

# Workplace Experience & Employee Retention

Better places to work.  
Stronger reasons to stay.  
**Better business outcomes.**



**Attract & retain talent**  
Great experiences keep  
your best people.



**Boost engagement**  
Engaged employees are  
more productive and loyal.



**Support wellbeing**  
Healthy workplaces drive  
performance and retention.



**Empower culture**  
Positive experiences  
build strong cultures.



**Drive business results**  
Retention and experience  
create lasting value.



Better experience.  
Stronger retention.  
**Better business.**



# Introduction

The role of Facilities Management has evolved significantly. Historically, FM was often viewed primarily as an operational support function focused on:

- maintenance
- compliance
- service delivery
- and building operations

Those responsibilities still matter greatly. But modern organisations increasingly recognise something deeper: the workplace directly influences how people feel. And how people feel at work influences engagement, performance, retention, wellbeing, collaboration, and organisational culture. As a result, Facilities Management is becoming increasingly central to employee experience. The strongest organisations now understand that workplaces are no longer simply environments people attend — they are environments people experience. This shift is transforming the role of FM from operational oversight into a key driver of organisational performance.

# The Workplace Influences Human Behaviour

Workplaces shape the way people think, feel, and act. Strong environments create:

- connection
- motivation
- collaboration
- and psychological comfort

Poor environments, by contrast, often create disengagement, frustration, fatigue, and emotional detachment. Workplaces influence energy, mood, behaviour, communication, and focus on a daily basis. This is workplace psychology — and Facilities Management increasingly sits at the centre of it.

# Employee Retention Is No Longer Driven by Salary Alone

For many years, organisations viewed retention primarily through salary, bonuses, and benefits. Those things still matter. But modern employees increasingly assess a broader range of factors:

- workplace quality
- leadership culture
- flexibility
- wellbeing
- and overall daily experience

People increasingly want to work in environments where they feel supported, respected, and connected — and where they enjoy being physically present. The workplace itself now influences retention directly. Organisations that invest in workplace quality report stronger retention outcomes as a result.

# Experience-Led FM Is Becoming the New Standard

The strongest FM teams are increasingly experience-focused rather than purely operationally focused. This means asking deeper questions:

- How does the workplace feel?
- Does it support wellbeing?
- Does it encourage collaboration?
- Does it create energy?
- Does it reinforce organisational culture?

Facilities Management is increasingly responsible for shaping these outcomes. The modern FM function now influences both operational performance and emotional workplace experience simultaneously — representing a fundamental shift in how the profession is understood and practised.



Recruitment

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Better  
environments  
build  
better  
businesses

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# Hybrid Working Changed Workplace Expectations Permanently

Hybrid working accelerated a major shift in employee expectations. People no longer commute simply because they are required to. They increasingly expect the office to provide something valuable in return, including:

- collaboration
- connection
- culture
- energy
- social interaction
- and high-quality environments

If workplaces feel uninspiring, uncomfortable, transactional, or outdated, employees often disengage from office attendance entirely. This is why workplace experience has become strategically important — the office must now justify itself through the quality of the environment and experience it offers.

# The Office Must Earn Attendance

Modern workplaces increasingly need to give people reasons to attend. Leading organisations now invest heavily in creating environments that reward presence:

- hospitality-style environments
- collaborative spaces
- wellbeing amenities
- food and beverage experiences
- wellness areas
- and flexible workplace design

This is not simply aesthetic investment. It is engagement strategy. Strong workplaces improve attendance, collaboration, and organisational connection. Organisations that treat the office as a product — something employees actively choose — consistently outperform those that mandate attendance without providing compelling reasons to be present.

# Hospitality Mindset Is Reshaping FM

One of the biggest shifts in Facilities Management is the growing influence of hospitality thinking. Modern FM increasingly borrows from:

- premium hotels
- customer experience
- leisure environments
- and hospitality operations

This includes service mindset, attention to detail, comfort, responsiveness, and environmental quality. The strongest workplaces increasingly feel welcoming, human, and experience-driven. Facilities Management now plays a major role in creating this atmosphere — transforming workplaces from functional environments into places people genuinely enjoy spending time.



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Workplace  
experience  
matters

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# Belonging Has Become a Workplace Priority

One of the most important psychological needs inside organisations is belonging. People perform better when they feel:

- connected
- included
- safe
- and valued

The workplace influences this heavily. Workplace design can either encourage interaction and connection, or reinforce isolation and disengagement. Facilities Management increasingly shapes environments that support community, collaboration, and cultural identity — making belonging an active design outcome rather than an accidental one.

# Workplace Design Influences Organisational Culture

Workplace environments communicate organisational values constantly. Employees absorb signals from every aspect of their surroundings:

- layout
- environmental quality
- maintenance standards
- amenities
- lighting
- acoustics
- cleanliness
- and overall atmosphere

Strong workplaces reinforce professionalism, care, energy, and organisational pride. Poor environments often communicate the opposite unintentionally. Facilities Management therefore plays a direct role in shaping how an organisation's culture is perceived and experienced — not through policy documents, but through the physical reality of daily working life.

# Employee Engagement Is Strongly Influenced by Environment

Many organisations attempt to improve engagement purely through leadership initiatives, communication strategies, or HR programmes. But physical environments strongly influence engagement psychologically. People naturally respond to:

- comfort
- aesthetics
- functionality
- social connection
- and environmental quality

Facilities Management increasingly contributes directly to how engaged employees feel on a daily basis. Organisations that recognise the link between physical environment and psychological engagement are better positioned to create workforces that are genuinely motivated, present, and committed.



