

Knoll Workplace Research



# Working Across Distances

A Study of Cultures and Workplace Factors  
Around the Globe

**Knoll**

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# Working Across Distances

## A Study of Cultures and Workplace Factors Around the Globe



### Overview

The workplace is changing its focus. Technological advances have shrunk the distance between markets, making it easier than ever to have a global workspace. Client relationships span across borders, and companies are becoming increasingly blended with respect to locations. While this global perspective is advantageous in many ways, an understanding of how different cultures work is essential for global partnerships to be effective.

### About the Study

To better understand the cultural nuances from a global standpoint, we surveyed more than 1,400 full-time knowledge workers from 14 different countries about their work, with specific questions about workplace design and satisfaction, collaboration, productivity, innovation and well-being.

The survey included questions about workstyles, expectations and culture. Respondents completed the survey on their own time, and submitted it through an online survey system. We examined the responses overall and then compared each country/region with the others. We included the following countries/regions in our analysis: Argentina, Australia, Brazil, Canada, China, France, Germany, Japan, Middle East (responses from Qatar, Saudi Arabia and United Arab Emirates), Singapore, the United Kingdom and the United States. Additionally, we analyzed secondary research from Dutch social psychologist Geert Hofstede on individual cultures and how cultural values can be evaluated across six different dimensions.

# Argentina

## Workplace Culture Overview

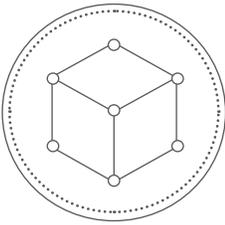


### Survey Findings Summary

Of all countries in the study, Argentinian workers report one of the lowest levels of satisfaction with their physical workspace.

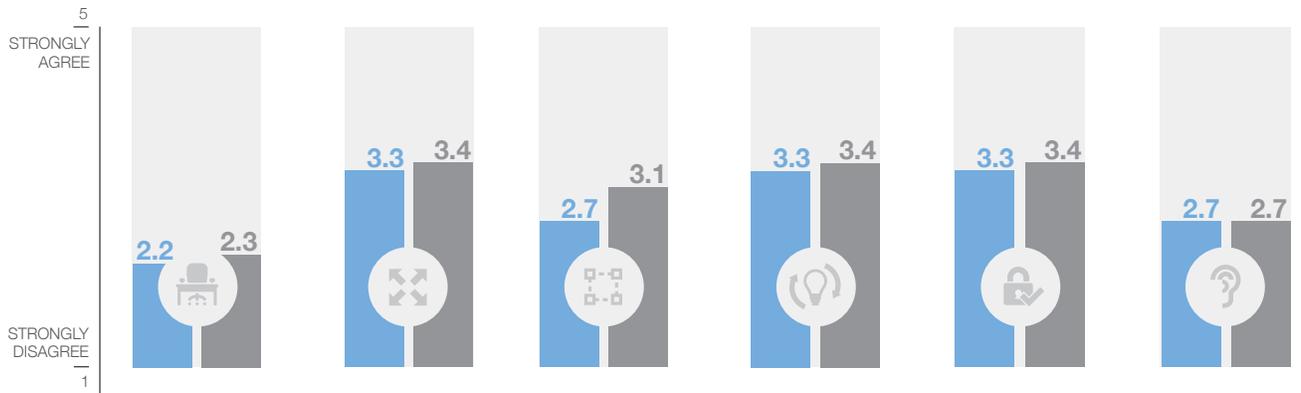
Although they spend a sizeable proportion of their time on new ideas, Argentinian workers do not believe their organizations have a culture of innovation and tend to not have a great deal of pride in their companies.

Workers in Argentina spend the same amount of time working collaboratively as the global average. A productive workforce, they put in a lot of hours at work each week—the majority of Argentinians work more than 40 hours a week, the highest of all countries in the study. However, they also experience higher daily stress and lower workplace well-being than the global sample.



### Workplace Design

When compared with the global average, workers in Argentina report poorer outcomes in terms of workplace features. They are less likely to have access to a variety of spaces types, appropriate technology and quiet space to get their work done.



*I have the ability to choose where I work each day.*

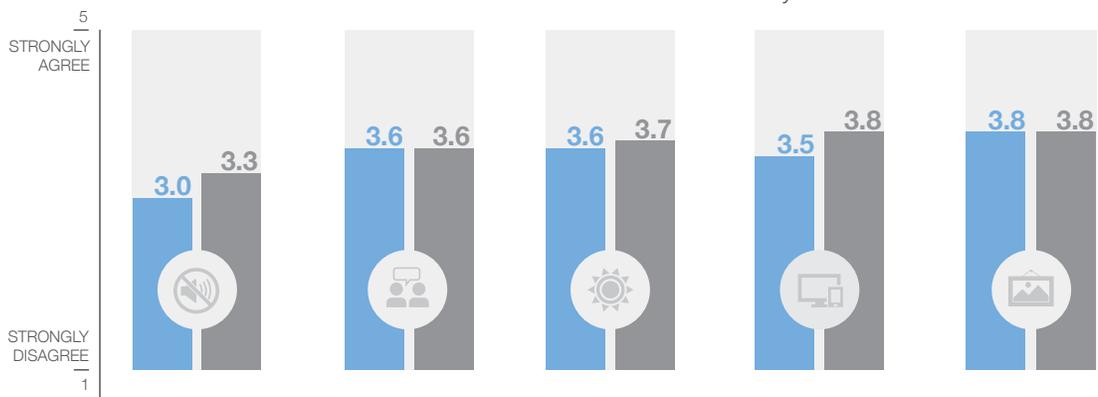
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

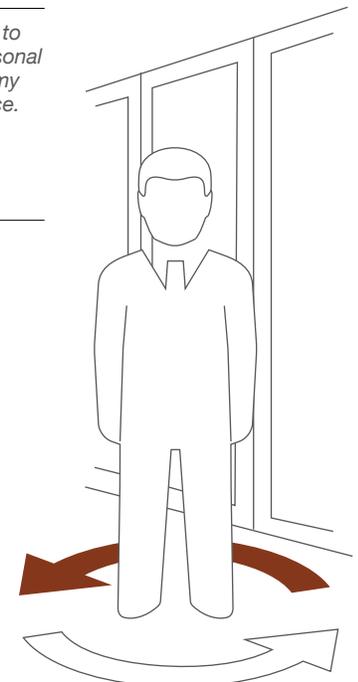
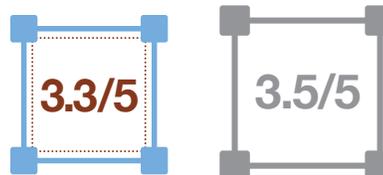
*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*

### Physical Workplace Satisfaction

Respondents from Argentina have low levels of satisfaction with their physical workspace, tallying one of the lowest scores in the study.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



■ ARGENTINA ■ GLOBAL



### Top Amenities Provided

Despite low worker satisfaction levels, Argentinian workplaces cite health and wellness amenities more often than the global average; it's the second most popular amenity in Argentina. Other amenities are similar to the global average, with the exception of complimentary drinks and snacks, which did not make Argentina's top five.

- On-site Cafeteria

On-site Cafeteria
  
- Health and Wellness Service

Training Programs
  
- Training Programs

On-site Tech and Meeting Support
  
- On-site Tech and Meeting Support

On-site Cafe/Coffee Bar
  
- On-site Cafe/Coffee Bar

Complimentary Drinks/Snacks

### Time Allocation

Workers in Argentina spend more time on new ideas than the overall average, but the same amount of time on daily operations.



TIME SPENT ON  
**New Ideas**  
41% | 36%

TIME SPENT ON  
**Daily Operations**  
63% | 63%

### Ideas and Innovation

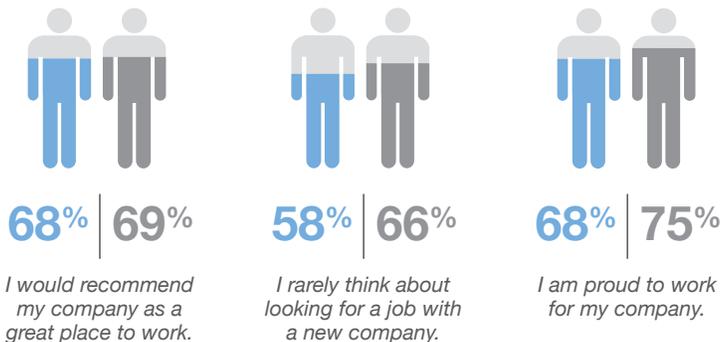
Workers in Argentina feel less strongly that their company has a culture of innovation than the global sample. However, they match the global sample in terms of expectations for new ideas.





### Company Pride and Engagement

Although they would recommend their company about as often as the overall sample, nearly half of Argentinian workers think about looking for new work. Workers also report one of the lowest levels of pride to work for their employers.



### Company Satisfaction

Argentians express lower overall satisfaction with their company than the global average.



## Cultural Dimensions

### Power Distance

Argentina is in the low- to mid-range on Power Distance, lower than most other Latin countries. In Argentina, a person's family relationships and extended family connections within a broader family network are an important source of power and influence. Appearances are also important.

### Individualism

Landing in the middle rankings of the Individualism-collectivism spectrum, Argentinians prefer Individualism. It is the most Individualist of all Latin countries. The employer-employee link tends to be calculative and there is a strict division between private and work life.

### Masculinity

Argentina ranks mid- to high-range in terms of Masculinity within its culture. Gender roles are in place and high values are placed on earnings. Rewards are handed out based on performance rather than necessity, and money is of higher importance than time away from work.

### Uncertainty Avoidance

Argentina scores very high on Uncertainty Avoidance. The Argentinian culture shows a strong need for rules and regulations to create structure and elicit a sense of control. However, the individual Argentinian's need to obey these laws is weak.

### Time Orientation

Argentina shows a very normative culture in terms of Long-term Orientation. They exhibit great respect for traditions, a relatively small propensity to save for the future and a focus on achieving quick results.

### Indulgence

Argentina has a high Indulgence culture. Argentinians like to spend time with each other, relax and spend money as they want.

SOURCE: HOFSTEDE

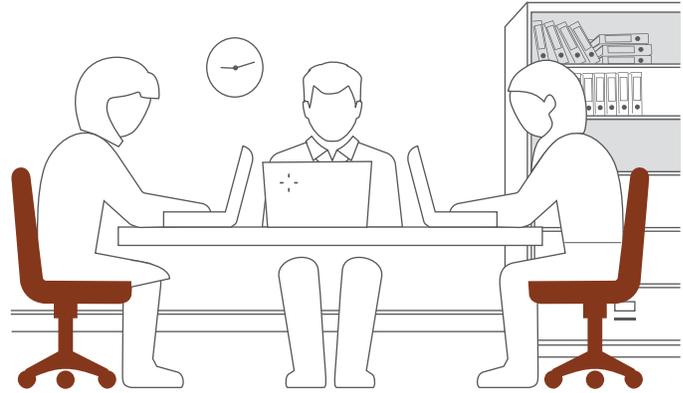
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### Collaboration

Argentinian workers engage in more collaborative work than the overall sample.



### Networking

Argentina scored among the lowest of all countries studied for the availability of networking events offered by their company.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



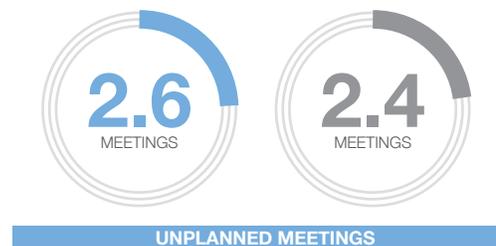
### Meetings

Workers in Argentina have approximately the same number of meetings (both planned and unplanned) as the overall sample. However, they tend to meet with fewer colleagues in person and the same number of colleagues in virtual settings.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



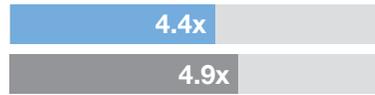
**ON A TYPICAL DAY**  
How many meetings do you have?



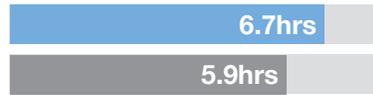


### Productivity

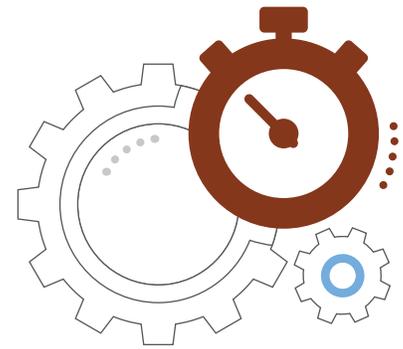
Argentinian workers report fewer daily distractions and the highest number of productive hours in a workday than all other countries studied.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

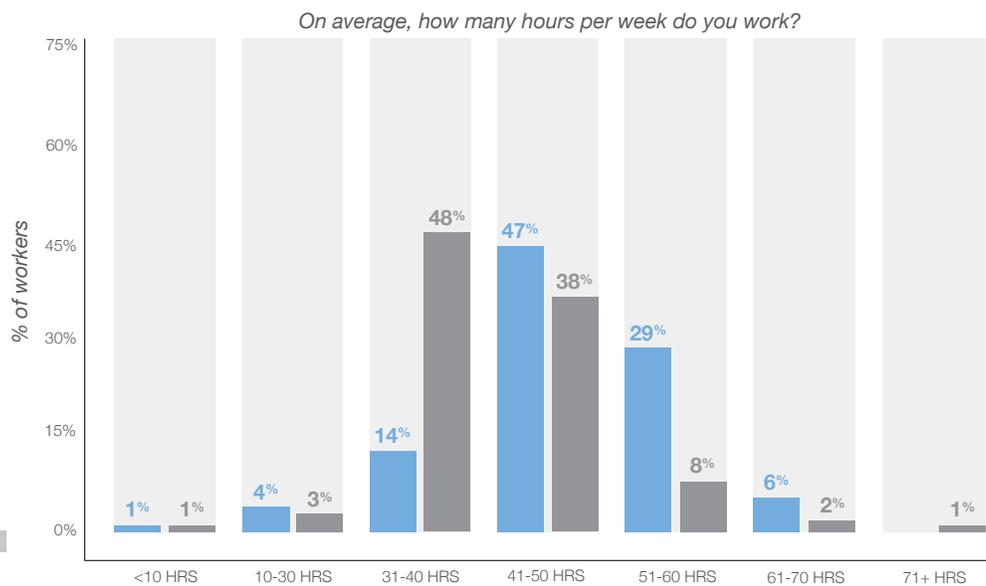


**ON A TYPICAL DAY**  
How many productive hours do you have?



### Hours Worked Per Week

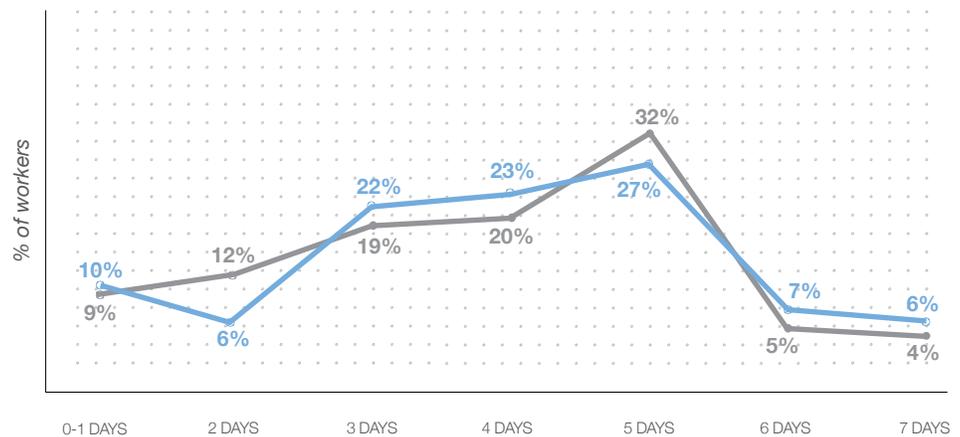
Eighty percent of workers from Argentina are putting in over 40 hours of work per week, the highest number of any country in the study.



### Work Satisfaction

Over 60% of workers from Argentina are satisfied with what they accomplished at work on 4 or fewer days per week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

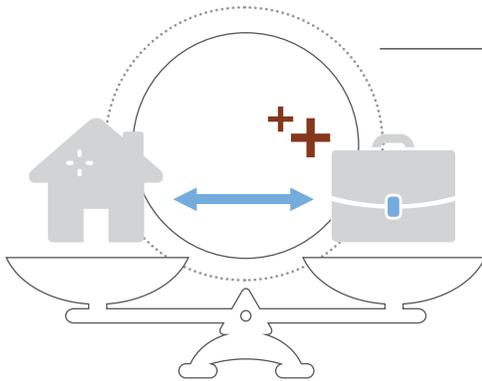
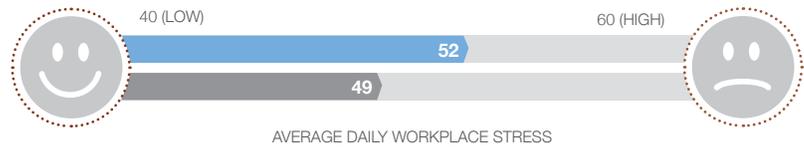


■ ARGENTINA ■ GLOBAL



## Workplace Stress

With long-workday hours and less satisfaction, Argentinian workers report higher levels of daily workplace stress than the overall average.



## Well-being

Across all categories, workers from Argentina experience less workplace well-being than the global average. For example, they are less happy with the employee recognition practices as well as growth and development opportunities offered by their companies.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



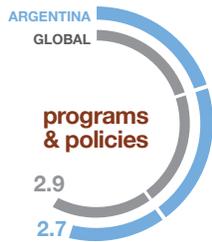
*My company makes me feel valued.*



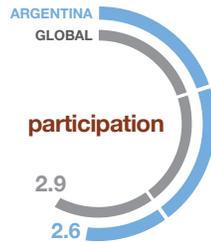
*I am happy with my company's employee recognition practices.*



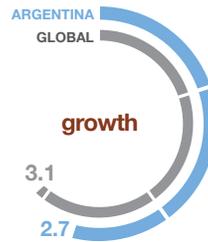
*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Argentina Participant Demographics

**Participants:** 73 People

**Gender:** Male 49% | Female 51%

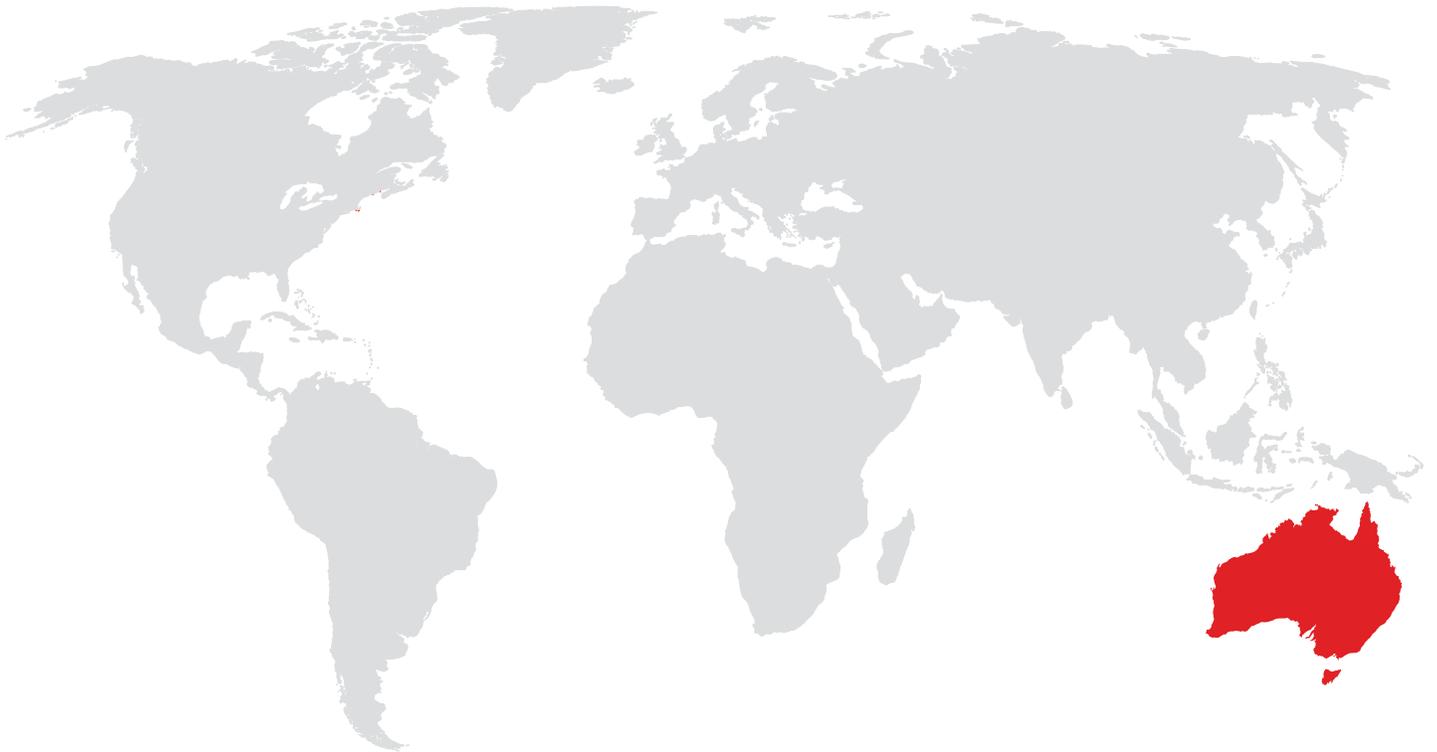
**Age:** 21-34 30% | 35-50 43% | 51+ 27%

**Job Position:** C-Suite 6% | Executive 6% | Director/Manager 19% | Professional/Administrative 70%

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# Australia

## Workplace Culture Overview

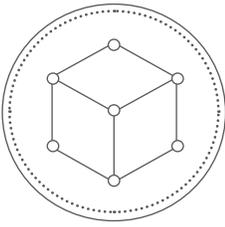


### Survey Findings Summary

Workers in Australia are about as satisfied with their physical workspace as the global average—reporting identical numbers on access to communal spaces, access to the right technology and tools and the ability to display personal items within their workspaces.

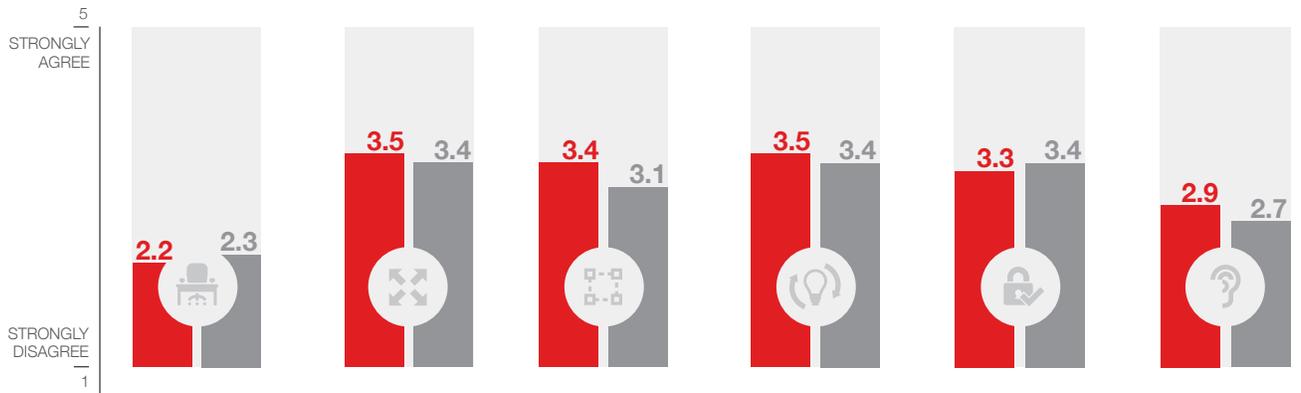
Time spent on new ideas in Australia is less than the overall sample, but workers are satisfied with their companies and have pride in where they work.

Australians spend more time working on individual tasks than in groups, and although they get distracted often, they are very productive at the office. They enjoy slightly lower levels of stress and experience high levels of workplace well-being.



### Workplace Design

When evaluating workplace features, workers in Australia report mostly the same or slightly above the global average. They match the global average on access to technology and tools, but exceed the average on having access to a variety of spaces.



*I have the ability to choose where I work each day.*

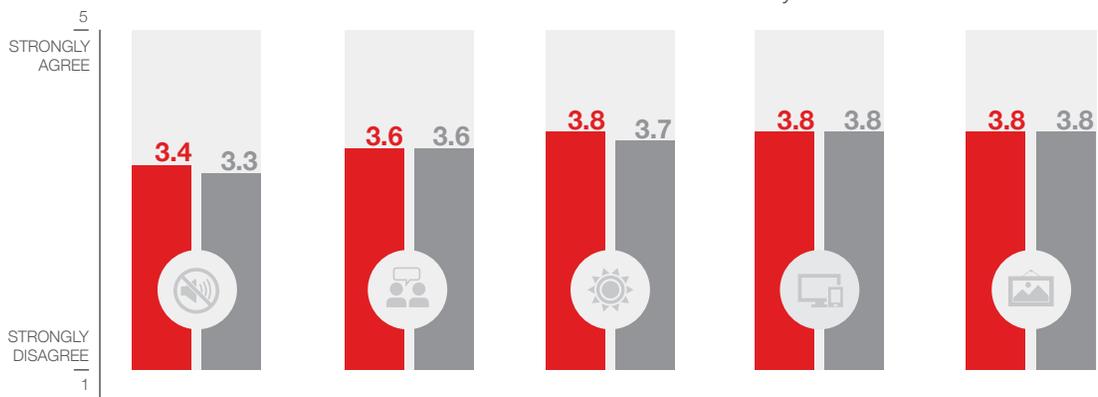
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

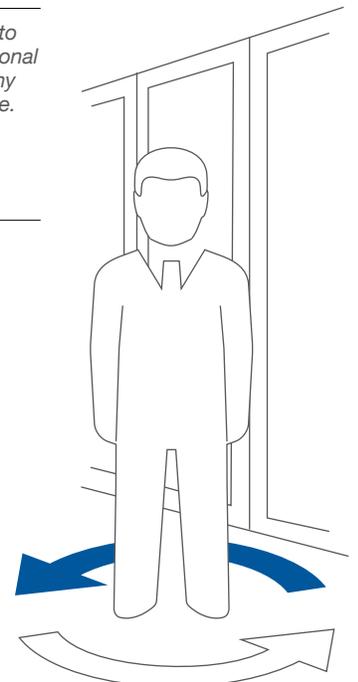
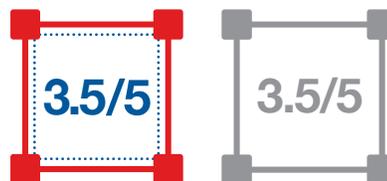
*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*

### Physical Workplace Satisfaction

Australian respondents have the same level of satisfaction with their physical workspace as the global average.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



**AUSTRALIA** **GLOBAL**



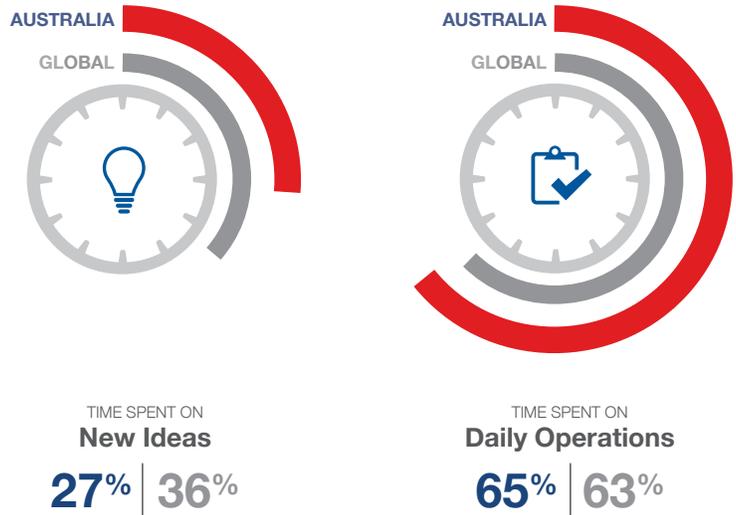
### Top Amenities Provided

Australian workplaces match the top five amenities as the global average, although in a slightly different order. While Australia's top amenity is training programs, the top amenity globally is an on-site cafeteria.



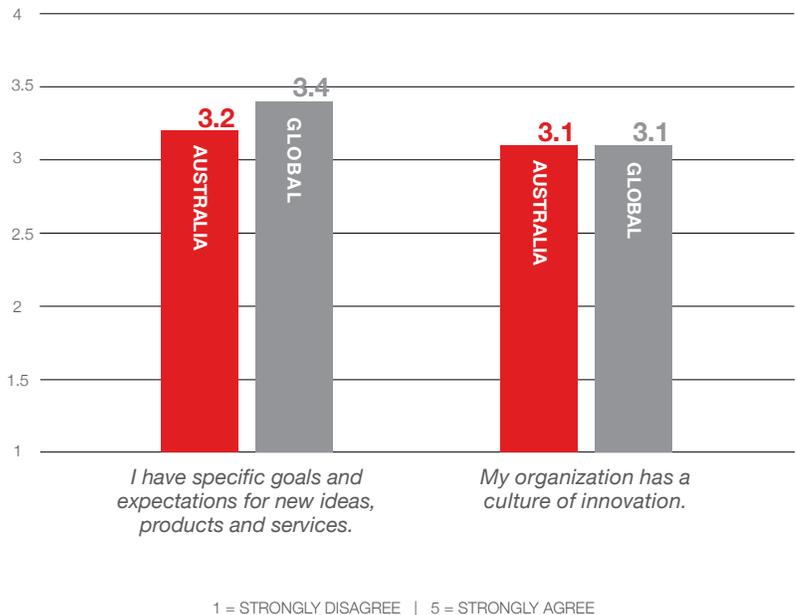
### Time Allocation

Australian workers spend less time on new ideas, reporting one of the lowest levels in the study, and spend more time on daily operations than the overall sample.



