

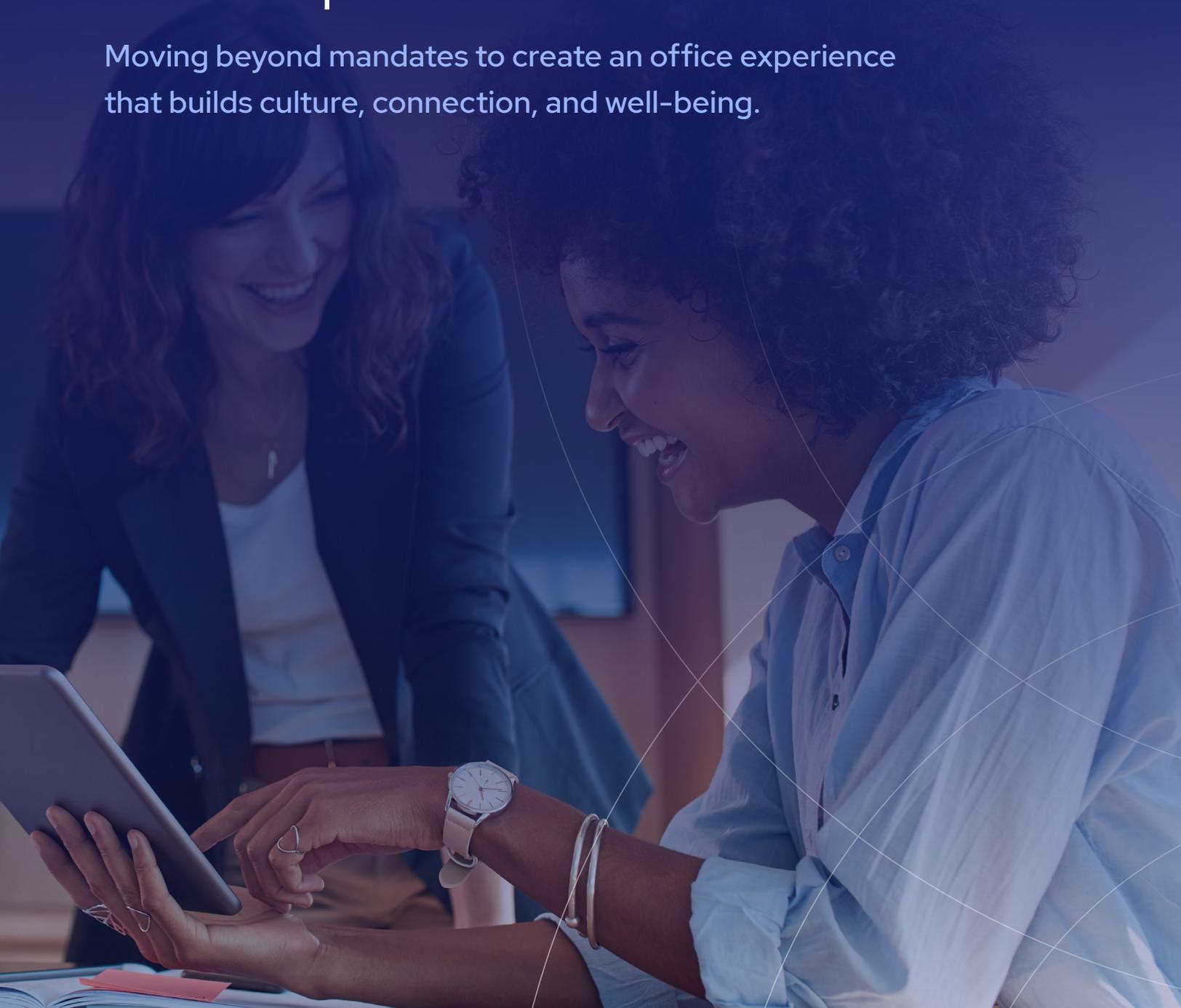


ABM EXPERIENCE SOLUTIONS

*White Paper*

# How modern workplaces win

Moving beyond mandates to create an office experience that builds culture, connection, and well-being.





## Who did we survey?

Over 500 professionals, ages 18–64, across industries and seniority levels. All work on-site 2–5 days a week, with commutes ranging from 15 minutes to 2.5 hours by car or public transit.

## The office renaissance

This whitepaper presents a comparative analysis of the evolving workplace landscape. Its contents combine desktop research with insights from a survey of over 500 full-time office workers across the U.K., U.S., and Ireland.

The objective was to understand what today's employees expect from their workplaces and how physical environments can be designed to better support in-person work. Through a human-centred approach, we examined modern office settings to see how space types, design features, amenities, and flexibility shape the overall workplace experience.

The findings directly inform how *ABM Experience Solutions* empower business leaders to reimagine their workplaces in ways that meet evolving expectations, foster meaningful connections, and enhance the intrinsic value of on-site work.

## How did we get here?

The pandemic fundamentally altered how executive teams run their businesses. In an organised scramble to survive, leaders adopted new ways to work, revamping the systems that helped them scale.

To support telework and serve customers virtually, companies invested in new technologies, accelerating the digitisation of their operations by three to four years.<sup>1</sup> They redrew long-held corporate structures, too, dissolving silos for faster decision-making.<sup>2</sup>

In the beginning, this one-two punch garnered meaningful gains in speed and productivity. But as economies stabilised and natural attrition ensued, pandemic-driven strategies lost steam, causing business leaders to question the stamina of their operating models, hence the returns.<sup>3</sup>

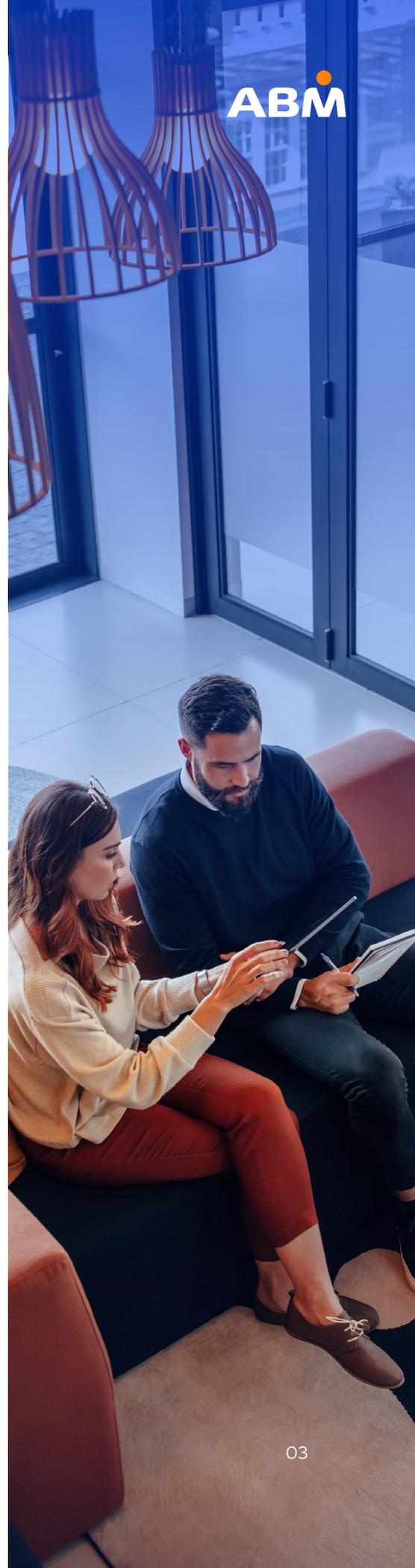
Much of this shift is driven by a sincere attempt to rekindle collaboration. People leaders feel culture is better when propped by office interaction. At the same time, they're motivated by a prudence to make fuller use of their real estate.<sup>4</sup>

But there aren't many turnkey solutions for making the workplace feel purposeful again. That's why we developed *ABM Experience Solutions*—a human-centric service model designed to realign space, people, and technology.

