

OPPORTUNITIES ARE WHAT **WE** MAKE THEM

THE IMPACT OF MANDATES

MANDATES PRESENT A TRADE-OFF BETWEEN
ATTENDANCE AND ENGAGEMENT

AUGUST 2023

EXPERIENCE
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ARE ATTENDANCE GAINS THROUGH MANDATES WORTH THE RISK?

- Limiting employees' location flexibility and choice through mandates can **increase office attendance**.
- However, employees' **engagement** and **ability to do their best work may suffer**.
- Is the short-term attendance gain driven by mandates worth the potential impact to engagement?



MANDATES INCREASE ATTENDANCE

- Limiting ability to choose work location results in higher office attendance.
- 34% of employees unable to choose their work location report going into the office 3+ days/week. That drops to 20% for people allowed to choose their work location.

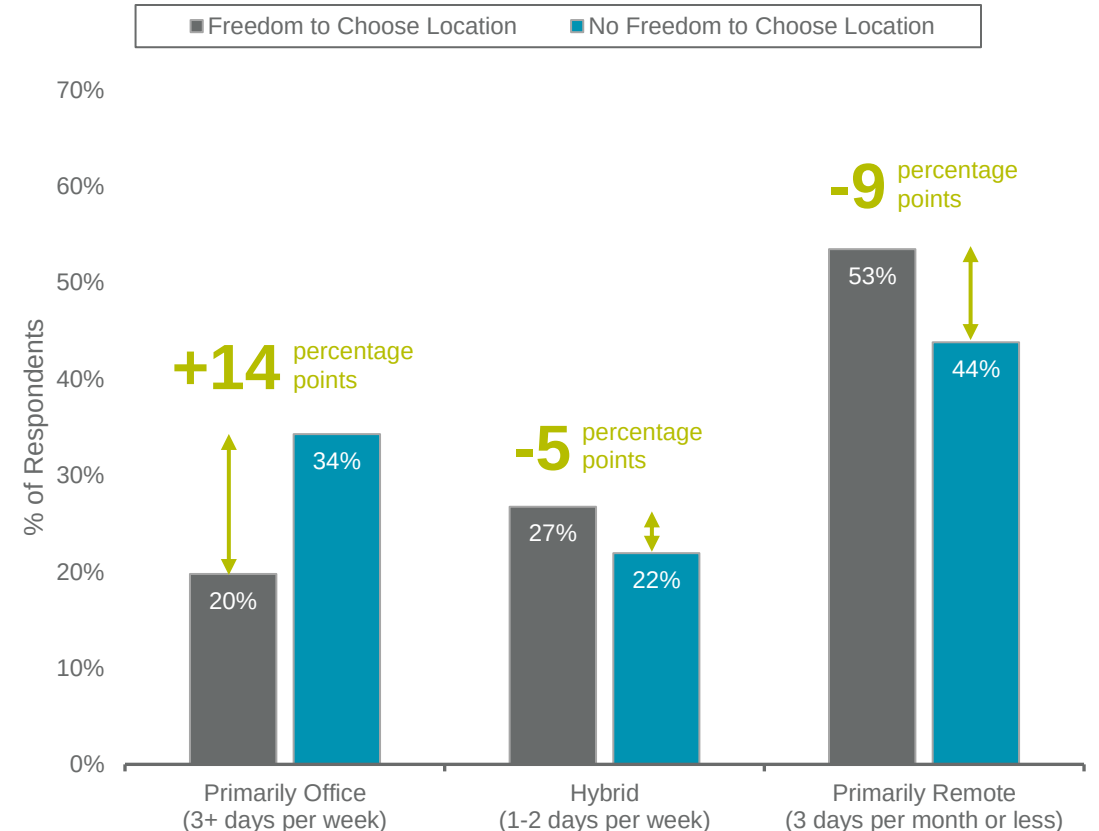
AVERAGE ATTENDANCE

No choice in work location: 1.9 days/week
Choice in work location: 1.3 days/week

*On average, employees who have no choice in attendance go into the office **31 days/year** more than employees who do have choice in attendance.*