### Ideas and Innovation

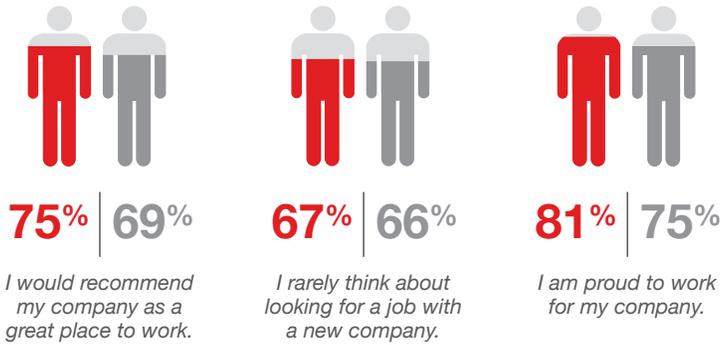
Although Australian workers match the global average in terms of perceptions of their organization's culture of innovation, they have fewer goals for new ideas and products than the overall sample.





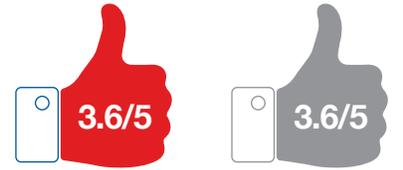
### Company Pride and Engagement

Australian workers report high levels of company pride and engagement, more than most of their global counterparts.



### Company Satisfaction

Respondents from Australia have the same level of overall satisfaction with their company as the global average.



1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

## Cultural Dimensions

### Power Distance

Australia has a very small Power Distance; power is typically dispersed and there is minimal use of hierarchy. Any hierarchies that do exist, exist out of convenience rather than because of inherent inequalities. Communication is informal, direct and participative.

### Individualism

Australia has a very Individualistic culture. People are hired based on their skills and experience rather than their personal ties. Personal and professional lives are very much separate entities, which may reduce loyalty. In business, employees are expected to be self-reliant and display initiative.

### Masculinity

Australia has a relatively Masculine culture. Australians are proud of their accomplishments and achievements in life, and it offers a foundation for hiring and promotion decisions in the workplace. Conflicts are resolved at the individual level and the goal is to succeed.

### Uncertainty Avoidance

Australia ranks mid- to low-level in Uncertainty Avoidance. Employees will change jobs when they feel it is appropriate, demonstrating their tolerance for ambiguity and unpredictability. They prefer to operate with minimal rules and structure and will work hard when necessary.

### Time Orientation

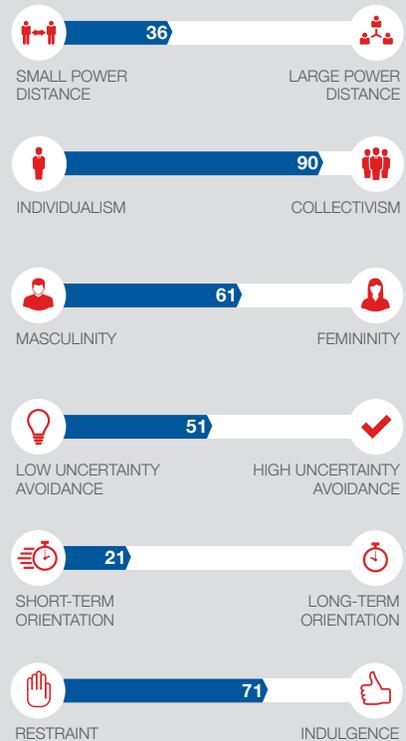
Australia has a relatively Short-term Orientation. They prefer to see quick results from their efforts and have a tendency toward spending rather than saving. As such, they are not always poised for investment. Their focus is on this year's profits rather than future investments.

### Indulgence

Australia has an indulgent culture, enjoying the pleasures in life and being in control of their feelings and happiness. Indulgent societies tend to possess a positive attitude and have a tendency toward optimism.

SOURCE: HOFSTEDE

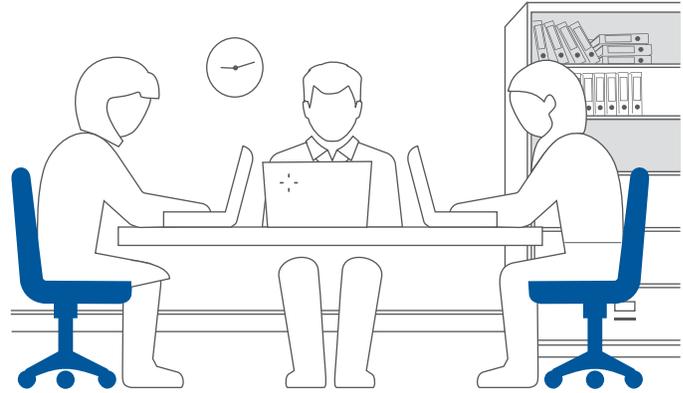
0 - 100 POINT SCALE





### Collaboration

Workers from Australia do not spend a significant amount of time working in teams, reporting 7% less time working collaboratively than the global average.



### Networking

Australian workers have slightly more opportunities for networking than the global average.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



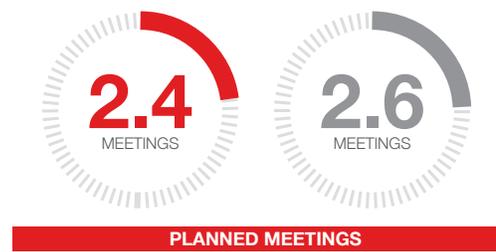
### Meetings

Australian respondents have about the same number of planned and unplanned meetings as the global average. They also meet with nearly the same number of colleagues daily.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



**ON A TYPICAL DAY**  
How many meetings do you have?





### Productivity

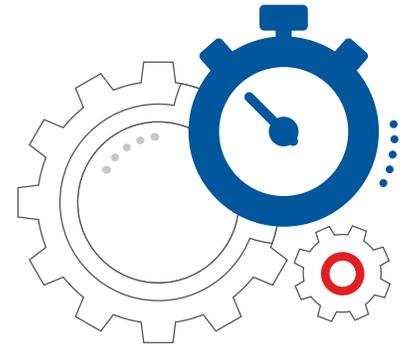
Australian workers are distracted frequently. However, they also engage in about the same number of productive hours of work each day as the global average.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

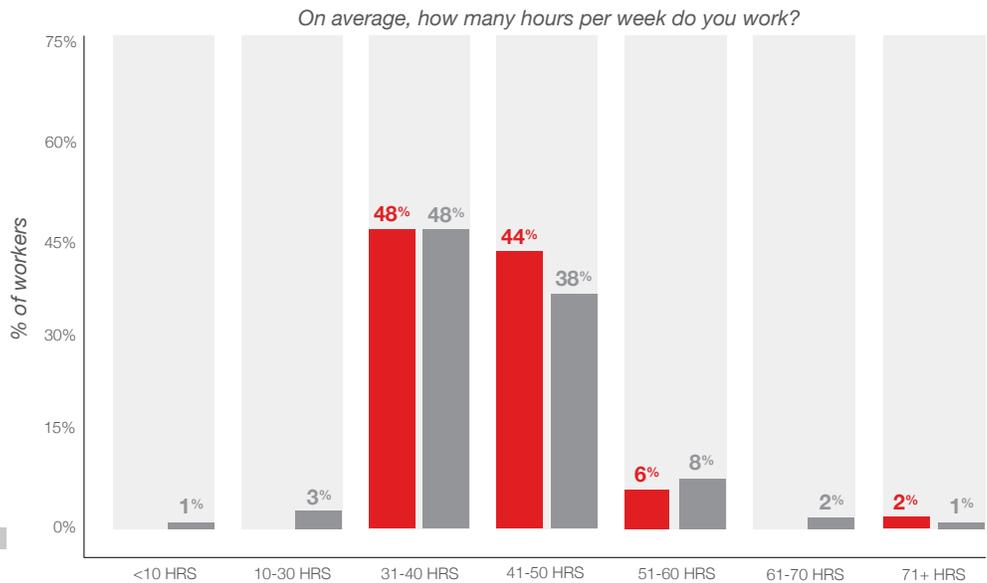


**ON A TYPICAL DAY**  
How many productive hours do you have?



### Hours Worked Per Week

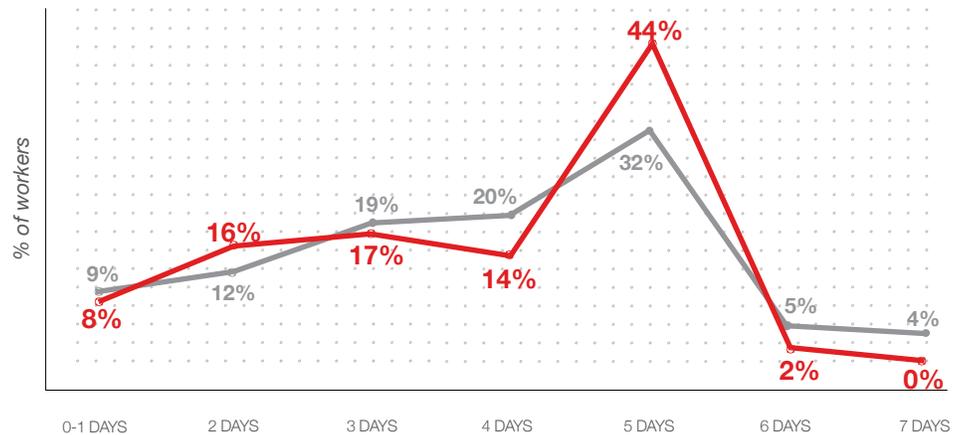
About 90% of Australian workers put in between 31 and 50 hours of work per week. Almost half are putting in 31-40 hours per week.



### Work Satisfaction

More than half of Australian workers are satisfied with their work 4-5 days each week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

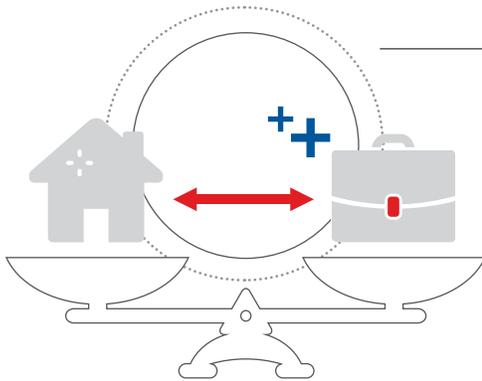


■ AUSTRALIA ■ GLOBAL



## Workplace Stress

Australian workers report lower levels of daily workplace stress than the overall average.



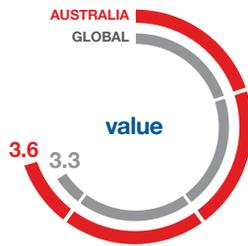
## Well-being

Overall, Australian workers experience the same or higher levels of workplace well-being than the overall average. And they are happier with the employee recognition and flex work programs at their companies.

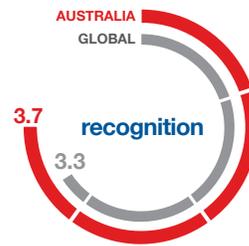
1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Australia Participant Demographics

**Participants:** 64 People

**Gender:** Male 50% | Female 50%

**Age:** 21-34 23% | 35-50 53% | 51+ 23%

**Job Position:** C-Suite 5% | Executive 8% | Director/Manager 30% | Professional/Administrative 57%

■ AUSTRALIA ■ GLOBAL

# Brazil

## Workplace Culture Overview

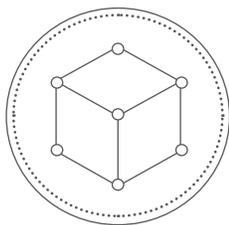


### Survey Findings Summary

Workers in Brazil report a slightly more positive set of workplace features than the global average. They are the proudest to work for their employer and would recommend their company as a great place to work more than any other country in the study.

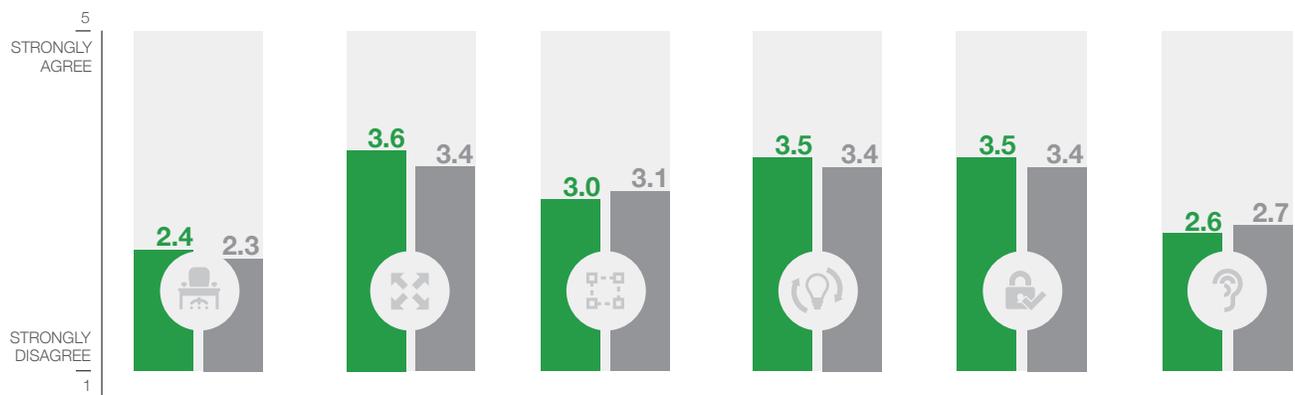
Brazilians are highly productive, experiencing more productive hours at work each day than the global average and feel more satisfied with what they accomplish more days of the week.

Brazilian workers are innovative and spend a high proportion of time in collaborative efforts. They have slightly lower levels of daily stress than the global average, are extremely motivated to do the best for their companies and experience positive levels of workplace well-being.



### Workplace Design

Workers in Brazil are close to the global average on workplace features. They match the global average on access to technology, but exceed the average on having the ability to adapt their workplace and are below the average on having access to a range of space options.



*I have the ability to choose where I work each day.*

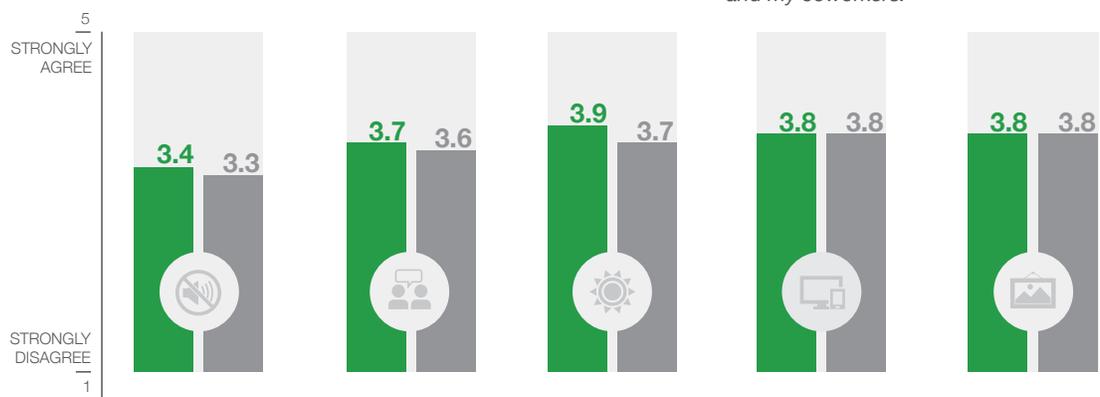
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

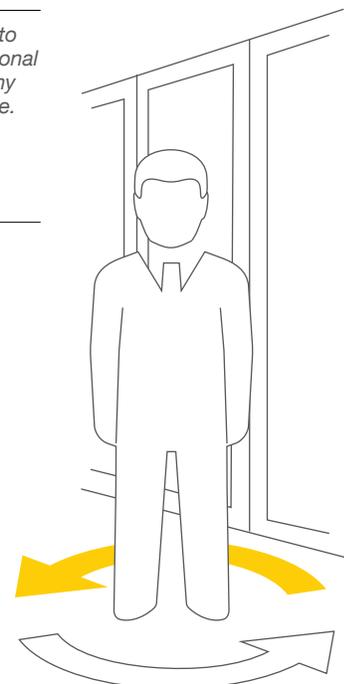
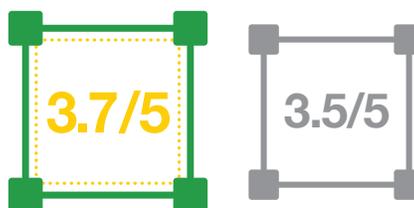
*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*

### Physical Workplace Satisfaction

Brazilian workers experience fairly high levels of overall satisfaction with their physical workspace.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

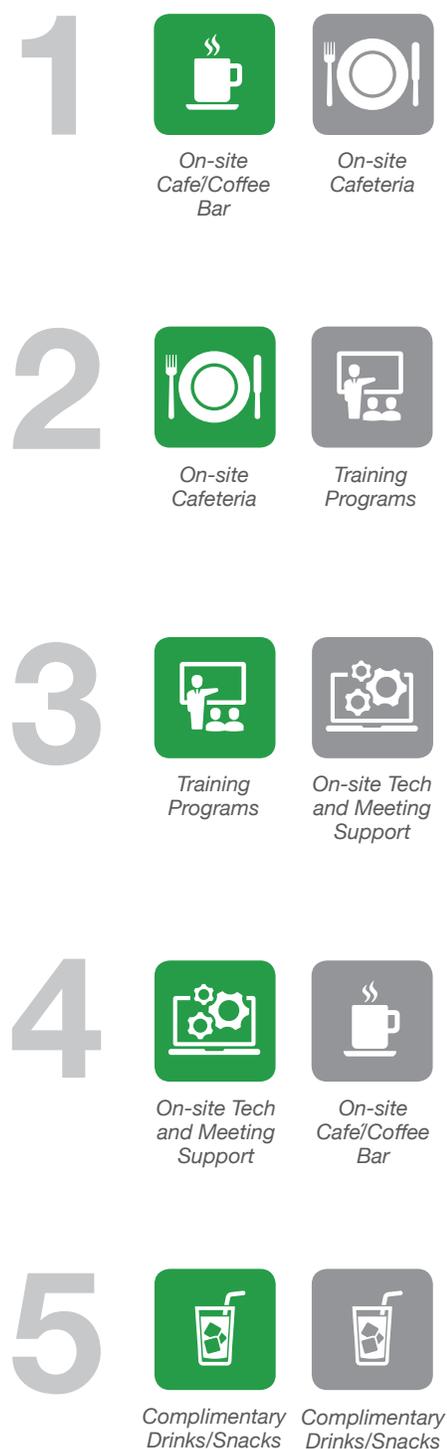


■ BRAZIL ■ GLOBAL



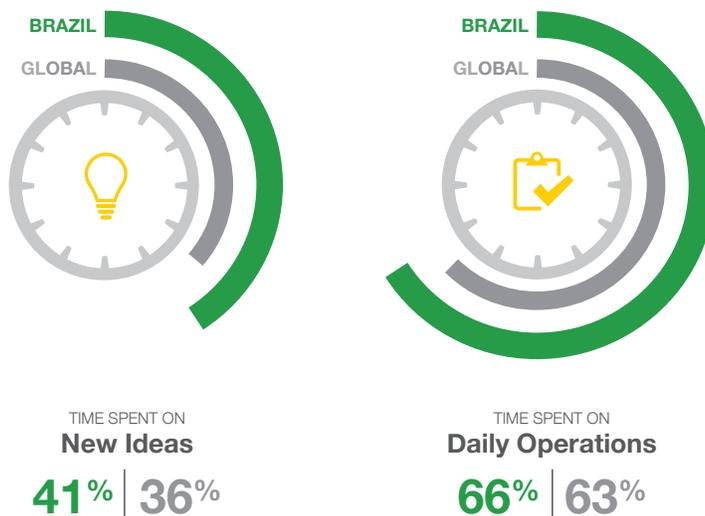
### Top Amenities Provided

Brazilian workplaces have the same top five amenities as the global average, although in a slightly different order. Brazil's top amenity is on-site café/coffee, while an on-site cafeteria is the top pick for the global average.



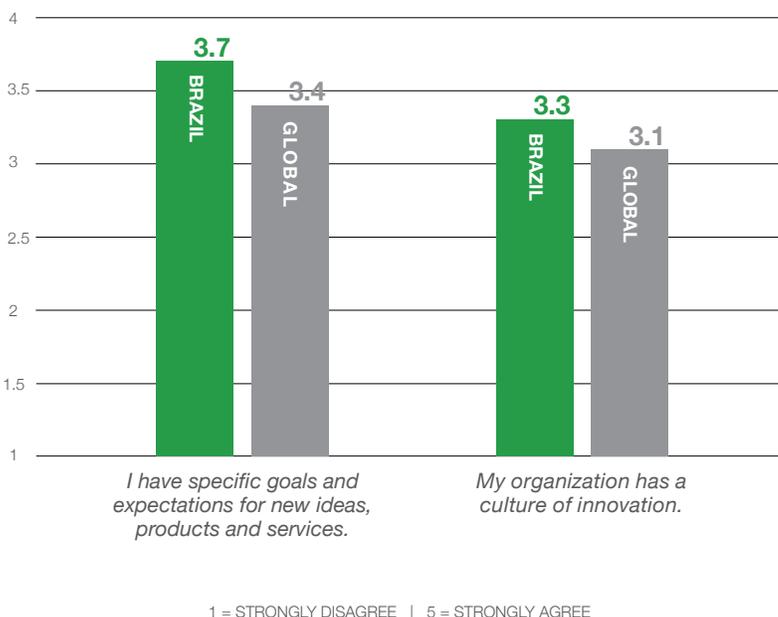
### Time Allocation

Workers in Brazil spend more time both on new ideas and daily operations than the overall sample.



### Ideas and Innovation

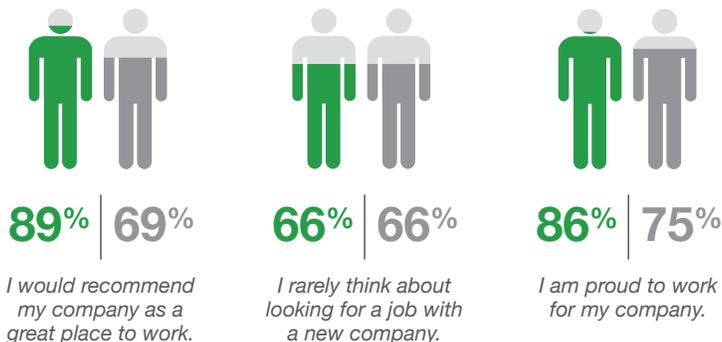
Brazilian respondents report having more goals for new ideas, products and services than the overall sample. Additionally, Brazilians believe their companies have greater cultures of innovation than the global average.





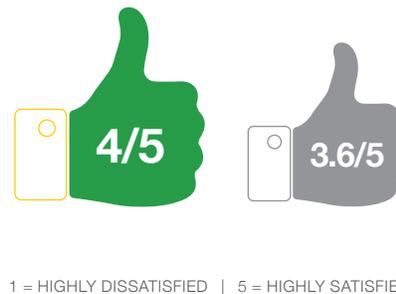
### Company Pride and Engagement

Although they admit to thinking about looking for new work as often as the overall average, Brazilian workers have the highest levels of company pride and would recommend their company as a great place to work more than all other countries in the study.



### Company Satisfaction

Brazil rated highest of all countries in the study on overall satisfaction with their company.



### Cultural Dimensions

#### Power Distance

Brazil has a relatively large Power Distance. Inequality among roles is inherent and workers depend on their supervisors and expect to be told what to do. Status symbols of power are very important, indicating position and respect.

#### Individualism

Brazil falls within the middle range with respect to Individualism and Collectivism, but leans more to the Collectivist pole. Once a person is hired, they are loyal, treating the employee-employer relationship almost as importantly as family. In business, it is important to build up trustworthy and long lasting relationships.

#### Masculinity

Brazil ranks intermediate on the Masculine and Feminine scale. Within the workplace, Brazilian leaders don't give too much importance to competitiveness, resulting in a friendly atmosphere, and greater value on cooperative efforts and service.

#### Uncertainty Avoidance

Brazil is high in Uncertainty Avoidance. Brazilian employees follow guidelines, precise rules and are risk averse. Also, because of their high score in this dimension, Brazilians are very passionate and demonstrative people: emotions are easily shown in their body language.

#### Time Orientation

Brazil is midway between Short- and Long-term Orientation. However, Brazil tends to be a more normative society than a society with a pragmatic approach. Brazilians prefer to honor past traditions and norms of their country.

#### Indulgence

Brazil is an Indulgent society. Brazilians feel more reward by enjoying moments of pleasure in their life rather than by competing with others. People also have a tendency toward optimism.

SOURCE: HOFSTEDE

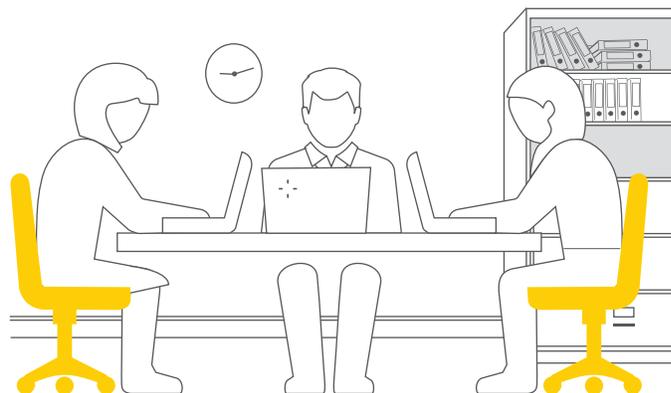
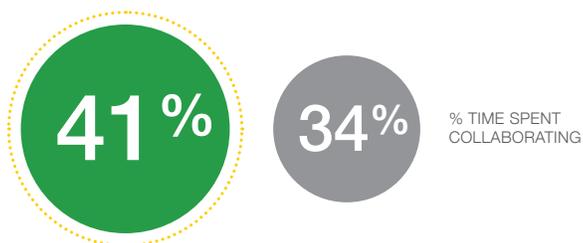
0 - 100 POINT SCALE





### Collaboration

Workers in Brazil collaborate often, spending 7% more time in collaborative work than the global average.



### Networking

Brazilian workers have slightly more opportunities for networking than the global average.



*My company often provides events to promote networking and the sharing of ideas among colleagues.*



1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



**3.0/5**

BRAZIL

**2.9/5**

GLOBAL



### Meetings

Brazilians meet with a high number of people in-person, per day. They also report more unplanned meetings than the global average.

#### ON A TYPICAL DAY

How many coworkers do you have meetings with?



IN-PERSON MEETINGS



VIRTUAL MEETINGS

#### ON A TYPICAL DAY

How many meetings do you have?



PLANNED MEETINGS



UNPLANNED MEETINGS

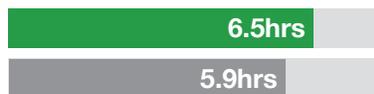


### Productivity

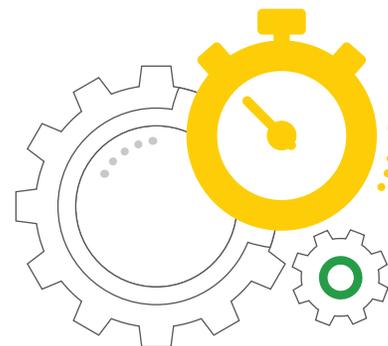
Brazil workers have the highest number of productive hours at work of any country in the study. They also are distracted less often.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

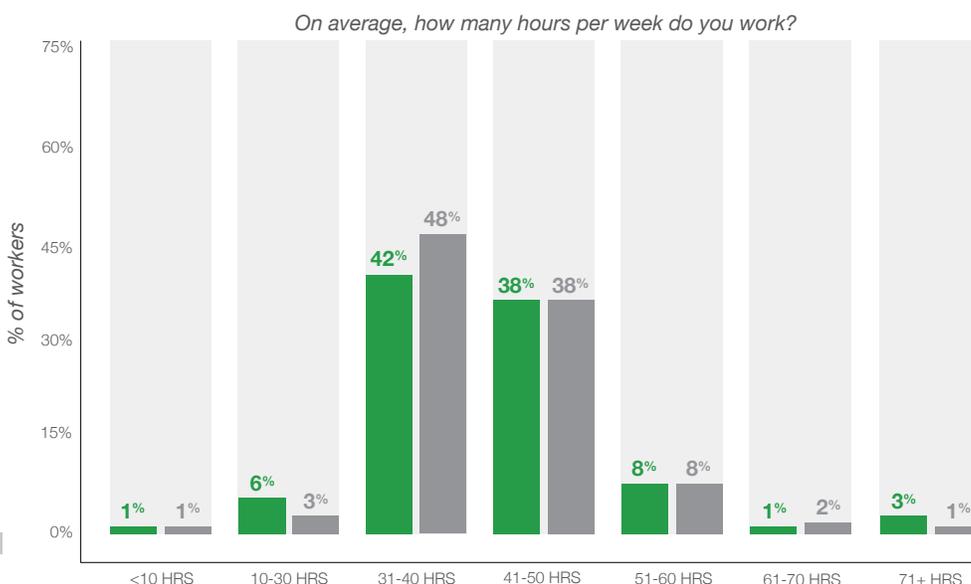
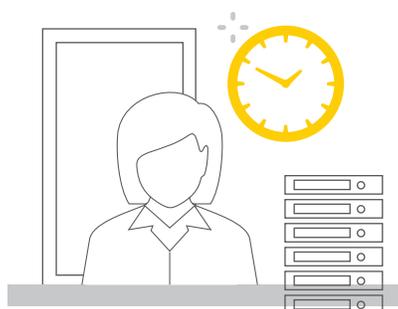


**ON A TYPICAL DAY**  
How many productive hours do you have?



### Hours Worked Per Week

The majority of workers in Brazil are putting in between 31-50 hours a week, about the same as the global average.