It helps organisations meet evolving expectations for flexibility, connection, and well-being by integrating on-site hospitality professionals, digital tools, and real-time insights that improve the office experience.

This report introduces that offering in the context of broader trends. Its contents examine the forces reshaping work and explores how a more intentional workplace experience can bridge the growing gap between presence and purpose.

**Let's badge in.**



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# Background and Market Data

Hybrid work has found staying power but not standardisation. While most organisations have embraced some degree of flexibility, there's little consensus on how to make it work long-term. In other words, while preferences are clear, policies still vary.

## Keep your home office supplies, hybrid work is here to stay

While there is no "standard" for hybrid schedules, it has evolved and is still evolving—emerging norms show stabilisation across geographies.

- Hybrid workers average 2.5-2.6 in-office days per week in both the U.K. and U.S.<sup>5</sup>
- Tuesday through Thursday are the most common in-office days.<sup>6</sup>
- Specific in-office days are mandated for 16% of U.K. employees and 28% of U.S. employees.<sup>7</sup>
- Another 22% have flexibility to choose their in-office days so long as they meet a minimum.<sup>7</sup>

**Translation: Hybrid isn't rigid—it's negotiated. Overall, employees desire autonomy over presence, the freedom to choose.**

## Workers appreciate the benefits of hybrid work (employers have noticed some, too)

The demand for flexible work isn't just a lifestyle preference. It has measurable effects on retention, satisfaction, and diversity.

- In the U.S., employees value working from home as much as an 8% raise—11% for those in tech or finance.<sup>8</sup>
- Remote work reduces resignation rates by 35%.<sup>8</sup>
- Hybrid and remote work increase diversity and inclusion across race, gender, age, politics and religion.<sup>9</sup>
- This may have a lot to do with life stage. U.K residents ages 35 to 55 had the highest rate of hybrid working, while 16 to 24-year-olds had the lowest.<sup>9</sup>
- Parents, married employees, higher earners, and those in the public sector reported higher levels of hybrid working.<sup>10</sup>

**Flexibility has evolved from a pandemic necessity into a cultural, economic driver.**

## The biggest advantages of hybrid work

### TOP FIVE GREATEST BENEFITS FOR EMPLOYEES

% Selected by employees



### TOP FIVE GREATEST BENEFITS FOR ORGANISATIONS

% Selected by leaders and managers



[www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx](http://www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx)

## Importance of work location: Expectations and reality are (mostly) aligned

Employees are working where they want to be. There is strong alignment between where people expect to work long-term and their preferred work location—whether remote, hybrid, or in-office.

- Nine in 10 remote-capable employees prefer some remote work flexibility, with the majority preferring hybrid work.
- Eight in 10 are currently hybrid or fully remote.
- Eight in 10 also believe they will have some degree of long-term remote work flexibility.

These patterns tend to be relatively consistent across job roles, from senior leaders to frontline teams.<sup>11</sup> When expectations aren't met, people look elsewhere: In the U.K., 77% of employees indicated they'd actively look for or consider a new job if their company's flexible work policies were reversed.<sup>12</sup> That number was 70% in the U.S.

*However, 87% of workers globally would give up a portion of their salary to have a more personalised work experience.<sup>13</sup> Data and observation suggest—with a thoughtful adjustment period and a transparent rationale for time spent in-person—companies can successfully align flexibility with purpose. By combining the joys of telework with smart workplace design and employee-centred services, businesses can simultaneously reduce friction and enhance morale.*

# Problem Analysis

## Hybrid is working but the workplace isn't

Despite hybrid work's entrenchment, the workplace still hasn't caught up. Data from both sides of the Atlantic reveals a growing mismatch between how people work and how organisations support that work, especially when it comes to space, culture, and collaboration.

### The biggest challenges of hybrid work

#### TOP FIVE GREATEST CHALLENGES FOR EMPLOYEES

*% Selected by employees*



#### TOP FIVE GREATEST DRAWBACKS FOR ORGANISATIONS

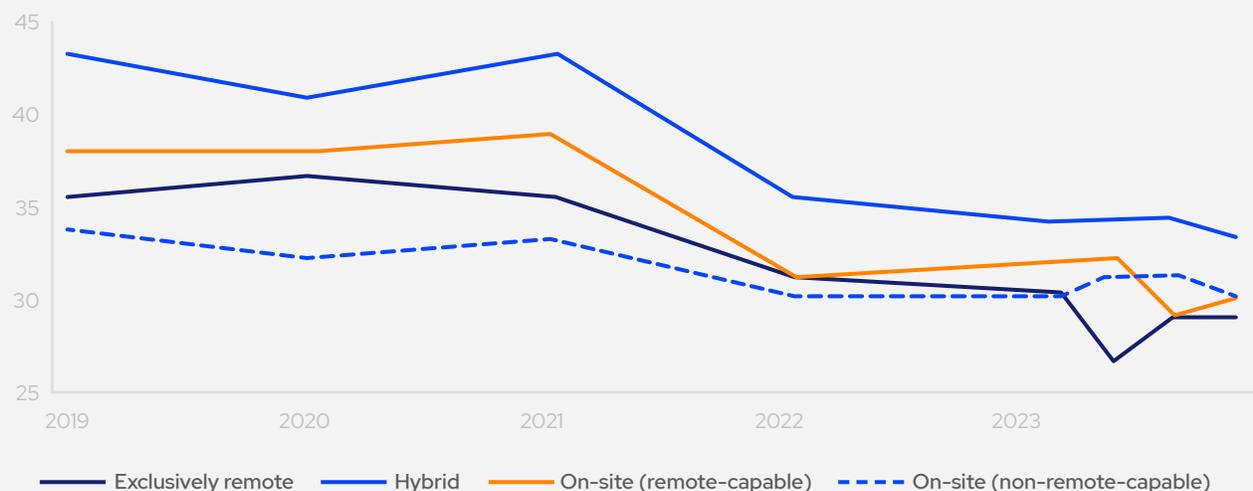
*% Selected by leaders and managers*



[www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx](http://www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx)

## Exclusively remote employees feel least connected to organisation's mission or purpose

The mission or purpose of my company makes me feel my job is important. % Strongly agree



\*Dates are among U.S. full-time employees.

[www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx](https://www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx)

## THE COLLABORATION AND CULTURE BREAKDOWN

### Employees feel disconnected

28% report feeling less connected to culture; only 34% of hybrid workers strongly agree they're connected to company purpose.

### Collaboration suffers

Communication, teamwork, and cross-functional alignment rank among the top five challenges and drawbacks of hybrid work for both leaders and employees.

