GLOBAL WORKPLACE SURVEY 2024

Moving beyond employee presence to workplace performance

Gensler **RESEARCH** INSTITUTE

It's time to move beyond discussing employee presence to measuring workplace performance.

Work can—and does—happen anywhere and everywhere today. As a result, organizations and leaders are focused on establishing greater intentionality for office work as they look to build team cohesion, company culture, and business growth, and to establish both virtual and physical platforms for this new era of work. This requires a close examination of how, when, and where employees are working today and a redefinition of the requirements for a successful workplace.

As we reimagine work and the workplace, the future is about purpose-driven and impactful solutions. Less than a third of workplaces have been redesigned in the past three years according to our Global Workplace Survey 2024 data. It's time to re-evaluate how we design workplaces for office workers today. In an uncertain economic climate, leaders need the right measures to understand what constitutes today's definition of a high-performing workplace.

Acknowledging this shift, we surveyed more than 16,000 office workers across 15 countries, and 10 industries. This global study examines top performers at individual, team, and organizational levels, and highlights what comprises a high-performing workplace within and beyond the office—including findings at the scale of the building and neighborhood. By evaluating the workplace in its wider context, we identify where design can elevate a workplace from good, to great, to exceptional.

Workplace performance is no longer defined only by building efficiency or space effectiveness, it is also measured by the emotional response to space: the workplace experience. This study highlights the shift from real estate occupancy to people-centric performance measures, with a goal of better quantifying the design impact on how employees work and feel in the workplace. In doing so, it unlocks the potential to design workplaces that can yield positive outcomes for individuals, teams, and organizations.

Work and the workplace are constantly evolving.

Gensler has been studying the workplace for almost 20 years. In 2005, our research established a link between workplace design and business performance. In mapping the evolution of work and the workplace over the past two decades, we have uncovered and continue to refine the building blocks of workplace performance.

From that first Workplace Survey in 2005, and for the decade that followed, our research focused on how employees worked and measured the effectiveness of space to support that work. In 2017, we broadened the research to focus on the impact of design on the human experience; we then explored and identified the direct impact design has on experience and how to engage people's emotions in the workplace. As this ongoing research continued, the pandemic in 2020 accelerated an existing evolution toward hybrid working, marking a shift from "work as a place" to "work as a process." Since then, we have been in a period of reimagining the workplace, and piloting concepts and design solutions.

Amid this change, we are redefining new measures of workplace performance for this next evolution of work. As the transition toward a more people-centric approach to workplace continues, a foundational understanding of how to measure workplace performance is required. In this new era of work, the metrics go beyond real estate efficiency to quantify space effectiveness and workplace experience for employees both in and out of the office.

2005	2006	2008	2013	2016	2017	2019	2020	2021	2022	2023	2024

Linking design and business performance | Creating great experiences | Shifting to hybrid working | A new era of workplace performance

Decline in effectiveness | Reimagining and piloting the workplace

Respondents

| 200 | 2,013 | 1,200 | 2,035 | 7,258 | 4,040 | 8,691 | 20,396 | 11,604 | 5,986 | 12,243 | 16,040 |

| UK | U.S. | UK U.S. | U.S. | ASIA UK U.S. | LATAM | GERMANY U.S. | AUSTRALIA FRANCE JAPAN MIDDLE EAST UK U.S. | CHINA INDIA U.S. | CANADA MEXICO U.S. | GERMANY PHILIPPINES SAUDI ARABIA SINGAPORE UNITED ARAB EMIRATES UK U.S. | AUSTRALIA CANADA CHINA COLOMBIA COSTA RICA FRANCE GERMANY INDIA | JAPAN MEXICO SAUDI ARABIA SINGAPORE UK UNITED ARAB EMIRATES U.S. |

Great workplaces require new performance metrics.

Effectiveness measures how the space supports work.
Experience measures how employees feel about the space.

While the office is an important place to get work done, there are various contributing work and life factors that prevent employees from coming to the office 100% of the time. Gensler's 2023 Study: Work, Life and the Workplace surveyed more than 6,000 employees across 6 major U.S. cities and found that factors such as living situation, commute length, team type, and role can all affect the time spent in the office in different ways.

While these factors can vary day-to-day or week-to-week attendance, the impact of workplace design on space effectiveness and workplace experience is clear. Good workplaces offer effective workspaces that support the work, and great workplaces provide experiences that evoke positive emotions to inspire people to feel valued and motivated to work at their best.

We define workplace performance as an average of two composite scores developed via our ongoing research—a WPI score measuring effectiveness of how the space supports work, and an EXI score measuring the experience of how employees feel about the space. Effectiveness measures factors such as function, layout, availability, and proximity. Experience measures factors such as beauty, feelings of being inspired, and valued. Across countries and industries, workplace experience trails behind space effectiveness highlighting an opportunity to design for emotion as well as function.

WORKPLACE PERFORMANCE
EFFECTIVENESS
EXPERIENCE

TYPICALLY, WORKPLACE EXPERIENCE LAGS BEHIND SPACE EFFECTIVENESS.

The average WPI and EXI scores, by country. Both scores are on 100-point scales.

- ● Effectiveness (WPI)
- — Workplace Performance
- ● Experience (EXI)

Country	Effectiveness (WPI)	Experience (EXI)
India	80	79
Saudi Arabia	80	78
UAE	80	77
China	81	76
Singapore	76	75
Costa Rica	77	71
Australia	74	71
Mexico	75	70
Columbia	74	70
U.S.	72	68
Germany	73	67
Canada	71	67
UK	70	67
France	65	62
Japan	64	62
Average	74	71
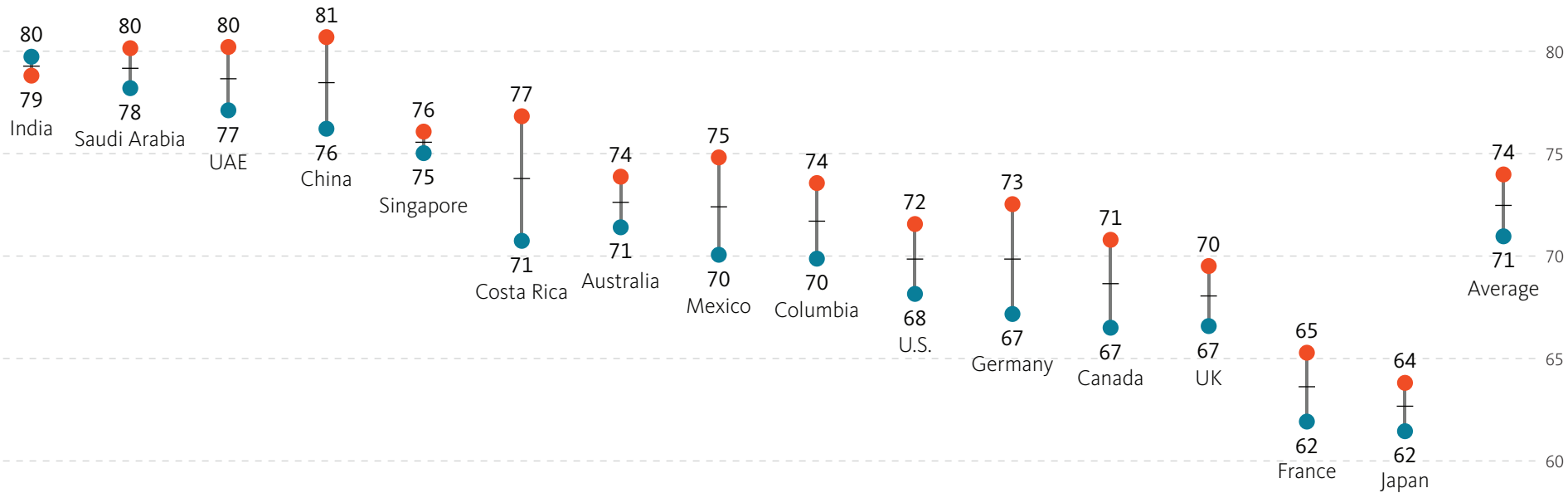
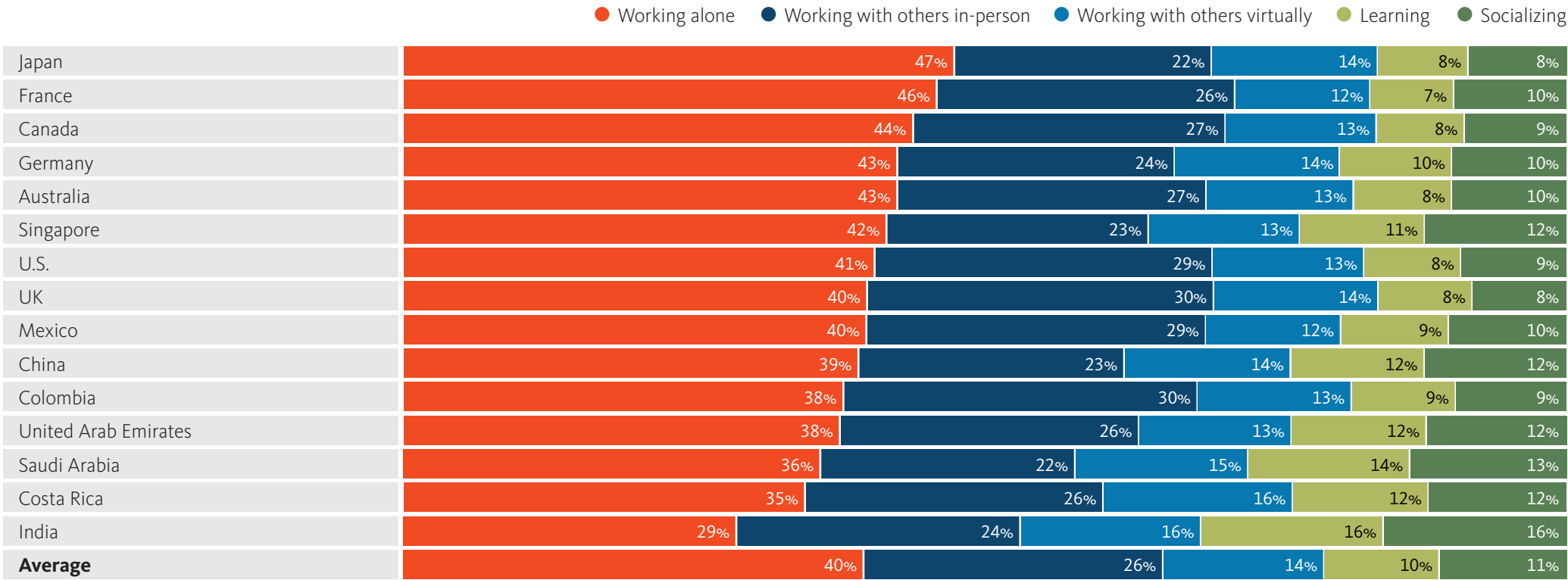# The workplace must adapt to how employees are working today.