### Work Satisfaction

Brazilian workers leave work feeling satisfied more days per week than the global average.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?



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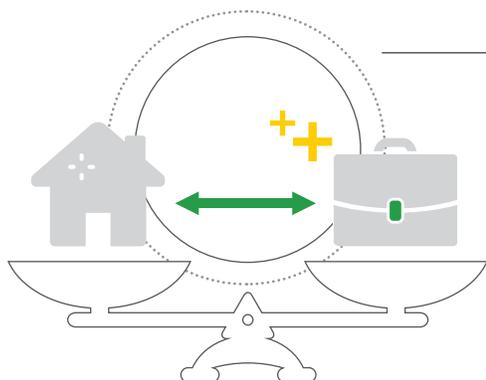


## Workplace Stress

Brazilians experience somewhat lower levels of daily workplace stress than the overall average.



AVERAGE DAILY WORKPLACE STRESS



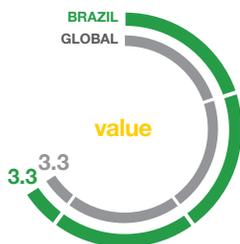
## Well-being

Brazilian workers report workplace well-being levels that are similar to the overall average with one stand-out exception: they have higher levels of motivation than do workers from across the globe.

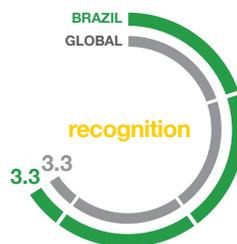
1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Brazil Participant Demographics

**Participants:** 51 People

**Gender:** Male 59% | Female 41%

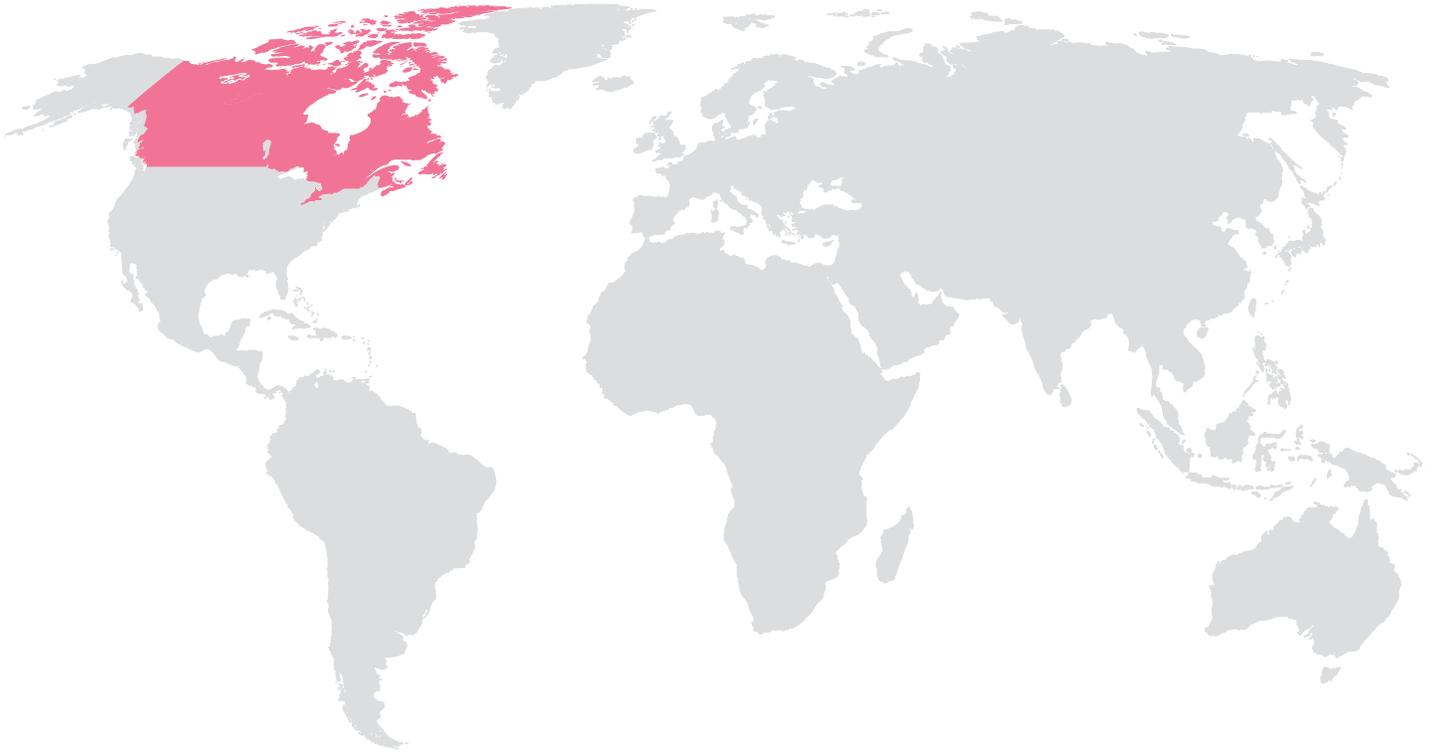
**Age:** 21-34 38% | 35-50 48% | 51+ 14%

**Job Position:** C-Suite 4% | Executive 7% | Director/Manager 27% | Professional/Administrative 62%

■ BRAZIL ■ GLOBAL

# Canada

## Workplace Culture Overview

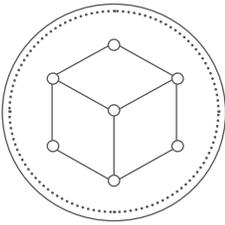


### Survey Findings Summary

Canadian workers generally feel supported by their workspace, matching the global average on physical workplace satisfaction and nearly all other workplace features. Individuals feel a sense of pride in their companies and enjoy more personal working pursuits.

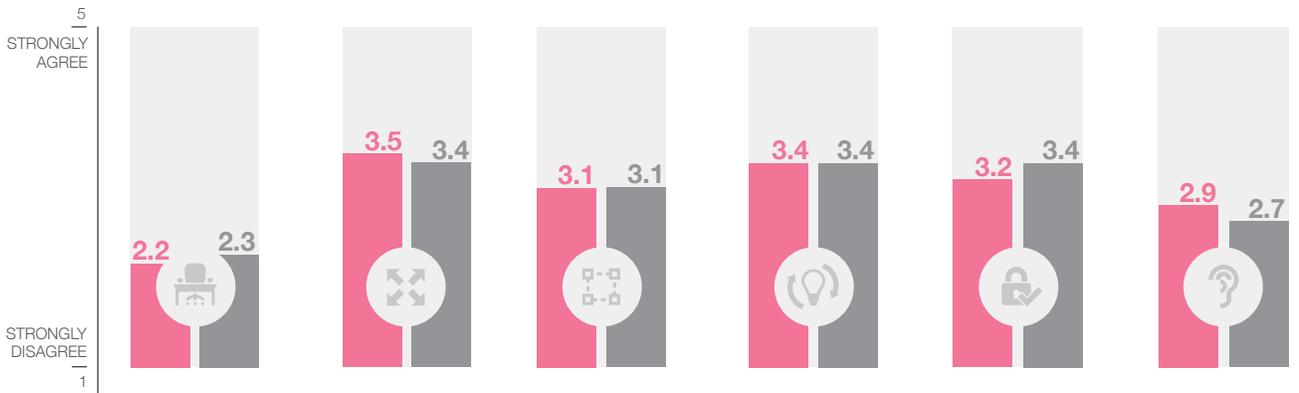
Workers in Canada also report working less than other countries. Their daily stress level is on par with the global average.

However, individuals in Canada experience higher levels of workplace well-being, feeling happy with the work-life balance practices of their employers and the availability of flex-work programs and policies.



### Workplace Design

Overall, workers in Canada report workplace design features that are similar to the global average. For example, they are more likely to have access to communal spaces, but also have greater noise distractions.



*I have the ability to choose where I work each day.*

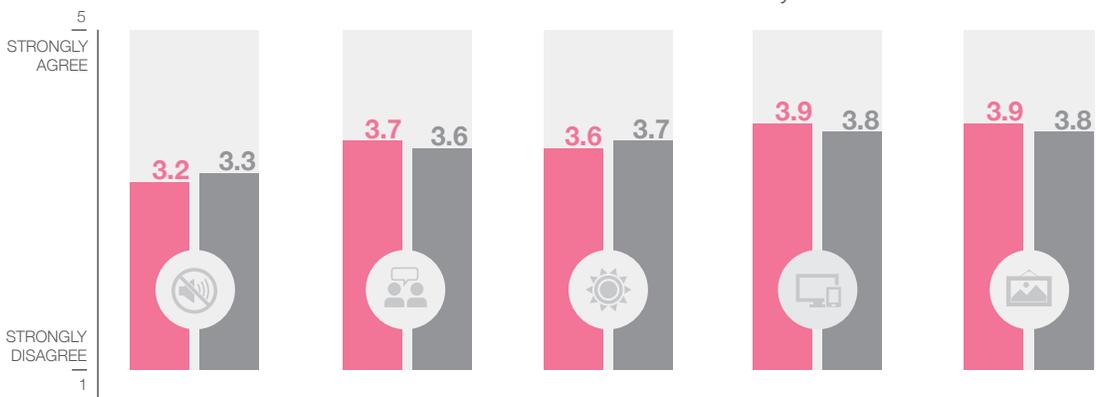
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

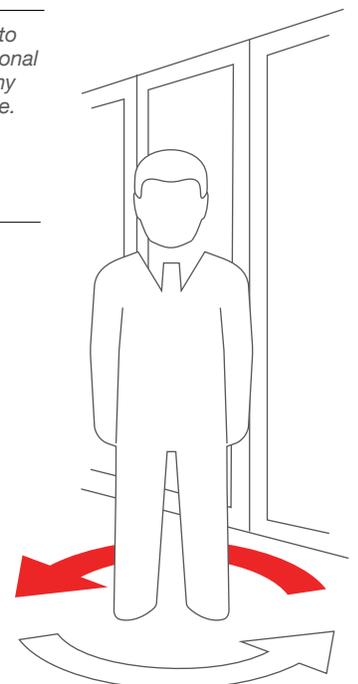
*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*

### Physical Workplace Satisfaction

Canadian respondents experience the same level of satisfaction with their physical workspace as the global average.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



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### Top Amenities Provided

A comparison of the five most popular amenities offered in the workplace. The top four amenities are identical in Canada and global workplaces, but exercise and fitness amenities are more popular in Canadian workplaces than complimentary drinks and snacks.

- 1



On-site Cafeteria



On-site Cafeteria
- 2



Training Programs



Training Programs
- 3



On-site Tech and Meeting Support



On-site Tech and Meeting Support
- 4



On-site Cafe/Coffee Bar



On-site Cafe/Coffee Bar
- 5



Exercise and Fitness Areas

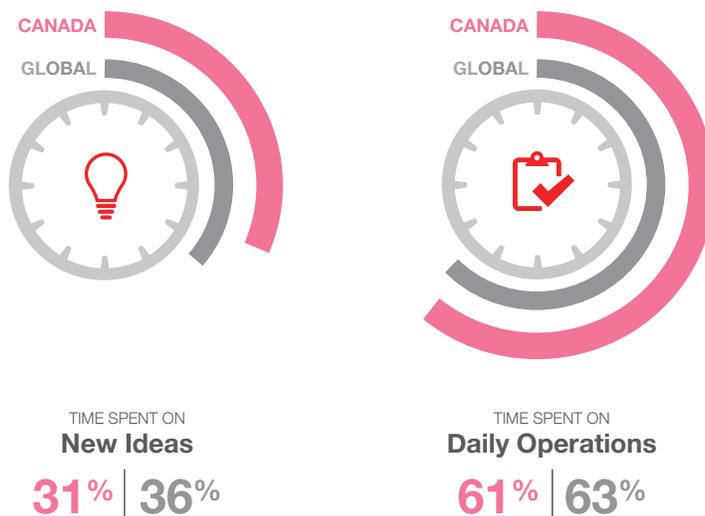


Complimentary Drinks/Snacks

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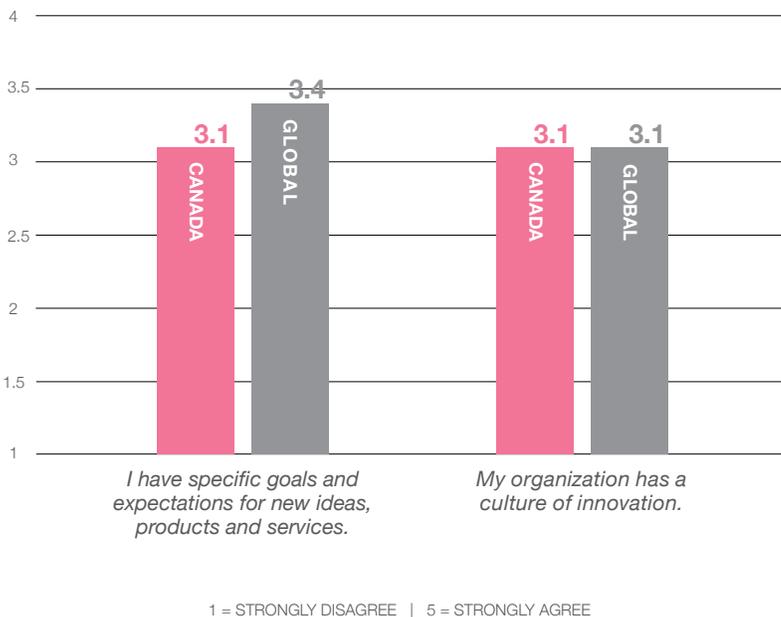
### Time Allocation

Canadians spend less time on new ideas than their global counterparts, but spend about the same amount of time on day-to-day operations.



### Ideas and Innovation

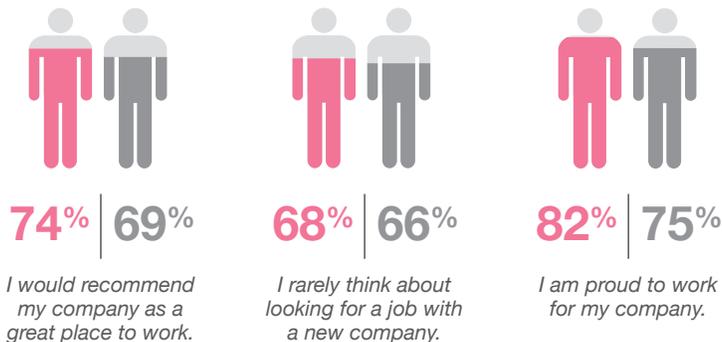
Workers in Canada feel less strongly that their company has a culture of innovation than the global sample. However, they match the global sample in terms of expectations for new ideas.





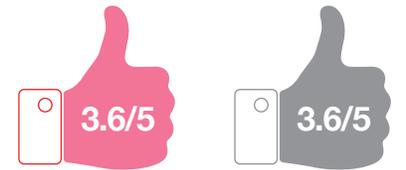
## Company Pride and Engagement

Canadians have more company pride and engagement than other countries in the study.



## Company Satisfaction

Workers from Canada have the same overall satisfaction with their company as the global average.



1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

## Cultural Dimensions

### Power Distance

Canada is a small Power Distance country. Canadian culture is marked by interdependence among its inhabitants and there is value placed on egalitarianism. Hierarchy in Canadian organizations is established for convenience, superiors are always accessible and managers rely on individual employees and teams for their expertise. Canadians also value a straightforward exchange of information.

### Individualism

Canadian culture highly values the role of the individual. Canadians measure their personal merits and approach their role and tasks in a way that suits them personally. At work, ties between people are somewhat loose and people perform better at individual tasks and are expected to be self-reliant and displace initiative.

### Masculinity

Canada is a moderately Masculine society. Canadians tend to have a work-life balance and are likely to take time to enjoy life. Nevertheless, in work and in life, Canadians strive to attain high standards of performance.

### Uncertainty Avoidance

In terms of Uncertainty Avoidance, Canada is more accepting of uncertainty. Canadians are tolerant of ideas or opinions from anyone and welcome freedom of expression. Canadian culture is not rules-oriented and Canadians tend to be less emotionally expressive than cultures scoring higher on Uncertainty Avoidance.

### Time Orientation

Canada ranks somewhat neutral on Time Orientation. Canadians tend to expect immediate results, have a relatively small propensity to save for the future and regard customs and rituals as important.

### Indulgence

Canada leans toward Indulgence rather than Restraint. For the most part, Canada is a relatively informal and relaxed country and Canadians take pleasure in life and feel more control over their own happiness.

SOURCE: HOFSTEDE

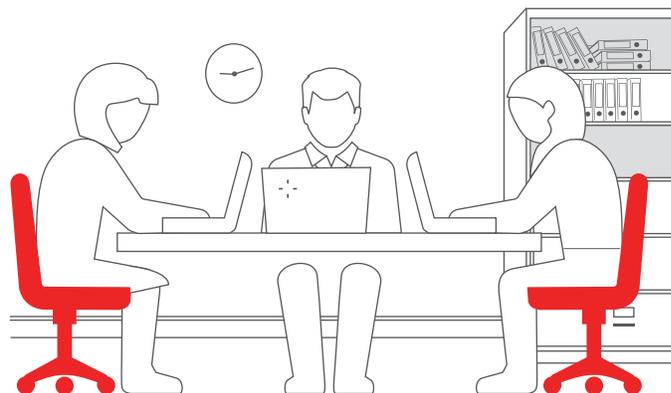
0 - 100 POINT SCALE





### Collaboration

Canadians work independently, engaging in less collaborative behavior than the global average in our study.



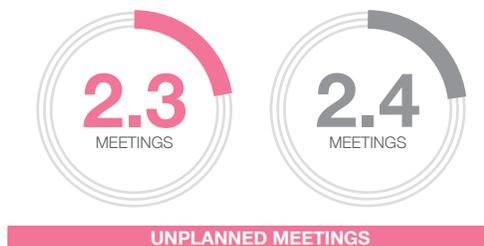
### Networking

Workers from Canada report just slightly greater than the average in the likelihood of networking events being offered at their companies.



### Meetings

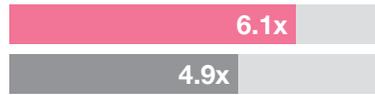
Workers from Canada have about the same number of meetings as the global average and meet with the same number of people for in-person meetings, but fewer individuals for virtual meetings.



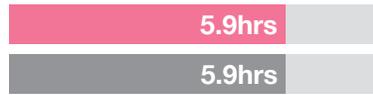


### Productivity

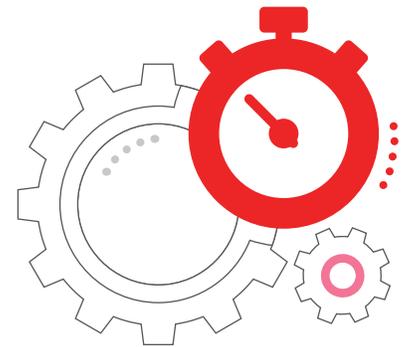
Canadians have the same number of productive hours per day as the average of global workers, despite reporting a greater number of daily distractions.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?



**ON A TYPICAL DAY**  
How many productive hours do you have?

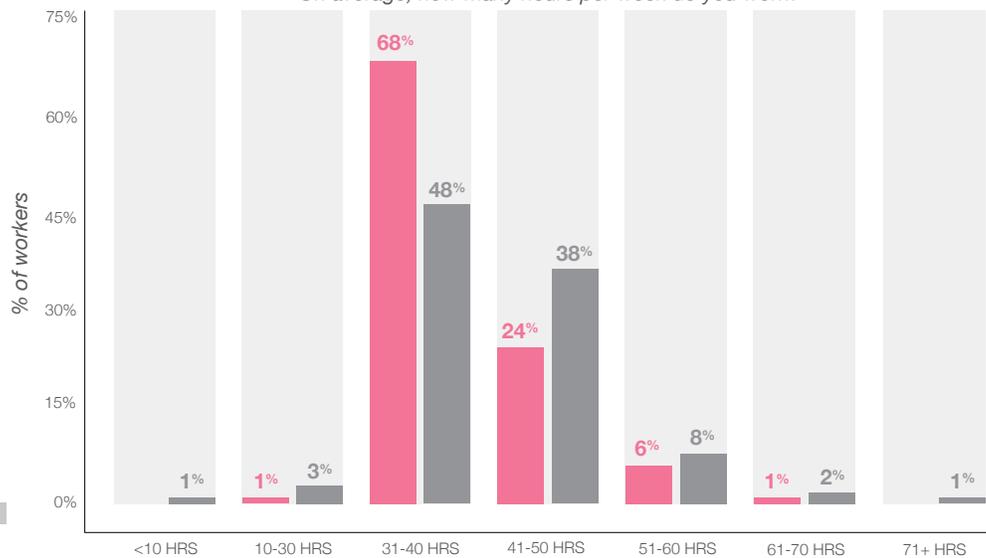


### Hours Worked Per Week

Only about 30% of workers in Canada work over 40 hours a week, the lowest number in the study.



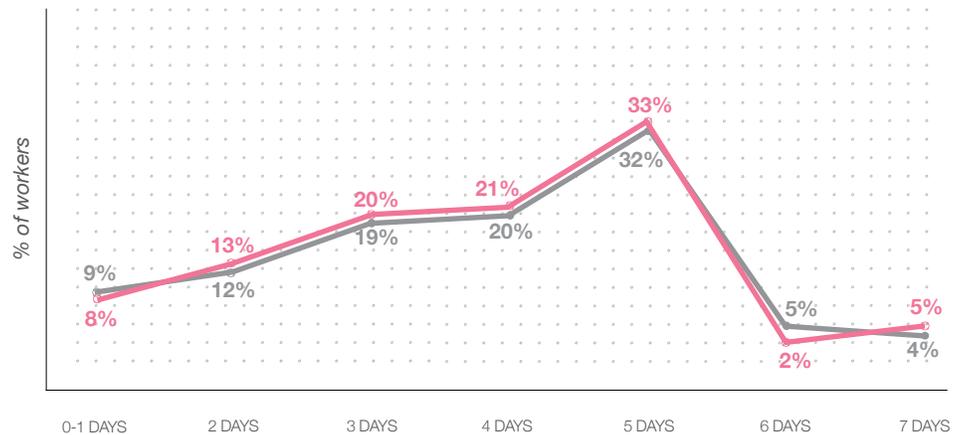
On average, how many hours per week do you work?



### Work Satisfaction

Over half of Canadian workers leave work satisfied at least 4 days a week, which is very similar to the global average in the study.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

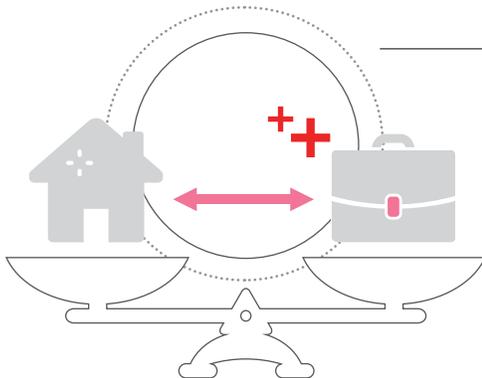
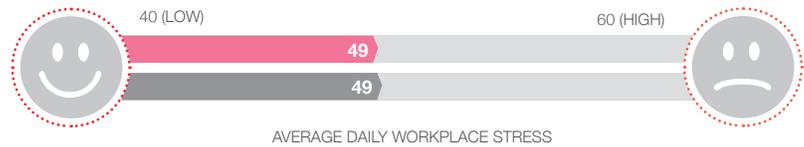


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## Workplace Stress

Workers in Canada report a mid-level amount of daily workplace stress, matching the global average.



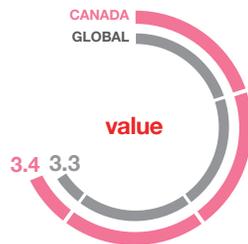
## Well-being

Workers from Canada have slightly higher levels of workplace well-being compared with the overall average in our study. They are more satisfied with their company's work-life balance and their companies offer more flex-work programs.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Canada Participant Demographics

**Participants:** 239 People

**Gender:** Male 49% | Female 51%

**Age:** 21-34 21% | 35-50 52% | 51+ 27%

**Job Position:** C-Suite 1% | Executive 5% | Director/Manager 21% | Professional/Administrative 73%

■ CANADA ■ GLOBAL

# China

## Workplace Culture Overview

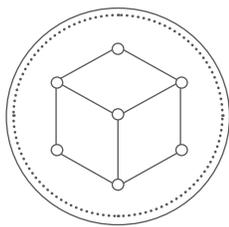


### Survey Findings Summary

Workers in China report some of the highest satisfaction scores on their physical workspace and workplace design features. They feel the design of their workplace supports the easy flow of work and ideas between coworkers, and they have access to all the technology and support they require to get their work done. They also experience high levels of innovation and more opportunities for networking than the global average.

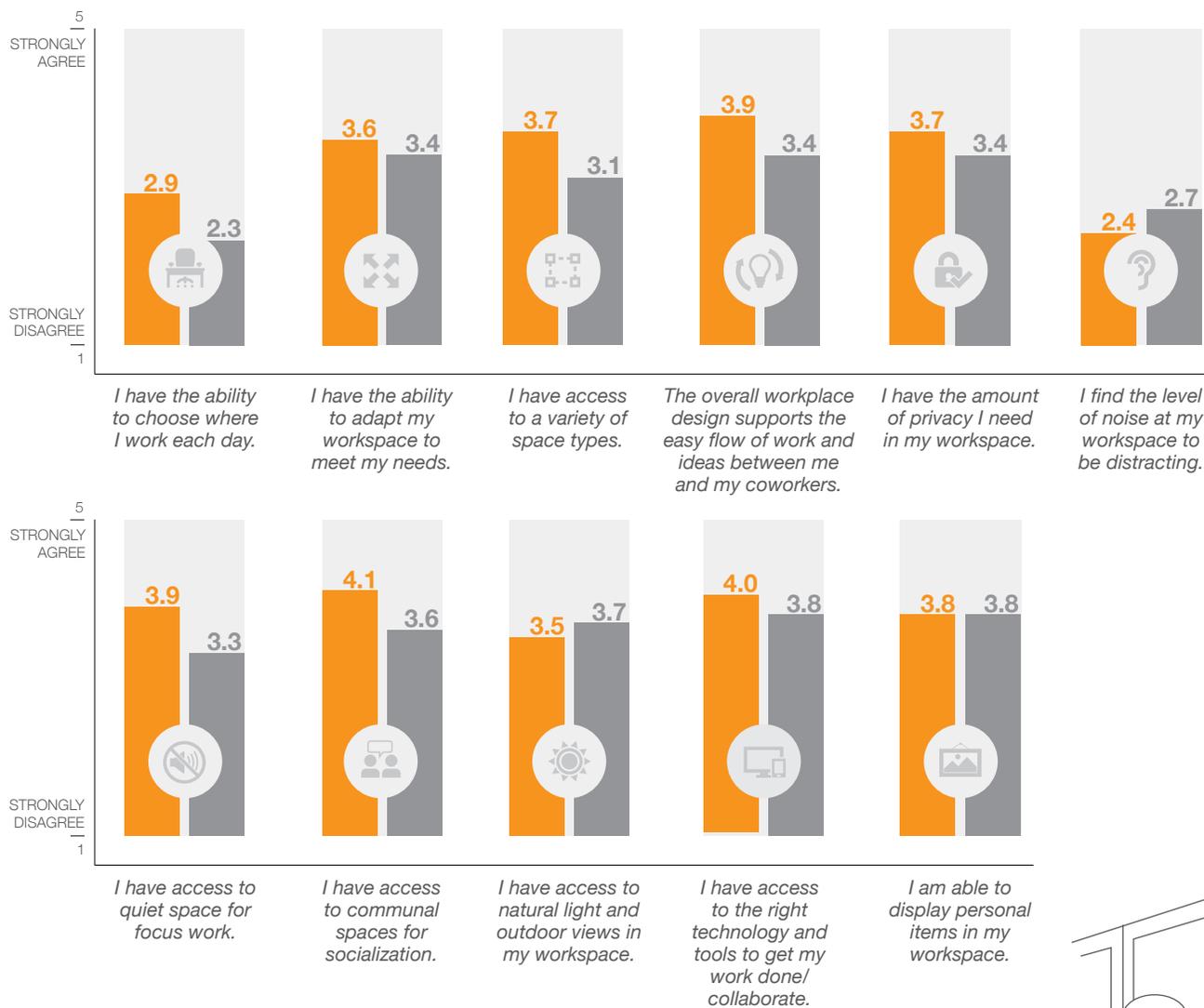
A productive workforce, Chinese workers avoid daily distractions and enjoy satisfaction with what they accomplish each day. They spend a large proportion of their time at work in collaborative projects.

Though they have a high level of daily workplace stress, Chinese workers also experience a high level of workplace well-being and rarely think about looking for a new job.



