**Keenan, J.M. (2015). From sustainability to adaptation and back:
Goldman Sach's corporate real estate strategy.
*Building Research & Information.***

DOI: 10.1080/09613218.2016.1085260

SUPPLEMENTAL FILE

APPENDIX A: Supplemental methods for interview selection and process

The selection process for internal interviews was based on an initial interview with the Global Head of CSRE and his senior staff who collectively identified a first round of potential interviewees. Upon review of the organizational hierarchy of the CSRE division and the firm, subsequent interviewees were identified for an initial round of interviews. Subsequent interviewees were selected based on their identification within initial rounds of interviews. On a few occasions, casual interaction with interviewees or employees not subject to a formal interview resulted in the identification of persons who either provided some data or submitted to a semi- or un-structured interview. No employee requested to speak "off-the-record" on a specific topic or in general. When the researcher deemed appropriate, interviewees were made aware of the fact that their response to questions were on-the-record. No interviewee requested to retract their statements. In some circumstances, the interviews were recorded with an audio device in addition to being memorialized by handwritten notes. No interviewees declined to be recorded. In terms of order, the initial and concluding rounds of interviews were with the most senior members of the CSRE. The intent was to identify policies and protocols which were an outcome of executive directives or were broadly applicable across CSRE or the firm. Specific to the latter, subsequent interviews with subordinates attempted to provide greater details as to the intent, application, execution and success or failure of these broader more general policies. In later stage interviews, the research propositions and the theoretical framework were recited to the interviewees and their interpretations were solicited. In some cases, this discussion led to the identity of either additional questions with known individuals or the identity of unknown individuals.

Prepared questions varied depending on the job title, expertise and level of engagement of each interviewee. However, basic questions were uniformly asked with regard to years of service, professional expertise, identification of various positions and projects undertaken within the firm, attributes of firm culture, personal knowledge (including the interpreted logics thereof) of the development of the firm wide CRE strategies and the development history of the GSHQ. In nearly all of the initial round of interviews, prepared questions were submitted to the interviewee prior to the interview. However, this was done as a courtesy to help prepare the interviewee and was not at the request of GS. Therefore, it should be noted that GS did not

exercise any intent to shape, influence or edit any of the questions. No topics were deemed off limits; however, in rare cases, interviewees did highlight specific data points which were likely to be proprietary or subject to some legal obligation to maintain confidentiality or non-disclosure. Very often, spontaneously composed questions asked the interviewee to separate their interpretation of corporate reasoning from their personal reasoning and experience—and vice versa. In the event that an interviewee made reference to a specific document or material data source that was not available at the time of the interview, these documents were collected and distributed via an online data management platform which the researcher was given access to.

All interviewees were questioned about their working knowledge of the meanings and applications of the concepts of resilience, adaptation and mitigation. Likewise, inquiries were specifically made about sustainability as a larger corporate mission and how that mission translated to everyday design, planning and development. In the event that the interviewee was able to communicate a working knowledge of these concepts, they were asked to provide concrete examples and to evaluate the success or failure of the outcomes, as well as to the extent to which successes or failures were attributed to be intentional or otherwise circumstantial. With few exceptions, only the most senior management and select professionals in facilities and engineering had consistent working definitions and applied frameworks for the concepts evaluated herein. The answers to these questions not only helped triangulate the veracity of the data collected but also provided valuable insight into the mechanics, processes, hierarchy and culture of the firm. As it was deemed important to understand intraorganizational communication and capacities, interviewees with specific expertise were questioned about practices outside of their organizational unit or area of professional practice. Likewise, they were asked to evaluate actual or hypothetical events from both their current or prior capacity and from the perspective of a unit or practitioner which they interacted with. In many cases, interviewees were able to reflect on their experiences outside of GS to draw comparisons under similar factual or hypothetical situations. The primary strategy behind these questions was to identify formal and informal policies, processes and protocols and to illicit candid and reflexive evaluation thereof based on actual experiences or substituted judgement.

Finally, as the conceptual framework and dependent propositions are dependent on being evaluated within the context of change, interviewees were asked to reflect on elements of change or moments of shock that took place during the course of the development of the CSRE strategy from 1999 to the present day. In particular, questions were framed which tried to understand the implications of these changes not just for CSRE but also for the firm at large. The intent of follow-up questions was to understand not only the firm's response but also the deliberations and reasoning behind these responses; the extent to which deliberate strategies became emergent strategies as a consequence of unanticipated external phenomenon; and, whether such responses were nuanced to the circumstances or were more generally still applicable within the context of what was deemed to be a more mature manifestation of the larger CSRE strategy at the time of the interview.