For as long as we've been measuring how and where employees spend their time, the average office worker has spent their time working across a spectrum of locations beyond the office. Global office workers today spend half their typical workweek in the workplace, 20% of their time at home, and 29% in other locations such as coworking spaces, client or customer sites, and business travel. Pre-pandemic, this average was closer to 70% of time in the office. The biggest shift in where employees work has been in the increase of work beyond the office and home in

spaces such as coworking, client sites, business travel, and third places. Now, more than ever, the workplace needs to respond to a wider offering of spaces and experiences. Employees across the world have unique and individual needs for the office. The reasons office workers say they are coming into the office vary widely between different countries and industries. The workplace should continue to shift toward a place where employees can access quality experiences and spaces that enable them to conduct a diverse range of work activities.

How we work also continues to evolve. For the first time, global office workers currently spend the same amount of time (40%) working alone as they do working with others in-person and virtually, on average. The remaining time is spent learning and on professional development, and socializing, connecting, and building networks. How we work varies by country. For example, office workers in India spend twice as much time learning and socializing than employees in Japan.

GLOBALLY, OFFICE WORKERS SPEND THE SAME AMOUNT OF TIME WORKING ALONE AS WORKING WITH OTHERS IN-PERSON AND VIRTUALLY.

The percentage of time office workers spend working in each work mode, by country.

● Working alone ● Working with others in-person ● Working with others virtually ● Learning ● Socializing

Country	Working alone	Working with others in-person	Working with others virtually	Learning	Socializing
Japan	47%	22%	14%	8%	8%
France	46%	26%	12%	7%	10%
Canada	44%	27%	13%	8%	9%
Germany	43%	24%	14%	10%	10%
Australia	43%	27%	13%	8%	10%
Singapore	42%	23%	13%	11%	12%
U.S.	41%	29%	13%	8%	9%
UK	40%	30%	14%	8%	8%
Mexico	40%	29%	12%	9%	10%
China	39%	23%	14%	12%	12%
Colombia	38%	30%	13%	9%	9%
United Arab Emirates	38%	26%	13%	12%	12%
Saudi Arabia	36%	22%	15%	14%	13%
Costa Rica	35%	26%	16%	12%	12%
India	29%	24%	16%	16%	16%
Average	**40%**	**26%**	**14%**	**10%**	**11%**

Top performers work differently.

What do we mean by top performers?

Athletes at the top of their game know the importance of the environments in which they train—just ask the athletes at the Olympics, and you'll hear about the environments and equipment in which they've invested to maximize their performance. Top performers in the workplace follow a similar model—they're the people at the top of their organizational game, driving performance and innovation across the company, and they also need the best workplaces to optimize their performance.

We explore workplace performance at an individual, team, and organizational level, uncovering how top performers work to create workplaces that are primed for success.

Performance at the individual level is measured by employee engagement; team performance is measured by the strength of team relationships; organizational performance is measured by an organization's culture of innovation. Those that score in the top 25% of each category determine the "top performers."

The most engaged individuals are scored on factors such as how energized and happy they feel when they are working. The strongest teams score on factors of the team such as: learning from and relying on other members, encouraging open sharing of new ideas, the overall team dynamics. The most innovative companies are determined using an Innovation Index that averages six factors about organizational innovation and creativity—we have employed this index in our research since 2016.

How we measure performance at individual, team, and organizational levels.

Individual
The most engaged workers are energized and happy when they are working.
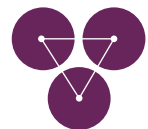
Team
The strongest teams learn from their team members and encourage open sharing of new ideas.

Organization
The most innovative companies have a clear strategy for innovation that is championed by leadership.

97% of the most engaged employees say they are likely to stay with their company next year, compared to just 53% of the least engaged.

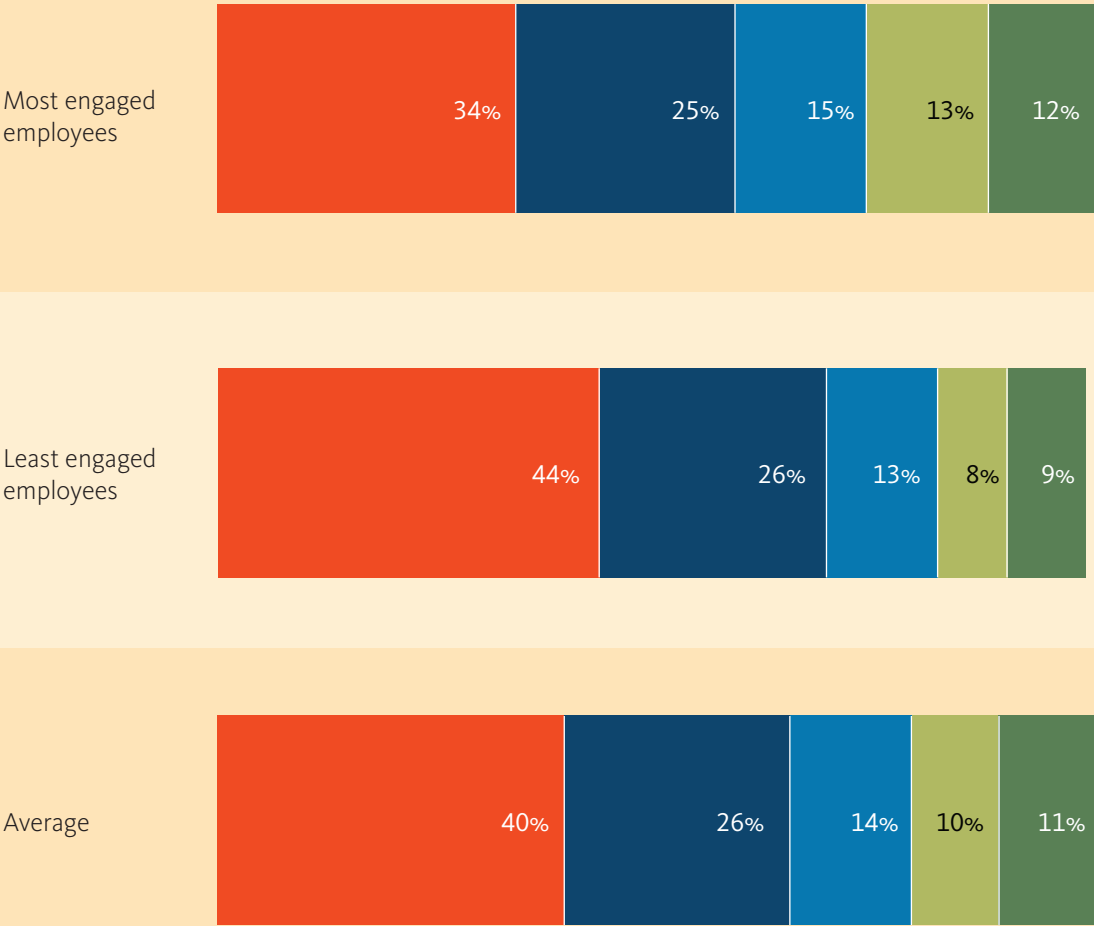# The most engaged individuals value learning and socializing.