### Workplace Design

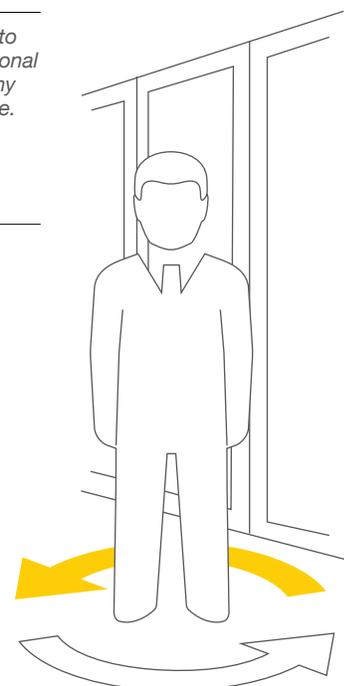
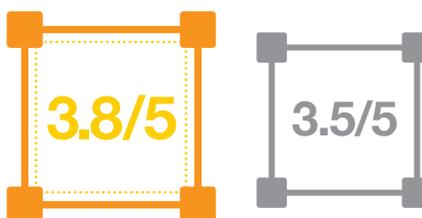
Workers from China report having more workplace features than the overall sample. Survey respondents exceed levels from the global average in every category, with the exception of being able to display personal belongings, which they match the average on.



### Physical Workplace Satisfaction

Workers from China have high levels of physical workspace satisfaction.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



CHINA GLOBAL



### Top Amenities Provided

Amenities that are popular in Chinese workplaces differ from those in the global average. For example, complimentary meals, exercise and fitness, and after-hours networking are top amenities in China, but less popular in the overall sample.

- # 1



*On-site Tech and Meeting Support*



*On-site Cafeteria*
  
- # 2



*Complimentary Meals*



*Training Programs*
  
- # 3



*Training Programs*



*On-site Tech and Meeting Support*
  
- # 4



*Exercise and Fitness Areas*



*On-site Cafe/Coffee Bar*
  
- # 5



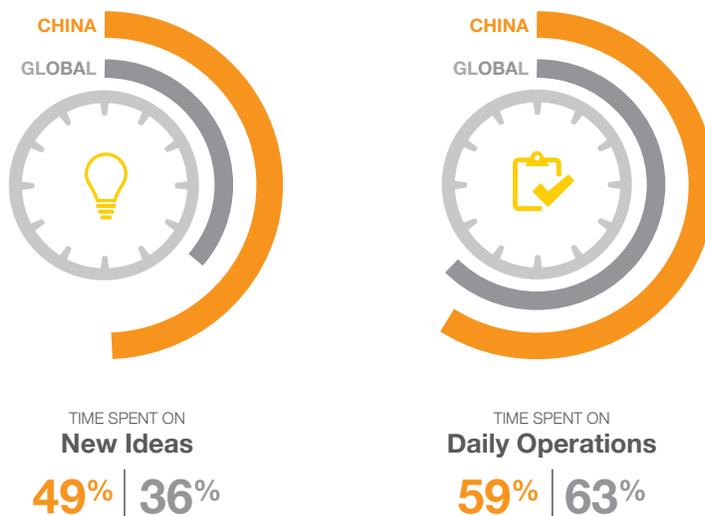
*After-hours Networking*



*Complimentary Drinks/Snacks*

### Time Allocation

Workers in China spend significantly more time on new ideas than workers from other countries. Additionally, they spend less time on daily operations than the overall sample.



### Ideas and Innovation

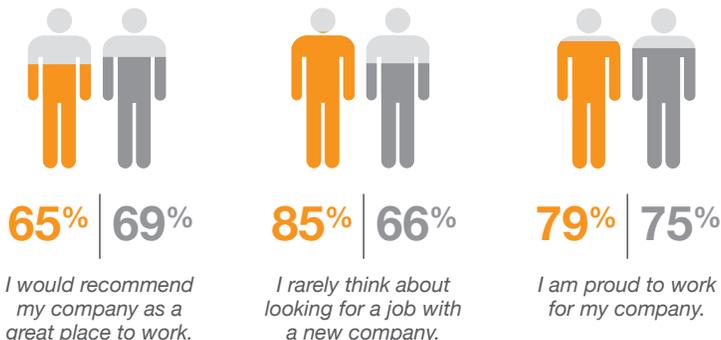
Respondents from China are much more likely to feel that their organization has a culture of innovation than the overall sample. Consistent with this, they're more likely to have goals for new products, services and ideas.





### Company Pride and Engagement

Although Chinese workers are much less likely to look for a job elsewhere than the overall sample, they are less likely to recommend their company as a great place to work.



### Company Satisfaction

Respondents from China are more satisfied with their companies than the global average.



## Cultural Dimensions

### Power Distance

China has a very large Power Distance. There is an expected unequal distribution of power within organizations and a feeling that people should not aspire beyond their rank. Individuals are influenced by formal authority and there is little defense against power abuse by superiors.

### Individualism

China is extremely Collectivist. Preference in hiring goes to family members of employees and managers. Employer-employee relationships tend to become familial and loyalty abounds. Personal connections are prioritized higher than tasks.

### Masculinity

China is a very Masculine culture. The Chinese value opportunities to make money and gain a sense of satisfaction from completing a task. Many will sacrifice family and leisure priorities to work.

### Uncertainty Avoidance

China has a low score on Uncertainty Avoidance. The Chinese are comfortable with ambiguity, and workers tend to be adaptable and entrepreneurial.

### Time Orientation

China is one of the top-ranked countries with respect to Long-term Orientation. Organizations are future-minded and concerned with persistence and savings. They value challenging work, being open to possibility, learning and self-discipline. People in this nationalistic culture have a sense of shame that makes them more sensitive in their relationships and they place importance on keeping commitments.

### Indulgence

China falls on the Restraint end of this spectrum. This culture operates according to strict customs and does not freely fulfill the need for enjoyment.

SOURCE: HOFSTEDE

0 - 100 POINT SCALE



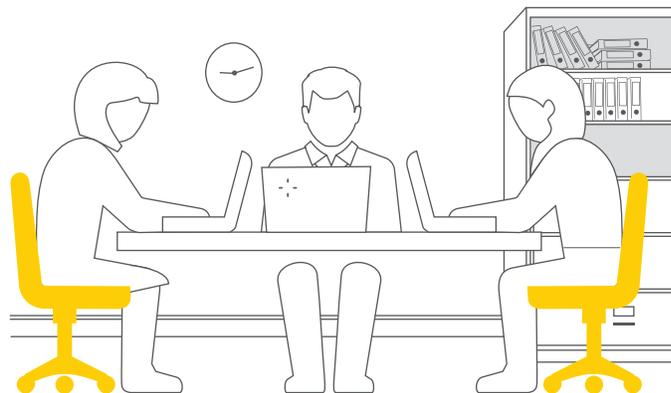


### Collaboration

Workers in China are the most collaborative of all countries in the study, spending 11% more time in collaborative work than the global average.



% TIME SPENT COLLABORATING



### Networking

Chinese workers have significantly more opportunities for networking than the global average.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



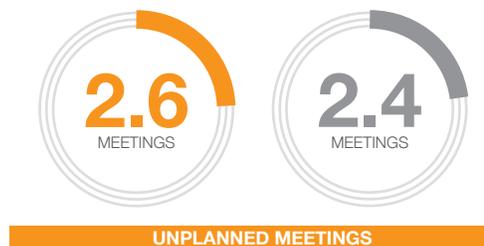
### Meetings

Workers in China report having more planned meetings than the global average. They also meet with more coworkers on a daily basis, both in-person and virtually.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



**ON A TYPICAL DAY**  
How many meetings do you have?



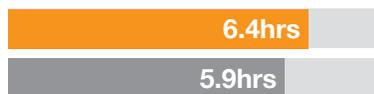


### Productivity

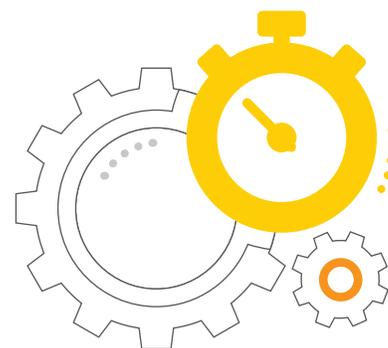
Respondents from China have far fewer distractions than the overall sample. Consequently, they also have more productive hours each day.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

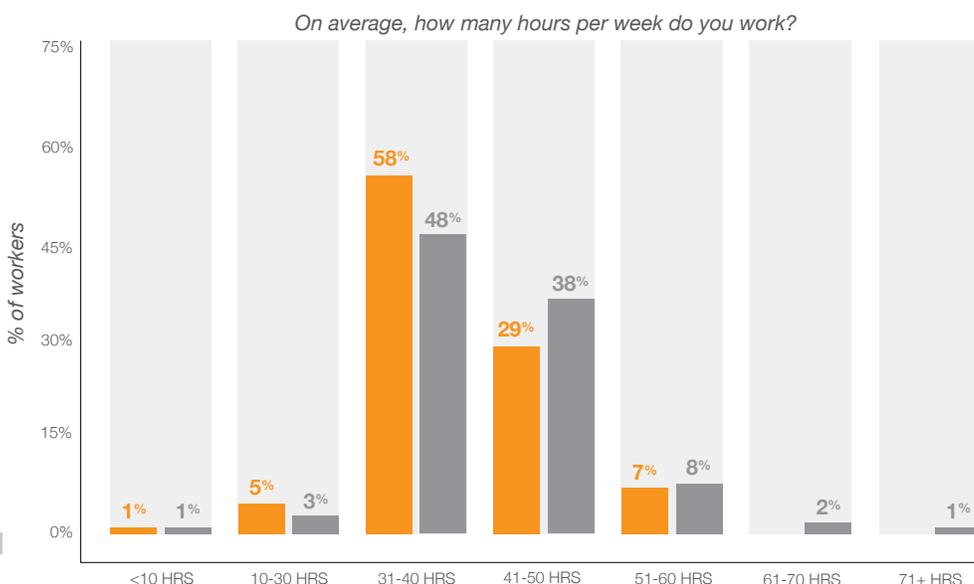
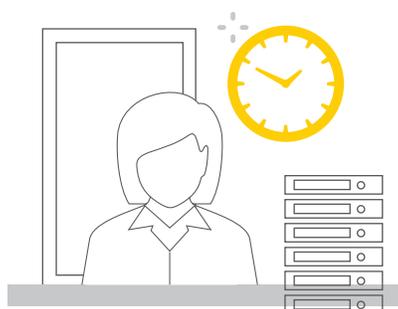


**ON A TYPICAL DAY**  
How many productive hours do you have?



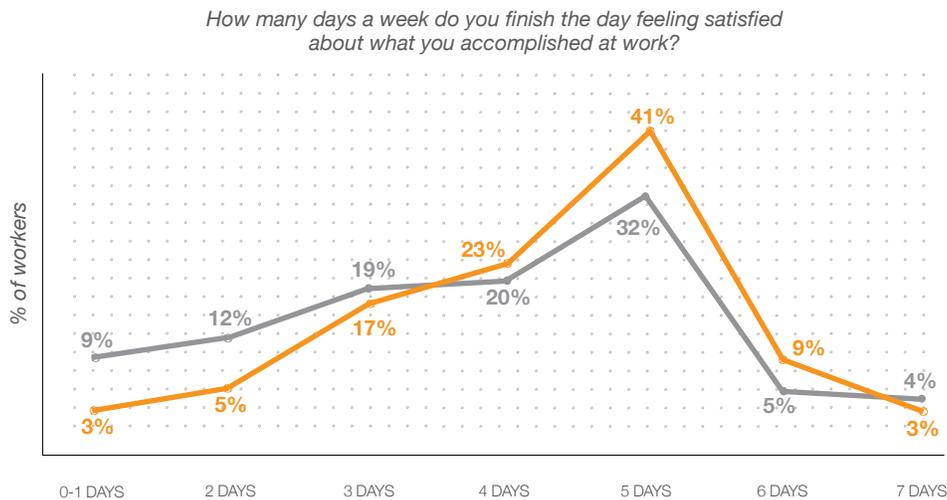
### Hours Worked Per Week

The majority of workers in China are putting in between 31-40 hours a week, which is slightly less than the global average.



### Work Satisfaction

Workers from China feel satisfied with their work more days than all other countries in the study.



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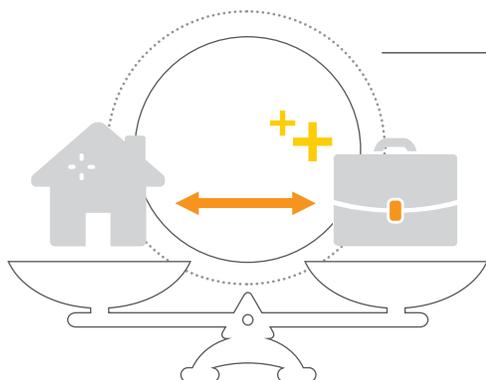


## Workplace Stress

Chinese workers experience higher levels of daily workplace stress than the overall average.



AVERAGE DAILY WORKPLACE STRESS



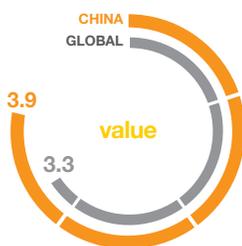
## Well-being

Despite high levels of stress, Chinese workers report higher workplace well-being scores than the global average, across all categories. They also feel more valued and recognized by their employers and regularly take advantage of the flex-work programs offered by their employers.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



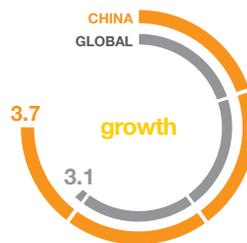
*I am satisfied with my company's work-life balance practices.*



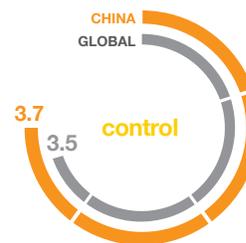
*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## ★ China Participant Demographics

**Participants:** 164 People

**Gender:** Male 44% | Female 56%

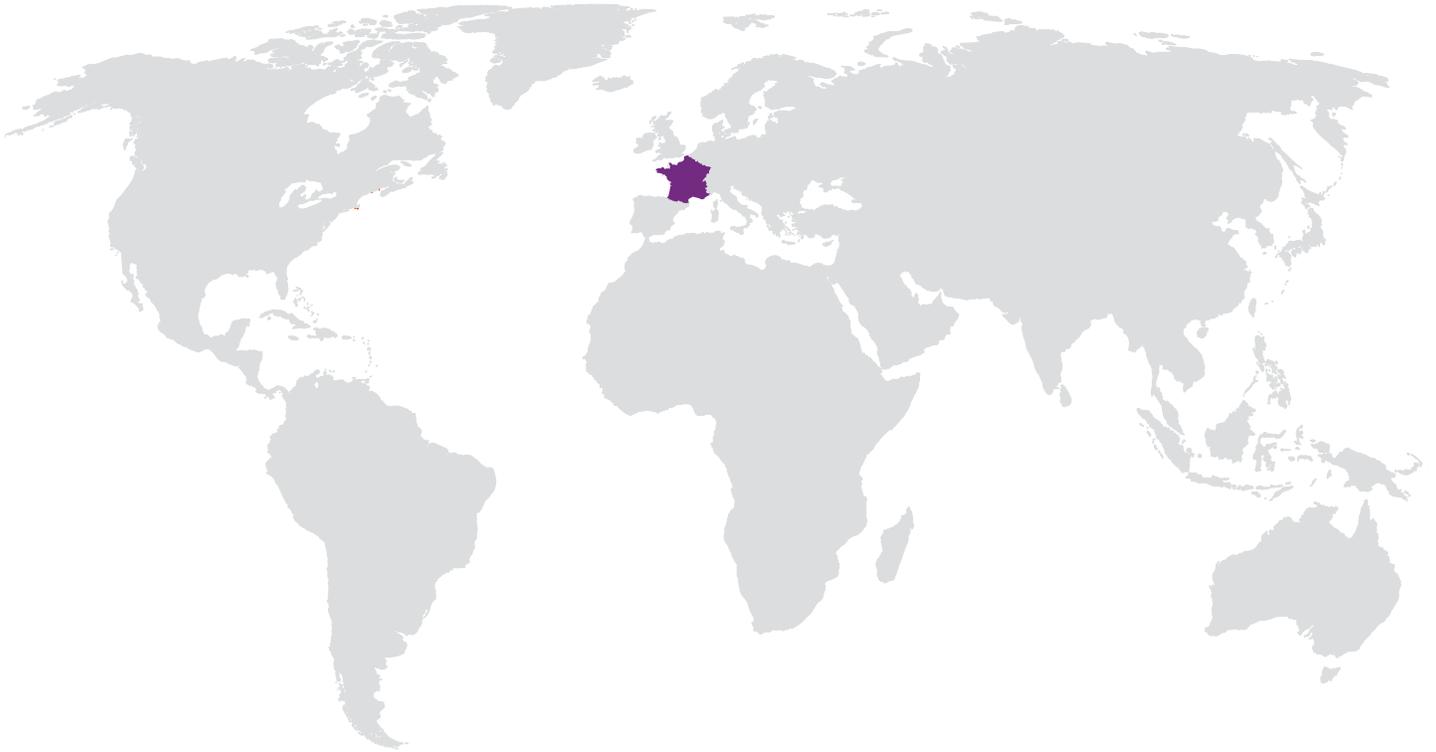
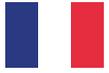
**Age:** 21-34 47% | 35-50 49% | 51+ 4%

**Job Position:** C-Suite 3% | Executive 24% | Director/Manager 37% | Professional/Administrative 36%

CHINA GLOBAL

# France

## Workplace Culture Overview

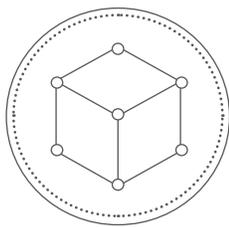


### Survey Findings Summary

French workers in our study are satisfied with their physical workplace. They spend about the same amount of time on new ideas as the overall sample, but much less time on daily operations—the lowest percentage of all countries in the study.

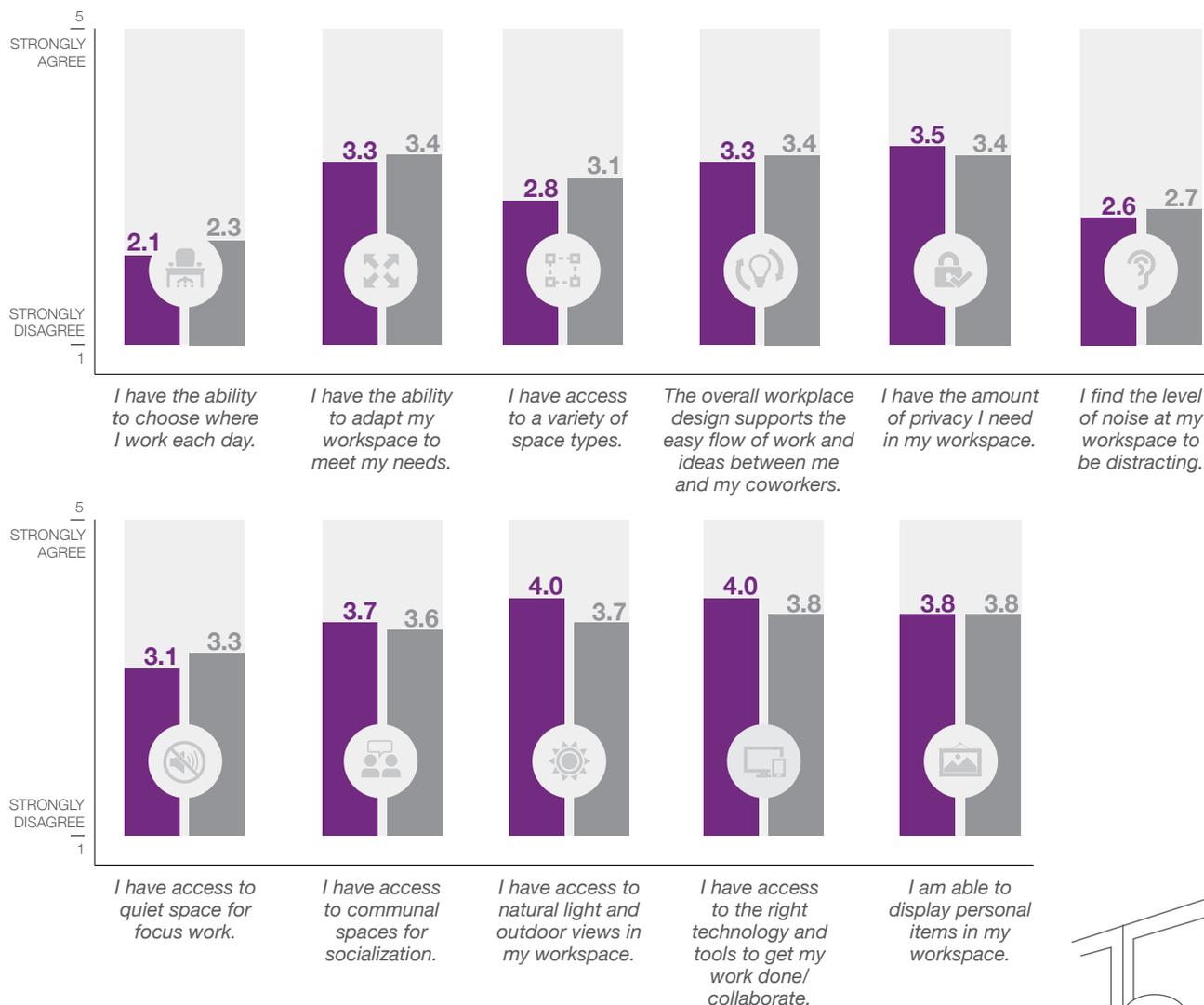
Workers in France report less pride in their companies and are more likely to think about looking for new employment than the global average.

Individuals in France tend to collaborate less and have fewer unplanned meetings than the overall sample. Although they get distracted more times per day than every other country studied, they feel satisfied with their work more often than the average. And while French workers have lower daily stress, they also cite less satisfaction with their workplace well-being than the average.



### Workplace Design

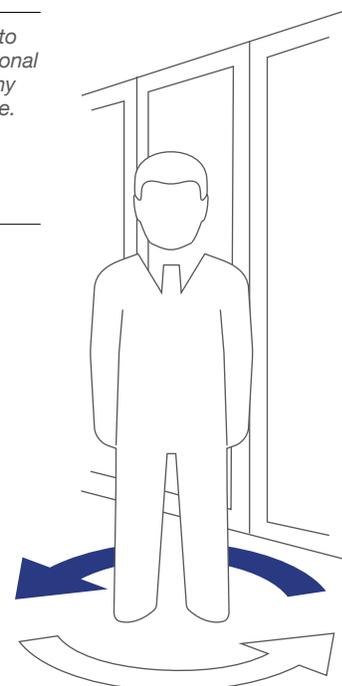
Workers in France are about on par with the overall global sample in terms of workplace features. For example, they have less access to a variety of spaces, but greater access to natural light and the right technology and tools.



### Physical Workplace Satisfaction

Workers from France experience the same level of satisfaction with their physical workspace as the global average.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



FRANCE GLOBAL



### Top Amenities Provided

Amenities that are popular in French workplaces are similar to those in the global average, with one exception. Notably, health and wellness amenities are more popular in French workplaces and take the place of on-site tech and meeting support, which is more popular in the overall sample.

- 1



On-site Cafeteria



On-site Cafeteria
- 2



On-site Cafe/Coffee Bar



Training Programs
- 3



Training Programs



On-site Tech and Meeting Support
- 4



Complimentary Drinks/Snacks



On-site Cafe/Coffee Bar
- 5



Health and Wellness Service



Complimentary Drinks/Snacks

FRANCE GLOBAL

### Time Allocation

Workers in France spend about the same amount of time on new ideas as the overall sample. However, they spend much less time—reporting the lowest percentage of all countries in the study—on daily operations.

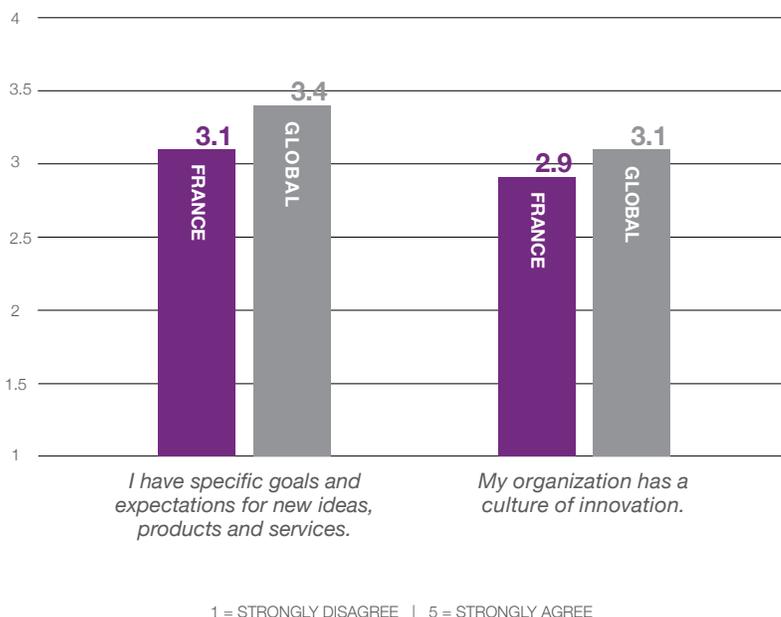


TIME SPENT ON  
**New Ideas**  
35% | 36%

TIME SPENT ON  
**Daily Operations**  
47% | 63%

### Ideas and Innovation

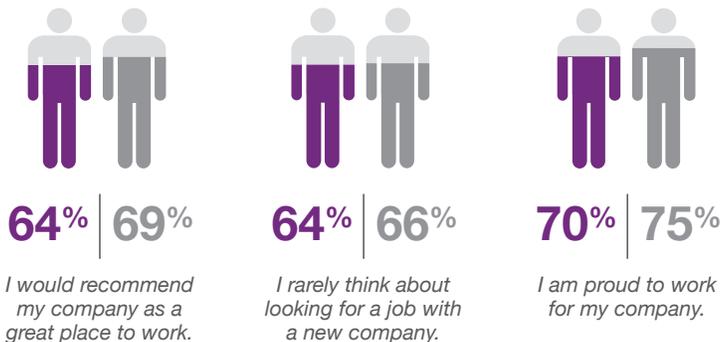
Workers from France are less likely to believe that their company has a culture of innovation than the global average. In addition, they're less likely to have goals for new ideas, products or services.





## Company Pride and Engagement

French workers have less company pride and engagement than the overall sample.



## Company Satisfaction

Respondents from France are less satisfied with their companies than the global average.



## Cultural Dimensions

### Power Distance

France is high in terms of Power Distance. Organizational power tends to be centralized in French businesses and there is a hierarchy that structures employees. Superiors have privileges and are often inaccessible.

### Individualism

France is an Individualist culture. French nationals enjoy challenging work and freedom in the workplace. But because of their high Power Distance, subordinates normally pay formal respect and show deference to their boss. Behind his/her back, however, they may do the opposite, thinking they know best.

### Masculinity

France has a somewhat Feminine culture, focused on the quality of life. In business, problems are to be discussed so that a collaborative decision can be made. Occasional verbal insults are used, but in moderation and people have an understanding that they can agree to disagree and still work together.

### Uncertainty Avoidance

High in Uncertainty Avoidance, the French feel threatened by ambiguous situations and impose structure to provide a sense of predictability and order. Ultimately, high Uncertainty Avoidance cultures are slower at innovation, often because of the rules and predictability they seek. However, French culture has been found to be concerned with quality of individual work rather than on consensus, making them better positioned to come up with creative ideas.

### Time Orientation

France has a Long-term Orientation. Workers will adapt cultural traditions when it is appropriate, and prefer to save and invest rather than spend. These workers will see projects through to the end.

### Indulgence

France is almost directly between Indulgence and Restraint, indicating that they are not quick to fulfill the desire for enjoyment nor will they necessarily believe that other factors control their own happiness.

SOURCE: HOFSTEDE

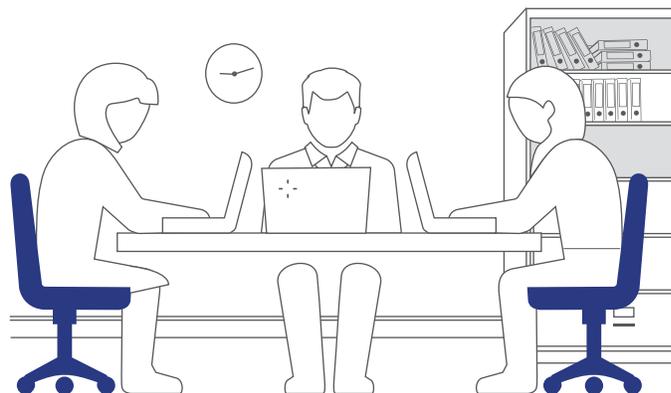
0 - 100 POINT SCALE





## Collaboration

Workers in France spend 5% less time working collaboratively than the global average.



## Networking

Respondents from France average one of the lowest scores in assessing opportunities for company-sponsored networking events of any country in the study.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



## Meetings

Although workers in France meet with the same number of people (both in-person and virtually) as the overall sample, they have fewer unplanned meetings than the global average.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



**ON A TYPICAL DAY**  
How many meetings do you have?

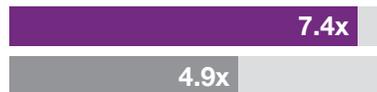
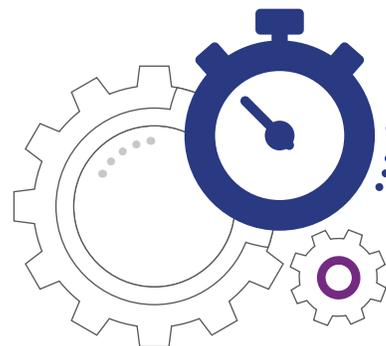


FRANCE GLOBAL

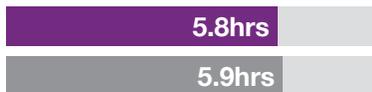


### Productivity

French workers report a much higher number of daily distractions than the overall sample. But they also have about the same number of productive hours as the global average.



