RELOGIX

Navigating the World of Hybrid Work

A Benchmark Study in Global Workspace Usage

Gauging shifts in workspace demand and preference trends between 2019 and 2022

Table of Contents

Introduction

Introduction

The world of work and the purpose behind it has dramatically changed.

Since April 2022, many companies have tried to mandate a return to office as a way to return to some sense of 'normalcy' – a step which has been met with largely dismal success. The fact is people enjoy the freedom and flexibility they have gained since remote and hybrid work have gained root over the pandemic – and they do not want to give that up. Gallup's latest report indicates the appetite for hybrid work continues to rise and increased from 42% in February 2022 to 49% in June and is expected to continue to rise to 55% by the end of 2022. It's clear from popular opinion, further reinforced by employee behaviors, that there is no full-time return to office now or in the foreseeable future. While adaptations in policies and cultural practices vary by organization, industry, and location, hybrid work is here to stay, and it's critical for enterprises around the world to make sense of what it means for their businesses and their employees.

Companies are increasingly adopting hybrid work models to accommodate employee demands for flexibility but there is no silver bullet or 'right' answer, leaving many grappling with the best ways to adapt to the work-from-anywhere world. This also requires a proactive view into current dynamics as well as an understanding of the gravity of the shifts of the last few years in order to set policies in step with reality. For example, some companies who are setting 3:2 hybrid model targets (i.e., expecting employees to work 3 days in the office and 2 days out of the office) may not be aware that those targets resemble pre-pandemic realities, which are no longer feasible. Working out of the office optimizes the use of time which is what many employees have come to value more than anything else.

Introduction

More importantly, decision-making in relation to the role of the physical office – and the purpose it serves amid the work-from-anywhere world, along with how much space to keep – has become a significant sticking point for leadership in 2022. While the volume of returning employees remains low through to the end of September 2022, fear and loathing has reared its ugly head in many corporate offices as a response to the risk of making a costly mistake. Having too much space means wasted spend, which has growing implications given inflation and other rising economic concerns. On the other hand, having too little space could be a detriment to employee productivity and larger organizational culture that is critical to future growth. Making a decision can be risky under normal circumstances. Especially given anecdotal data is most often used to support decisions because of a widespread belief that empirical data is scarcely available or too hard to collect. This lack of objective data can, at best, prolong critical decisions, and at worst, cause some to make no decision at all.

The goal of this benchmarking study is to demonstrate that empirical data is available and fills the gaps that traditionally consulted data sources have exposed. New workplace technologies like sensors and people counters, enable deep analytics that surface new, never seen before insights relating to actual workspace demand and changing preferences that no other data source can provide. Furthermore, the data provided in this report illustrates the credible nature of the data and how the findings – and the key insights behind them – play a critical role in helping organizations leverage analytics to drive confident decision-making as they continue to make sense of hybrid work.

This report will provide a baseline of the current state of global workplaces.

About the Data

Relogix prides itself on being the global leader of workplace analytics and insights.

This market leadership has enabled us to effectively generate benchmark data aggregated across millions of square feet of office space from North America and Europe. We are proud to provide you with key insights about what's changed in the workplace by industry and illustrate the new patterns of work in a meaningful way.

The data in this report was collected using various agnostic sensor technologies installed at various customer corporate office locations around the globe. The period for this benchmark analysis compares data captured between April 1 to September 30, 2019, inclusive, to the same periods in 2022. Unless otherwise noted, the analysis includes customers for whom data was being collected before, during and after the pandemic.

This benchmark report is the result of:

125
customers

259
offices

42,504
sensored spaces

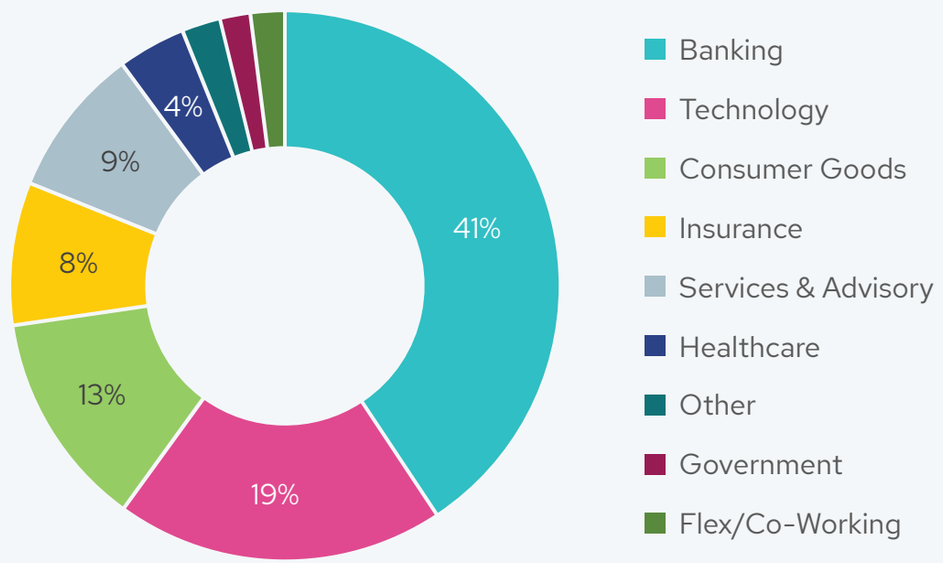
These spaces are live monitored for occupancy, utilization, dwell, and churn during customer defined business hours. 89% of the sites are located in North America and 11% are located in Europe.

The number of locations and the corresponding data volumes are highest for North America when compared to other regions due to the combination of customers and sensors installed per site.

Customers are grouped by industry to maintain data privacy. The 'Other' industry is an aggregated group for single customers in industries like Oil & Gas, Media, Pharmaceuticals and Telecommunications, to maintain customer data privacy.

The results of this benchmarking report are heavily influenced by our banking, technology, and consumer goods customers, which make up 73% of the occupancy data presented herein.