Employees with high engagement scores work differently. While they spend a similar amount of time working with others in-person and virtually, the biggest difference between the most and least engaged is the amount of time they spend working alone, learning, and socializing. Compared to the least engaged employees, those who are most engaged spend less time working individually (34% of a typical week vs. 44%), and instead spend more time learning, socializing, and engaging in professional development.

The most engaged individuals also rate all five work modes as more critical to their job performance than the least engaged individuals. Just 35% of the least engaged individuals report that learning and professional development are critical to perform their job, compared to 71% of the most engaged. A similar pattern emerges for every other work mode. This reinforces the notion that top performers, like athletes, need a tailored environment that responds to a varied training program and does not just focus on one work activity alone.

THE MOST ENGAGED EMPLOYEES RATE LEARNING AND SOCIALIZING AS ALMOST TWICE MORE CRITICAL TO THEIR JOB PERFORMANCE.

The percentage of respondents who rate each work mode as critical or highly critical on a scale of 1-5.

- 🔴 Working alone
- 🔵 Working with others in-person
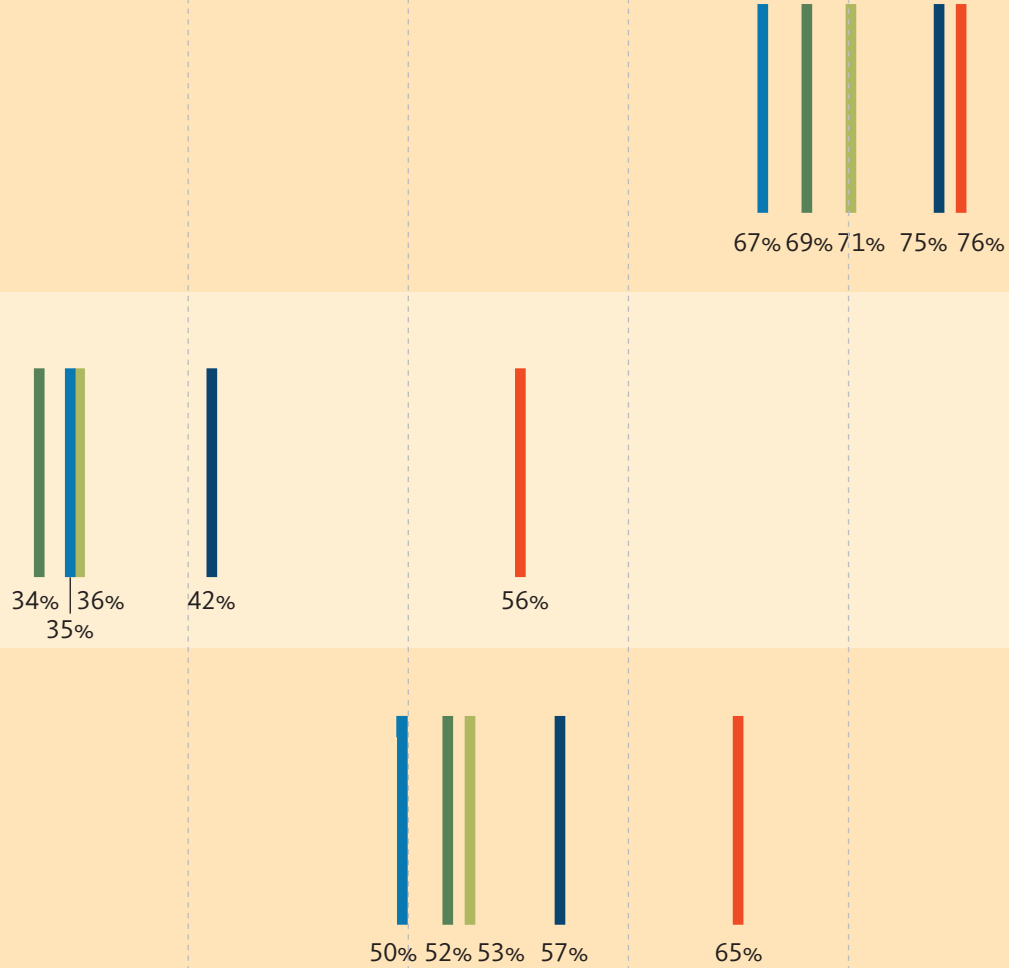- 🔵 Working with others virtually
- 🟢 Learning
- 🟢 Socializing

Positive social connections at work can increase productivity by improving how employees work together to get the job done.

– Research from Harvard School of Public Health

Time spent during a typical workweek

The percentage of respondents who rate each work mode as critical

Most engaged employees: 34% | 25% | 15% | 13% | 12%
Critical ratings: 67% 69% 71% 75% 76%

Least engaged employees: 44% | 26% | 13% | 8% | 9%
Critical ratings: 34% 35% 36% 42% 56%

Average: 40% | 26% | 14% | 10% | 11%
Critical ratings: 50% 52% 53% 57% 65%

30% 80%

Top performing teams and organizations have diverse needs for the workplace.

Strong teams are much more likely to sit together when they're in the workplace—81% of employees in strong teams say they often sit with the people they work with, compared to just 50% of those in the weakest teams. As a result, they are also almost twice as likely to be aware of what their teammates are working on. The office is an important environment for the strongest teams to work together. The top reasons they give for coming in are for in-person team meetings, to focus on their work, to sit with their team, and to socialize with their colleagues.

At the organizational scale, the positive impacts of global work create a complex picture of workplace needs. The most innovative companies are also more likely to be global companies; the nature of working across the globe means employees at these companies are more likely to work with colleagues across multiple time zones. When employees at the most innovative companies are in the office, nearly three-quarters of their meetings are "hybrid"—involving both in-person and virtual attendees—compared to just half of those in the least innovative companies. The nature of global work also manifests in a more mobile workstyle; employees in the most innovative companies spend almost twice as much time in workspaces such as coworking, client sites, and business travel than do those in the least innovative companies.
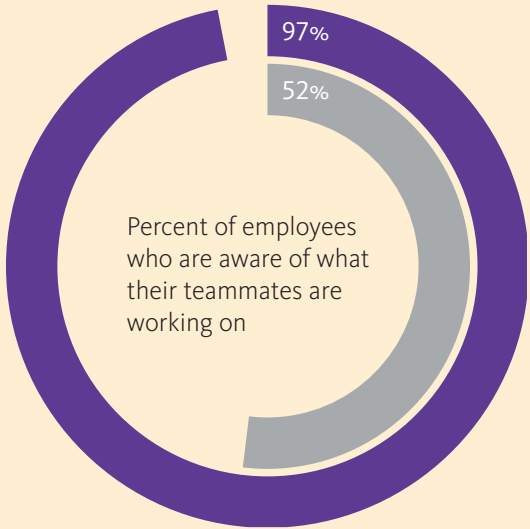
WORKERS WITH THE STRONGEST TEAM RELATIONSHIPS COME INTO THE OFFICE TO BE WITH THEIR TEAM.