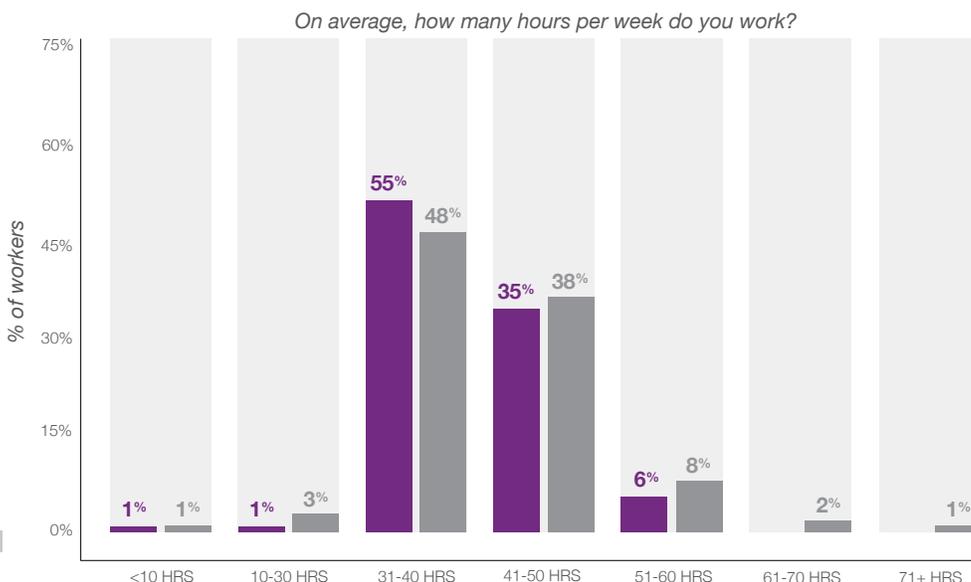
**ON A TYPICAL DAY**  
How many times do you get distracted from your work?



**ON A TYPICAL DAY**  
How many productive hours do you have?

### Hours Worked Per Week

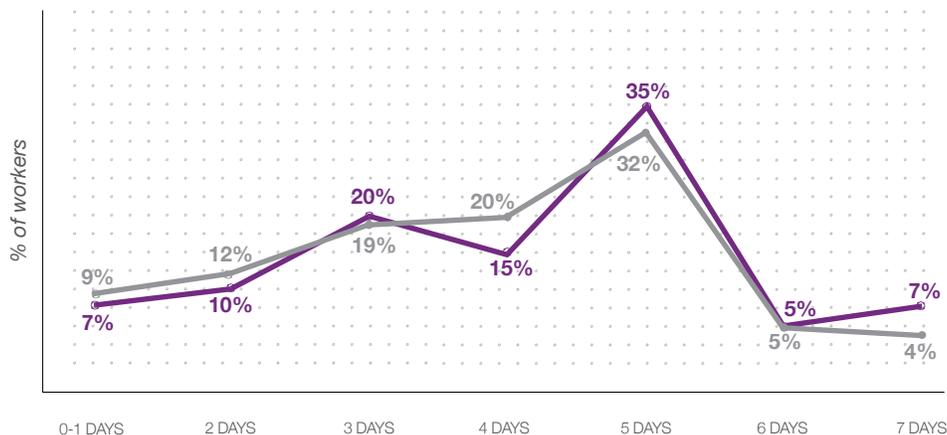
The majority of workers in France are putting in between 31-40 hours a week, less than the global average.



### Work Satisfaction

Over 60% of all French workers feel satisfied about what they accomplished at work 4 or more days a week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

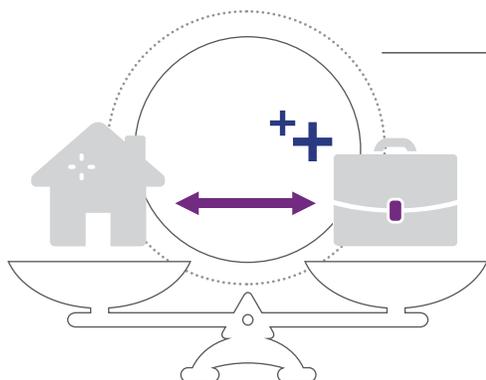


FRANCE GLOBAL



## Workplace Stress

French workers experience some of the lowest levels of daily workplace stress of all countries in the study.



## Well-being

Workers from France report slightly lower levels of workplace well-being than the global average, with one exception. They have more satisfaction with their company's work-life balance practices than the overall sample.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



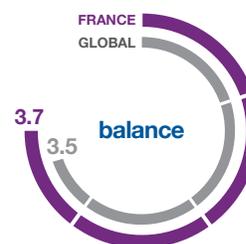
*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



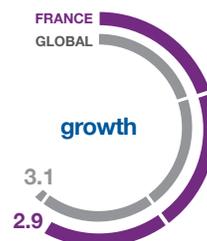
*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## France Participant Demographics

**Participants:** 99 People

**Gender:** Male 57% | Female 43%

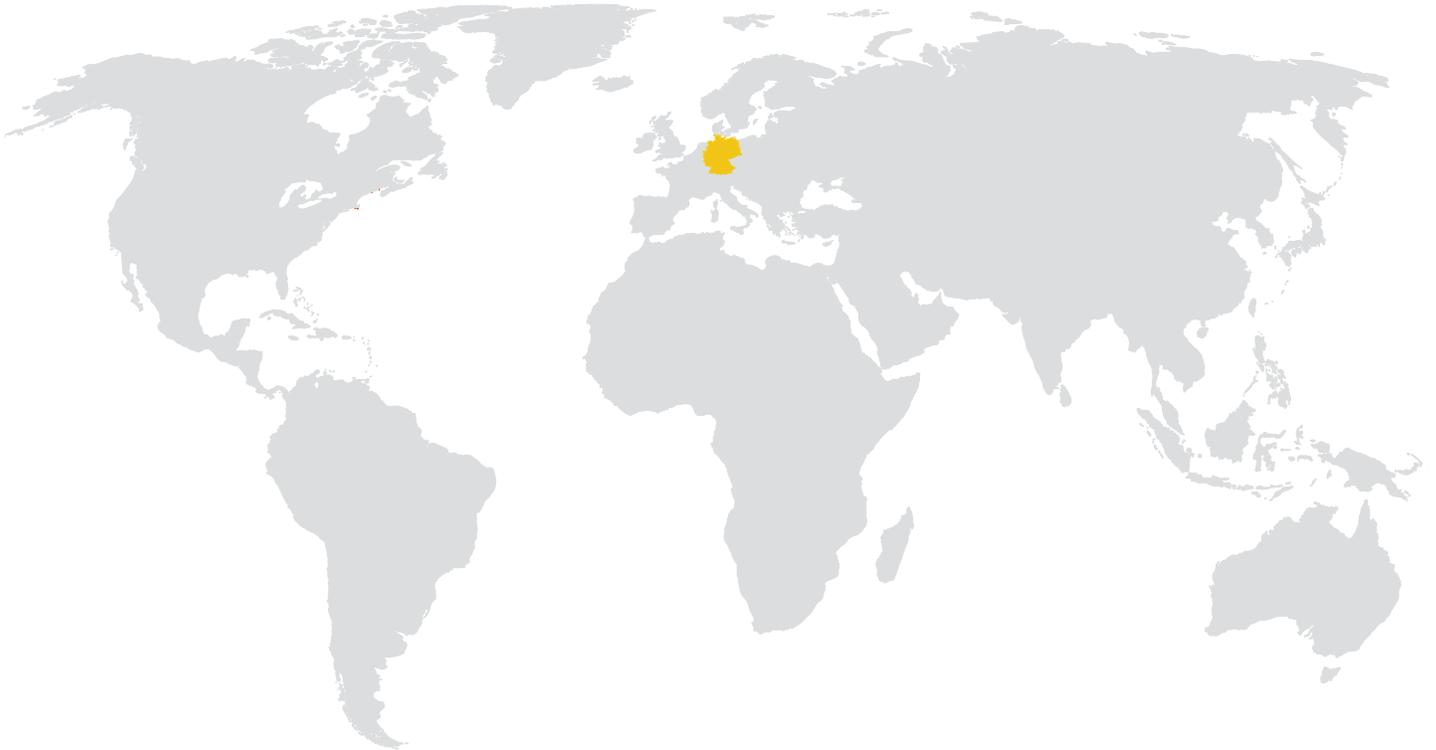
**Age:** 21-34 15% | 35-50 60% | 51+ 25%

**Job Position:** C-Suite 4% | Executive 16% | Director/Manager 26% | Professional/Administrative 53%

FRANCE GLOBAL

# Germany

## Workplace Culture Overview

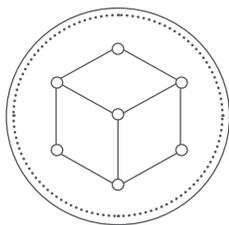


### Survey Findings Summary

In general, German workers are satisfied with their physical workspace. Specifically, they have access to natural light and are able to display personal items, yet lack the ability to choose where they work and to access to a variety of space types.

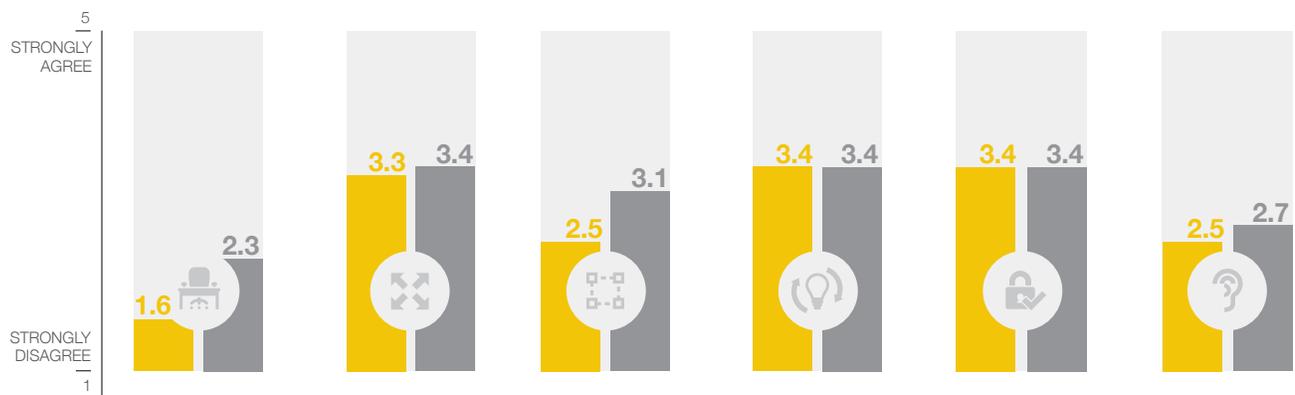
Workers in Germany spend less time on new ideas than the overall average. And, though they have less pride in their companies, they are more willing to recommend these employers as great places to work. They spend a lot of time on daily operations and collaborate significantly less than their global colleagues.

When they work, German workers are distracted more often, but are as productive and feel satisfied with what they accomplish. They also have slightly higher levels of stress and lower levels of workplace well-being than the global average.



## Workplace Design

German workers' evaluations of their workplace features are varied in comparison with the overall sample. They have greater access to natural light and the ability to display their personal belongings. However, they are much more limited to choose where they work each day and have less access to a variety of spaces.



*I have the ability to choose where I work each day.*

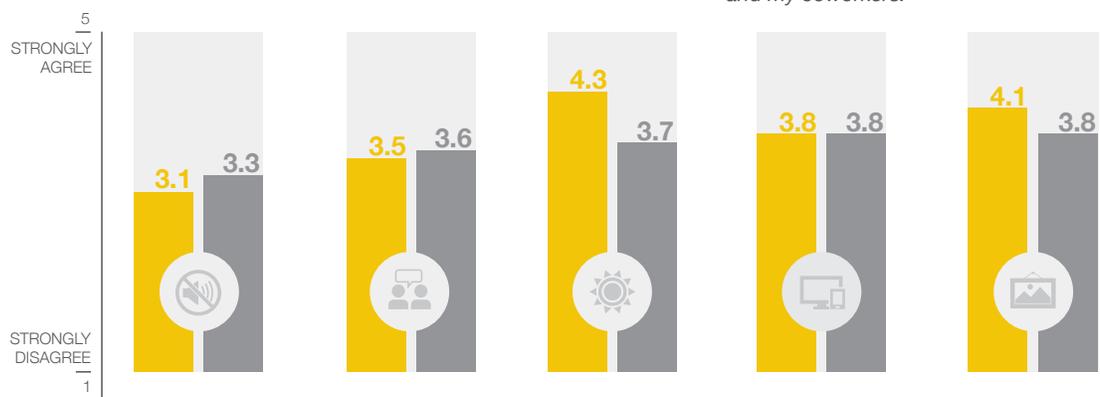
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



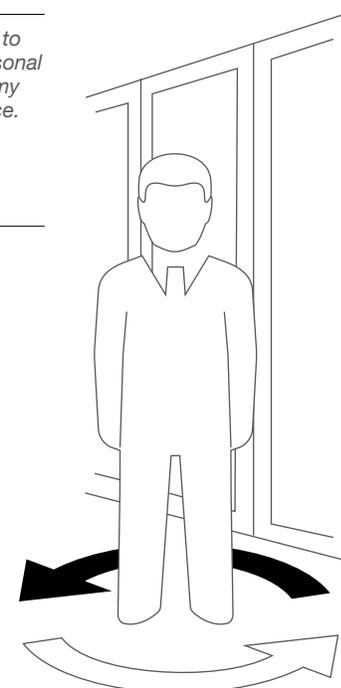
*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

*I have access to the right technology and tools to get my work done/ collaborate.*

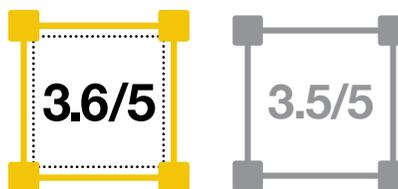
*I am able to display personal items in my workspace.*



## Physical Workplace Satisfaction

Workers from Germany experience roughly the same level of satisfaction with their physical workspace as the global average.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



GERMANY GLOBAL



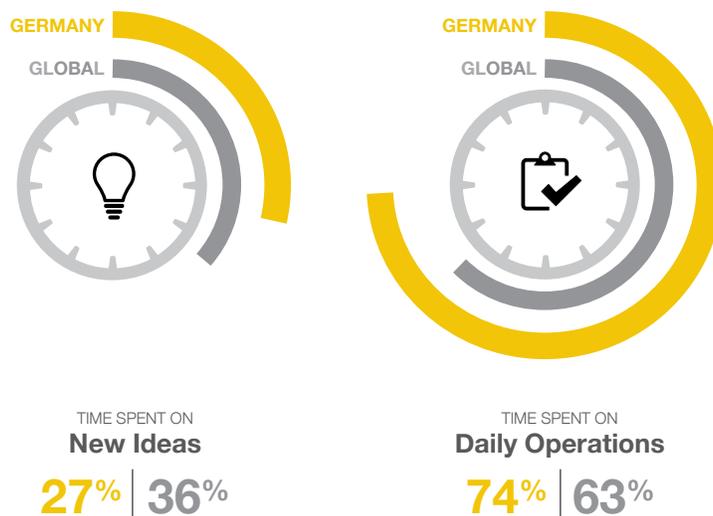
## Top Amenities Provided

Popular amenities in Germany mirror those in the global sample, with only minor variations in the order of popularity among the top five.



## Time Allocation

Germans spend much less time on new ideas and considerably more time on daily operations than the global average—the most of any country in the study.



## Ideas and Innovation

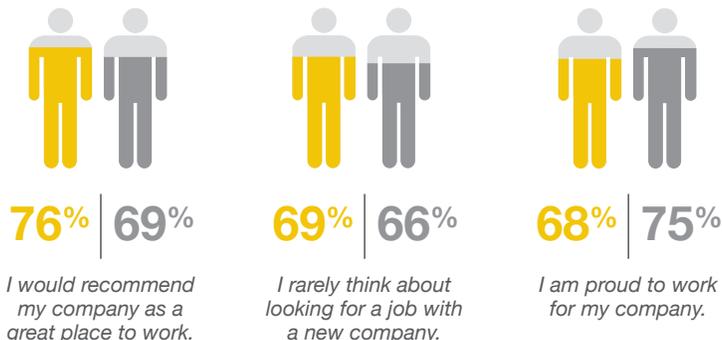
German workers hold very similar views of innovation and new ideas as the global average.





## Company Pride and Engagement

Although German workers think about a new job less often and would recommend their companies at a higher rate than the overall average, they also are less proud to work for their employer.



## Company Satisfaction

Respondents from Germany are equally satisfied with their companies as the global average.



1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

## Cultural Dimensions

### Power Distance

Germany ranks very low in terms of Power Distance. This translates into companies in which the power is typically decentralized. Communication is among the most direct in the world and hierarchies are flat. Management and workers engage in collaborative interaction.

### Individualism

Germany has an Individualistic component to its national culture. Hiring is based on the qualifications of each candidate, rather than their membership in a specific group. Germans enjoy challenging work that they can adapt to their unique style. Within the office, tasks take higher priority than relationships.

### Masculinity

Germany is a Masculine society. In business, earnings, decisiveness and assertiveness are valued and conflicts are often won by the strongest party. Performance is highly valued and status is often shown in material goods.

### Uncertainty Avoidance

Germany is in the mid-high range on Uncertainty Avoidance. Preferring predictability over chaos, they impose rules and regulations to increase control over situations. Given the constraint of these rules, innovation often suffers. Managers tend to focus on how the business operates and rely strongly on expertise.

### Time Orientation

Having a long-term orientation, Germany is a pragmatic country. Cultural traditions can be modified to suit the situation, and Germans tend to stay concentrated on the future of the business rather than that year's bottom line.

### Indulgence

Germany is a restrained society. Emotions can be discredited as unprofessional; in a business context, trust and credibility are developed through suppression of emotions.

SOURCE: HOFSTEDE

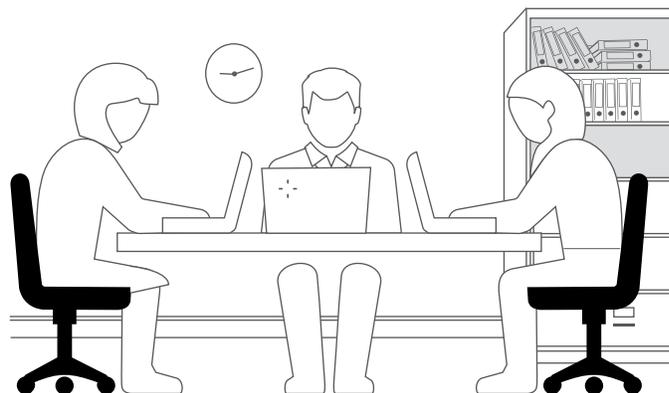
0 - 100 POINT SCALE





## Collaboration

Germans frequently work independently, spending 11% less time working collaboratively than the global average—the least amount of all countries in the study.



## Networking

Respondents from Germany have fewer opportunities for company-sponsored networking events than the overall sample.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



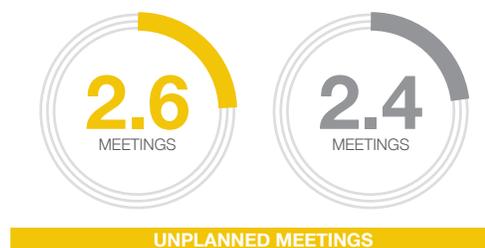
## Meetings

Although workers in Germany have the same number of meetings (both planned and unplanned) as the global average, they meet with significantly more colleagues in-person than the overall sample.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



**ON A TYPICAL DAY**  
How many meetings do you have?

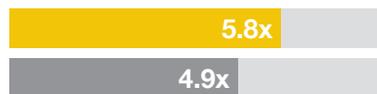


GERMANY GLOBAL

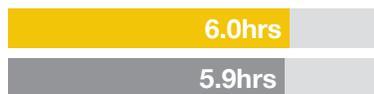


### Productivity

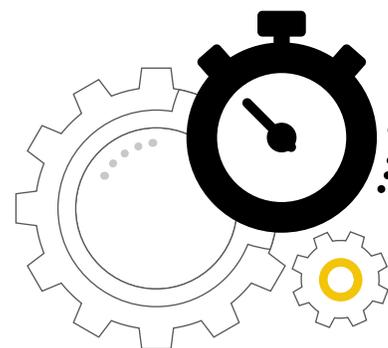
German workers report a higher number of daily distractions than the overall sample. However, they also have about the same number of productive hours as the global average.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

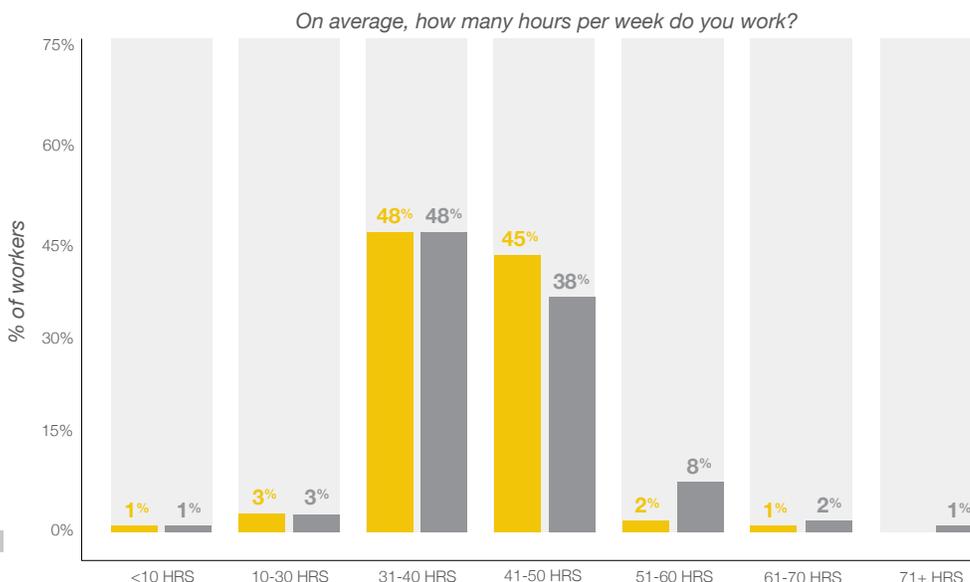


**ON A TYPICAL DAY**  
How many productive hours do you have?



### Hours Worked Per Week

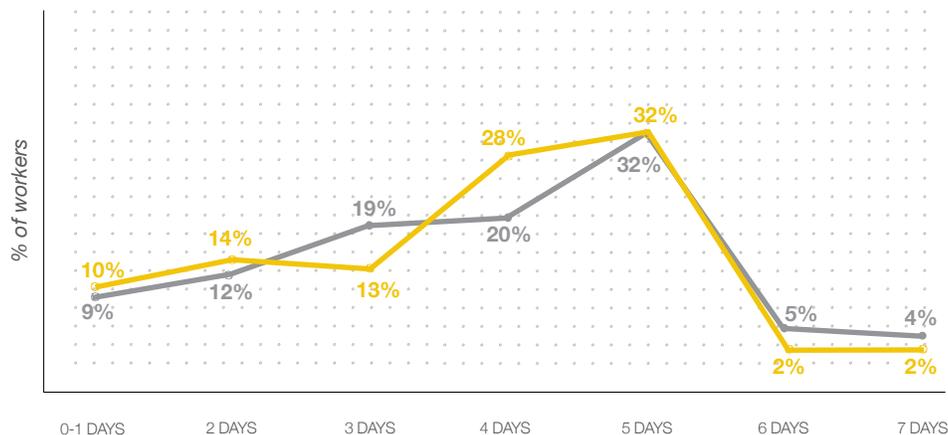
Over 90% of German workers in our study work between 31-50 hours a week.



### Work Satisfaction

Over 60% of German workers feel satisfied with their work 4 or more days each week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

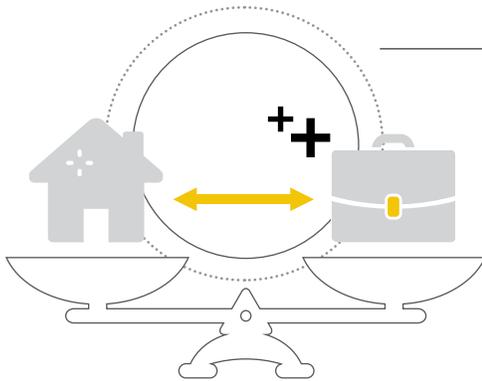


GERMANY GLOBAL



## Workplace Stress

German workers experience higher levels of daily workplace stress than the overall average.



## Well-being

Workplace wellness ranks slightly lower than the global average, with less availability of flex-work programs and less control at work.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



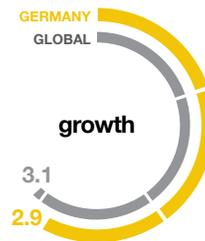
*I am satisfied with my company's work-life balance practices.*



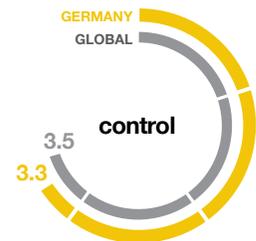
*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Germany Participant Demographics

**Participants:** 94 People

**Gender:** Male 57% | Female 43%

**Age:** 21-34 25% | 35-50 47% | 51+ 29%

**Job Position:** C-Suite 2% | Executive 23% | Director/Manager 15% | Professional/Administrative 60%

GERMANY GLOBAL

# Japan

## Workplace Culture Overview

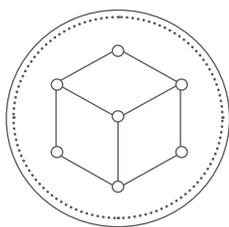


### Survey Findings Summary

Known for its tough work ethic, Japan ranks the lowest of any country in the study across many categories. Workers from Japan experience the lowest levels of satisfaction with their physical workspace. They spend less time on innovation and collaborative work.

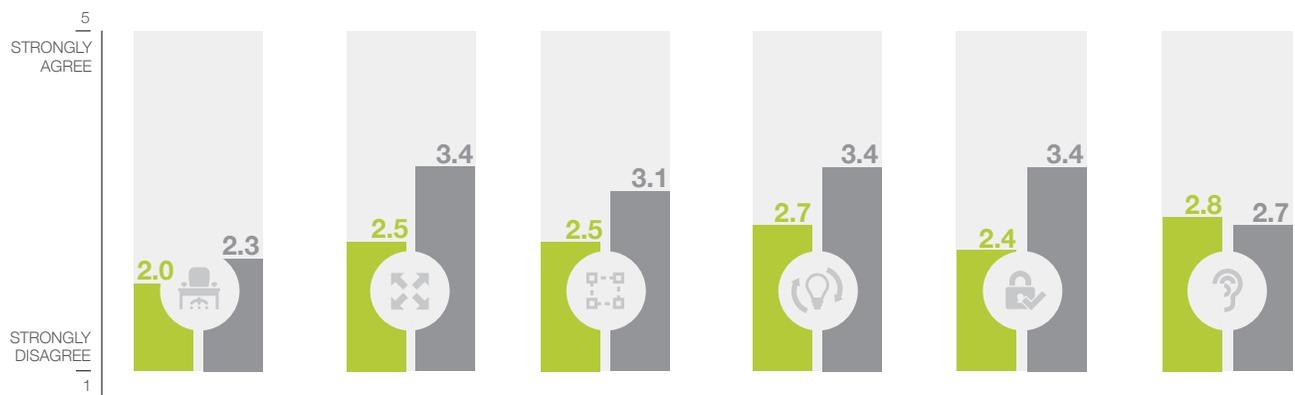
Japanese workers also report very little pride in their organization, would not recommend their companies as great places to work and intend to look for new employment.

Individuals in Japan put in more hours at the office each week, and yet still rate their productivity as low. Drastically high levels of daily workplace stress and low levels of workplace well-being also characterize the Japanese workforce.



### Workplace Design

Japanese workers tally significantly lower ratings of all workplace features than the overall sample across nearly every factor, except noise level distractions. Of note, they report not having enough privacy, less ability to adapt their workspace and less access to technology to do their work.



*I have the ability to choose where I work each day.*

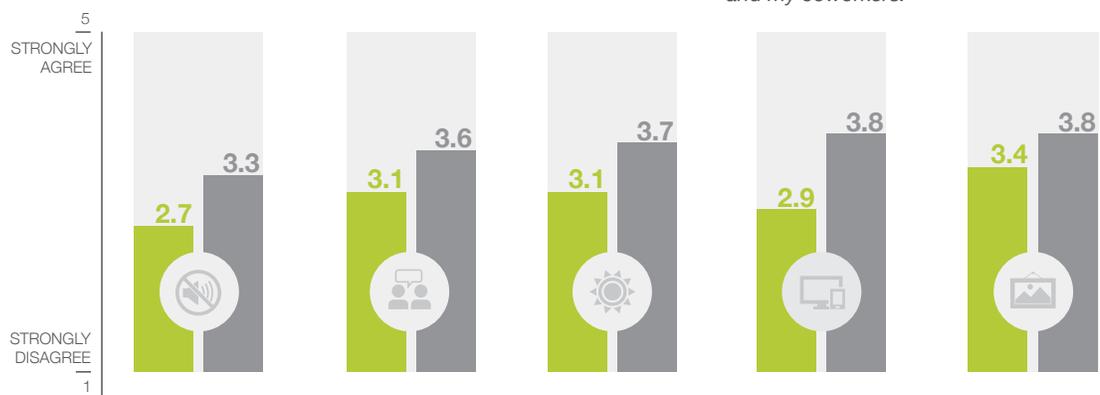
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



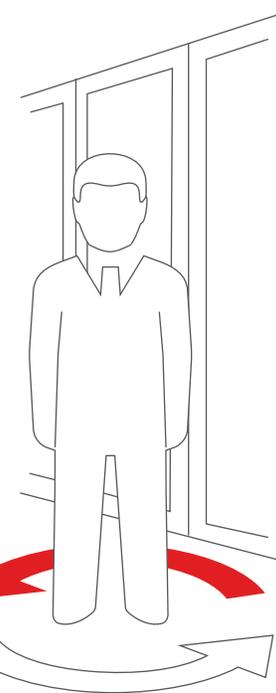
*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*



### Physical Workplace Satisfaction

Workers from Japan experience the lowest level of physical workplace satisfaction of all the countries in our study.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



JAPAN GLOBAL



### Top Amenities Provided

Of the five most popular amenities in Japanese workplaces, four of them are shared with the global average. The fifth most popular amenity in Japan is health and wellness, which is not shared with the overall sample.