Figure 1 Weighted Distribution of Data Captured by Industry



Findings

Global Workspace Occupancy Trends

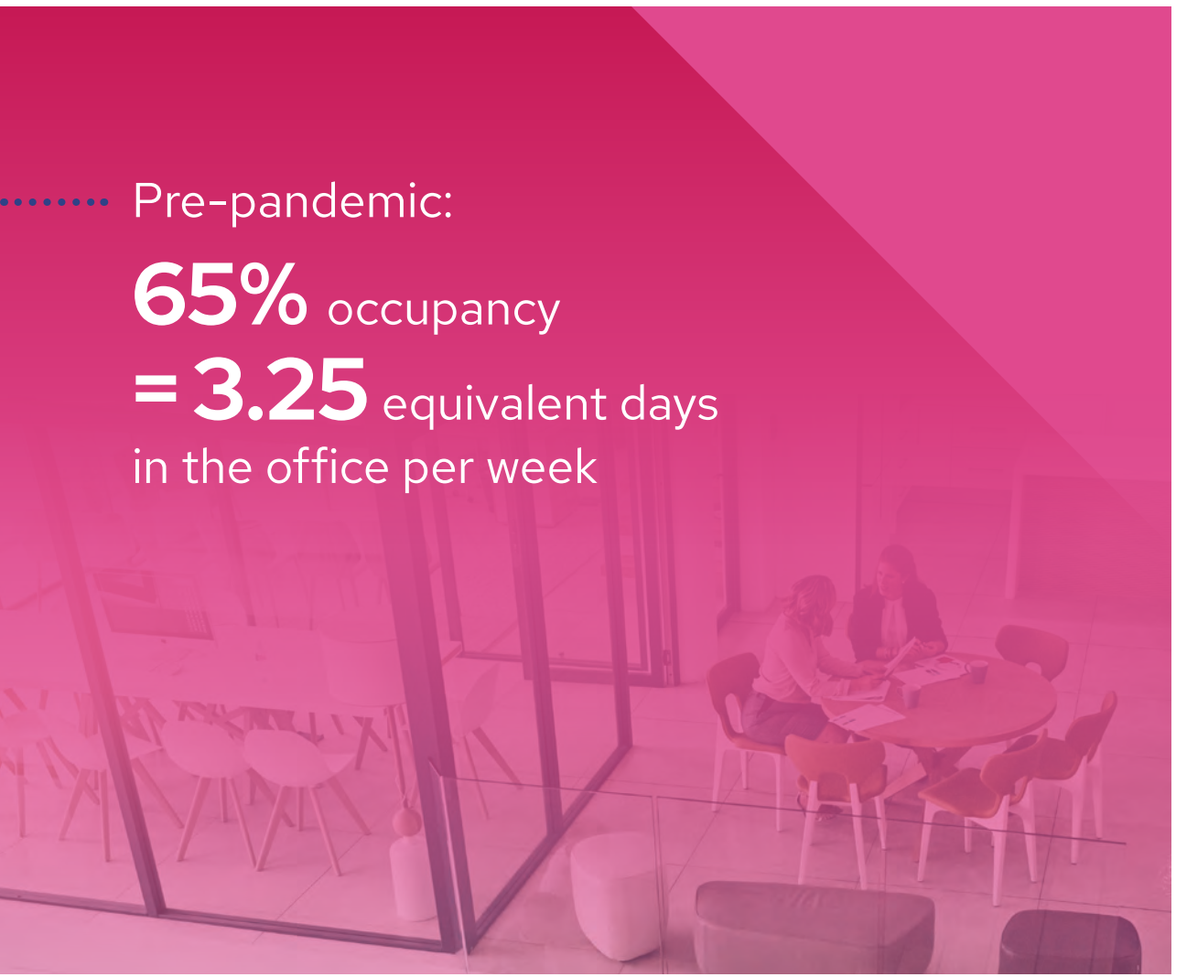
Average occupancy trending includes all space types, including desk, private offices, closed meeting rooms, open collaboration spaces, as well as ancillary and support spaces.

The global views include the United States, Canada, and several European countries, namely Belgium, Denmark, France, Germany, Ireland, Italy, Netherlands, Poland, Spain, Sweden, and the United Kingdom.

Occupancy trending data was isolated for April 1 to September 30 only. This allowed for optimal comparison of office occupancies for the same monthly periods in 2019 and 2022 following the false start relating to the return to office we saw in the first quarter of 2022.

In 2019, the global average workspace occupancy (presence detected at the workspace) was 65% compared to 32% for the same period in 2022.

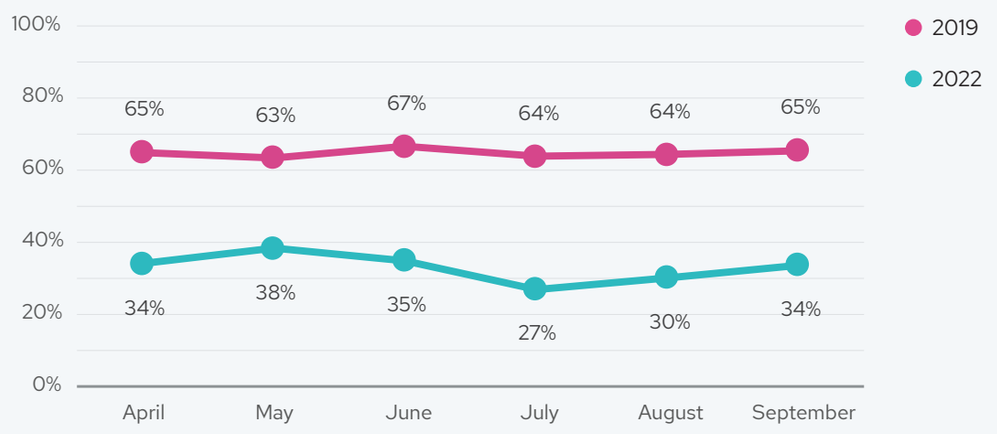
What's most interesting to note initially with the occupancy findings is that pre-pandemic, workspaces were already 35-40% under-utilized and that the drop in demand for space post-Covid is down 33% when compared to 2019. This is noteworthy because pre-pandemic, an occupancy of 65% translates to 3.25 equivalent days in the office per week, which ironically aligns with the popular 3:2 hybrid model that many companies are adopting now. In this light, a 3:2 model is a stretch goal when we observe the 2022 data which comparatively is indicating 1.6 equivalent days in the office days per week.



Furthermore, despite the slight dip in July 2022, occupancy has remained flat over the past six months. In 2022, the average occupancy of 34% in April remained exactly the same in September, even though companies were strongly encouraging employees to return to the office leading up to and during this time. This trend is strong support for the large-scale resistance to return-to-office mandates by employers, and also a leading indicator for just how valuable the freedom and flexibility of hybrid culture are to employees.

To delve more deeply into these findings, our data supports the ability to perform wide and deep analysis with ease. Figure 2 demonstrates a global aggregation to create a wide baseline across single or multiple portfolios with few or many locations.

Figure 2 Monthly Average Occupancy Trending – Global



To understand regional differences, we segmented the data further to trend occupancy data in North America and Europe as shown in Figures 3 and 4. In both regions, we see similar results regarding occupancy trends for 2019, which were significantly lower than perceived occupancy, further reinforcing the fact that demand for space was sub-par, long before Covid entered the scene.

In North America:

- In 2019, the average occupancy was 64.37% and the equivalent days in the office were 3.2 out of 5 days.
- In 2022 on September 30, it was 29.74% or 1.49 equivalent days per week.

In Europe:

- The average occupancy in 2019 was 70.77% or 3.54 equivalent days in the office.
- On September 30 in 2022 it was 51.12% or 2.56 days per week.

Figure 3 Monthly Average Occupancy Trending – North America

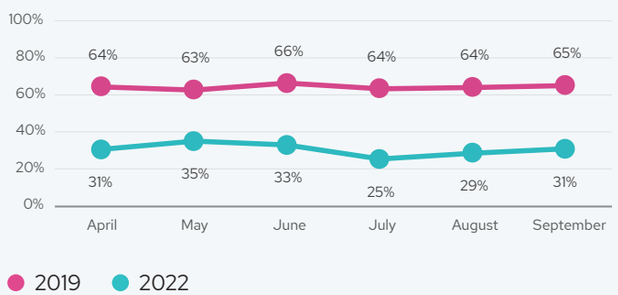
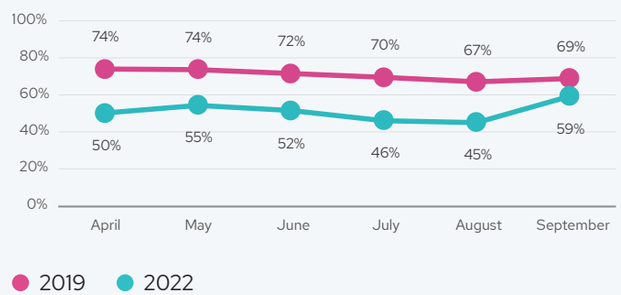


Figure 4 Monthly Average Occupancy Trending – Europe



These metrics differ from the global metrics presented in Figure 2, and that is to be expected.