The strength of team relationships is measured using a composite score of five questions focused on team dynamics, trust, and relationships. The strongest and weakest teams are determined using a quartile analysis.

Top reason to come into the office for those with strongest team relationships:

- Team meetings
- To focus on my work
- To sit with my team
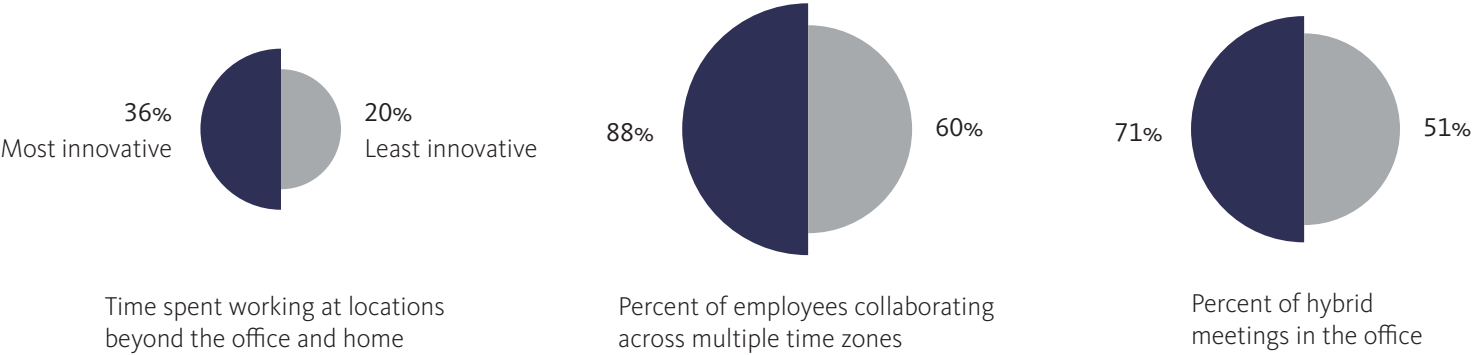- To socialize with colleagues
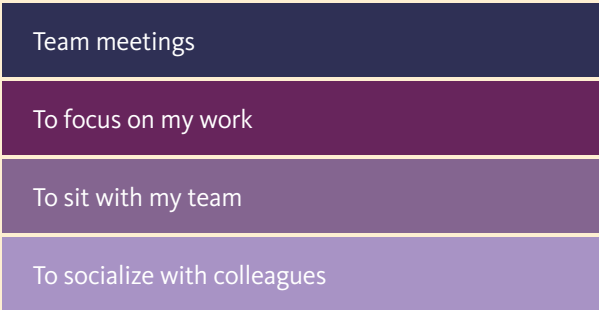
99% of employees in the most innovative companies say that they would recommend their organization as a great place to work, compared to just 37% in the least innovative.

Strongest teams 81%
Weakest teams 50%

Percent of employees who often sit near the people they mainly work with in the office

97%
52%

Percent of employees who are aware of what their teammates are working on

EMPLOYEES IN THE MOST INNOVATIVE ORGANIZATIONS SUPPORT DISTRIBUTED WORK.

Innovation is measured using a composite score of six questions focused on the culture of innovation, creativity, and leadership in an organization. The most and least innovative are determined using a quartile analysis.

36%
Most innovative

20%
Least innovative

Time spent working at locations beyond the office and home

88%

60%

Percent of employees collaborating across multiple time zones

71%

51%

Percent of hybrid meetings in the office

Top performers have better workplaces and better experiences.

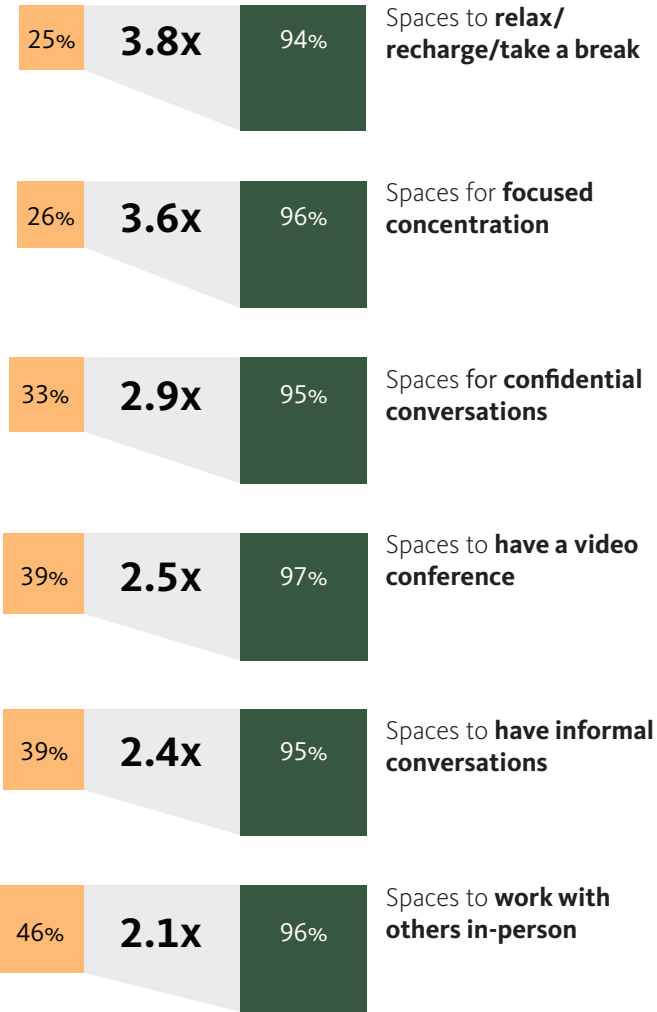## Diverse space types are a key factor of high-performing workplaces.

Top performers not only use the workplace differently—they also have better physical workplace environments. Our data shows a direct, positive link between top performers at all scales and working in a high-performing workplace. High- and low-performing workplaces are determined using a quartile analysis of the average of the WPI and EXI scores.

It is important that top performers have the right environments in which to perform the wide array of work activities that define their days. In high-performing workplaces, 94% of employees have a choice in where they work within the office. High-performing workplaces also offer greater access to spaces for critical work activities, and overall have more work settings to choose from beyond individual workspaces and enclosed meeting rooms. This empowers employees to work at the most effective spaces for their task.

The difference in the spaces high-performers have access to is clear. Employees in these environments have up to three times greater access to spaces to relax and recharge, for focused concentration, and for confidential conversations than do those in low-performing environments. They are also more than twice as likely to say their workplace positively impacts their individual and team productivity, the quality of their team's work or services, and the speed of decision-making in their organization.

EMPLOYEES IN HIGH-PERFORMING WORKPLACES HAVE BETTER ACCESS TO SPACES FOR CRITICAL WORK ACTIVITIES.

The percentage of respondents who agree or strongly agree that it is easy to access the following spaces in their office environment.
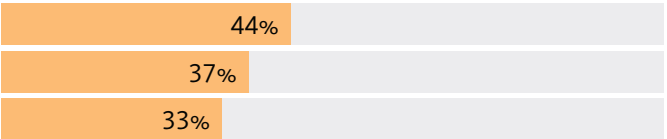
- ● High-performing workplace
- ● Low-performing workplace

25%	**3.8x**	94%	Spaces to **relax/recharge/take a break**
26%	**3.6x**	96%	Spaces for **focused concentration**
33%	**2.9x**	95%	Spaces for **confidential conversations**
39%	**2.5x**	97%	Spaces to **have a video conference**
39%	**2.4x**	95%	Spaces to **have informal conversations**
46%	**2.1x**	96%	Spaces to **work with others in-person**

EMPLOYEES IN HIGH-PERFORMING WORKPLACES PERCEIVE BETTER TEAM OUTCOMES.

The percentage of respondents who say that their working environment positively impacts their team outcomes.

	High-performing workplace	Low-performing workplace
TEAM		
Relationships with colleagues	97%	44%
Team's productivity	97%	37%
Connection to company's mission/purpose	96%	33%
ORGANIZATION		
Quality of your team's work or services	97%	37%
Speed of decision-making	96%	35%

Employees working in high-performing workplaces feel more valued and empowered.