- 1



*On-site Cafeteria*



*On-site Cafeteria*

  
- 2



*Training Programs*



*Training Programs*

  
- 3



*Complimentary Drinks/Snacks*



*On-site Tech and Meeting Support*

  
- 4



*On-site Tech and Meeting Support*



*On-site Cafe/Coffee Bar*

  
- 5



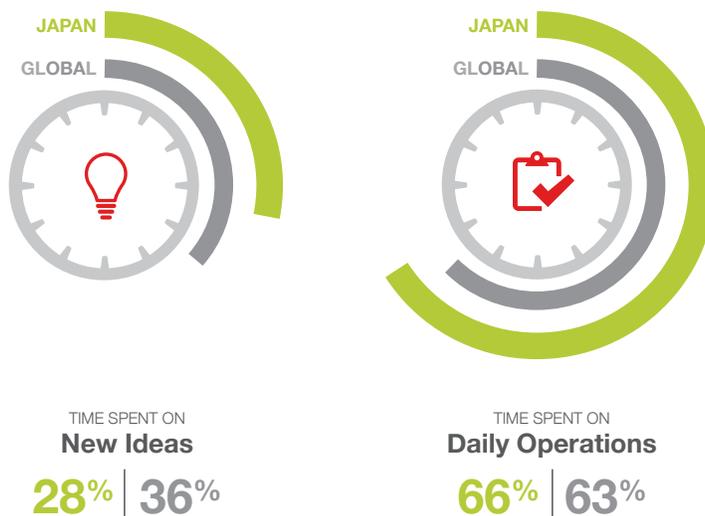
*Health and Wellness Service*



*Complimentary Drinks/Snacks*

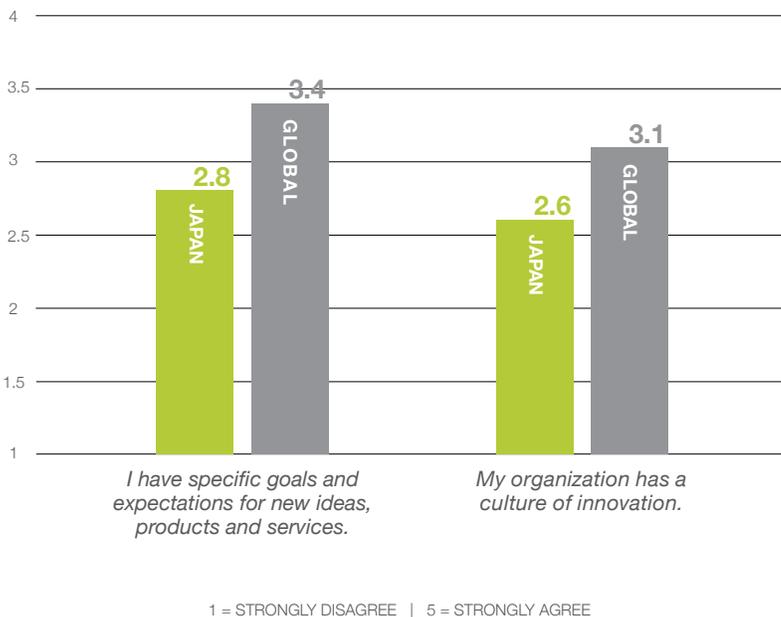
### Time Allocation

Workers in Japan spend significantly less time on new ideas and more time on daily operations than the global average.



### Ideas and Innovation

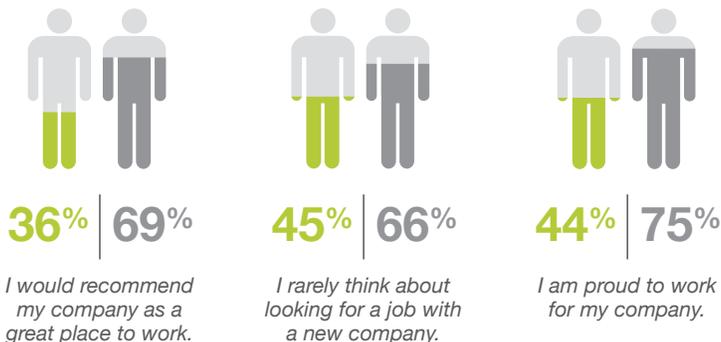
Japanese workers do not agree that their organizations have a culture of innovation, nor do they report having strong goals for new ideas.





### Company Pride and Engagement

Japanese workers rank lowest in our study on company pride and engagement. The majority of them would not recommend their companies, nor are they proud to work there. Finally, workers in Japan are the most likely to think about looking for new employment.



### Company Satisfaction

Respondents from Japan have extremely low satisfaction with their companies, much lower than the global average.



1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

## Cultural Dimensions

### Power Distance

Japan falls mid-range on Power Distance. Individuals are conscious of their hierarchical positions; however, it is not as hierarchical as most other Asian cultures. At the same time, decision must be confirmed by each hierarchical layer and top management.

### Individualism

Japan lands in the middle between Individualism and Collectivism, but leans slightly more Individualist. Japanese are experienced as Collectivistic by Western standards and experienced as Individualist by Asian standards.

### Masculinity

Japan is one of the most Masculine societies in the world. There is severe competition between groups. The Japanese drive for excellence and perfection—in material production, material service and presentation—is present in every aspect of life. Japan's well-known workaholicism is another expression of their Masculinity.

### Uncertainty Avoidance

Japan is very high on Uncertainty Avoidance and prefers the use of rules

and structure to make situations more predictable. Nervous stress is very high in Japan, because of their desire to have situations be controllable. People like to work hard and always be busy, which satisfies their sense of urgency. Managers are often concerned with regular operations of the organization rather than strategy for the future. Long-term employment within a single organization is preferred, as it decreases risk and unfamiliarity.

### Time Orientation

Japan has a very Long-term Orientation. Japanese value persistence and thrift, being able to save and invest in opportunities. They can stick with a task even when results are slow to come to fruition, believing that companies are here to serve stakeholders and society for generations to come.

### Indulgence

Japan prefers Restraint over Indulgence. Rather than fulfill the need for enjoyment, people in Japan do not put much emphasis on leisure time or their own desires. Restrained cultures tend to be more cynical than indulgent ones.

SOURCE: HOFSTEDE

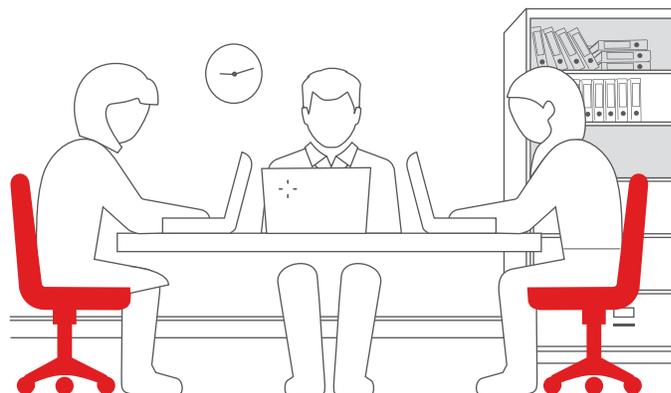
0 - 100 POINT SCALE





### Collaboration

Workers in Japan spend 7% less time in collaborative work than the global average.



### Networking

Respondents from Japan report considerably lower levels of company-sponsored networking events than the overall sample.



### Meetings

Workers in Japan have the least number of daily meetings (both planned and unplanned) than all other countries in the study. Additionally, they meet with significantly fewer colleagues, both in-person and virtually.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



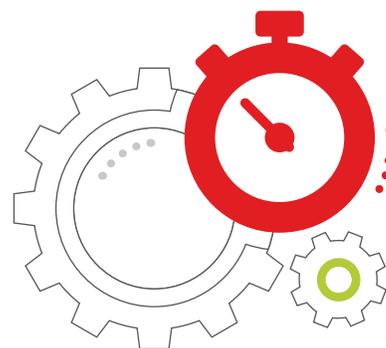
**ON A TYPICAL DAY**  
How many meetings do you have?





### Productivity

Japanese workers experience the fewest number of daily distractions in our study. However, they also have the lowest number of productive hours.



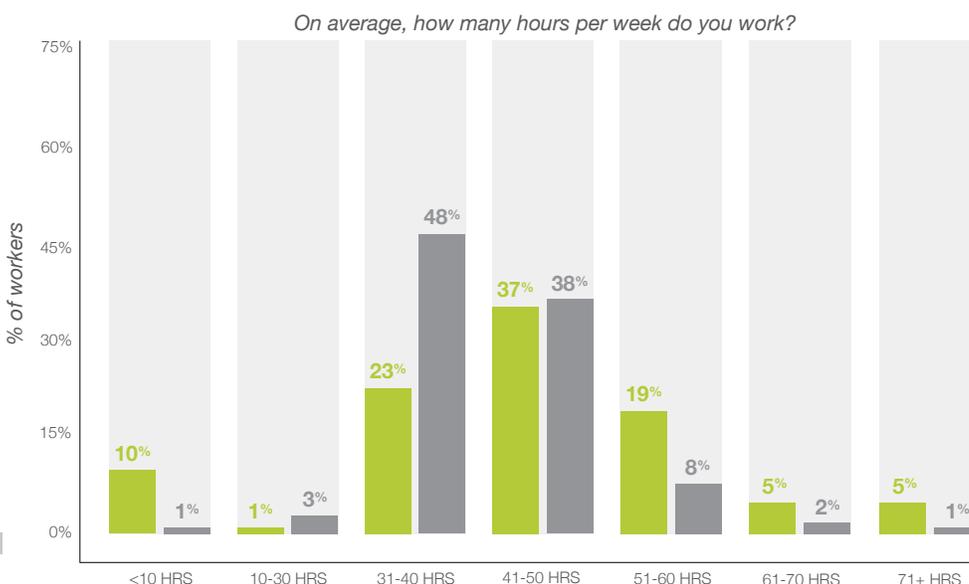
**ON A TYPICAL DAY**  
How many times do you get distracted from your work?



**ON A TYPICAL DAY**  
How many productive hours do you have?

### Hours Worked Per Week

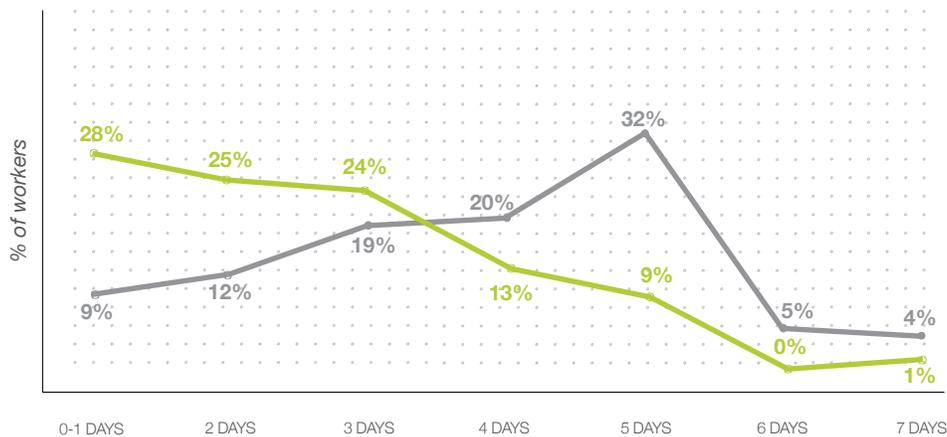
Notorious for working compulsively, a greater proportion of Japanese workers put in more than 40 hours per week than the overall average. Sixty-six percent put in more than 40 hours of work each week.



### Work Satisfaction

Twenty-three percent of Japanese workers feel satisfied about what they accomplished 4 or more days a week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?



JAPAN GLOBAL

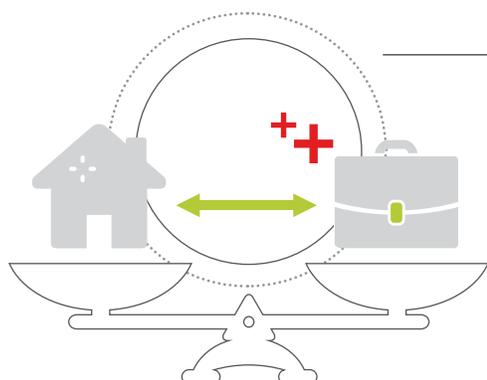


## Workplace Stress

Japanese workers have the highest levels of daily workplace stress of any country in the study.



AVERAGE DAILY WORKPLACE STRESS



## Well-being

In all aspects, Japanese workers rate their workplace well-being significantly lower than the global average.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Japan Participant Demographics

**Participants:** 120 People

**Gender:** Male 82% | Female 18%

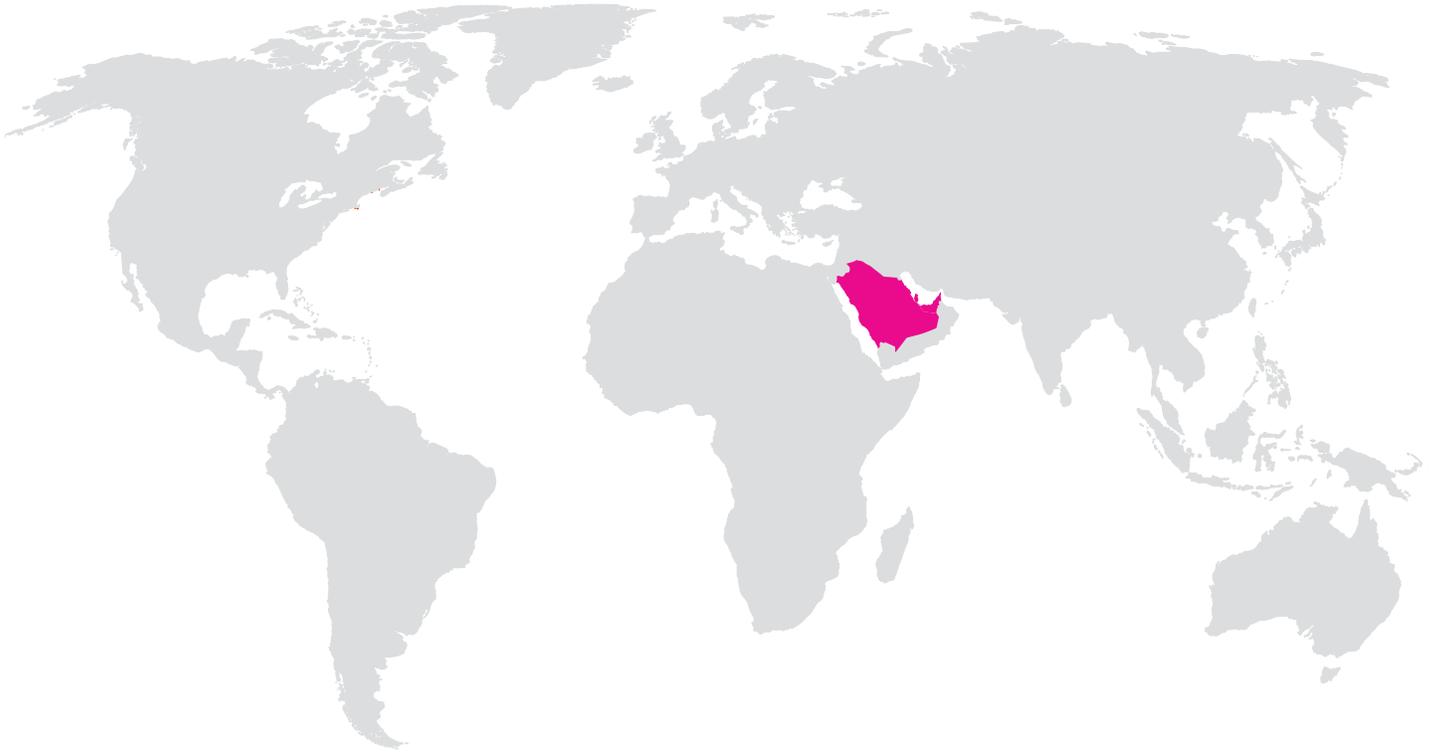
**Age:** 21-34 9% | 35-50 50% | 51+ 41%

**Job Position:** C-Suite 6% | Executive 3% | Director/Manager 29% | Professional/Administrative 63%

■ JAPAN ■ GLOBAL

# Middle East

## Workplace Culture Overview

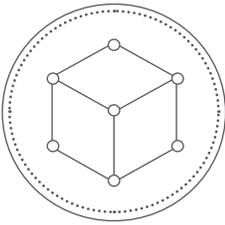


### Survey Findings Summary

Workers in the Middle East express about the same satisfaction with their physical workspace as the global average. They spend more time on new ideas than the overall sample while reporting less pride in their company and greater intention to look for new employment.

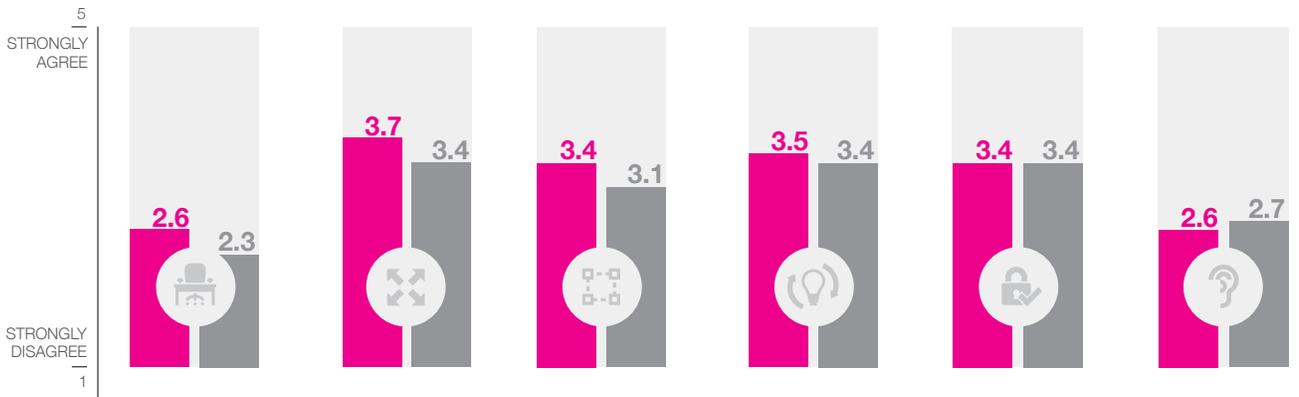
Middle Eastern workers spend more time working collaboratively and are not easily distracted. They meet with a significant number of people virtually and experience frequent unplanned meetings.

Daily stress is higher in the Middle East than the overall sample, yet workers experience about the same levels of workplace well-being.



### Workplace Design

Workers in the Middle East are on par with the overall sample in the area of workplace features. For example, Middle Eastern workers are less able to display personal items, but they have greater access to quiet space.



*I have the ability to choose where I work each day.*

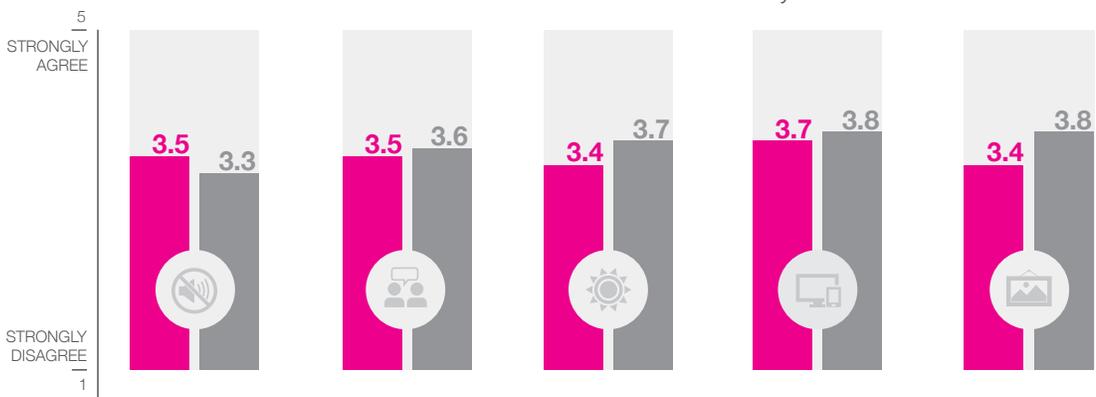
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



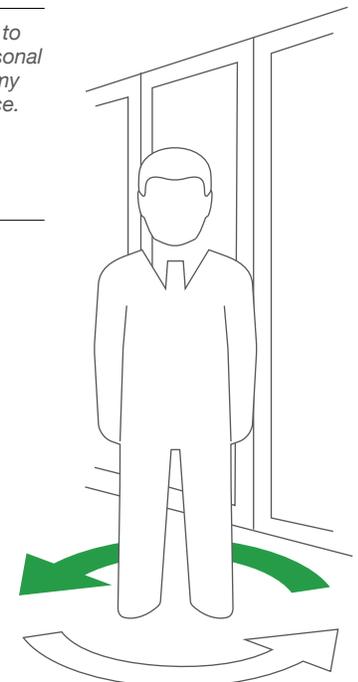
*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*



### Physical Workplace Satisfaction

Workers from the Middle East have the same level of satisfaction with their physical workspace as the overall sample.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



MIDDLE EAST GLOBAL



### Top Amenities Provided

The five most popular amenities in Middle East workplaces match the overall sample, just in a slightly different order. On-site cafés are more popular than training programs in Middle Eastern countries.

- 1



On-site Cafeteria



On-site Cafeteria
  
- 2



On-site Cafe/Coffee Bar



Training Programs
  
- 3



Training Programs



On-site Tech and Meeting Support
  
- 4



On-site Tech and Meeting Support



On-site Cafe/Coffee Bar
  
- 5



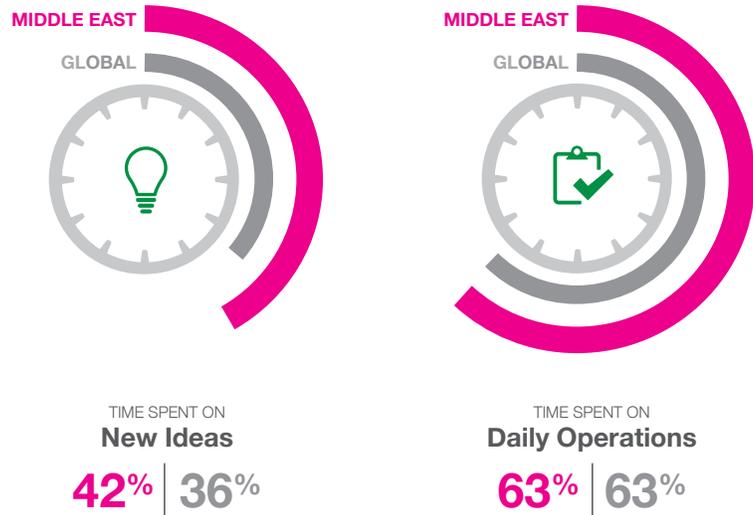
Complimentary Drinks/Snacks



Complimentary Drinks/Snacks

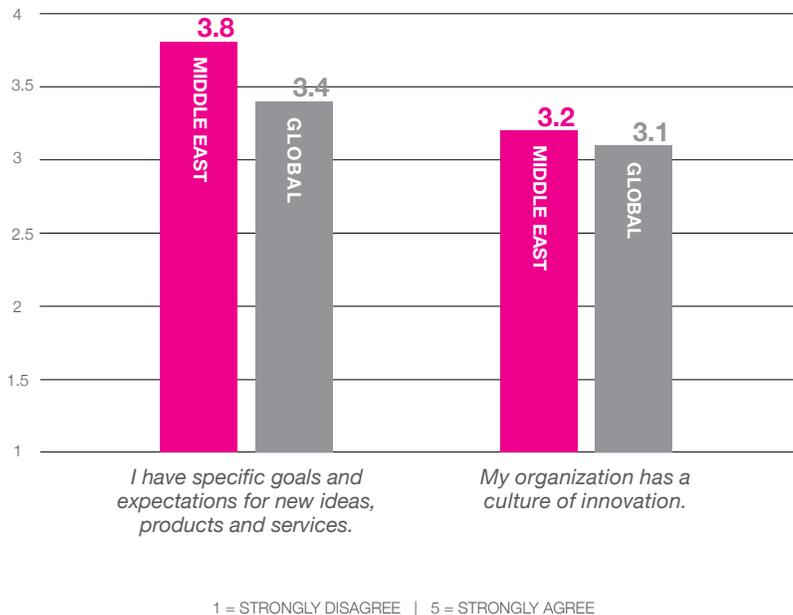
### Time Allocation

When compared to the global average, workers in the Middle East spend more time on new ideas and the same amount of time on daily operations.



### Ideas and Innovation

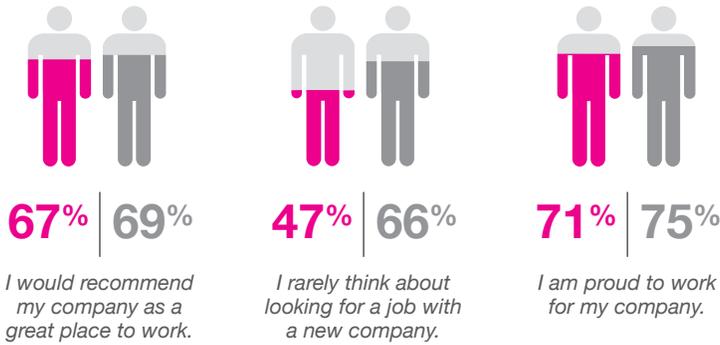
Middle Eastern workers are more likely to have goals for new products, ideas and services than the overall average. They also feel that their companies have slightly greater cultures of innovation.





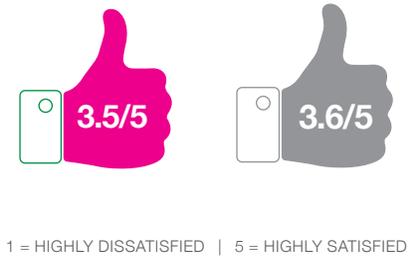
### Company Pride and Engagement

Workers in the Middle East are much more likely to look for new employment than the overall sample. They are also less proud to work at their companies and slightly less likely to recommend their companies to others.



### Company Satisfaction

Respondents from the Middle East are slightly less satisfied with their companies than the global average.



## Cultural Dimensions

### Power Distance

The Middle East has an extremely large Power Distance. Organizations have centralized power and tall hierarchy systems with many supervisory roles. The hierarchy of positions is based on inequalities between people, rather than ambiguously based on roles. Privileges and status symbols are awarded to those at the top of the hierarchy.

### Individualism

Middle Eastern countries favor Collectivism. In fact, Saudi Arabia is known to develop personal relationships and only get to business once trust has been established. Hiring is often done from in-groups, and employer-employee relationships are treated as family. Little separation exists between personal and professional lives.

### Masculinity

Middle Eastern countries rank high on Masculinity; management decisions are often quick and aggressive. There is a focus on earnings rather than on quality of life. Conflicts in the workplace are often won by the party that is seemingly strongest.

### Uncertainty Avoidance

The Middle East ranks high on Uncertainty Avoidance. They get a sense of control by maintaining rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas. People have an inner urge to be busy and work hard; precision and punctuality are the norm; innovation may be resisted; and security is an important element in individual motivation.

### Time Orientation

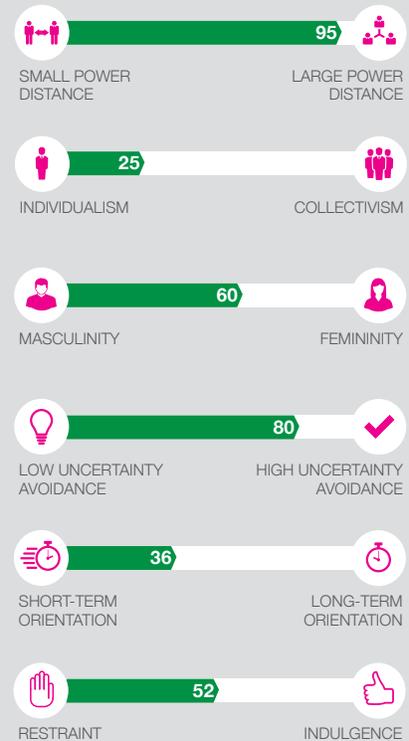
Middle Eastern culture has a Short-term Orientation, leading them to have a strong concern with establishing the absolute truth. They exhibit great respect for traditions and expect quick results for their efforts.

### Indulgence

The Middle East ranks almost directly between Indulgence and Restraint, indicating that they are not quick to fulfill their desires for pleasure, nor will they necessarily view that other factors dictate their happiness.

SOURCE: HOFSTEDE  
\*Scores are taken from Saudi Arabia

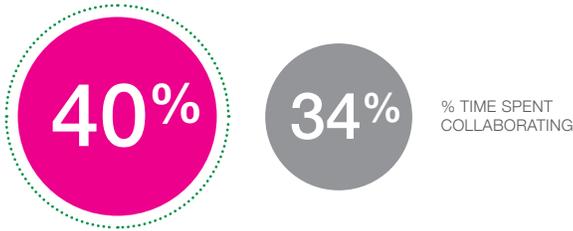
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### Collaboration

Workers in the Middle East spend 6% more time working collaboratively than the global average.