The differences observed by region are a 'tip of the iceberg' example of how varied occupancy can be from location to location. We can see how necessary granularity is to deeply understand the nuances in the data and corresponding insights that can make or break the development of a relevant and fully aligned workplace strategy program.

Occupancy by Space Type

Desks and Private Offices

When considering occupancy analytics to unveil gaps and areas where organizations need to be more agile to support the work-from-anywhere world, it's key for workspace assessments to go both wide, i.e., observing trends and deep, to understand differences in-use by segmented data sets. The same data that was used previously in the prior section was isolated to illustrate occupancy for desk and private office space types to observe the performance of those specific space types as shown in Figures 5 and 6.

This type of data is commonly requested by many organizations to help them understand where there may be opportunities to re-purpose space when demand is either increasing or decreasing. Because the total area allocated by space type can be quantified, understanding usage helps to accurately confirm the opportunities and determine what the significance of change might mean, whether it be cost reduction or avoidance (i.e., if there is a confidential merger happening where headcount will grow), as well as re-deployment of space, re-purposing etc.

Figures 5 and 6 show that desk and private office occupancy remained consistent month-over-month with little change in the previous six months, but overall usage was down. A +/- 10% difference month-over-month is considered normal and the differences observed are well within this normal range.

Figure 5 Global Monthly Average Desk Occupancy Trending

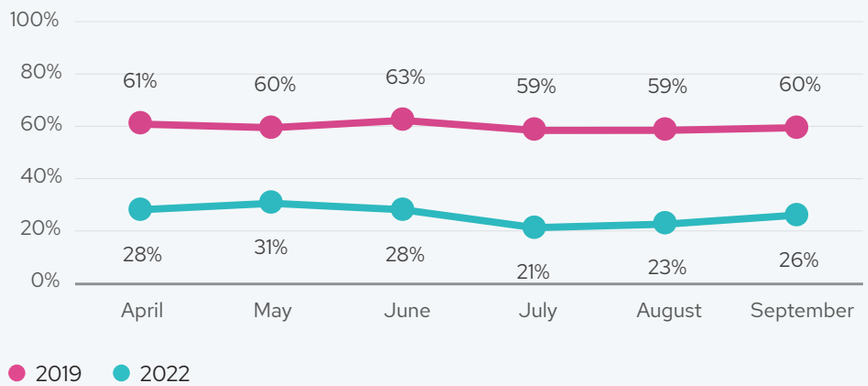
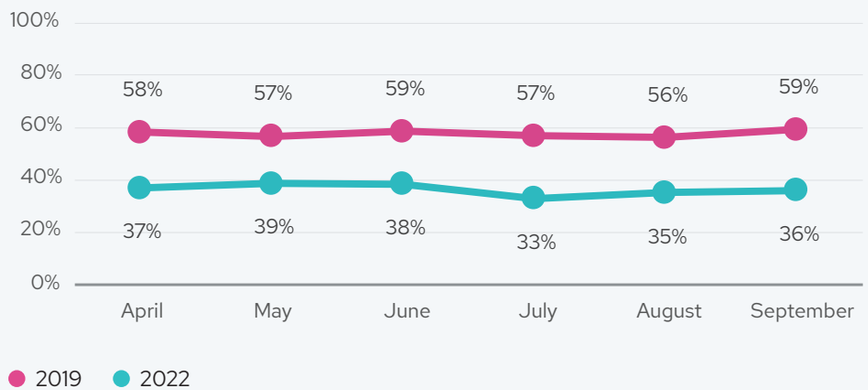


Figure 6 Global Monthly Average Private Offices Occupancy Trending



Shifts in private office occupancies and desk usage signal changes in workplace purpose

It is also evident that private office occupancies were slightly higher each month in 2022 when compared to desk occupancy. Similarly, the average monthly difference for desk occupancy in 2022 vs. 2019 was higher than the average monthly difference for private offices.

In alignment with the global occupancy trend for all spaces previously discussed above, office and desk occupancy metrics can be converted into sharing ratios too. Those metrics are useful in guiding possible desk reduction opportunities, which is a critical step in identifying 'opportunity' space. While desk reduction aims to optimize individual workspaces, the space that is freed up as a result can be reduced and/or re-purposed to meet new demands for space, like meeting and collaboration, to better align with how people work and the purpose they draw from the office itself.

In 2019, the majority of our customers' workspaces provided assigned desk and private office seating to their employees. Even though desks were assigned 1:1 in 2019, if desk allocation was properly aligned with the behaviors observed, a 1.67 people to desk sharing ratio would have applied. In 2022, the sharing ratio increases to 3.82 people per desk because occupancy is lower. Similarly, the actual occupancy of private office in 2019 indicated 1.73 people per private office and in 2022 it indicates 2.75 people per private office. As occupancy (or other use metrics) indicate less use of space, the sharing ratio increases, whereas when use metrics increase, sharing ratios decrease.

It's worth noting here that occupancy is the most conservative metric when measuring space use. Occupancy, on its own, ignores hours of use, and instead only tracks presence which is either true or false. Occupancy for presence confirms whether or not a space has been used at all on any given day. This means that even if a desk is used for 30 min or 1 hour, it is tagged as occupied. Occupancy noise like 'signs of life' – which indicates that someone was present at a desk but only to drop off a bag or a coat for example – is automatically filtered using time factors like utilization and dwell, so that real occupancy results are not skewed. However, these "noise" instances play a vital role in space planning and are often surfaced to demonstrate potential issues like storage.

The occupancy metric is robust and multi-faceted

The significance of the occupancy metric is multi-dimensional but at the spaces level, it converts to a seat sharing ratio to understand actual seat demand when compared to supply. We indicated previously that the total number of spaces measured in this study is 45,502. In that number we include 20,606 desks and 3,279 private offices plus other space types.

We can see in Figure 5 above, relating to just desks, that the global average for desk use in 2019 was 59.89% which means that in 2019 only 12,341 desks were needed to meet active user demand.

By contrast, in September 2022, with desk occupancy trending at 24.98%, the total desks needed to meet active user demand drops to 5,148! For private offices in 2019 the occupancy was 57.6% which means only 1,889 of the 3279 private offices were needed and in 2022 a 36% occupancy means that only 1,180 private offices are needed.

If we were to assume 120 square feet per private office, the total square feet allocated for 3,279 offices is 393,480 square feet. If we assume an average cost per square feet of $35 that translates to $13.8M in leasing costs per year which could be reduced to 1,180 desks with an annual cost of $5M – an opportunity of 251,827 square feet and $8.8M per year for just the private offices portion of the portfolio.

Similarly, if we were to assume 42 square feet per desk using a standard 6'x7' desk footprint, the total square feet allocated for 20,606 desks is 865,452 and translates to $30.3M in leasing costs per year which could be reduced to 5,147 desks totalling 216,190 square feet with an annual cost of $7.6M, yielding an additional savings of $22.7M for a total of $31.5M combined per year!

The significance of the occupancy metric is multi-dimensional but at the spaces level, it converts to a seat sharing ratio to understand actual seat demand when compared to supply.

How much – and how soon – to cut office space? Leverage your sharing ratios to find out

In addition, there is even more opportunity that lies beneath the initial occupancy number. When occupancy factors in time or even dwell, the total desks required to meet active user demand would be much lower and can often be 20-30% less than what occupancy metrics suggest. This is a key takeaway because currently, many struggle with the fear of cutting out too much space too soon.