High-performing workplaces can foster different employee behaviors and emotions. People in high-performing workplaces are more likely to spend time learning something new, socializing and having fun, and reflecting than those in low-performing workplaces. More than 90% of employees in high-performing workplaces say they often take time to unplug from technology when they are at the office.
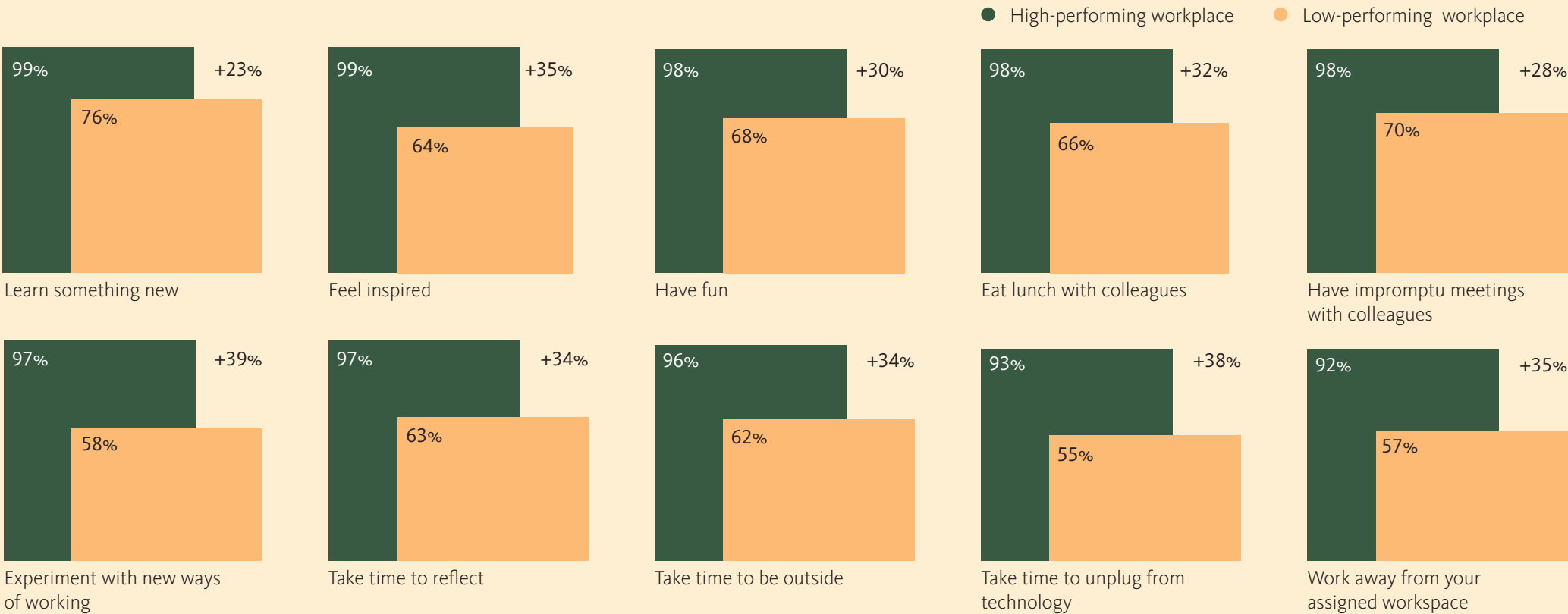
Employees in high-performing workplaces also have more autonomy, understand how their work relates to their company's mission, and receive acknowledgment for their achievements. These attributes are key pillars of intrinsic motivation. Unlike extrinsic motivators like compensation, title, or status, intrinsic motivation is a desire to do something because it is satisfying, interesting, or enjoyable.

Employees in high-performing workplaces are also twice as likely to say that they feel empowered to experiment with new ideas, to think their company cares about them as a person, and to have their achievements acknowledged and celebrated. As a result, they are more than three times as likely to say that working in the office positively impacts their personal health and well-being, their job satisfaction, their work/life balance, and their career advancement, compared to those in the lowest performing workplaces.

96% of employees in high-performing workplaces say they have control over how they manage their time at work, compared to just over half of those in low-performing workplaces.

EMPLOYEES IN HIGH-PERFORMING WORKPLACES ARE MORE LIKELY TO LEARN SOMETHING NEW, SOCIALIZE, OR REFLECT.

The percentage of respondents who sometimes, often, or always, do these activities at the office.

● High-performing workplace ● Low-performing workplace

Activity	High-performing	Low-performing	Difference
Learn something new	99%	76%	+23%
Feel inspired	99%	64%	+35%
Have fun	98%	68%	+30%
Eat lunch with colleagues	98%	66%	+32%
Have impromptu meetings with colleagues	98%	70%	+28%
Experiment with new ways of working	97%	58%	+39%
Take time to reflect	97%	63%	+34%
Take time to be outside	96%	62%	+34%
Take time to unplug from technology	93%	55%	+38%
Work away from your assigned workspace	92%	57%	+35%

EMPLOYEES IN HIGH-PERFORMING WORKPLACES FEEL MORE AUTONOMOUS AND VALUED, AND IMPACTFUL.

The percentage of respondents who agree or strongly agree with the following statements about their relationship to their organization.

	High-performing workplace	Low-performing workplace
I understand how my work contributes to my company's mission.	97%	57%
I have control over how I manage my time at work.	96%	53%
I am empowered to experiment with new ideas.	97%	40%
My achievements are acknowledged and celebrated.	96%	37%
My company cares about me as a person.	97%	35%

The best workplaces perform within a building and neighborhood ecosystem.

Employees in higher-quality buildings are more likely to feel organizational pride.

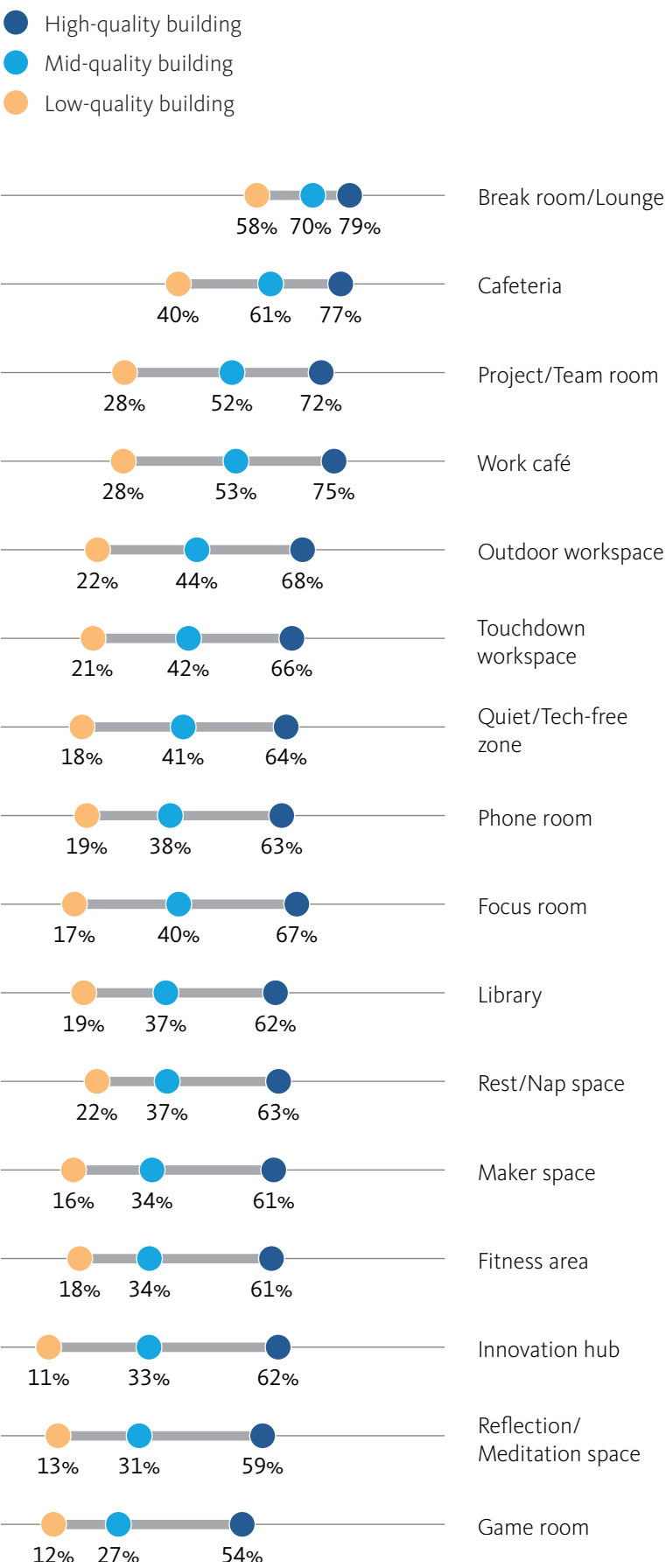## Building quality positively correlates with workplace performance.