### Networking

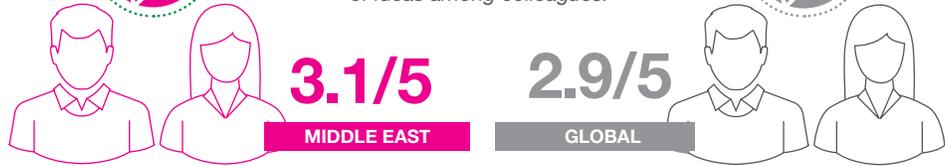
Respondents from the Middle East report slightly higher levels of company-sponsored networking events than the overall sample.



*My company often provides events to promote networking and the sharing of ideas among colleagues.*



1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE

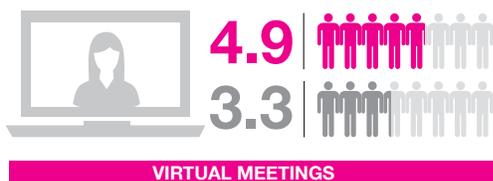


### Meetings

Middle Eastern workers tend to meet with a large number of people virtually—the highest number in the study—and have more unplanned meetings than the global average.

#### ON A TYPICAL DAY

How many coworkers do you have meetings with?



#### ON A TYPICAL DAY

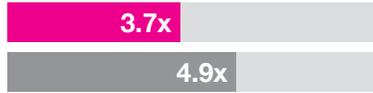
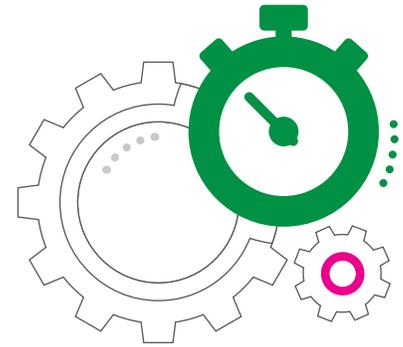
How many meetings do you have?



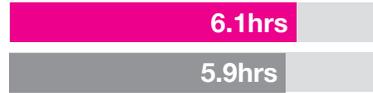


### Productivity

Middle Eastern workers experience fewer daily distractions than the overall average. They also have slightly more productive time at work each day than the global sample.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?



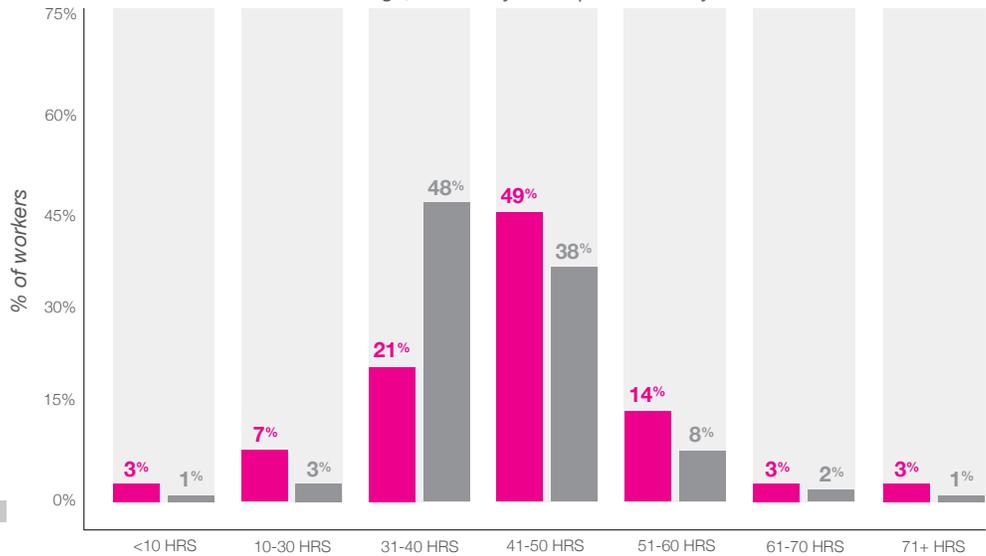
**ON A TYPICAL DAY**  
How many productive hours do you have?

### Hours Worked Per Week

Approximately half of the workers in the Middle East work 41-50 hours per week. A higher proportion of workers put in more than 50 hours per week when compared with the overall average.



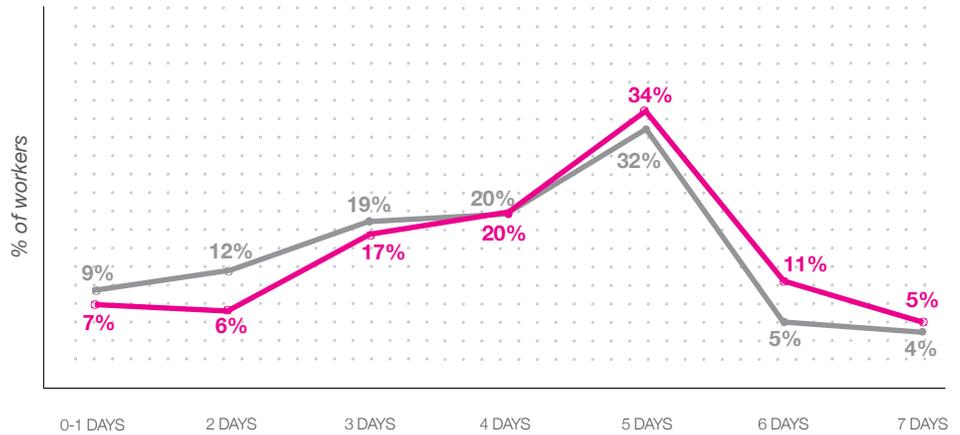
On average, how many hours per week do you work?



### Work Satisfaction

Workers from the Middle East leave work satisfied with what they've accomplished more days per week than the overall sample. Over 70% leave satisfied 4 or more days a week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

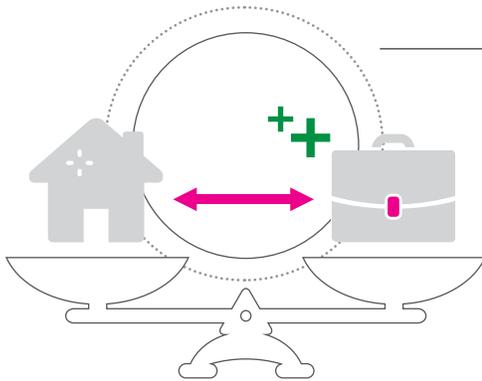
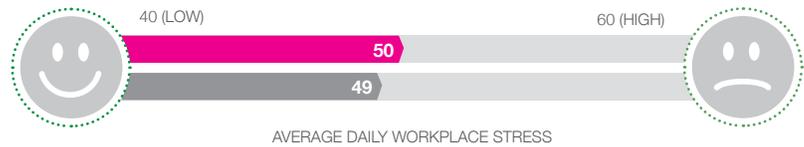


MIDDLE EAST GLOBAL



## Workplace Stress

Middle Eastern workers experience similar levels of daily workplace stress as the overall average.



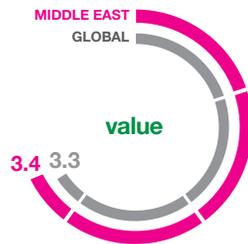
## Well-being

In the area of workplace well-being, workers from the Middle East are on par with the overall sample. They are slightly less happy with the work-life balance policies, but are more likely to participate in flex-work programs

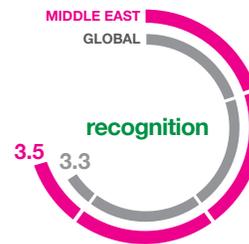
1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



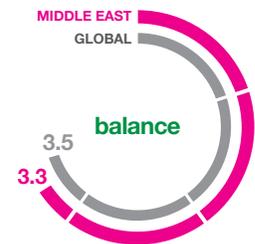
*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



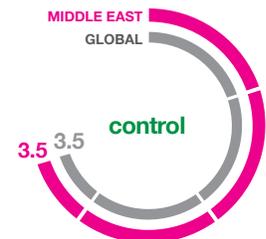
*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## Middle East Participant Demographics

**Participants:** 100 People

**Gender:** Male 57% | Female 43%

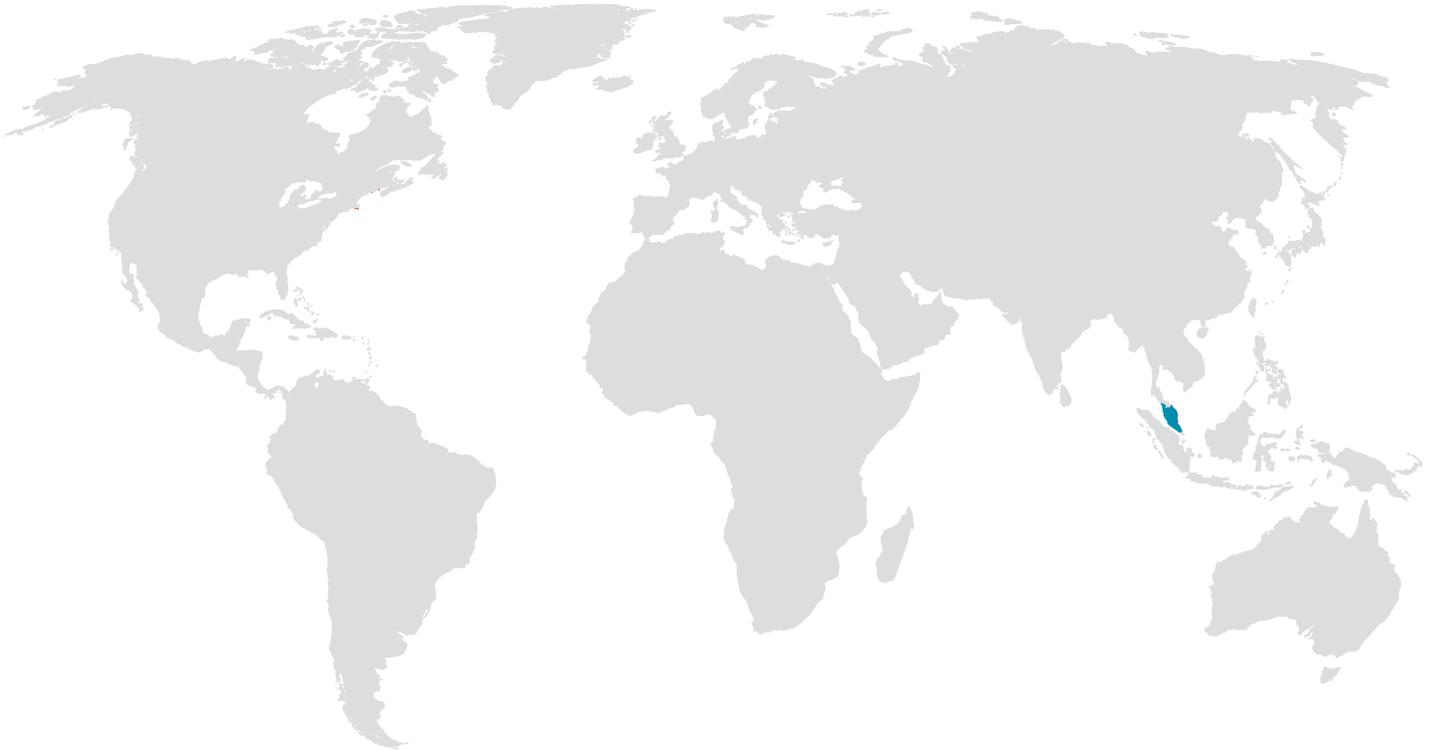
**Age:** 21-34 51% | 35-50 38% | 51+ 11%

**Job Position:** C-Suite 1% | Executive 16% | Director/Manager 26% | Professional/Administrative 57%

■ MIDDLE EAST ■ GLOBAL

# Singapore

## Workplace Culture Overview

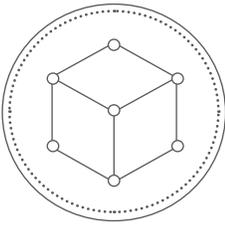


### Survey Findings Summary

Workers in Singapore report positive satisfaction with their physical workspace. Although they have fewer goals for new ideas than the overall sample, they are more likely to believe that their company has a culture of innovation.

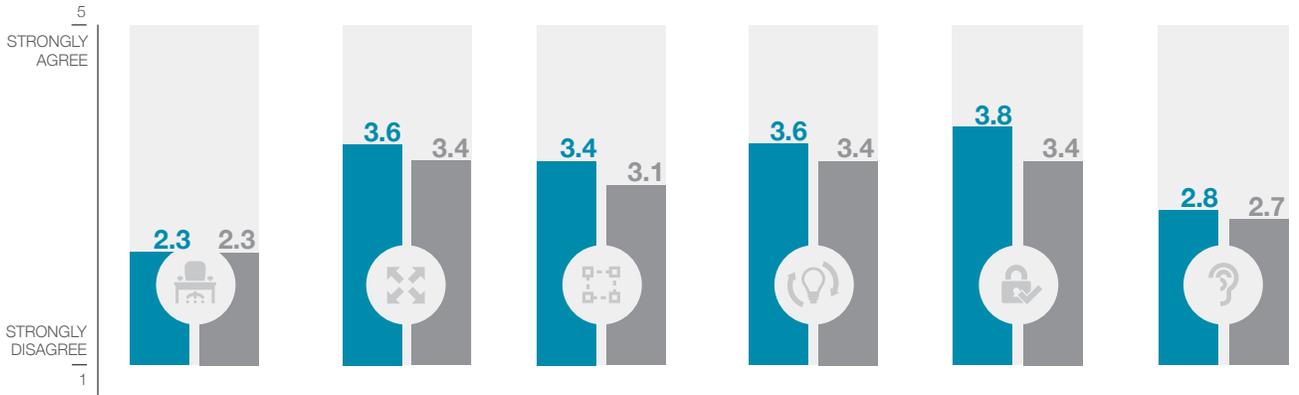
Singaporean workers are proud to work for their companies and engage in more collaborative work than most other countries in the study. While these workers put in a lot of hours at the office, they are less productive than the global average.

Individuals in Singapore also experience average levels of stress and better workplace well-being than the overall sample.



### Workplace Design

Workers from Singapore are slightly more positive about their workplace features than the global sample. For example, they feel that they get more privacy and have greater access to a variety of spaces, but they have less access to natural light than the global average.



*I have the ability to choose where I work each day.*

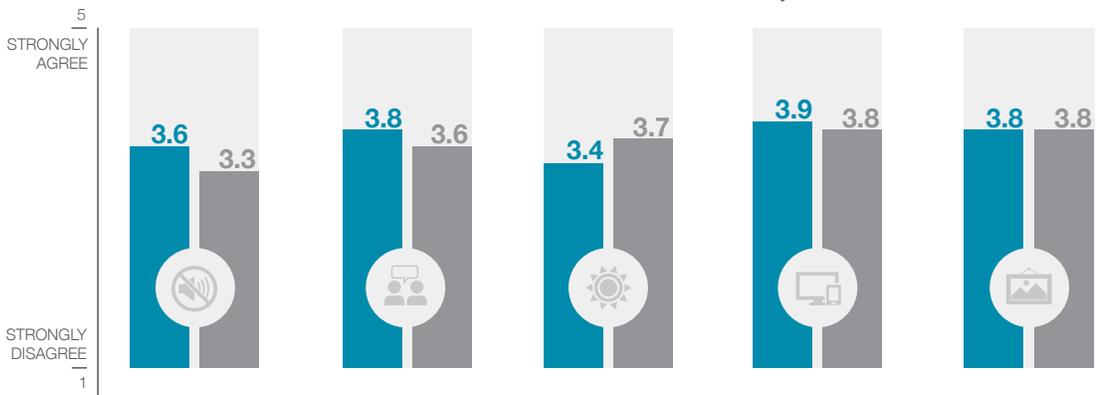
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



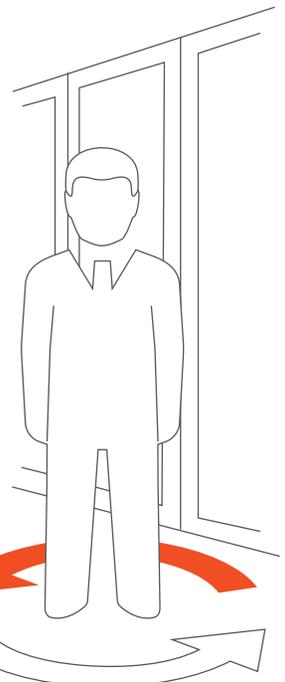
*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

*I have access to the right technology and tools to get my work done/ collaborate.*

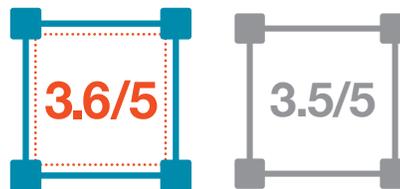
*I am able to display personal items in my workspace.*



### Physical Workplace Satisfaction

Workers from Singapore are slightly more satisfied with their physical workspace than the overall sample.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



■ SINGAPORE ■ GLOBAL



### Top Amenities Provided

Four of the five most popular amenities in Singapore workplaces are also found in the top five of global workplaces. The fifth is exercise and fitness, which is more popular in Singapore than the overall sample.

- 1



Complimentary Drinks/Snacks



On-site Cafeteria
  
- 2



Training Programs



Training Programs
  
- 3



On-site Cafeteria



On-site Tech and Meeting Support
  
- 4



On-site Cafe/Coffee Bar



On-site Cafe/Coffee Bar
  
- 5



Exercise and Fitness Areas



Complimentary Drinks/Snacks

### Time Allocation

Workers in Singapore spend slightly more time on both new ideas and daily operations than the global average.



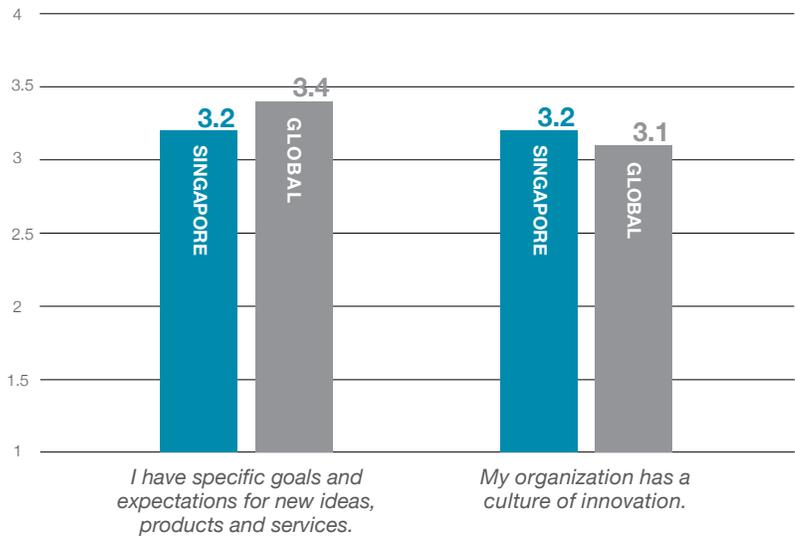
TIME SPENT ON  
**New Ideas**  
38% | 36%



TIME SPENT ON  
**Daily Operations**  
65% | 63%

### Ideas and Innovation

Singaporean workers are less likely to have goals for new ideas and products than the overall sample, but they also report a slightly stronger culture of innovation at their companies than the global average.

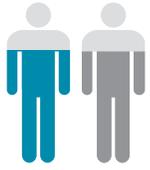


1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



## Company Pride and Engagement

Workers in Singapore are among the most proud group of individuals to work at their companies. They would recommend their companies slightly more often than the global average, but remarkably are more likely to look for new employment as well.



71% | 69%

*I would recommend my company as a great place to work.*



63% | 66%

*I rarely think about looking for a job with a new company.*



85% | 75%

*I am proud to work for my company.*

## Company Satisfaction

Respondents from Singapore are slightly more satisfied with their companies than the global average.



1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

## Cultural Dimensions

### Power Distance

Singapore has a large Power Distance. Within organizations, power is consolidated to just a few people and there is a ladder of supervisory roles within the organizational structure. Employees expect to be told what to do and managers must be addressed formally. Communication is indirect and the information flow is selective.

### Individualism

An extremely Collectivist culture, Singaporean employees are hired based on the in-group they belong to and work relationships become as important as family ones. Personal and professional lives are often overlapping and loyalty is high. Harmony of the group is maintained and open conflicts are avoided. Politeness takes precedence over honest feedback.

### Masculinity

Singapore has a slightly Feminine culture, and everyone is expected to focus on relationships and quality of life. Being modest and humble is very important. They value compromise in conflict resolution and rewards are distributed based on need rather than performance.

### Uncertainty Avoidance

Singaporeans call their country “a fine country. You’ll get a fine for everything.” As a result, the country has a very low score of Uncertainty Avoidance. This culture is held tightly by laws and any worry about the unknown future is far from the minds of citizens who fear everyday fines more.

### Time Orientation

Singapore has a Long-term Orientation and is future-focused, meaning that businesses here excel at long-range planning and are likely to be risk averse, which is contrary to their low Uncertainty Avoidance. They value saving and investing. A persistent culture, they are happy to work hard and see the results over an extended period, rather than needing quick results.

### Indulgence

Singapore is almost directly between Indulgence and Restraint, indicating that they are not quick to fulfill the desire for gratification nor will they necessarily view that other factors control their own pleasure.

SOURCE: HOFSTEDE

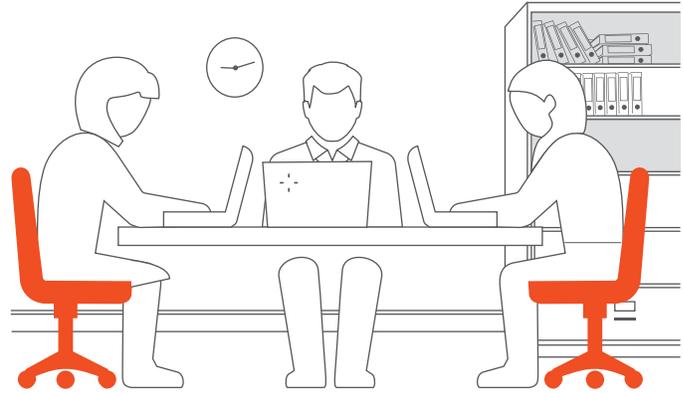
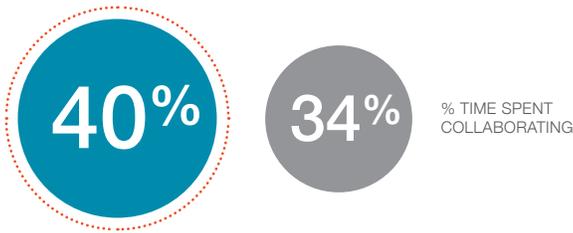
0 - 100 POINT SCALE





### Collaboration

Workers in Singapore spend 6% more time engaged in collaborative work than the global average.



### Networking

When compared to the overall sample, respondents from Singapore have significantly higher levels of company-sponsored networking events.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



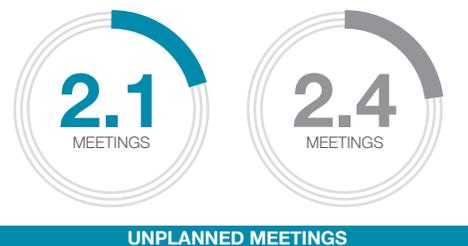
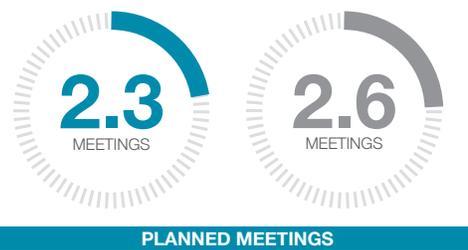
### Meetings

Although workers in Singapore meet about as often as the global average, they tend to meet with fewer people in both in-person and virtual settings.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



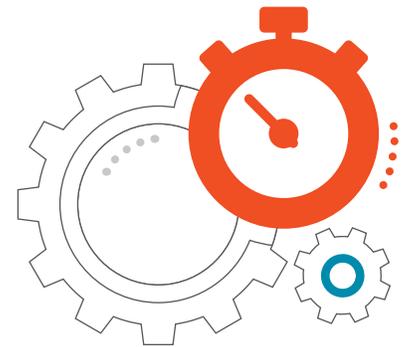
**ON A TYPICAL DAY**  
How many meetings do you have?





### Productivity

Singaporean workers experience slightly fewer distractions than the overall sample. However, they also have fewer productive hours per day than the overall sample.



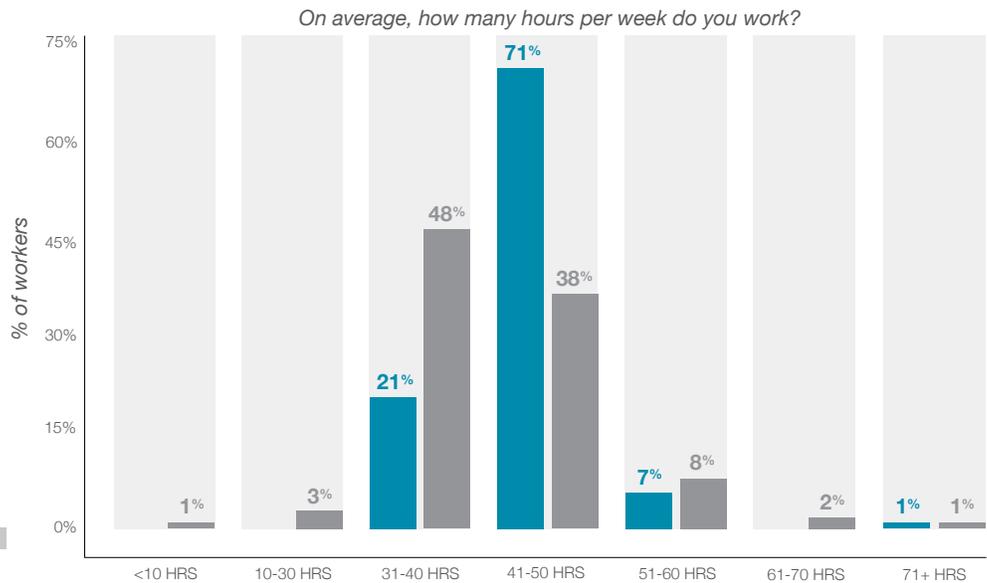
**ON A TYPICAL DAY**  
How many times do you get distracted from your work?



**ON A TYPICAL DAY**  
How many productive hours do you have?

### Hours Worked Per Week

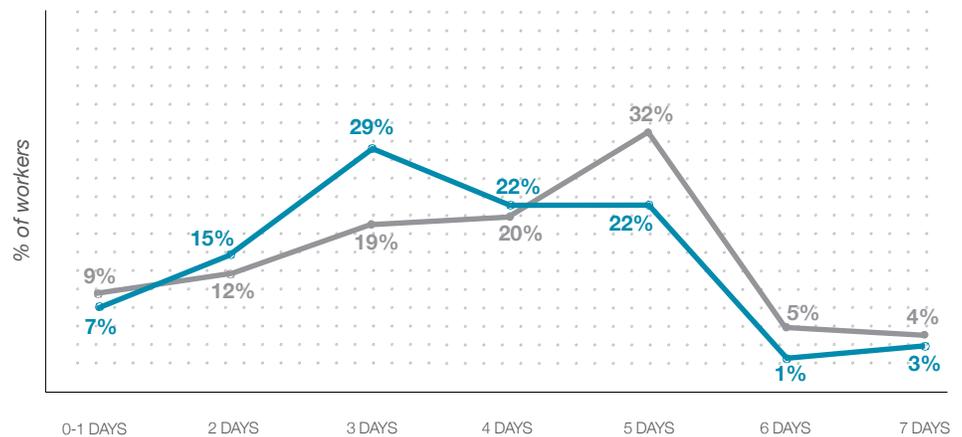
Nearly 80% of Singaporeans work more than 40 hours per week, notably more than the global average.



### Work Satisfaction

Nearly half of Singaporean workers leave work feeling satisfied about their work accomplishments 4 or more days a week.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

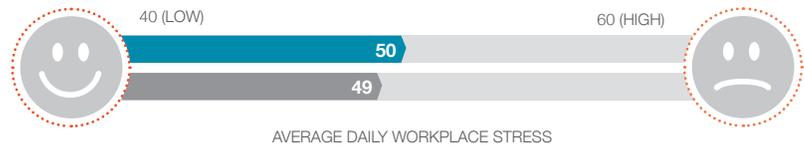


■ SINGAPORE ■ GLOBAL

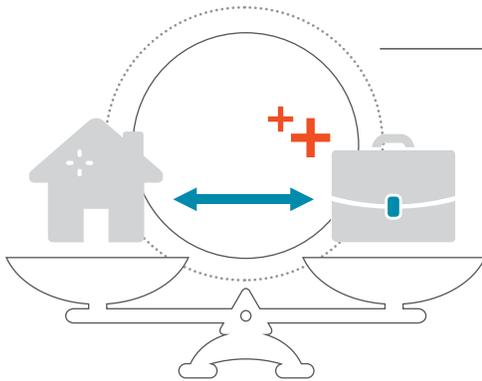


### Workplace Stress

Singaporean daily workplace stress virtually matches that of the overall average.



AVERAGE DAILY WORKPLACE STRESS



### Well-being

Workers in Singapore experience the same or slightly higher ratings of workplace well-being than the overall average. They rate their motivation the same as the overall sample, but are more satisfied with the work-life balance practices at their companies.