The reality is that if the first cut is based off of the occupancy metric, buffer to accommodate ebbs and flows in usage behaviors is already built in. To be able to accommodate future growth, there would be no need to take on more real estate. Instead, all that would be required is to apply utilization or dwell, both which are by-products of occupancy, which are captured when workspace sensors are deployed. These enable dialing-up seat sharing ratios on demand, to better align with usage behaviors so that companies can confidently grow without unnecessary real estate expansion, while not negatively impacting the active user experience. Dialing up sharing ratios is the practice of improving the alignment between workspace needs with behaviors to drive efficiency and optimization and reduce waste.

Moreover, trending occupancy over time (days, weeks, months etc.) reveals behavioral patterns. When tracked consistently, these provide a level of confidence relating to user space preferences, which then in turn shape the desired user experience. Use patterns are less volatile than most think as we've seen in all the trending graphs illustrated thus far. This is because employees who decide that their days in the office are Mondays, Wednesdays and Thursday often stay consistent week after week. The only time notable shifts in behavior take occur is when M&As (mergers and acquisitions) or significant re-structuring activities take place.

Understanding why people come to the office to use their desk or office cannot be confirmed with any certainty solely with sensor data. Blending additional data that add context to the observations – like attributes about the space and/or the users of space such as their age group, tenure group, job title, team size, commuting distance and time, etc. – provide the additional insights when such attributes are correlated with occupancy trends. In fact, they often support workforce planning initiatives because of the behavior predictability factor that emerges, which can be used to support physical office location strategies.

Dialing up sharing ratios is the practice of improving the alignment between workspace needs with behaviors to drive efficiency and optimization and reduce waste.

Occupancy by Space Type

Meeting and Collaboration

We also observed the monthly trending for enclosed meeting spaces and open collaboration spaces for purposes of this report. Occupancy for these types of spaces refers to whether or not the meeting room or collaboration space was used. Figure 7 shows that enclosed meeting spaces were occupied 86.54% in 2019 and only 39.56% over the same reporting period in 2022. The drop is interesting since formal meetings often involve invited employees and guests. The drop may represent the reality that formal meetings are now occurring as a blend of on-site and virtual participants driving down the demand for rooms. However, we're not yet seeing any stability in meeting room use to make any definitive observations about the role meeting rooms will play in offices.

Demand for open collaboration spaces continues to rise

For open collaboration spaces, which includes spaces like open huddle spaces, booths, teaming areas etc. (which usually draw more ad hoc use) we see in Figure 8 that in April 2022, the average occupancy for open collaboration spaces was 37% vs. in September where the average occupancy increased to 51% indicating a difference of 14%.

The data in both Figures 7 and 8 shows that there is still demand for both enclosed meeting spaces and open collaboration spaces, however, employee preferences for open collaboration spaces is increasing. Possible reasons for this may be because open collaboration encourage ad hoc use, better supporting more informal activities vs. the more formal and scheduled ones, which typically occur in enclosed spaces that often require an advance reservation.

Figure 7 Global Monthly Average Meeting Spaces Occupancy Trending

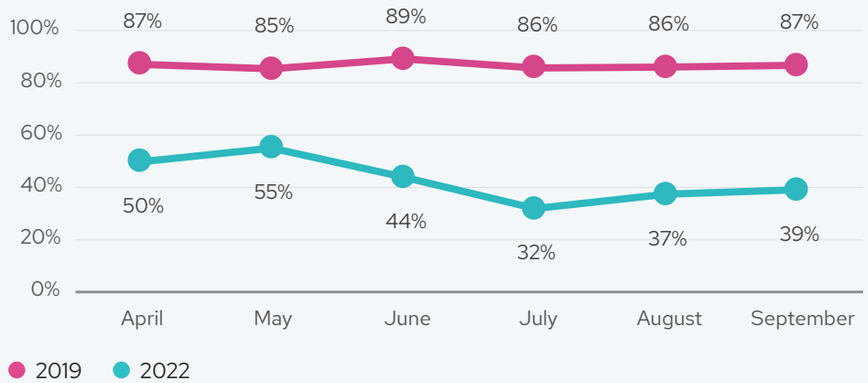
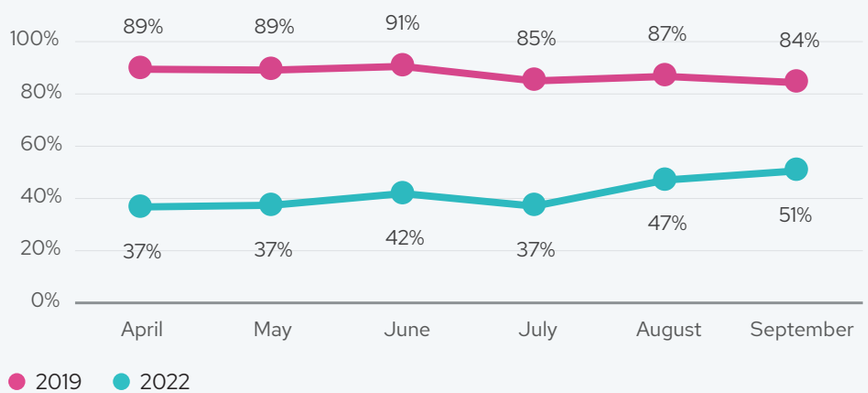


Figure 8 Global Monthly Average Collaboration Spaces Occupancy Trending



Occupancy by Space Type

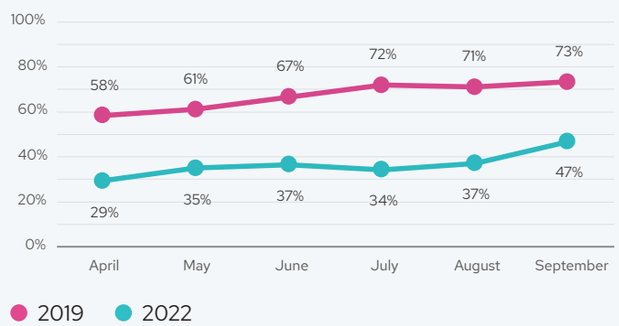
Ancillary and Support

Ancillary and support space demand increases may be seasonal or due to lack of existing spaces that fit purpose needs

A review of the data surrounding ancillary and support spaces, like open lounges, cafes, lunchrooms, break rooms, and game rooms, was also conducted. Figure 9 indicates an increase in demand in 2022, but when we compared usage trends to 2019, we see a similar incline pattern, which means the increasing demand for this type of space is not the exclusive result of post-Covid behaviors and may be seasonal.

In 2019 the average occupancy for ancillary and support spaces was 68% and for the same period in 2022 it was 37% – a difference of 31%. When we observe data for just 2022, we see that in April, the average use of ancillary and support spaces was 29% and in September it was 47% – a difference of 17%. The increasing demand for these types of spaces may be due to the openness of the spaces. The open nature of spaces enables people to continue to control their comfort level with distancing and/or the ad hoc nature of the behaviors that are supported by such spaces and which may not be currently supported by the current space types provided. It may also be due to the lack of existing, better suited space types that support emerging new ways of working in the office.