### Stress persists

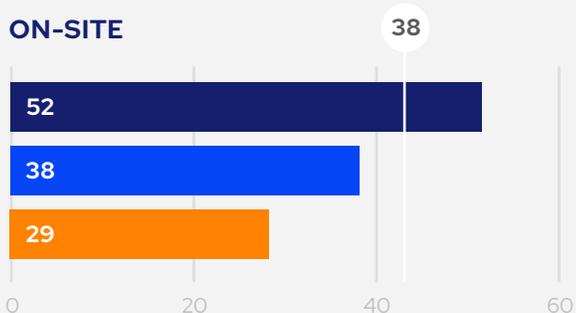
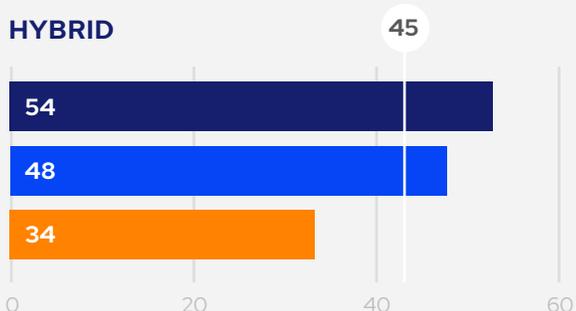
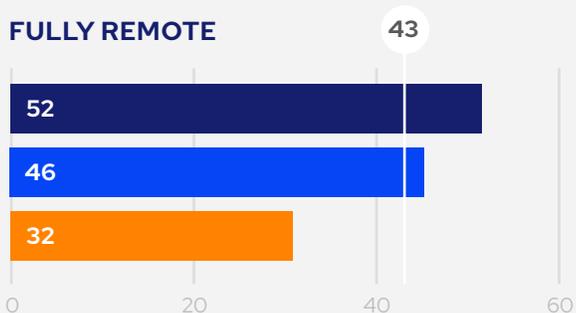
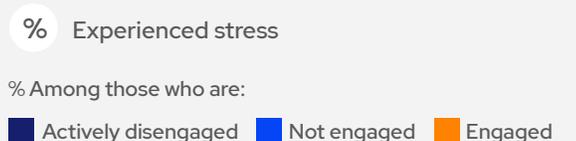
Nearly half of hybrid workers (45%) report experiencing daily stress, more than both remote (43%) and onsite employees (38%). The effect is especially pronounced among those who feel disengaged.

## The evidence suggests

The greatest risks of hybrid work tend to stem from frayed workplace collaboration, communication, culture, and co-worker relationships.

## Daily stress by engagement and work location

Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?



[www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx](http://www.gallup.com/workplace/511994/future-office-arrived-hybrid.aspx)  
 % Engaged based on Gallop Q<sup>2</sup> items:  
 See "Appendix 3: Support information" for item wording.

## Real estate isn't shrinking—it's evolving

Organisations are downsizing, deferring, or defaulting on physical space, and with little strategy for reinvention.

### UK BUSINESSES RETHINK THEIR FOOTPRINT

As work patterns continue to evolve so too does commercial real estate strategy. While uncertainty and downsizing dominated early pandemic responses, 2025 brings a more nuanced picture marked by portfolio shifts, flight to quality, and a growing divide between high-performing and outdated spaces.

\$500B

Estimated decline in U.S. office building values, 2019–2022

### US MARKET: FROM UNCERTAINTY TO "RIGHT-SIZING"

Between 2019 and 2022, U.S. office values declined by an estimated \$500 billion, as remote work drove down demand and disrupted long-held leasing models.<sup>15</sup> In the years that followed:

- Developers slowed construction
- Companies opted for shorter leases
- Many Class B and C buildings struggled to retain tenants

Now, the American office market is showing signs of stabilisation, even if building activity remains low. According to CBRE, the national office vacancy rate is expected to peak at 19% in 2025, which they describe as a period of "right-sizing" rather than crisis.<sup>16</sup>

## KEY TRENDS SHAPING THE US LANDSCAPE

In CBRE's 2024 Occupier Sentiment Survey, more than one-third of respondents plan to increase their space over the next two years, while 25% expect no change.

- Large enterprises (10,000+ employees) continue to drive most downsizing
- Smaller companies (under 1,000 employees) are fuelling most of the expansion<sup>16</sup>

But not all space is created equal. A widening gap between prime and lower-grade office buildings is emerging:

- Vacancies in Class A space are expected to drop to pre-pandemic levels (~8.2% by 2027)
- Older, lower-quality buildings risk long-term vacancy without major reinvestment

Despite these shifts, FlexOS found that 63% of global workers returned to workplaces that hadn't been remodelled since the pandemic—highlighting a growing gap between mandates and experience.<sup>17</sup>

## Leaders need to be asking

Not just, "How much space do we need?" but rather, "What kind of space will people want to use?"

## UK MARKET: DEMAND REBOUNDS FOR QUALITY, NOT QUANTITY

In the U.K., organisations are facing a similar inflection point. While construction activity remains low, leasing has improved, recovering from a three-year low in early 2024, with 4.3 million sq. ft. leased over the past three quarters.<sup>18</sup>

Still, net absorption remains negative, at -1.4 million sq. ft., due to oversupply. The story is similar to the U.S.: A "flight to quality."

- Tenants favour newer, more sustainable buildings with modern amenities and flexible layouts<sup>19</sup>
- Older buildings are under pressure, with vacancy rates hitting 15%, compared to just 6% for new builds<sup>19</sup>
- A prior report found that:
  - 21% of companies planned to downsize
  - 37% were exploring shared office spaces
  - 7% had already moved to more flexible models<sup>20</sup>

Today's most desirable buildings are designed with sustainability, flexibility, and wellness in mind, offering more than just desk space, and reflecting changing tenant expectations.

And not all plans are sticking. According to a Monster report, 33% of employers who previously planned to adopt hybrid, or remote models have reversed course, signalling continued strategy uncertainty.<sup>21</sup>

**Traditional offices no longer meet modern workforce needs. Whether it's optimising prime real estate or reimagining outdated assets, organisations need spaces that earn the commute.**

## Efficacy of return-to-office (RTO) mandates remains unclear

### MANDATES ARE ON THE RISE

RTO policies have gained momentum across both the U.S. and U.K., driven by concerns over productivity, culture, and in some cases, company performance.

- In the U.S., 75% of workers were required to be in the office a set number of days per week or month as of October 2024, up from 63% in early 2023.<sup>22</sup>
- Even high-level government bodies are leaning in—President Donald Trump signed an executive order mandating federal workers return to their desks.<sup>22</sup>
- A 2024 study of 500 S&P firms found companies were more likely to mandate RTO after a stock price dip, hoping in-person presence would boost productivity and profitability.<sup>23</sup>
- High-profile mandates continue: IBM, UPS, Boeing, Google, Meta, Zoom, and JPMorgan Chase have all enforced multi-day in-office policies.

In the U.K., the tone is similar:

- 83% of CEOs expect a full-time return to office within the next three years.<sup>24</sup>
- The UK government set an expectation that civil servants spend at least 60% of their working week at a government building or on official business.<sup>25</sup>
- But adoption has been rocky. Goldman Sachs, for example, has faced internal pushback and lower-than-expected compliance rates.<sup>24</sup>

**Despite increasing pressure to return, many organisations have yet to answer the bigger question: What are people returning for?**

### ATTENDANCE ISN'T REBOUNDED

Mandates may be increasing, but actual office occupancy remains stubbornly low. According to the Kastle Systems Back to Work Barometer, which tracks keycard and badge swipes across major U.S. metro areas, most cities still hover around 50% of pre-pandemic occupancy, despite aggressive RTO pushes.<sup>26</sup>

This suggests that policies alone aren't changing behaviours. Without purpose or incentive, many employees comply in appearance only—a phenomenon sometimes called “coffee badging” (showing up briefly to be seen, then logging off elsewhere).<sup>27</sup>

**It seems clear: Presence without purpose doesn't drive engagement or performance.**



## Policy and culture are moving in opposite directions

While employers are tightening expectations, legislative trends tell a different story—especially in the U.K.