It is important to study the context in which a workplace is located to create a holistic understanding of workplace performance. In this study, we expanded our data collection to also study the quality of a workplace in relation to its building. Two-thirds of office workers we surveyed describe their company's office building as "one of the premier, higher-quality commercial office buildings in the area." The remaining employees describe their work as in mid- to low-quality buildings.

Building quality has a direct relationship to workplace quality: high-performing workplaces are twice as likely to be in a high-quality office building. Employees working in higher-quality buildings feel more positively about their company than those in mid- to low-quality buildings. Office workers in the higher-quality buildings feel more committed and prouder to work for their company or organization. Four in five employees in high-quality buildings say their company is a great place to work, compared to 43% of those working in lower-quality buildings.

High-quality buildings create quality experiences in part by expanding the suite of spaces their occupants have access to within the building or tenant space. Workers in high-quality buildings have more space types to choose from: spaces such as game rooms, reflection and meditation spaces, and innovation hubs are twice as likely to be accessible in high-quality buildings than in mid-quality buildings.

HIGH-QUALITY BUILDINGS HAVE MORE SPACE TYPES WITHIN BUILDING AND TENANT SPACES.

The percentage of building occupants who currently have these spaces available to them in their tenant space or building.

- ● High-quality building
- ● Mid-quality building
- ● Low-quality building

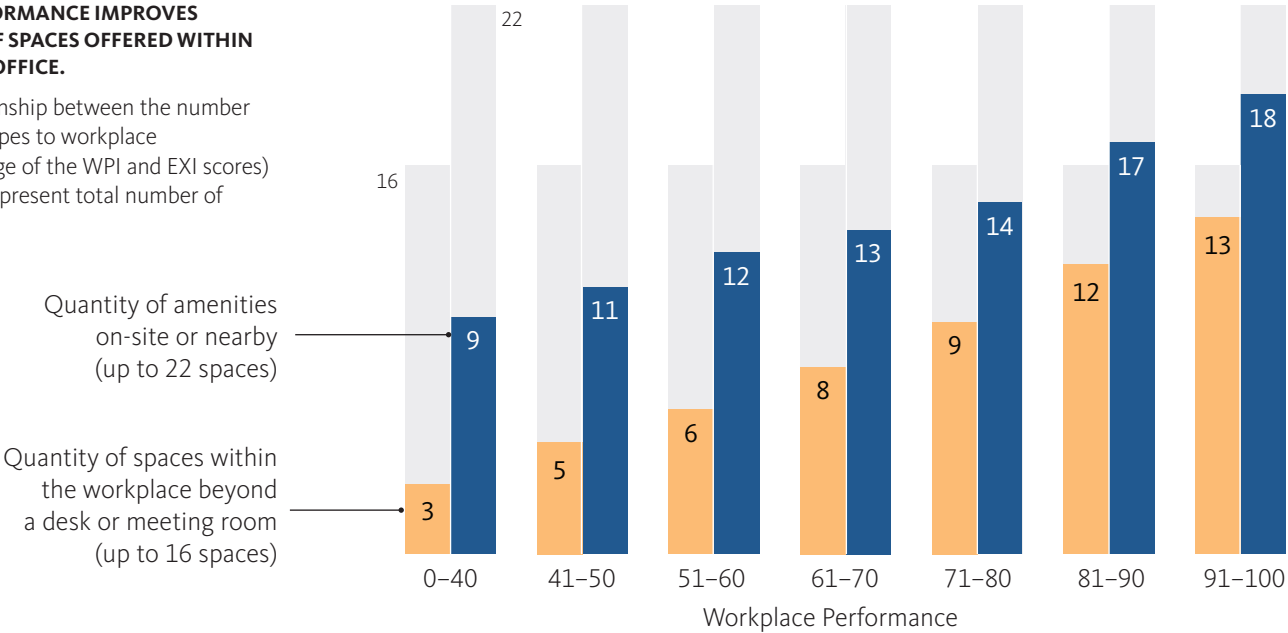| Space type	Low-quality	Mid-quality	High-quality
Break room/Lounge	58%	70%	79%
Cafeteria	40%	61%	77%
Project/Team room	28%	52%	72%
Work café	28%	53%	75%
Outdoor workspace	22%	44%	68%
Touchdown workspace	21%	42%	66%
Quiet/Tech-free zone	18%	41%	64%
Phone room	19%	38%	63%
Focus room	17%	40%	67%
Library	19%	37%	62%
Rest/Nap space	22%	37%	63%
Maker space	16%	34%	61%
Fitness area	18%	34%	61%
Innovation hub	11%	33%	62%
Reflection/Meditation space	13%	31%	59%
Game room	12%	27%	54%

Higher-quality buildings provide more access to spaces, both on-site and nearby.

Higher-quality buildings not only have more space types inside the building, they are also typically located in neighborhoods that offer diverse amenities, services, and alternate workspaces. These buildings are more likely to be in city centers that naturally have greater access to a plethora of services and amenities, though not exclusively. As a result, 93% of occupants in high-quality buildings are satisfied with their office location.

Access to amenities and services appears to make a particular difference. Employees in high-performing workplaces are twice as likely to have access to spaces that respond to personal lifestyle needs such as care services, civic spaces, or cultural spaces. Like the effect of individual spaces offered within the building, workplace performance also increases with the quantity of spaces offered outside but nearby a workplace or building. And this access translates into usage: employees in higher-quality buildings and higher-performing workplaces not only have access to more amenities within their neighborhood, they also use them more often than those in mid- and lower-quality buildings.

AMENITY-RICH NEIGHBORHOODS ATTRACT HIGH-QUALITY BUILDINGS.

The percentage of respondents who have each amenity/service on-site or nearby.

- High-quality building
- Mid-quality building
- Low-quality building

Amenity	Low	Mid	High
Coffee shops	58%	80%	84%
Restaurants/Bars/Pubs	63%	79%	82%
Shopping/Retail	61%	76%	81%
Outdoor spaces	60%	74%	80%
Grocery store	64%	76%	80%
Mass transit	67%	74%	79%
Medical/Health facilities	49%	65%	77%
Pharmacy/Drugstore	58%	72%	77%
Fitness center/Gym	34%	58%	75%
Entertainment/Event	40%	60%	75%
Multipurpose spaces	38%	58%	74%
Bicycle room/Storage	48%	59%	70%
Shop/Maker space	33%	54%	70%
Salon/Barber/Spa	43%	55%	69%
Public library	34%	52%	67%
Locker room/Showers	41%	50%	67%
Dry-cleaning/Laundry	32%	46%	64%
Arts/Cultural/Museums	27%	42%	62%
Religious/Spiritual	33%	44%	59%
Child care	27%	41%	59%
Pet care	19%	33%	55%
Elder care	20%	31%	51%