Figure 9 Global Monthly Average Ancillary and Support Spaces Occupancy Trending



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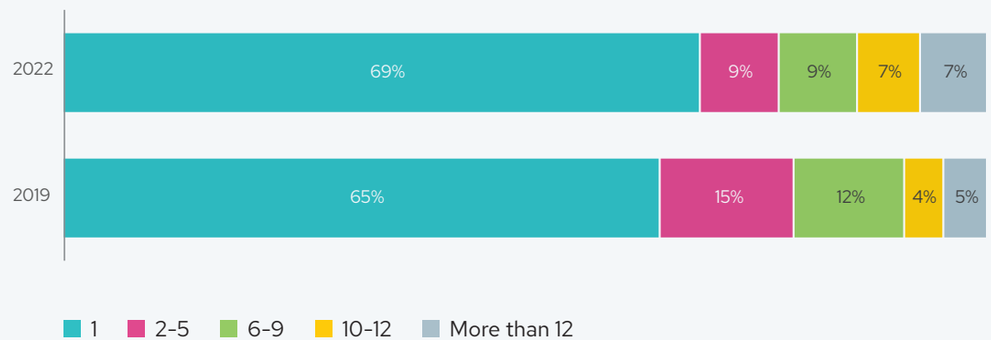
Meeting and Collaboration Space Demand Distribution by Seating Capacity

Often, companies want to understand what the demand for rooms is based on size. While we are not able to benchmark fullness in this report, we can segment all of the meeting and collaboration spaces analyzed by their seating capacity to understand the distribution of demand for meeting and collaboration spaces. Figure 10 illustrates that in 2022 there is a slightly higher demand for more single occupant spaces (which mostly include spaces like phone rooms and focus rooms), a reduced demand for 2-5 and 6-9 person spaces, as well as an increase in spaces with capacities that can accommodate 10 or more people.

The increased demand for larger rooms may certainly be attributed to health and safety reasons as some people may still want to maintain social distancing. However, it may also be due to better technology outfitting that supports hybrid working for effectively blending on-site and off-site participants. Often, smaller meeting rooms do not have the same technology tools that larger rooms do, such as video conferencing technology, teleconferencing equipment, smart-boards, large screen TVs or projectors.

Figure 10 Meeting and Collaboration Space Demand by Capacity Global



It should be noted that additional data, like fullness, indicates how many seats are in use. These findings are not included in this study, since not all customers opt for sensors to measure seat use in their meeting spaces – and that is imperative to benchmark fullness in a meaningful way across organizations, departments, and regional areas.

Occupancy by Busiest Day of the Week

The busiest day of the week for office occupancy is also important to understand for a number of planning and investment reasons. It illustrates peak use days, which pre-pandemic was how many organizations provisioned space. For instance, knowing that Tuesday was the busiest day with 70% of people in the office in 2019, the goal would be to plan for the maximum occupancy even though the other days of the week would likely be less busy.

In the Figure 11 below, it is clear that 2019 and 2022 data is trending very similarly, with Tuesday, Wednesday, and Thursday continuing to be the most preferred days to come into the office.

The same patterns for day of the week track across preferences in North America (Figure 12) and Europe (Figure 13) as well except for the steeper decline in occupancy on Fridays in Europe in 2022.

In both 2019 and 2022, **Tuesday**, **Wednesday**, and **Thursday** are the most preferred days for coming into the office.

Figure 11 Average Occupancy by Day of the Week – Global

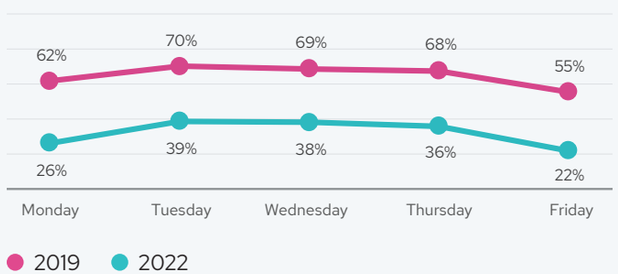


Figure 12 Average Occupancy by Day of the Week – North America

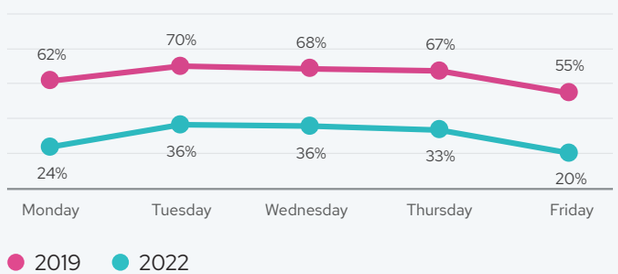
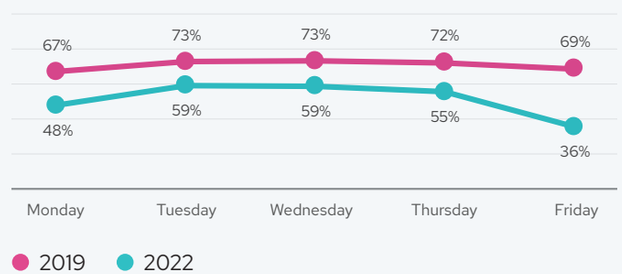


Figure 13 Average Occupancy by Day of the Week – Europe



Occupancy by Space Type

Observing the average occupancy by specific space types allows us to understand how people are using various space types that are provided in an office setting. Where 'in-building' occupancy tells us how many people are in the office, occupancy by space type tells us how many spaces of the total spaces provided, are actually being used by people over the course of their time in the office.

The granularity of the average occupancy by space type is a metric that is used relative to the number of spaces provided to support right-sizing and optimizing objectives. While the graphs in Figures 14, 15 and 16 demonstrate how the numbers change when you drill in, there are even more variances that surface, uncovering key differences when the level of detail differs by building, floor and even department. This level of detail in your data is a critical success factor for occupancy planning.

The aggregation of data, which reflects a bottom-up calculation, is ideal for establishing benchmarks and KPIs to measure effectiveness, change, and compliance with standards and policies. However, further segmentation is vital to successfully inform effective space planning programs and a high quality, fully validated level of detail can only be extracted when workspace level occupancy sensors are in place.

Figure 14 Average Occupancy by Space Type – Global

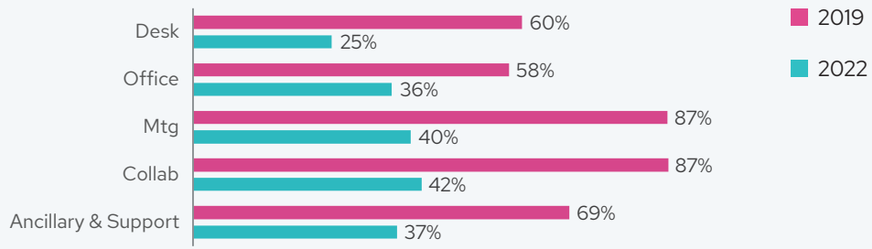


Figure 15 Average Occupancy by Space Type – North America

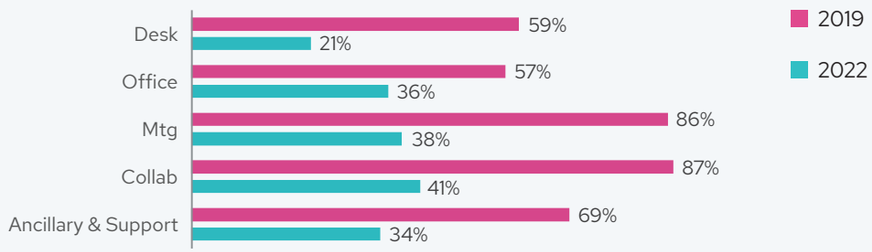
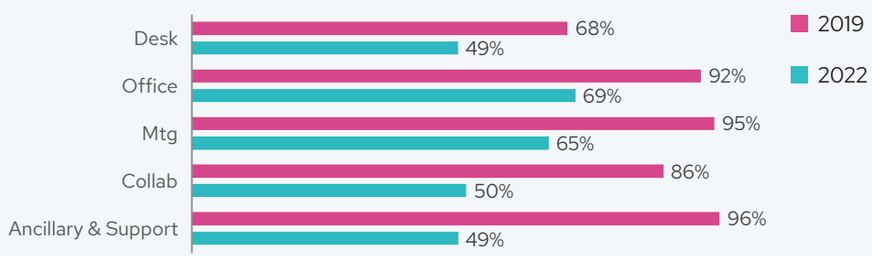


Figure 16 Average Occupancy by Space Type – Europe



Occupancy Distribution by Space Type

Another high-value observation illustrates the distribution of people in the building across the various space types. The percentage values shown in Figure 17 represent how many people are in space types at the same time. We can clearly see where the shift in preferences has occurred thus far. Demand for desks has dropped significantly more than demand for private offices, while the demand for meeting spaces and in ancillary and support spaces has increased substantially.