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Experience  
changes  
outcomes

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# Amenities Are Becoming Strategic Tools

Modern workplace amenities are no longer viewed simply as perks. They are increasingly part of broader retention, wellbeing, and engagement strategies. This includes:

- cafés
- wellness spaces
- social areas
- quiet focus rooms
- gyms
- event spaces
- and hospitality-driven food offerings

Strong amenities improve employee satisfaction, attendance quality, and workplace experience. As organisations compete for talent, the quality and range of workplace amenities has become a meaningful differentiator — one that Facilities Management professionals are increasingly responsible for delivering and developing.

# Strong Workplaces Reduce Friction

The best FM teams often reduce daily operational frustration without employees necessarily noticing. This includes:

- comfortable environments
- reliable technology
- intuitive layouts
- responsive service
- and smooth workplace functionality

Small frustrations compound emotionally over time. Strong FM operations reduce these friction points significantly. This improves morale, productivity, and emotional workplace experience — creating environments where people can focus on their work rather than expending energy navigating operational obstacles.

# Psychological Safety Extends Into Physical Space

People need environments where they feel safe, comfortable, respected, and supported. Workplace quality influences psychological safety more than many organisations realise. Poor environments can increase:

- stress
- tension
- fatigue
- and emotional disconnection

Strong workplace environments create calmness, clarity, and comfort. Facilities Management therefore contributes directly to workplace wellbeing — not merely through physical safety and compliance, but through the creation of environments where people feel psychologically secure and emotionally settled.

# FM Increasingly Influences Employer Brand

Candidates increasingly assess workplace environments before joining organisations. Strong workplace environments now influence attraction, perception, and organisational reputation. Many candidates evaluate:

- office atmosphere
- design quality
- workplace energy
- and environmental standards during interview processes

The workplace has become part of employer branding. Organisations with compelling, well-maintained, experience-led workplaces attract stronger candidates and convert them more effectively. Facilities Management now contributes directly to the impressions formed during the recruitment process — making the physical workplace a talent acquisition tool.



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# Modern workplaces need more than **operational support.**

They need **trusted  
leadership** behind  
the scenes

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# Culture Is Reinforced Through Everyday Experience

Organisational culture is not built through slogans alone. It is reinforced through daily experience. People remember:

- how environments feel
- how they are treated
- and how workplaces support them emotionally and practically

Facilities Management influences these daily experiences constantly. The FM function now plays a larger role in culture than many organisations previously recognised — because culture is not merely what leaders say it is, but what employees experience it to be. The built environment shapes that experience profoundly.

# Experience-Led FM Requires Different Leadership

Modern Facilities Management leadership increasingly requires a broader skill set beyond traditional technical expertise. It now demands:

- emotional intelligence
- hospitality thinking
- communication skill
- and behavioural awareness

Technical operations still matter enormously. But modern FM leadership increasingly blends operational excellence with human-centred thinking. The strongest FM leaders understand both systems and psychology — and are able to translate that understanding into workplaces that genuinely serve the people who use them.

# Employee Retention Is Becoming an Experience Challenge

Retention problems are increasingly connected to culture, leadership, wellbeing, flexibility, and workplace experience. People rarely stay long-term in environments that feel:

- emotionally draining
- disconnected
- or operationally frustrating

Strong workplace environments improve loyalty, engagement, and emotional connection to organisations. Facilities Management is therefore increasingly relevant to retention strategy — not as a secondary consideration, but as a primary driver of whether people choose to remain in organisations over the long term.



Recruitment

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Calm  
leadership  
creates  
confidence  
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# The Workplace Is Becoming a Strategic Asset

The strongest organisations increasingly view the workplace as a cultural asset, an engagement tool, and a performance driver. Facilities Management now contributes directly to:

- organisational effectiveness
- workforce stability
- and employee retention

This represents a major evolution in the profession. FM is no longer simply a cost centre or support function. It is a strategic contributor to organisational performance — and the leaders who recognise this are positioning their organisations for stronger engagement, retention, and competitive advantage.

# The Future of FM Will Be Increasingly Human-Centred

The future workplace will likely become more experience-led, more hospitality-driven, more flexible, and more psychologically aware. Facilities Management will increasingly shape:

- how organisations function
- how workplaces feel
- and how people experience work itself

This moves FM far beyond operational delivery alone. The profession is evolving into something genuinely strategic — a discipline that sits at the intersection of operations, culture, psychology, and human experience. Those who lead this evolution will shape the organisations of the future.

# Conclusion

Facilities Management is no longer simply about buildings. It is increasingly about people. Modern workplaces directly influence:

- engagement
- retention
- wellbeing
- collaboration
- and organisational culture

As a result, FM now plays a central role in organisational performance. The strongest Facilities Management teams increasingly combine operational excellence with workplace psychology, hospitality thinking, and experience-led leadership. Because ultimately, people do not simply work inside workplaces — they experience them. And the quality of that experience increasingly shapes the quality of organisational performance itself.

# About Maxwell Stephens

Maxwell Stephens is a specialist Facilities Management recruitment consultancy supporting organisations across the UK. We recruit FM professionals across:

- Facilities Management
- Estates
- Workplace Management
- Property Operations
- Building Services
- and FM Executive Leadership

Our approach combines deep sector understanding with long-term relationship-led recruitment. We work with organisations ranging from FTSE-listed companies to growing businesses — helping them find the FM talent that drives workplace excellence. For more information, visit [www.maxwellstephens.com](http://www.maxwellstephens.com) or call **0207 118 4848**.



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