### US LEGAL CONTEXT

- The proposed Worker Flexibility and Choice Act introduced in 2022 aimed to protect flexible work models, but it has stalled and did not pass into law.<sup>28</sup>
- In most cases, U.S. employers can legally mandate in-office work without cause, under “at-will” employment status.<sup>29</sup>
- This legal leeway explains why many U.S. employers feel comfortable enforcing RTO policies, even though attendance rates remain largely unchanged.

### UK LEGAL PROTECTIONS

- The Flexible Working (Amendment) Regulation 2023, enacted in April 2024, now allows employees to request flexible work arrangements from day one, with up to two requests per year, and faster response timelines from employers.<sup>30</sup>
- The new Code of Practice on Dismissal and Re-engagement prohibits employers from using dismissal threats to force in-office agreements. Noncompliance can lead to a 25% compensation uplift in tribunal cases.<sup>31</sup>

With stronger legal frameworks and cultural resistance, RTO mandates in the U.K. are facing more friction resulting in slower adoption and more nuanced implementation.

Across regions, mandates are increasing, but impact is limited. Leaders are hoping that physical presence will revive productivity, culture, and collaboration. But without a compelling workplace experience to support that presence, attendance becomes an obligation, not a choice.

Legislation may dictate policy, but it can't create culture

Leaders should maximise the upside of the activities and practices that deliver on the promise of co-locating with colleagues.

## New values from new generations

The workforce is growing more multigenerational. With this shift comes shifting expectations around flexibility, meaning, and experience. As of 2023, Gen X and Millennials made up the majority of the U.S. and U.K. workforce, with Gen Z on the rise. By 2030, Millennials and Gen Z are expected to make up around 60% of the global workforce.<sup>32</sup>

While many workplace strategies have focused on generational stereotypes, **new research suggests that life stage may be a stronger influence than age alone.**

## LIFE STAGE SHAPES PREFERENCES

A 2025 global survey from JLL revealed surprising generational patterns:

- Gen Z sees the most value in in-person work, averaging three days per week in the office—more than any other group.
- Millennials and Gen X average slightly fewer in-person days (2.5–2.7 days), with those aged 35–54 reporting the lowest satisfaction with in-office work. The likely reason? Family responsibilities and greater pressure to juggle work-life demands.<sup>33</sup>

At the same time, younger workers are caught between competing desires:

- A survey from Indeed found that Gen Z and younger Millennials are seeking both work-life balance and a stronger sense of connection to their roles—two qualities not always aligned in current hybrid models.<sup>34</sup>

## WHAT THEY EXPECT FROM THE WORKPLACE

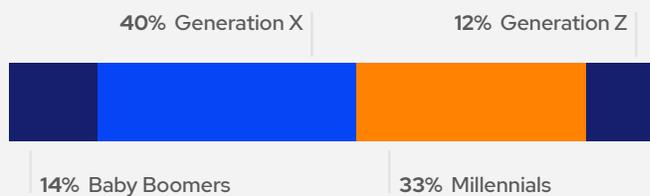
Across cohorts, the following themes remain strong:

- Millennials value: communication, being personable, and flexibility
- Gen Z values: autonomy, authenticity, and a strong sense of purpose
- Both generations seek environments that offer transparency, diversity, and real experiences—not just perks

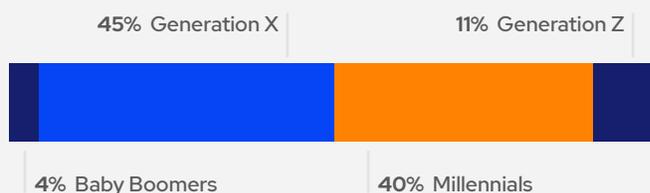
*To attract and retain talent across generations, organisations must design workplaces that offer both choice and meaningful connection—not just policies, but purpose.*

## Workforce composition by generation

### UNITED STATES



### UNITED KINGDOM



### MILLENNIALS

#### Characteristics

- Competitive
- Achievement-oriented
- Tech-savvy
- Focused on work-life balance
- Open to seeking out unique work experiences

#### Values

- Communication
- Being personable
- Flexibility

### GEN Z

#### Characteristics

- Diverse
- Open-minded and progressive
- Tech-savvy
- Individualist and creative
- Self-directed

#### Values

- Autonomy and self-direction
- Solid work-life balance

[www.business.com/articles/hiring-multigenerational-workforce/](https://www.business.com/articles/hiring-multigenerational-workforce/)

*US data – Bureau of Labor Statistics; generations split as follows: Baby boomers (60+), gen X (40–59), millennials (25–39), gen Z (16–24); UK data – ONS; Baby Boomers (65+), Gen X (50–65 plus half of workers aged 35–49), Millennials (25–34 plus half of workers aged 35–49), Gen Z (16–24).*