We see similar patterns when we isolate North America (Figure 18) and Europe (Figure 19), which may be an early sign that the purpose of the office for the open office occupant has changed more than it has for those that have their own private office space. The data also shows that there is an increased need for more meeting, collaboration and social spaces often included under the ancillary and support space types going forward in the work-from-anywhere world.

Figure 17 Occupancy Distribution by Space Type – Global

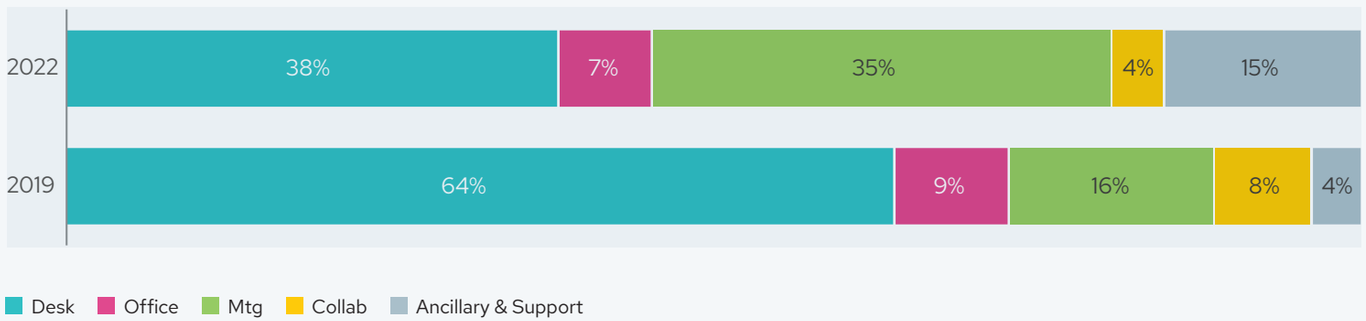


Figure 18 Occupancy Distribution by Space Type – North America

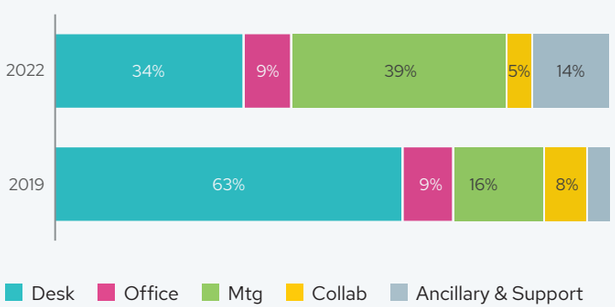
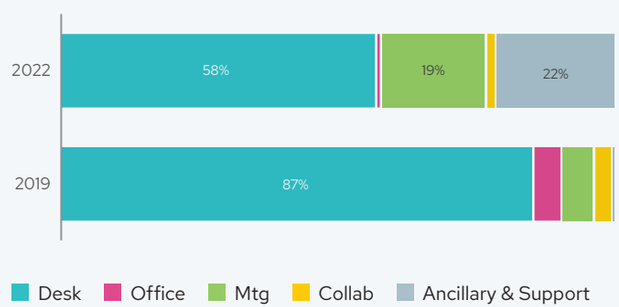
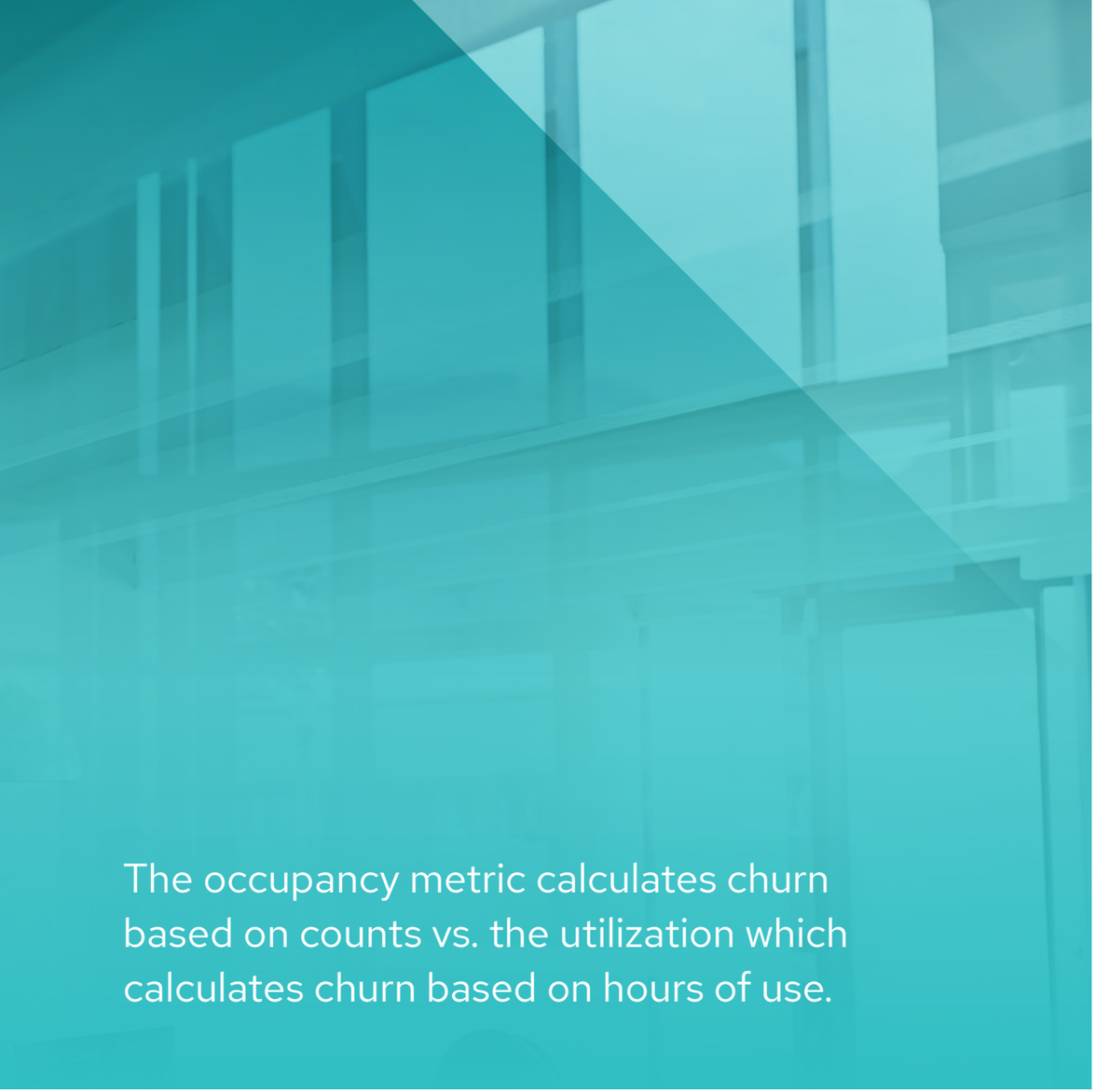


Figure 19 Occupancy Distribution by Space Type – Europe



Demand for desks has dropped significantly more than demand for private offices, while the demand for meeting spaces and in ancillary and support spaces has increased substantially.