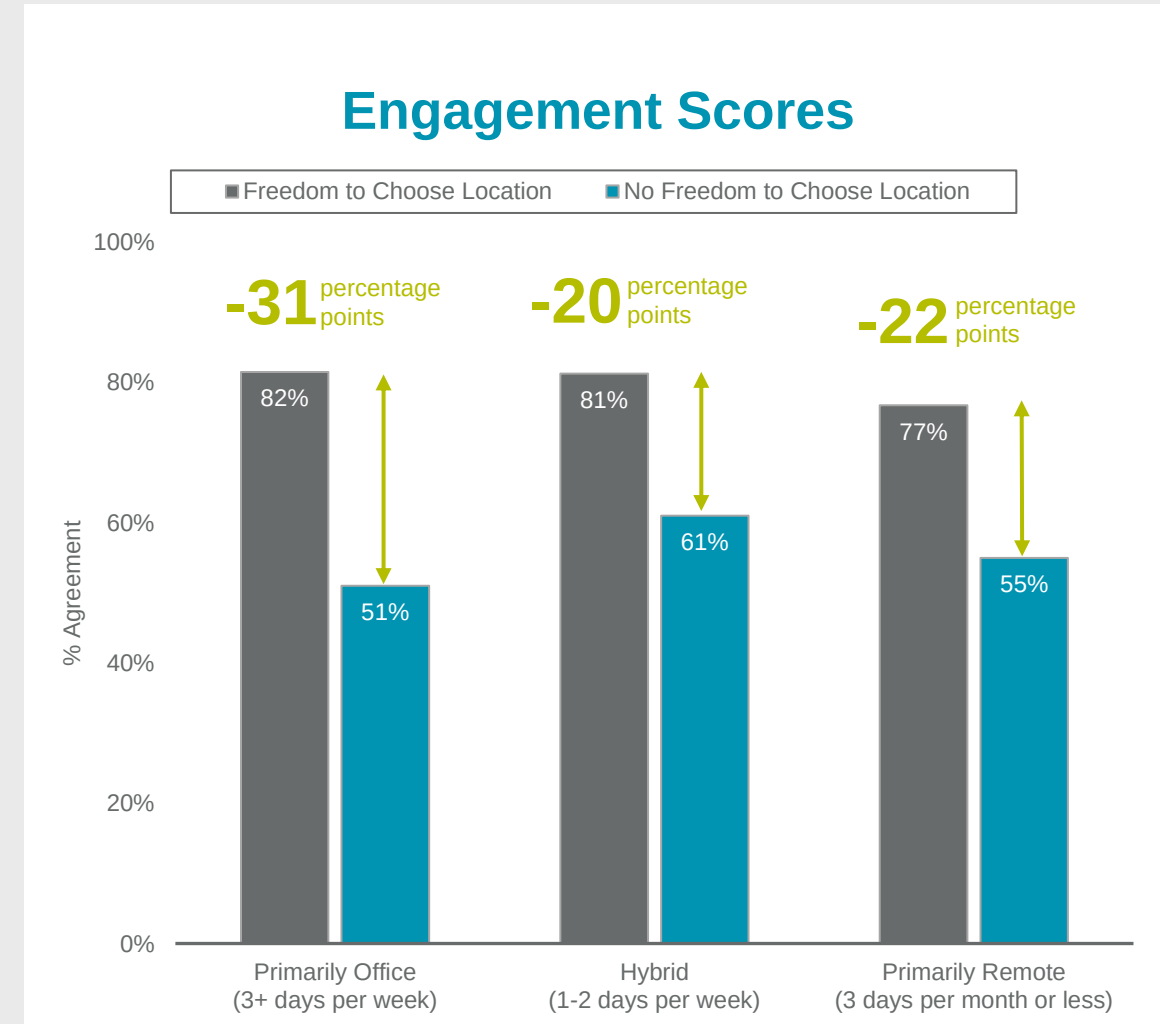
Current Office Attendance



Source: C&W Experience Per Square Foot™ survey results from January 1, 2022 – December 31, 2022; n= 2,338

BUT MANDATES MAY IMPACT ENGAGEMENT

- Employees who cannot choose where to work have lower engagement scores than employees with choice.
- This is true regardless of office attendance – choice impacts engagement of primarily office, hybrid, and primarily remote employees.



Source: C&W Experience Per Square Foot™ survey results from January 1, 2022 – December 31, 2022; n= 1,532

AND LIMITING CHOICE MAY IMPEDE ABILITY TO DO BEST WORK

- Employees who cannot choose where to work are less likely to say they can do their best work on the job.
- When choice in where to work is removed, hybrid employees see a larger drop in ability to do best work than primarily in-office employees.



Source: C&W Experience Per Square Foot™ survey results from January 1, 2022 – December 31, 2022; n= 2,124

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