WORKPLACE PERFORMANCE IMPROVES WITH QUANTITY OF SPACES OFFERED WITHIN AND BEYOND THE OFFICE.
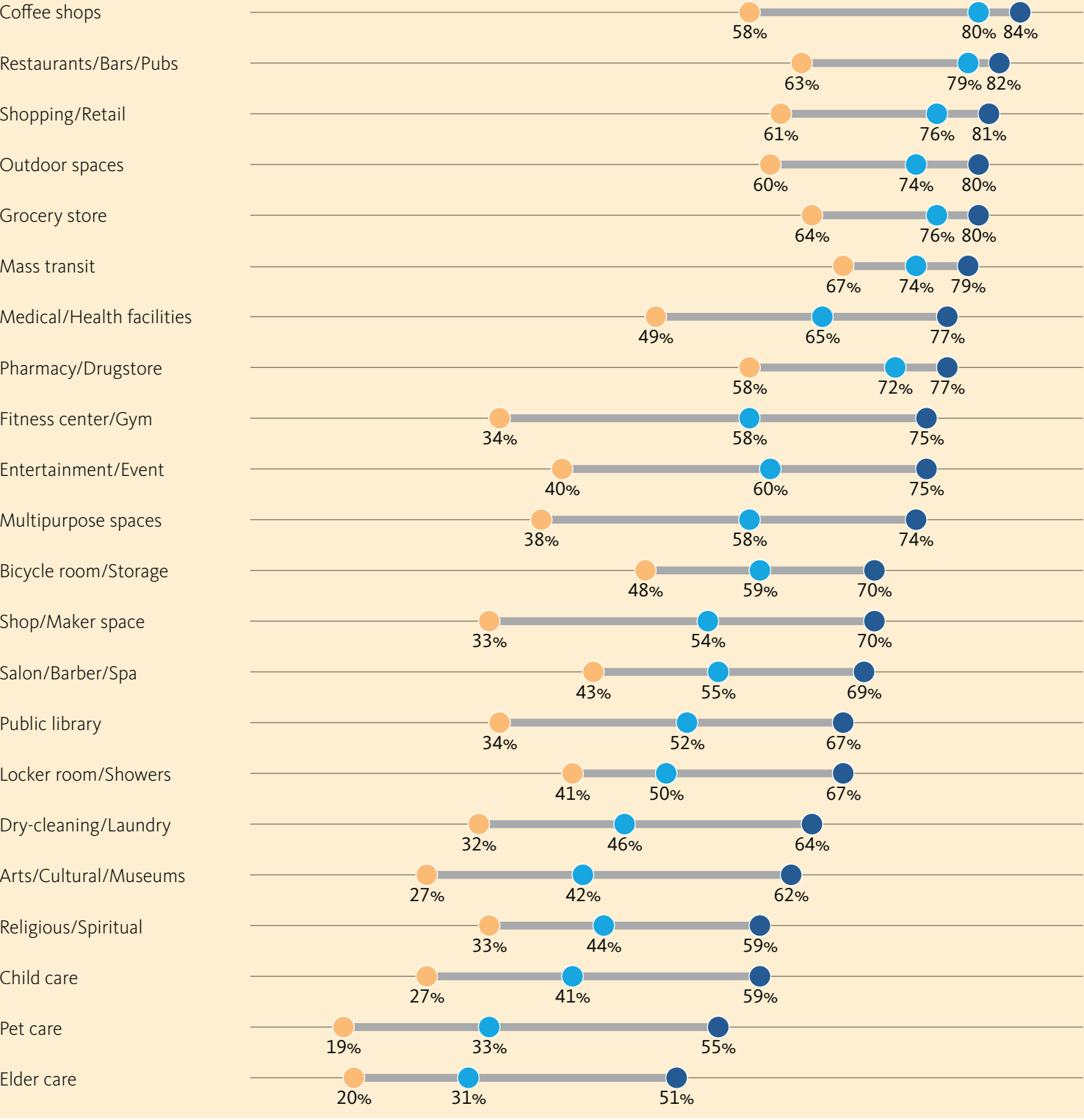
Mapping the relationship between the number of different space types to workplace performance (average of the WPI and EXI scores) groups. Gray bars represent total number of spaces shown.

Quantity of amenities on-site or nearby (up to 22 spaces)

Quantity of spaces within the workplace beyond a desk or meeting room (up to 16 spaces)

Workplace Performance	Spaces within	Amenities
0–40	3	9
41–50	5	11
51–60	6	12
61–70	8	13
71–80	9	14
81–90	12	17
91–100	13	18

Workplace Performance

What matters most to design a high-performing workplace.

Great workplaces are the new benchmark.

Decades of research into workplace performance have given us a keen understanding of what makes a workplace work—and what investments are foundational versus those that can create differentiation in a crowded market.

A good workplace is optimized to effectively support all five work modes: working alone, working with others in-person, working with others virtually, learning, and socializing. These serve as fundamental design factors that support the full spectrum of work. These measures of effectiveness are the foundation of our workplace performance indicators. The first step for any workplace should be to optimize the core activities of work. Our analysis highlights that the most important factors for designing a good workplace prioritize design look and feel, ease of contact to people and resources, and noise levels.

But having a good workplace is no longer enough. As employees seek different experiences in where they work, having a space that is simply functional and effective will not create a desirable workplace for employees. To determine how we can elevate our design impact to build from good to great workplaces, we used regression analysis to identify factors driving workplace performance. Great workplaces are intentionally designed to evoke feelings in a space by overlaying experience factors with space function. The most important experience factors that promote workplaces from good to great include feeling that the space is beautiful, welcoming, and inspires new thinking.

THE TOP DRIVERS THAT ARE MOST IMPORTANT TO GOOD WORKPLACE DESIGN:

Results from a series of multiple linear regressions that identified space attribute predictors of the effectiveness rating for each work mode.

WORKING ALONE

| Meeting room availability |
| Lighting |
| Workpoint size |

WORKING WITH OTHERS IN-PERSON

| Ease of contact to people & resources |
| Layout |

WORKING WITH OTHERS VIRTUALLY

| Design look and feel |
| Noise level |

LEARNING

| Design look and feel |
| Ability to rearrange meeting rooms |
| Noise level |
| Ease of contact to people & resources |

SOCIALIZING

| Design look and feel |
| Ease of contact to people & resources |
| Proximity of meeting rooms |

GREAT WORKPLACES OVERLAY EXPERIENCE FACTORS WITH GOOD DESIGN.

Results from a series of multiple linear regressions measuring space attributes that predict the effectiveness rating for the five work modes, and the additional predictors of a great workplace experience.

EFFECTIVENESS DRIVERS				+	EXPERIENCE DRIVERS
Design look and feel	Noise level	Workpoint size			Beauty
Ease of contact to people & resources	Meeting room availability	Layout			Welcoming
Ability to rearrange meeting rooms	Lighting	Proximity of meeting rooms			Inspires new thinking

Exceptional workplaces differentiate themselves within an ecosystem of spaces in and beyond the office.

The combination of work and lifestyle spaces and services inside and outside the workplace is the difference between great and exceptional.

An exceptional workplace builds on a good and great workplace by integrating unique factors inside the office and beyond it. We identified the factors that make a workplace most unique using a relative impact analysis of the spaces that best predict workplace performance. Within the office, the spaces that have the biggest impact on performance are innovation hubs, project/team rooms, work cafés, outdoor workspaces, and focus rooms. Beyond the building, exceptional workplaces leverage the local neighborhood to incorporate more space types that respond to people's lifestyle beyond their work needs. The key neighborhood factors that have the biggest impact on performance include a range of care services, along with neighborhood activities such as entertainment venues, museums, and spiritual spaces.

This focus on unique spaces and services highlights the blurred boundaries between work and life today, and ultimately the need for the workplace to perform for people, not just for work. Exceptional workplaces support employees holistically by providing functional spaces, evoking positive emotional responses, and being located in neighborhoods where employees can access spaces that support both working and living.

In seeking this aspirational goal, we see room for improvement globally. Our research shows that many workplaces across industries and countries already offer effective spaces, but the quality of workplace experience lags. This demonstrates the opportunity to overlay key experience factors to elevate these workplaces from good, to great, to exceptional. As work continues to evolve, the ecosystem of spaces around the office will become increasingly important. Organizations must consider the spaces they invest in today to accommodate office workers in the future.

EXCEPTIONAL WORKPLACES CONSIDER THE ENTIRE ECOSYSTEM OF SPACE OFFERINGS IN AND OUT OF THE OFFICE.

Unique factors were identified using a relative impact analysis of the spaces most predictive of workplace performance. The top-ranked factors (spaces), on-site or nearby, are ordered by their relative impact.

DIFFERENTIATORS IN THE OFFICE
CO-CREATING, CONNECTING & CONCENTRATING

- Innovation hub
- Project/Team room
- Work café
- Outdoor workspace
- Focus room

DIFFERENTIATORS IN THE NEIGHBORHOOD
CARE SERVICES

- Pet care
- Elder care
- Child care

ENRICHMENT PLACES

- Entertainment
- Arts/Culture/Museums
- Religious/Spiritual

The Workplace Performance Index® (WPIxˢᴹ)
How we measure design impact on our projects

The Workplace Performance Index (WPIx) is an online diagnostic tool to measure workplace performance. Since 2008, the WPIx survey has been a pioneering tool exclusively developed by Gensler to empower clients in making informed design decisions.