The occupancy metric calculates churn based on counts vs. the utilization which calculates churn based on hours of use.

Occupancy vs. Utilization: Time is the Critical Difference

It's been noted in this report that occupancy is the most conservative metric, and that utilization is the point that provides the buffer for the unknown. The primary difference between occupancy and utilization, however, is time. Where occupancy measures presence per day, week, or month, utilization measures occupancy based on total hours of use per day, week, or month.

When the amount of time a space is used is factored into space planning, it can suggest ideal sharing ratios, which identifies expected churn. For instance, say a desk that can be programmed to accommodate 1.67 people shows an occupancy of 60%. If that same desk shows a desk utilization of 20%, it means that the desk has the potential to churn up to a maximum of 5 times, which would indicate a sharing ratio of 5 people per desk. If dwell time was to be surfaced (dwell is continuous occupancy per instance) we might see that the average dwell time at a desk is 45 minutes. This would indicate that the sharing ratio could actually be 10.6 people per desk.

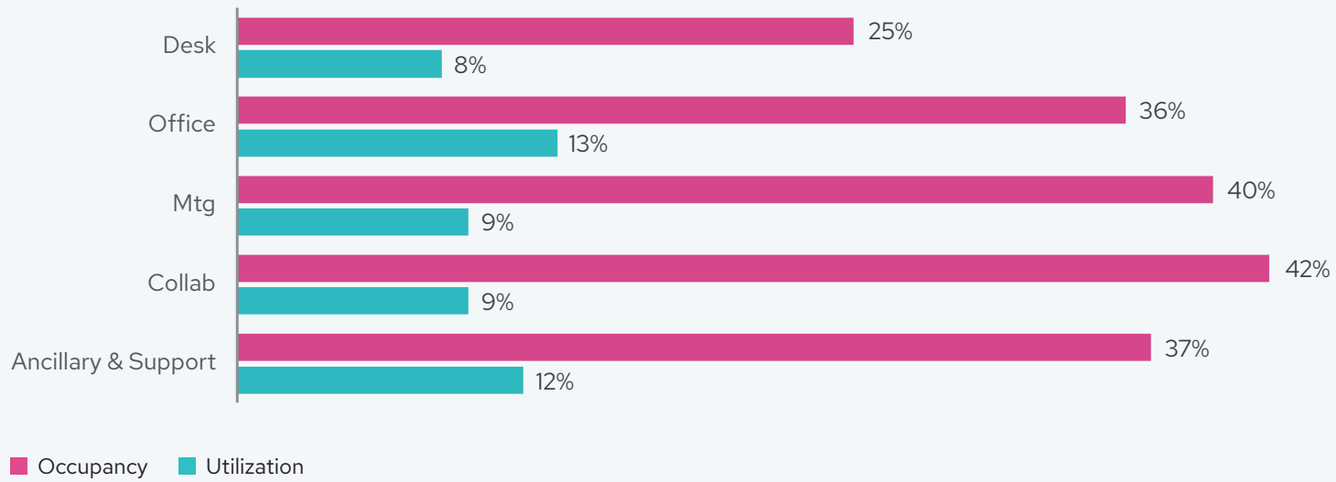
Occupancy calculates churn based on counts, utilization by hours of use

The graph shown in Figure 20 illustrates the difference between occupancy and utilization by space type. Here, we can see that the average occupancy for desks is 25%, which means only 25 of 100 are ever occupied. We can also see that desks have a total average utilization of 8%, indicating that the average total hours of use for the desk category, assuming a standard 8-hour day, is 38.4 minutes.

If we were to apply the desk sharing ratio calculation to compare the impact-to-space-demand using occupancy vs. utilization for 100 desks, occupancy indicates the sharing ratio should be 4 people to a desk, but utilization indicates that those same desks could be programmed up to 12.4 people per desk! The difference is that the occupancy metric calculates churn based on counts vs. the utilization which calculates churn based on hours of use.

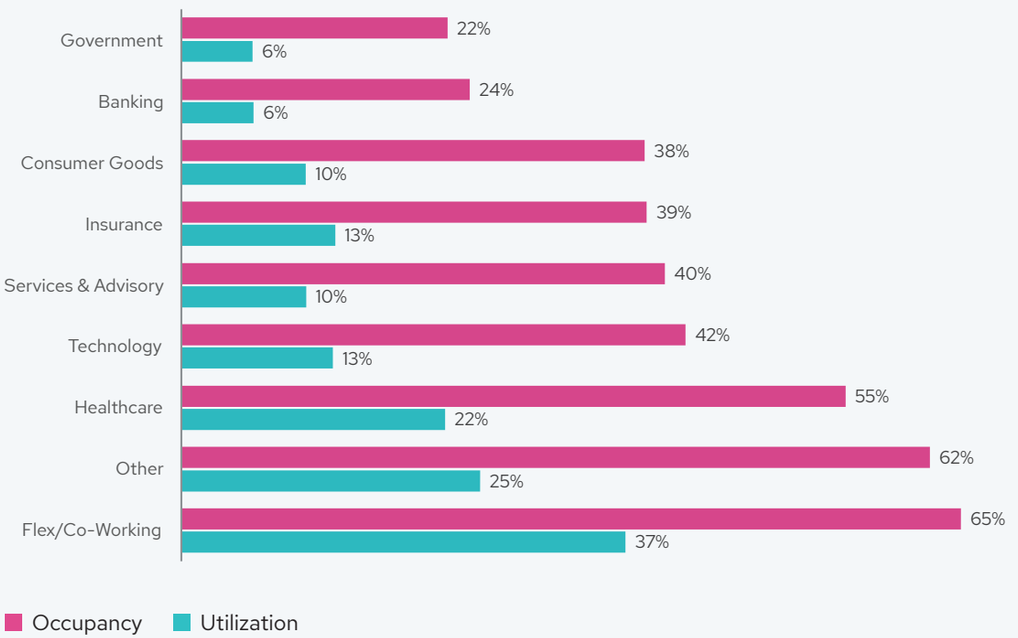
The current utilization metrics we are observing in our data indicates that people who are going to the office are not staying for the full day. To fully confirm this, however, we would need to correlate other data like security badging and Wi-Fi data to confirm whether or not occupants are indeed leaving the office early.

Figure 20 Average Occupancy vs. Average Utilization – Global



The graph shown in Figure 21 is another example showing occupancy and utilization averages by industry. What is interesting in this graph is the high utilization for the flex/co-working spaces. 37% of desks in these types of spaces are being used 2.97 hours, which is the highest when compared to spaces supported in other industries. Reasons to explain this would require additional data but might illustrate factors related to access to the location, proximity to home, other conveniences like what's around, the community factor of the members of the co-working/flex space, access to private space and more.

Figure 21 Average Occupancy vs. Average Utilization – All Space Types – Global by Industry



Summary

The future of the office depends on proactive management of space, which requires access to timely and relevant data, analytics, and insights.