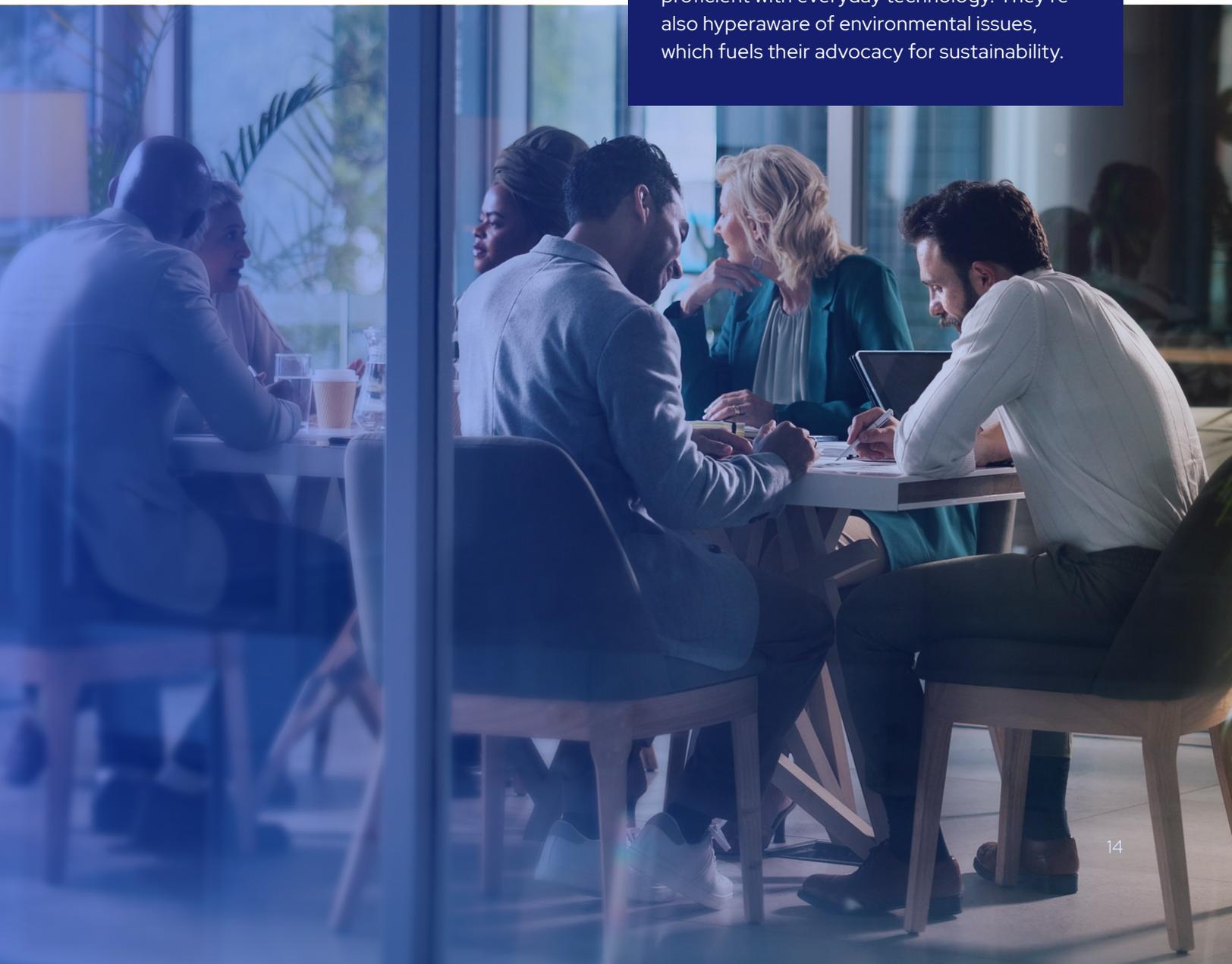
## WORK CONSIDERATIONS FOR THE EMERGING MAJORITY

Millennials and Gen Z bring a distinct entrepreneurial energy that demands a fresh approach.

- Ambitious and entrepreneurial, these cohorts seek environments that foster innovation and personal growth.
- Technology must be central to designing flexible and evolving workplace solutions.
- Workplace service should emphasise transparency, mindfulness, and genuine authenticity.
- Exposure to diverse cultures through travel and digital connectivity means these generations value real experiences, choice, and adaptability.
- Social consciousness and deep acceptance of diversity make social value and inclusivity essential components.

## Generation Alpha enters the workforce in 3-5 years

People born between 2010 and 2025 grew up in a fully digital world, making them highly proficient with everyday technology. They're also hyperaware of environmental issues, which fuels their advocacy for sustainability.



# Ireland: A Workplace in Transition

## New ways of work underway in Ireland

While remote and hybrid work remain valued, employees are signalling a willingness to spend more time in the office, provided the workplace delivers meaningful experiences, convenience, and development opportunities.

Meanwhile, Dublin's real estate market is showing renewed momentum, underpinned by large-scale tech commitments and tightening supply, which will influence how organisations design and position their office strategies.

Coupled with shifting well-being priorities and slow-but-growing AI adoption, Ireland offers a nuanced portrait of how employee expectations, cultural imperatives, and market dynamics intersect in shaping the future of work.

### THE CURRENT WORK STATE

Property advisor Savills frames 2025 as a year that demands adaptability. With global pressures ongoing and hybrid work maturing, leading organisations are rethinking culture, processes, and collaboration to stay ahead.<sup>35</sup>

- Remote work debates have exposed deeper inefficiencies, prompting leaders to audit workflows and align values with actions.
- Personalised amenities, digital tools, and tailored learning opportunities are becoming differentiators in attracting and engaging talent.
- Beyond early experiments, organisations are setting clearer policies and designing flexible spaces that prioritise collaboration and well-being.
- Success is measured less by square footage and more by agility, desk use, and the strength of collaboration.
- Smarter tools and infrastructure are reshaping offices, automating routine work and enabling employees to focus on creative, strategic contributions.
- Central Business Districts are regaining momentum, driven by demand for premium space and the energy of urban life.

**Success will come from integrating culture, technology, and design into strategies that attract talent and build resilience.**

## TODAY'S WORKER PREFERENCES

Survey data shows Irish workers are open to returning to the office with the right facilities and perks in place.

- 85% of employees would spend more time in the office if offered benefits like subsidised meals (39%), fast internet (34%), mentoring (28%), and gym access (28%).<sup>36</sup>
- Gen Z (98%) and millennials (88%) are the most receptive, with career development and hybrid scheduling ranking highly.<sup>36</sup>
- The average commute tolerance is 36 minutes. Half are comfortable with 45–60 minutes, while one in five—especially millennials and baby boomers—refuse more than 20 minutes.<sup>36</sup>
- Willingness to commute is lowest among fully remote workers (65% reject over 30 minutes) and workers in hospitality and retail, while healthcare and corporate employees show the most flexibility.<sup>36</sup>
- Men prioritise internet speed and gym access; women lean toward structured activities; younger staff value mentoring; and hybrid workers are drawn by networking opportunities and subsidised canteens (cafeterias).<sup>36</sup>

**Workplace experience and commute proximity matter most. Irish employees expect tangible value before committing more time to collaborative office environments.**

## QUALITIES OF LEADING WORKPLACE CULTURES

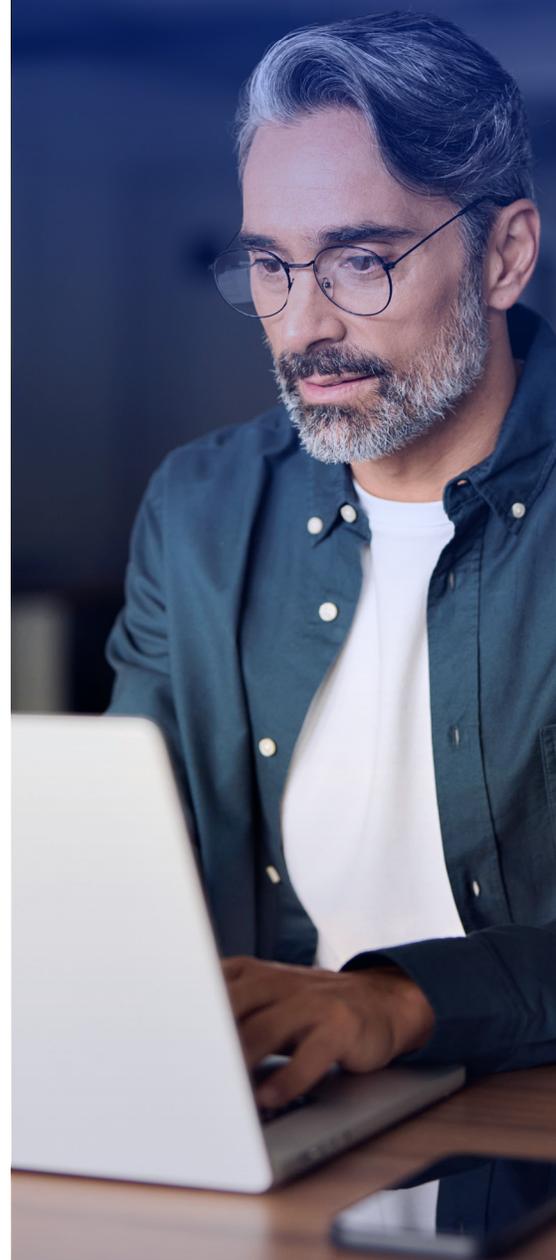
According to The Irish Times workplace excellence report, Ireland's leading organisations stand out by putting trust, well-being, and innovation at the centre of their cultures.<sup>37</sup>

- The best workplaces invest in career growth and supportive cultures that build resilience, engagement, and productivity.
- AI and digital tools are embraced to boost efficiency and creativity, but always alongside human connection, empathy, and trust.
- Top organisations create strong cultures of inclusion and shared purpose, motivating staff to collaborate and contribute their best ideas.
- Mental health resources, flexible work options, and employee empowerment are central to sustaining performance in times of change.