Unlike traditional programming surveys, the WPIx gathers data from all employees, and benchmarks results against Gensler's comprehesive global research data, ensuring precise insights and actionable recommendations tailored to each project. With customizable features, intuitive interface, and robust analytics, the WPIx scales effortlessly from individual workplaces to global real estate portfolios. Updated annually with data from the Gensler Research Institute's workplace research, clients can easily compare their performance across countries and industries, gaining a competitive edge in design strategy.

Unlocking Workplace Potential™

Comprehensive understanding
A 15-minute customizable survey diagnoses how and where employees work, how they use space, and identifies what works/doesn't work, and what people value most.

Scalable
Immediate results can be filtered by department/ group, building/site/campus, country/region, role or tenure. This helpful approach is suitable for single workplace projects or global portfolios.

Comparative analysis
Benchmark results by county, industry, or global high-performing workplaces from Gensler's research for competitive insights.

Actionable reporting
Robust analytics deliver practical insights to inform design decisions and mitigate risk.

Annual reporting
Future workplace change is identified by comparing to latest research and benchmarks.

Design impact
Post-occupancy surveys measure the design impact on work behaviors, key metrics, and outcomes.
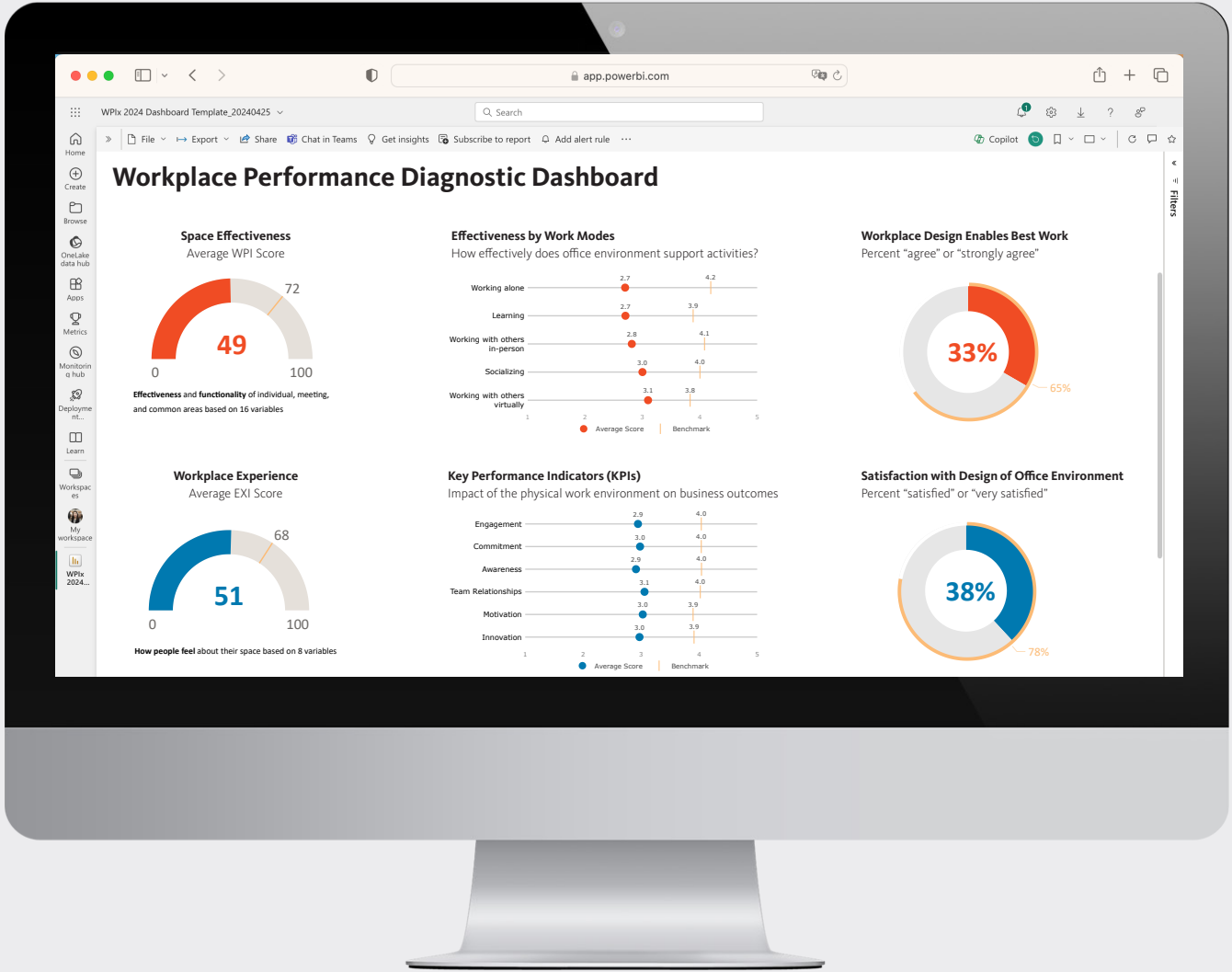
740,000
respondents

97 million
data points

60+
countries

18
languages

Methodology

Data for Gensler's Workplace Survey were gathered via an anonymous, panel-based survey of 16,040 total full-time, office-based workers in 15 countries. The survey was conducted online from October 31, 2023, to January 29, 2024. Survey respondents were required to be employed full-time in one of 10 industries, work from an office environment at least some of the time, and work for a company, organization, or firm with at least 100 total employees. Survey respondents were recruited by Qualtrics, with whom we worked to ensure balanced distributions across gender, age (18+), and geography. Multiple checks were put in place to manage response validity. The survey could be taken in U.S. or UK English, French, Spanish, German, Arabic, Simplified Chinese, or Japanese.

All survey respondents answered questions about their general workplace behaviors, experiences, and needs for the physical work environment, as well as ratings of effectiveness, functional features, service and amenity offerings, and neighborhood-level attributes. Respondents were anonymous to Gensler, and the workplaces and office spaces evaluated were not necessarily designed by Gensler.

Multiple statistical procedures were used to analyze the data. Hypothesis testing was conducted through comparisons of results and measures of association, including variance (ANOVA) and t-tests to compare group means and chi-square, Phi, Cramer's V, and Somers' d tests for categorical variables. Quartile analysis was used to identify top performers based on engagement, strength of team relationships, and innovation constructs. To look at the drivers of a good and great workplace experience, a series of multiple linear regressions were conducted, first using space attribute ratings of the individual workspace, meeting areas, and communal spaces as predictors, and adding on workplace experience ratings in a second analysis. Strict statistical criteria were used to identify the strongest predictors, including statistical significance ($p < .001$) and a standardized coefficient of 0.10 or higher. The Shapley value was used to assess the relative importance of spaces and services to workplace performance.

Constructs reflective of space effectiveness, workplace experience, engagement, innovation, team relationships were identified, and the internal reliability of their items were tested using Cronbach's Alpha (α) and Composite Reliability. Constructs with sufficient reliability and inter-item correlations were created into composite variables used in subsequent analyses. The margin of error for the sample is +/-3%.

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Sample Descriptions

Company size	
42%	100–999 employees
34%	1,000–9,999
15%	10,000–99,999
9%	100,000+

Age range	
29%	18–29 years
20%	30–39 years
20%	40–49 years
12%	50–59 years
18%	60+ years

Gender	
55%	Male
43%	Female
1%	Other

Role	
14%	Administrative staff
9%	Technical staff
18%	Professional staff
28%	Manager
13%	Director
17%	Senior leadership

Industry breakdown	
17%	Technology
17%	Financial services
14%	Consumer goods
11%	Management advisory
10%	Government/Defense
8%	Sciences
7%	Energy
6%	Legal
5%	Media
4%	Not-for-Profit

Country	
15%	U.S.
12%	India
11%	China
6%	Australia
6%	Canada
6%	France
6%	Germany
6%	Japan
6%	Mexico
6%	Saudi Arabia
6%	UK
3%	Colombia
3%	Singapore
3%	UAE
2%	Costa Rica

Percentage totals may not equal 100% due to rounding to the nearest whole number.

For more information on how and where employees work, filtered by country, industry, age, and role, please see our website at www.gensler.com.

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