In Summary

Factual data can be readily available to effectively inform and action workplace strategies with the right technologies in place. Unlike other data sources commonly referred to, historical data is not required to understand behaviors and emerging preferences for workspace. Sensor data provides similar outcomes when the data is aggregated at the region, building or floor level in a portfolio, if compared to security badging data, for example. However, only with the added benefit of enabling the analysis to go deeper can organizations surface the highly coveted insights that cannot be extracted through other data sources with any level of confidence.

Without the historical data, the occupancy trends we presented earlier this report in Figures 2, 3 and 4 for example, illustrate that behaviors have in fact been consistent over the last six months. This makes them useful for organizations particularly as they are creating and/or refining their hybrid policies and programs to best align with their new reality and ensure that strategies being considered are aligned with workforce needs and preferences.

While it's still early to make long-term decisions, observing data for 6-12 months does provides the foundational insights on how stable office occupancy is, which is precisely what is needed to define the new purpose of the office. In addition, understanding the reasons for and frequencies of peaks and valleys further supports decisions on how to supplement traditional leasing agreements with alternatives, such as continuing any work from home programs and/or incorporating flex/co-working spaces into the mix. This information can help to minimize fixed and long-term leasing costs while at the same time, balance out larger portfolio needs, to lead to a more sustainable and financially friendly enterprise.

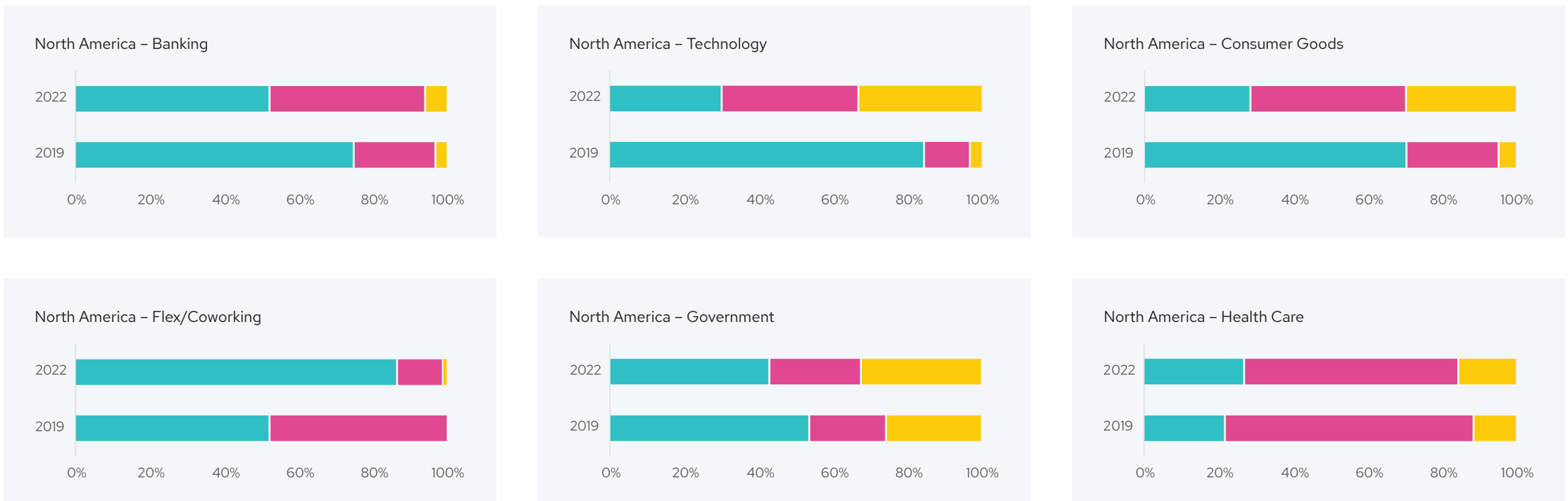
Regardless of the direction, one takeaway is certain – we are in a work-from-anywhere world and the purpose of the office – disassociated from physical place – is critical to drive proactive management and investments of space in the modern workforce. The data and correlating insights paint a vivid picture of where and when employees use certain spaces when they are in the office, and what those future preferences are likely to be. The future of the office depends on proactive management of space, which requires access to timely and relevant data, analytics, and insights. The data used to understand and implement appropriate hybrid programs is the same data that will indicate how well those hybrid programs are performing and whether any adjustments are necessary, how to implement them, where, when, and with additional data blending, why.

Appendix

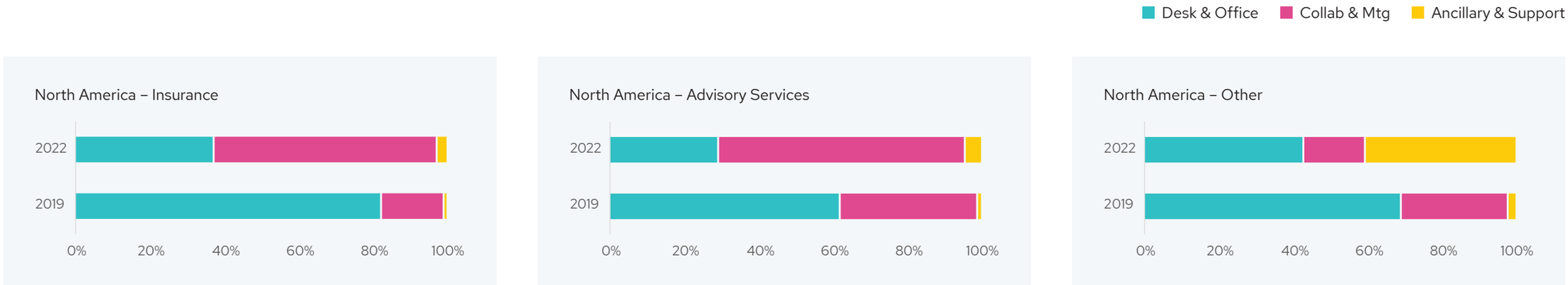
Appendix

Below are some independent graphs that show what's changed in the demand for space by industry.

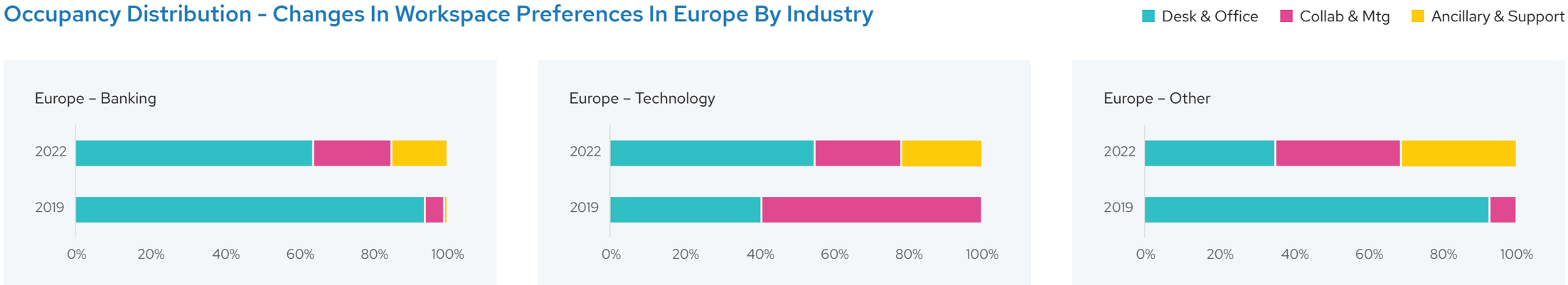
Occupancy Distribution - Changes In Workspace Demand In North America By Industry



Appendix



Occupancy Distribution - Changes In Workspace Preferences In Europe By Industry



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