**The bottom line: Workplace excellence in Ireland depends on a holistic approach that values people and progress in equal measure.**

85%

of Irish workers willing to return to office with the right facilities.<sup>36</sup>



## AN EMERGING CONSCIENCE AROUND WELL-BEING

Healthy Ireland’s 2025 report shows workplace well-being evolving from surface-level perks to core business practice. Employers are expected not just to offer benefits but to design healthier jobs.

- True impact comes from addressing job design, workload, management, and workplace relationships.
- Remote and hybrid job postings are still 17.5% above pre-pandemic levels but require clear policies and consistent connection.<sup>38</sup>
- Mental health needs are rising, especially among under-35s, driving new supports, open dialogue, and structured approaches to psychological safety.<sup>38</sup>
- Multicultural workplaces are accelerating investment in belonging and healthy relationships across teams.
- Transparent reporting on well-being aligns with sustainability goals and investor expectations.
- With AI adoption lagging, upskilling and digital training are emerging as key opportunities.

Irish workplaces are reframing well-being as a foundation of culture—anchored in health, inclusion, and transparency—rather than an optional set of perks.

## DUBLIN’S OFFICE REAL ESTATE DYNAMICS

Dublin’s office market shows strong recovery and intensifying competition for premium space per JLL. Leasing activity, driven by major tech commitments, highlights the city’s continued role as a European hub for talent and innovation.<sup>39</sup>

- Q2 2025 leasing volumes jumped 49%, led by Workday’s 416,000 square-foot deal, one of the largest in two decades.
- With 76% of new construction already pre-let, availability of ESG-compliant, best-in-class space is shrinking.
- Take-up surpassed one million square feet in H1, while vacancy has stabilised at 15.5%, reflecting steady demand.
- Reserved space is near long-term highs, highlighting Dublin’s appeal to both tech and corporate occupiers.

Dublin remains a magnet for ambitious businesses, but prime workspace is becoming scarce. Companies must act early and strategically to secure the environments needed to attract talent and sustain growth.

## Real estate outlook

With 76% of the 1.6 million square feet currently under construction already pre-let, Dublin will face a shortage of prime office space within the next 18–24 months.<sup>39</sup>



# Insights and Future Trends

## Redefining the role of the workplace<sup>40</sup>

As hybrid work continues to mature, the role of the workplace is evolving from a place of obligation to one of opportunity. **To shape the workplace of the future, we must analyse how people experience it, what they value most, and what’s still missing.**

### THE CURRENT OFFICE EXPERIENCE

The more time spent in the office, the more people can assess what they get in return. **It's the three P's of office life: people, place, and purpose. These are the rewards for showing up.**

- In-person time helps build community and trust in ways remote work can't fully replicate.
- A majority of workers in both the U.K. and U.S. are happy with the number of days they're in the office (70% U.K., 66% U.S.) and with their overall working hours.
- But satisfaction doesn't always equal preference—working from home still brings more joy, especially when weighed against commuting, caregiving, and cost-of-living pressures.

And while most employees are required to be in-office a set number of days per week (more often in the U.S. than in the U.K.), that doesn't mean they're fully bought in.

## Happy with number of days in the office



## Happy with hours worked per week



## Love/enjoy working in the office



## What people want—and what’s missing

To design a workplace that works, organisations must understand the evolving needs across people, place, and purpose. These three dimensions shape the modern employee experience—and reveal the gaps employers still need to close.

### 1. PEOPLE: CULTURE, BELONGING, AND HUMAN CONNECTION

Office culture is one of the top reasons people say in-person work matters. When it’s strong, it fosters trust, inclusion, and a sense of shared purpose. But the cultural experience varies by region and is often shaped by leadership visibility, facilities and services, and peer interactions.

- 91% of U.K. workers and 93% of U.S. workers say a strong office culture is important.
- Yet only 49% of U.K. workers rate their current culture as positive, compared to 65% in the U.S.
- Most believe culture is driven by colleagues, but they also expect leaders and environments to play a role.

Inclusivity is key. As more people return to office—or step into one for the first time—the ethos must be “no one left behind.” Wellbeing and equity are now table stakes.

And while automation supports convenience, it’s people—not technology—who make employees feel safe, supported, and seen. U.K. workers value visible office managers; U.S. workers prioritise security presence. In both cases, recognisable, trusted staff members help people feel they belong.

Being able to provide the facilities and services that contribute positively to employee well-being are essential to making office life feel beneficial and maybe even more life-affirming compared to working from home.

## Having a great office space improves office culture



## Office culture is all about the people



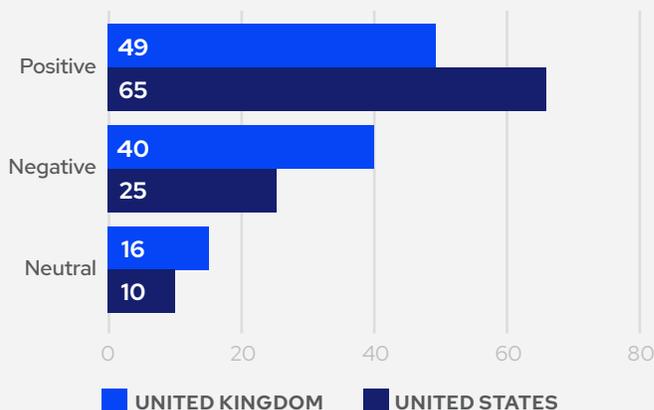
## Companies should do more to promote a good office culture



## Importance of good office culture (T2B)



## Current office culture



## 2. PLACE: AMENITIES, ACCESS, AND DIGITAL EXPERIENCE

The physical workplace matters but only if it meets real needs. Employees today expect convenient, flexible, and well-communicated environments that support their work and ease their day.

What matters most? Across both the U.S. and U.K., parking is the top priority, followed by:

- Spaces to eat outside-purchased food
- Bookable meeting rooms
- Quiet areas and spaces for relaxation
- Cafés, vending machines, and shared communal areas

Modern workplaces must blend digital ease with human support.

### Most-valued amenities

Although employees aren't always aware of the workplace facilities and services available to them, in both countries, greater usage consistently correlates with higher office-life satisfaction.

Availability alone made no difference. Those who enjoy working office hours are simply more likely to make regular use of these services.

Among all offerings, convenient parking emerged as the most valued.

