect

Awards
IIDA InHealth Award, 2018







Juno Therapeutics
Scientific Workplace + Research Center

Flad