#### UNITED KINGDOM

**5.8 (out of 15)**

Avg. facilities available

**3.1**

Avg. facilities used

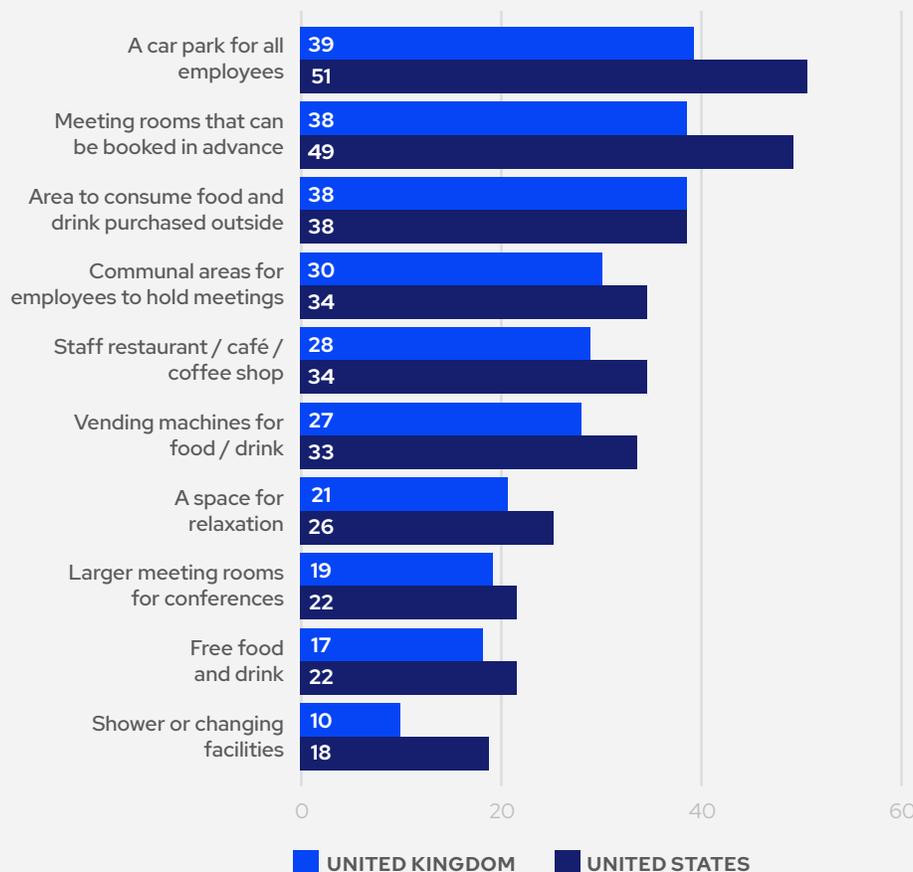
#### UNITED STATES

**6.0 (out of 15)**

Avg. facilities available

**3.7**

Avg. facilities used



**But lack of awareness and access can become problematic.**

- Many employees are unaware of available amenities (“I didn’t know we had that”)
- Others are unsure how to use or book them (“I’m not sure how to use that”)
- Some feel facilities are reserved for executives, not everyone (“That’s just for the higher ups”)

**Digital expectations are also high:**

- 71% of workers in both countries want to access everything digitally, from room booking to service requests
- Yet, 58–61% also say it’s important to have a facilities person they can talk to

I want to access everything digitally

**71%**

UNITED KINGDOM

**71%**

UNITED STATES

Important to have a facilities person I can talk to

**61%**

UNITED KINGDOM

**58%**

UNITED STATES



Modern workplaces must blend digital ease with human support. One without the other feels incomplete.

**3. PURPOSE: WHY BE IN THE OFFICE AT ALL?**

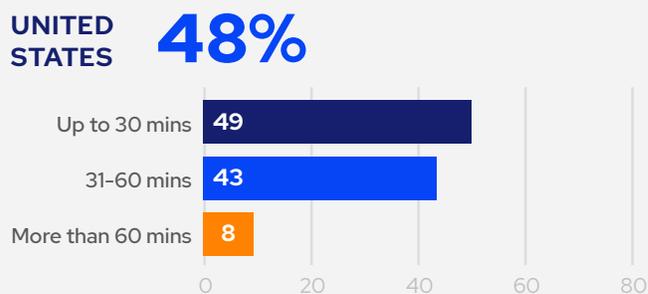
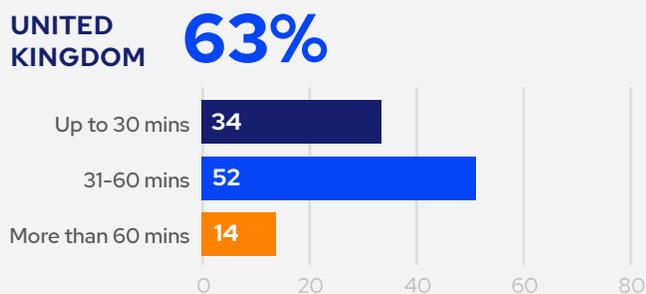
Purpose is the unspoken contract of the office: “What do I get in return for showing up?” Today, that question matters more than ever.

**In-person time can offer what remote work can’t: Community, connection, and spontaneity.**

But it’s no longer the widespread norm and not enough to mandate attendance. Employees need a reason to be there, especially since the return can impact employees disproportionately:

- While people value in-person collaboration, many say working from home still brings more joy.
- Commutes, caregiving responsibilities, and cost pressures remain real barriers.
- Not everyone is guaranteed a personal workspace. (Hotdesking is a big satisfaction drainer.)

## Spend too long commuting (T2B)



## Happy with days in office (T2B)



## Hot desking has a negative impact on the rating of office culture and office enjoyment



	Hot desking	Own space
Strong office culture (T2B)	39%	57%
Love working in the office	1%	16%

	Hot desking	Own space
Strong office culture (T2B)	46%	69%
Love working in the office	9%	27%

Employees want the fundamentals done well. That means dependable infrastructure, tech that just works, seamless access to the tools and people they need, and an environment that feels welcoming, inclusive, and worth their time. Without a clear and compelling purpose, the office becomes just another obligation—not an advantage.

And while culture-building and perks still matter, they must be rooted in the basics: enabling people to do their best work while feeling seen and supported. This is especially important as new hires or returners—some encountering the office for the first time in years—may not even know what’s available to them.

Touchpoints that reinforce the “three Ps”—people, place, and purpose—should be prioritised. These are the levers that drive stronger connection, higher satisfaction, and a workplace that feels authentic.

# Solution: Reimagining How We Work

## Aligning space, people, and strategy to make workplaces hum

RTO mandates have put people back in buildings. But attendance alone is not a measure of success. Most offices are still out of step with how employees work. Amenities sit unused. Hybrid schedules strain coordination. And without a clear reason to return, culture suffers.

ABM *Experience Solutions* addresses that gap. It's an integrated experience platform that connects people, space, and operations. Using on-site service teams, a mobile-first workplace platform, and sensor-based analytics tools, this solution works to remove friction, enable productivity, and support long-term space strategy.

It can scale to a single campus or a global portfolio. And can be used to activate a flagship headquarters or to bring consistency across satellite locations. Most importantly, it is designed to solve for both employee needs and business outcomes.

### SERVICE DELIVERY THAT STARTS WITH PEOPLE

This offering begins at the ground level. We place hospitality-trained teams inside client workplaces to guide daily operations and create a consistent, supportive experience for employees and visitors.

These roles go beyond traditional front-of-house functions. Experience team members answer questions, coordinate supplier activity, manage amenity access and close service loops. Their presence makes the workplace feel more intentional and helps address common pain points around communication, service gaps, and wayfinding.

Each team is trained to represent the client's brand and culture, acting as an extension of the organisation rather than a third-party supplier.

## ABM *Experience Solutions*

An integrated experience platform that connects people, space, and operations.

## DATA THAT INFORMS ONGOING STRATEGY

Every deployment includes a workplace utilisation program. Using sensor technology, space mapping, and analytics dashboards, ABM *Connect™*, ABM's data intelligence platform, helps clients understand how their spaces are used and where adjustments can deliver better outcomes.

### The data can identify patterns such as:

- Underused zones or amenities
- Booking patterns versus actual usage
- Dwell times by team or floor
- Facility needs by time of day or location

These insights feed directly into workplace strategy, enabling leaders to right-size space, validate redesigns, and improve service efficiency. They also provide a clear baseline for measuring the impact of future changes.

## DESIGNED TO INTEGRATE, NOT DISRUPT

ABM *Experience Solutions* is structured to work within existing facility and real estate operations. It can layer onto current cleaning, maintenance, and engineering programs without overlap or conflict. Implementation begins with a collaborative discovery process to define goals, map workflows, and align on outcomes.

Where other providers focus on segmented service lines, ABM offers coordinated execution across all experience touchpoints. The result is a more connected, responsive workplace that delivers consistency across locations and roles.

## A WORKPLACE THAT WORKS BETTER FOR EVERYONE

Mandates alone won't rekindle trust, collaboration, or energy. These outcomes are built, not ordered. ABM *Experience Solutions* empowers organisations to build the kind of workplace that employees choose—because it works better for them and the work they do.

Whether improving a legacy campus, launching a new hub, or realigning space design, ABM provides the infrastructure and insight to make every square foot count. Presence becomes purposeful.

And the workplace becomes part of the reason people stay.



## A smarter way to run facilities

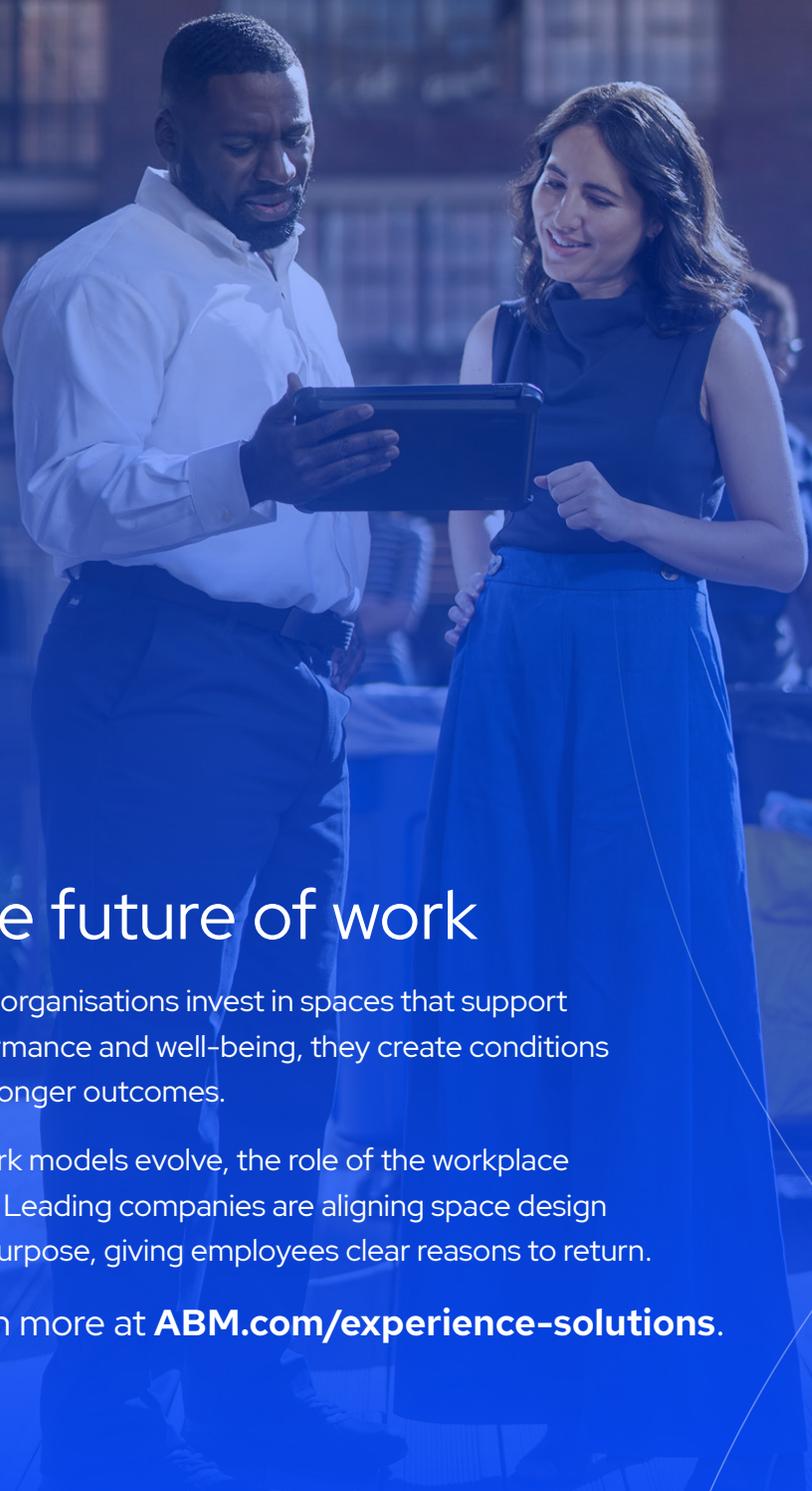
Modern workplace experiences can be transformative. They're even more powerful when supported by facility services that create consistent, comfortable environments. ABM *Performance Solutions* is an integrated facility services (IFS) model that allows leaders to unify their facility, infrastructure, and engineering needs under one contract.

### It looks like:

- A single account director serving as the primary point of contact and accountability
- Up to 90% self-performed services, reducing costs and ensuring consistency
- Multi-skilled teams that improve efficiency, lower turnover, and elevate the occupant experience
- An average 16% reduction in operating expenses through service consolidation
- Reporting, data insights, and local delivery tailored to evolving client need

Together, these elements transform facilities from a cost center into a strategic asset that drives performance, resilience, and long-term value

Visit [ABM.com/performance-solutions](https://www.abm.com/performance-solutions) to learn more.

A man and a woman are standing in a modern office space, looking at a tablet together. The man is on the left, wearing a white shirt and dark trousers. The woman is on the right, wearing a dark sleeveless top and a long blue skirt. They are both smiling and appear to be engaged in a collaborative work activity. The background shows a blurred office environment with other people and plants.

## The future of work

When organisations invest in spaces that support performance and well-being, they create conditions for stronger outcomes.

As work models evolve, the role of the workplace shifts. Leading companies are aligning space design with purpose, giving employees clear reasons to return.

Learn more at [ABM.com/experience-solutions](https://www.abm.com/experience-solutions).

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### Insights and Future Trends

40. Primary research conducted by ABM Industries in partnership with Cracked Agency across the U.K. and U.S. to understand evolving workplace expectations, preferences, and behaviours. The study included qualitative interviews with employees in professional and administrative roles from major urban and hub cities, spanning sectors such as financial services, tech, media, aviation, private education, and healthcare.

Participants represented a mix of ages, genders, seniority levels, and working patterns (2–5 days/week in office), with commute times ranging from 15 minutes to 2.5 hours. Quantitative input was collected from employees in both countries and supplemented by internal ABM stakeholders across operations, strategy, sales, marketing, and client relations, as well as one external client in a building management role.

The research aimed to uncover the needs driving perceptions and usage of workplace services and identify emerging trends, satisfaction drivers, and unmet facility needs across different workplace environments.