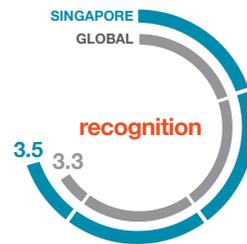
1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

### ★ Singapore Participant Demographics

**Participants:** 72 People

**Gender:** Male 47% | Female 53%

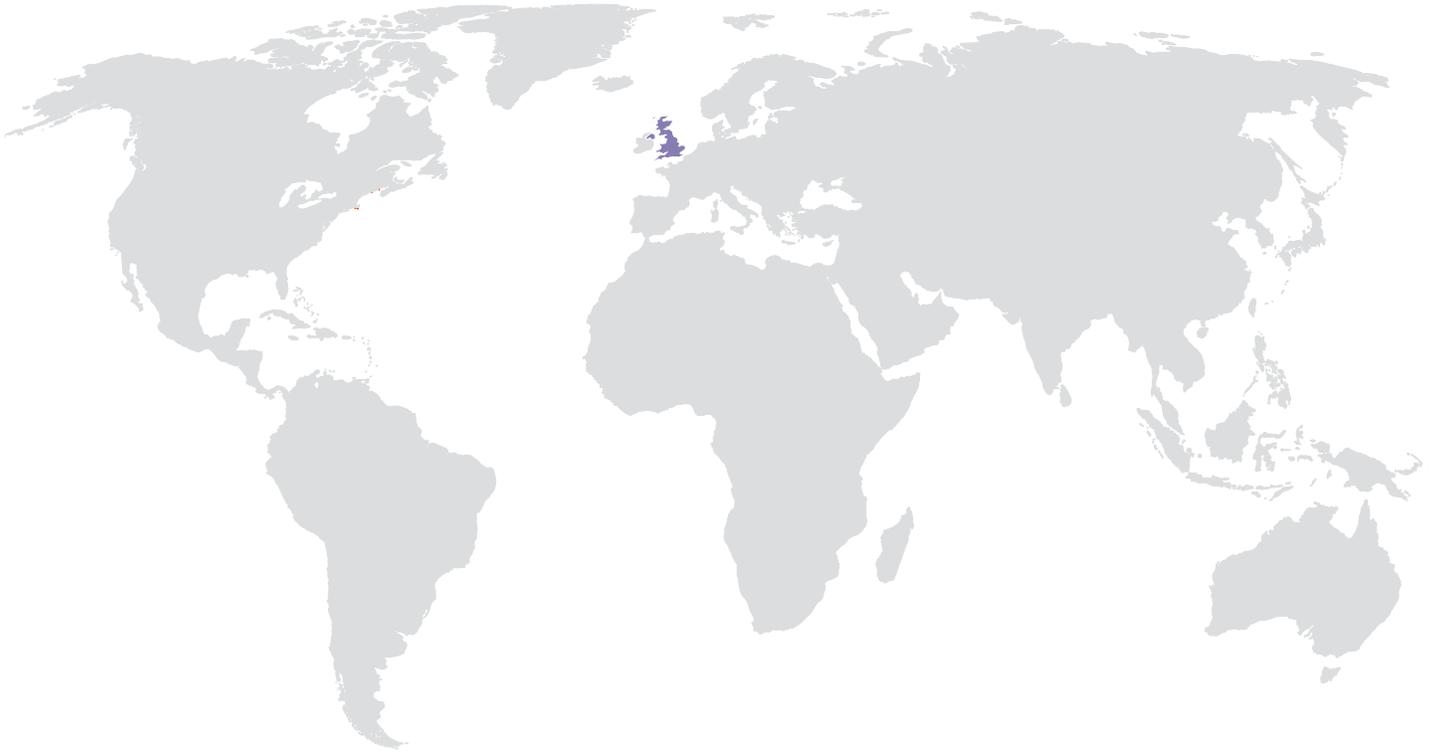
**Age:** 21-34 57% | 35-50 33% | 51+ 10%

**Job Position:** C-Suite 3% | Executive 17% | Director/Manager 24% | Professional/Administrative 57%

■ SINGAPORE ■ GLOBAL

# United Kingdom

## Workplace Culture Overview

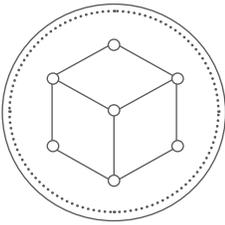


### Survey Findings Summary

Generally, workers in the United Kingdom enjoy their workplace features and are slightly more satisfied with their physical workplace than workers in other countries. They spend less time on innovative work and tend to have lower ratings of company pride.

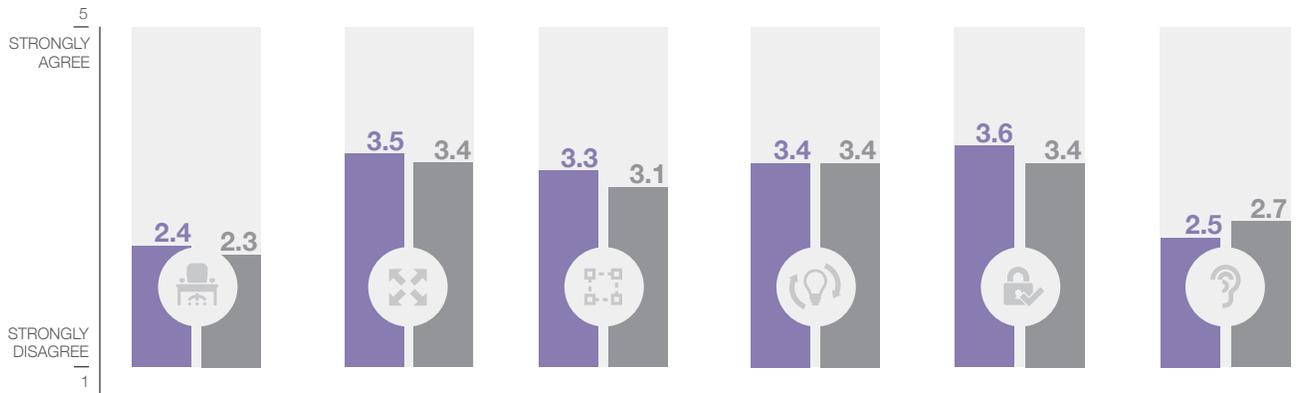
While British workers spend about the same time in collaborative efforts as the global sample, they are more easily distracted. They also work less than most other countries.

When compared to their global counterparts, workers in the United Kingdom experience the least amount of daily workplace stress and rate workplace well-being more positively overall.



### Workplace Design

Workers in the United Kingdom rate their workplace features slightly more positively than the overall sample. They are more likely to be able to display personal items and have the amount of privacy they require to get their work done.



*I have the ability to choose where I work each day.*

*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



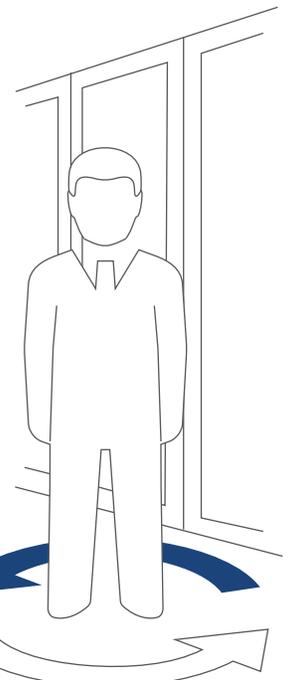
*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*



### Physical Workplace Satisfaction

British workers experience slightly higher satisfaction with their physical workspace than the overall sample.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



■ UNITED KINGDOM ■ GLOBAL



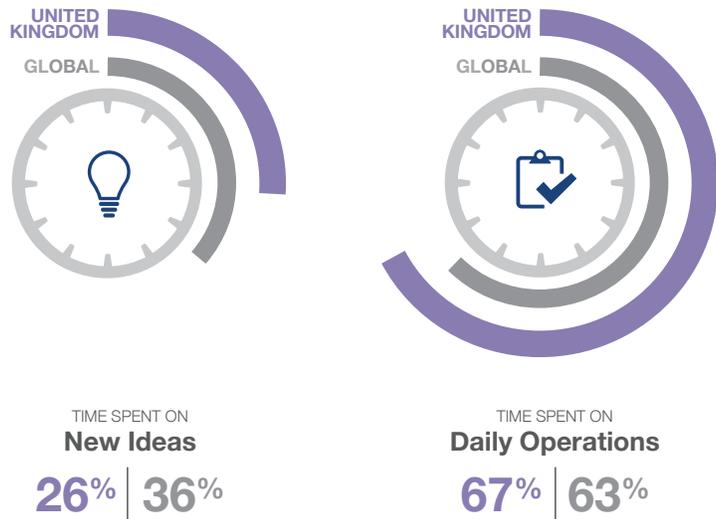
### Top Amenities Provided

The five most popular workplace amenities in the United Kingdom mirror those of the overall survey, but in a slightly different order. On-site Tech Support and Training Programs are in a reverse order in the United Kingdom as compared to the global average.



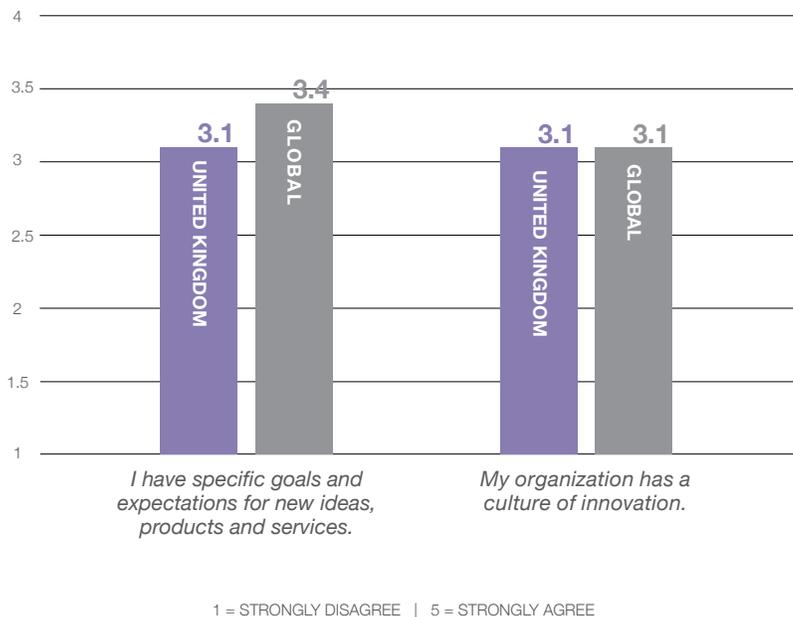
### Time Allocation

British workers spend the least amount of time on new ideas of all countries in the study and slightly more time on daily operations as the global average.



### Ideas and Innovation

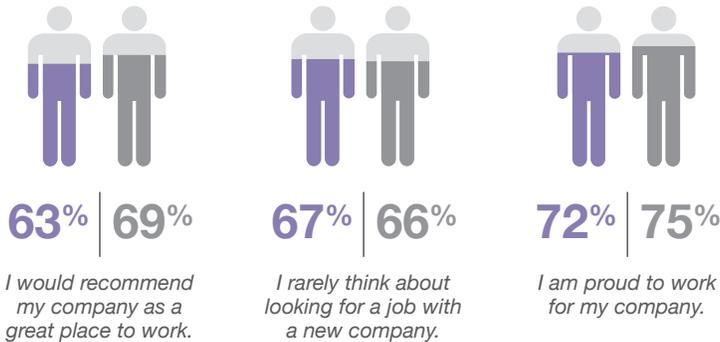
Workers from the United Kingdom have fewer goals for new products, ideas and services than the overall average. However, their companies have the same culture of innovation.





### Company Pride and Engagement

British workers are slightly more likely to look for new employment than the global average. They are also less likely to recommend their company or be proud of the company they work for.



### Company Satisfaction

Respondents from the United Kingdom are slightly more satisfied with their companies than the global average.



## Cultural Dimensions

### Power Distance

The United Kingdom has a very small Power Distance, believing that inequalities among people should be minimized. A sense of fairness drives a belief that people should be treated in some way as equals.

### Individualism

The United Kingdom is one of the most Individualist societies—people value the self over the group more than most countries. The British are highly private people. Personal and professional lives are kept separate and loyalties in business depend on situations rather than group involvement.

### Masculinity

The United Kingdom has a very Masculine component to their national culture. There is strong emphasis on earning potential. Employees prefer additional financial credit over additional free time and rewards are based on performance.

### Uncertainty Avoidance

Britain scores low on Uncertainty Avoidance. British are comfortable in ambiguous situations. Rules are put in place only when necessary and they do not require predictability to be comfortable in business. The combination of a highly Individualist and inquisitive country contributes to a high level of creativity and robust need for innovation.

### Time Orientation

The United Kingdom is midway between Short- and Long-term Orientations. No significant preference between saving and spending, future and present thinking is shown.

### Indulgence

Britain has an indulgent culture. People in societies rating high in Indulgences generally place more importance on leisure time, act as they please and spend money as they wish.

SOURCE: HOFSTEDE

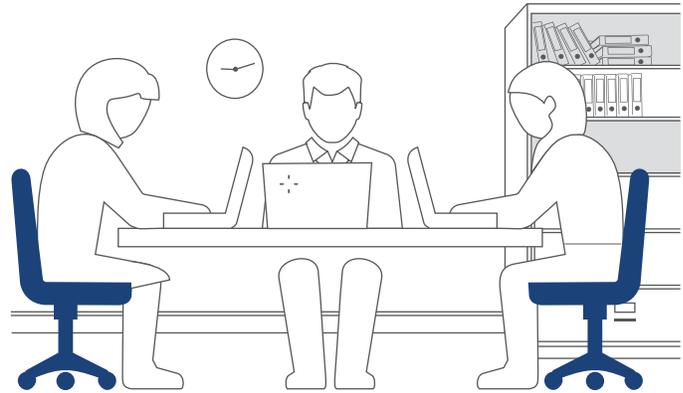
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### Collaboration

Workers in the United Kingdom spend 2% less time in collaborative work than the global average.



### Networking

British workers have higher levels of company-sponsored networking events than the overall sample.

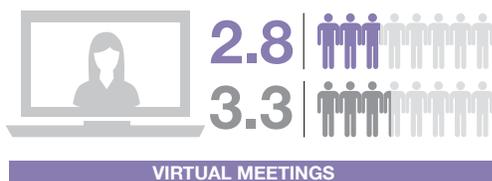
1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



### Meetings

While British workers have nearly the same number of planned and unplanned meetings each day as the overall average, they are meeting with fewer colleagues both in-person and in virtual settings.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



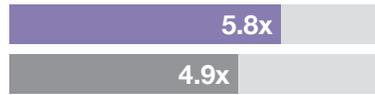
**ON A TYPICAL DAY**  
How many meetings do you have?



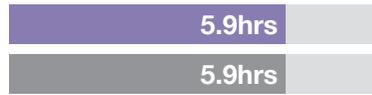


### Productivity

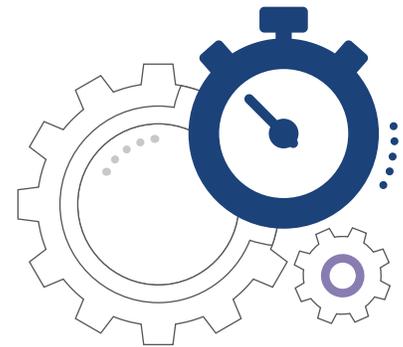
Although workers from the United Kingdom experience more daily distractions, they have the same number of productive hours each day as the overall sample.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

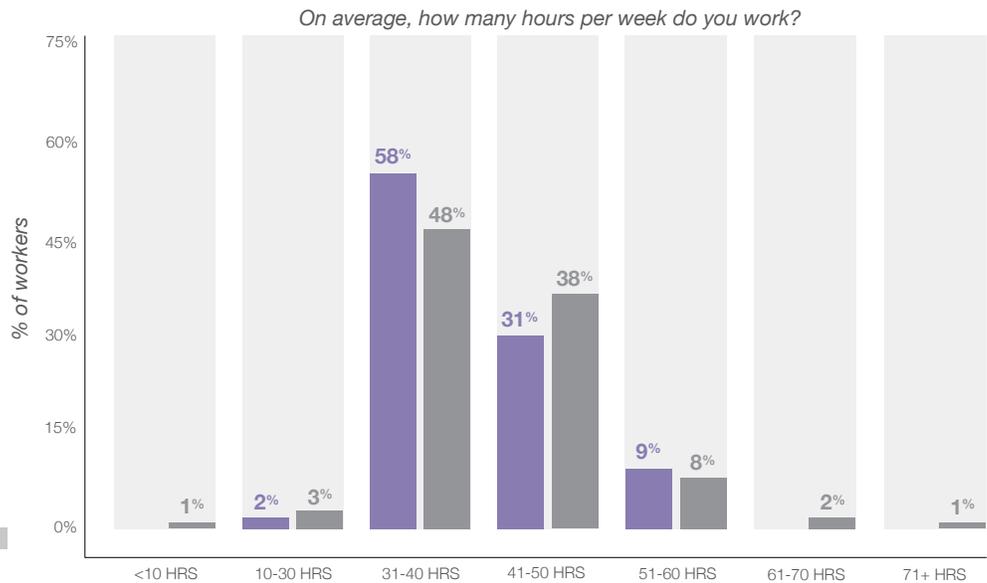


**ON A TYPICAL DAY**  
How many productive hours do you have?



### Hours Worked Per Week

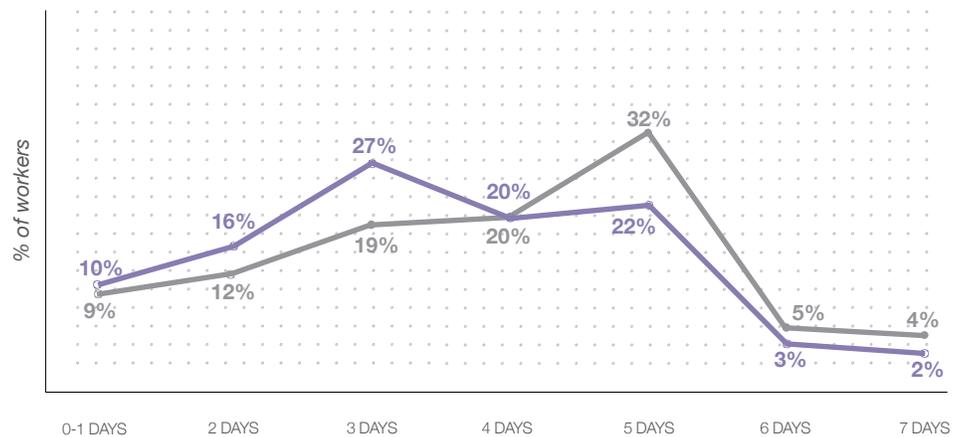
About 60% of workers in the United Kingdom are putting in 31-40 hours a week at work, and about 30% are putting in 41-50 hours a week.



### Work Satisfaction

Britains have fewer days of satisfying work than the overall average.

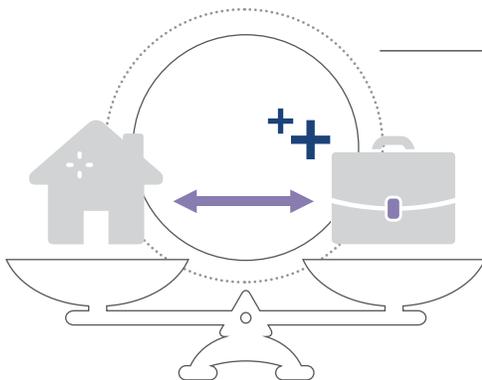
How many days a week do you finish the day feeling satisfied about what you accomplished at work?





## Workplace Stress

Workers in the United Kingdom experience the lowest levels of daily workplace stress of all countries in the study.



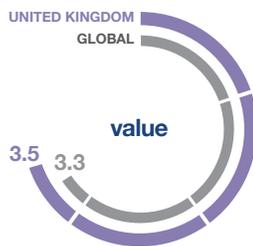
## Well-being

Workers from the United Kingdom are slightly more positive than the overall sample on workplace well-being. For example, they are more satisfied with both the work-life balance practices of their employer and growth and development opportunities.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



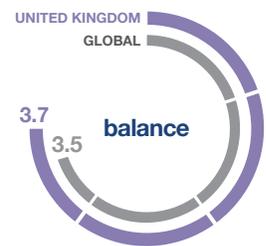
*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## United Kingdom Participant Demographics

**Participants:** 107 People

**Gender:** Male 65% | Female 35%

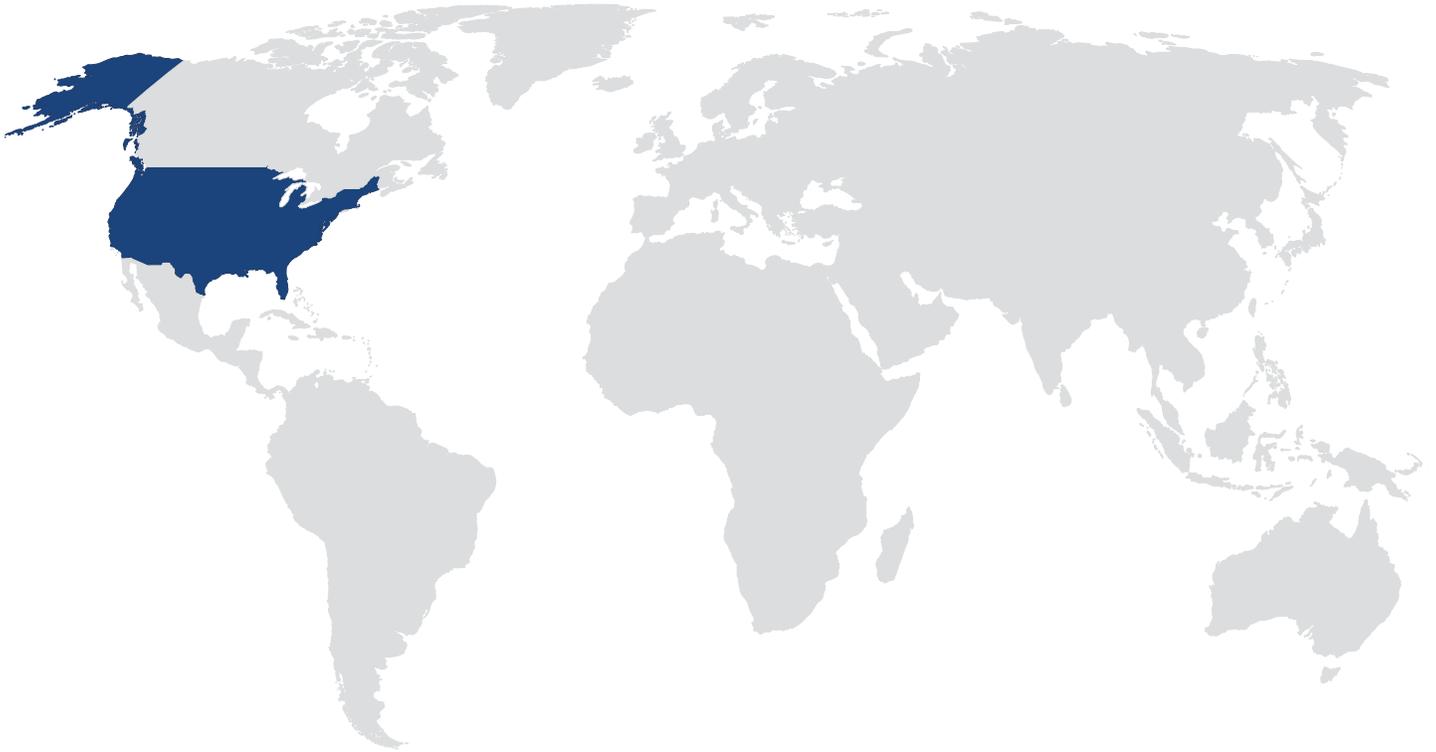
**Age:** 21-34 22% | 35-50 57% | 51+ 21%

**Job Position:** C-Suite 2% | Executive 8% | Director/Manager 41% | Professional/Administrative 49%

UNITED KINGDOM GLOBAL

# United States

## Workplace Culture Overview

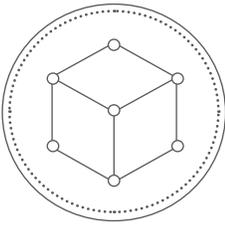


### Survey Findings Summary

Workers in the United States experience workplace design that is supportive of both work and personal comfort. They report the highest level of satisfaction with their workspace of all the countries in the study.

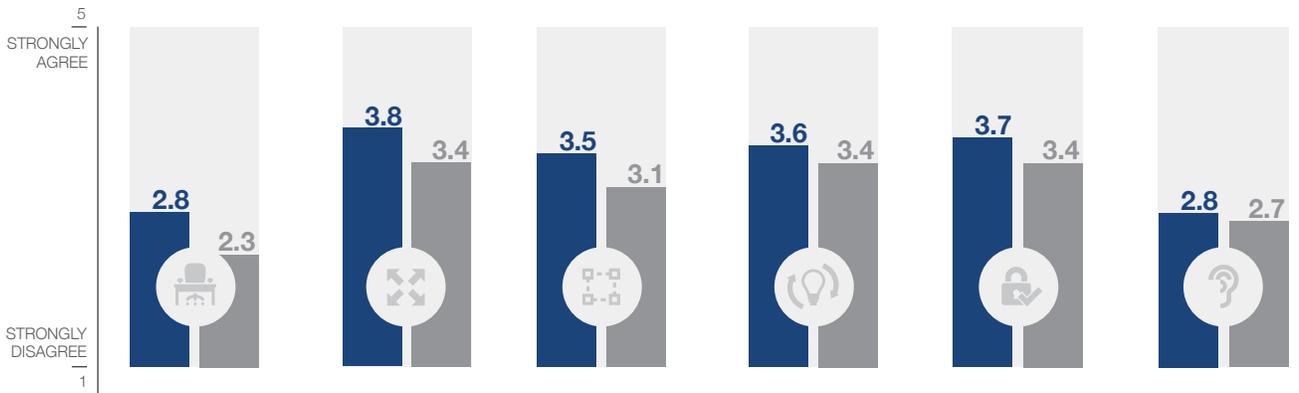
American workers value innovation and foster that commitment by spending time developing new ideas. Proud of their companies, these employees report very high overall satisfaction with their organizations. Collaboration is important in the American workplace, as workers spend a significant portion of their time involved in group work and meetings.

Workplace wellbeing is also high for individuals in the United States. They feel valued by their employer, enjoy work-life balance and have low daily workplace stress.



### Workplace Design

Overall, workers in the United States report better workplace design features than the global average. For example, they are more likely to be able to display personal items, have access to quiet space and have the amount of privacy they need to get their work done.



*I have the ability to choose where I work each day.*

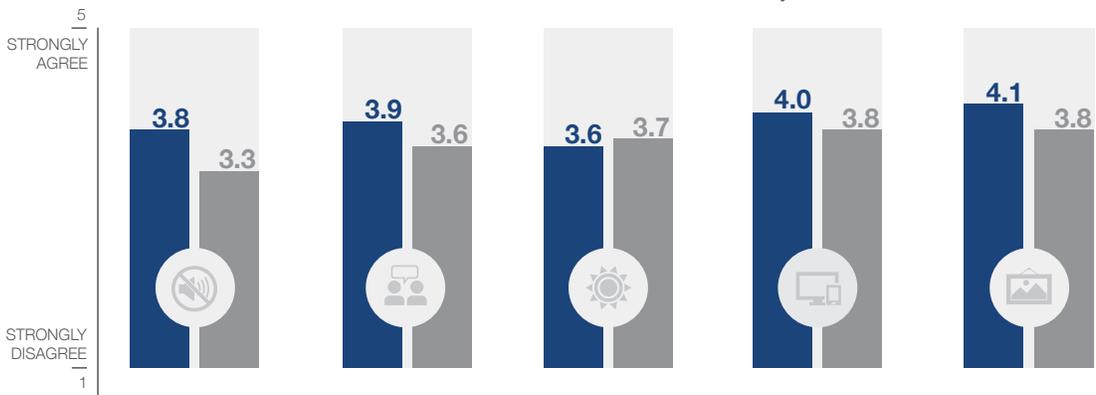
*I have the ability to adapt my workspace to meet my needs.*

*I have access to a variety of space types.*

*The overall workplace design supports the easy flow of work and ideas between me and my coworkers.*

*I have the amount of privacy I need in my workspace.*

*I find the level of noise at my workspace to be distracting.*



*I have access to quiet space for focus work.*

*I have access to communal spaces for socialization.*

*I have access to natural light and outdoor views in my workspace.*

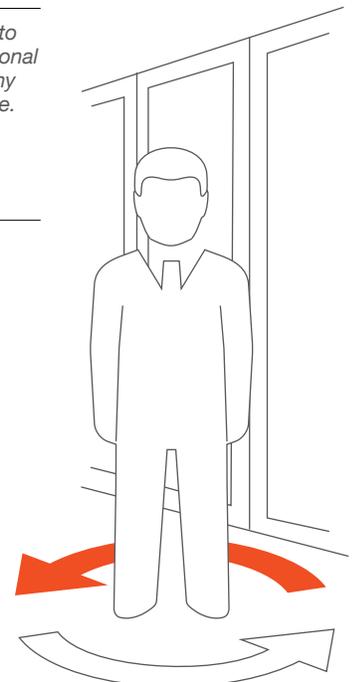
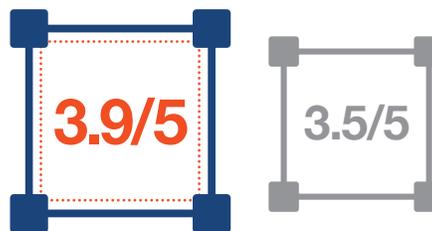
*I have access to the right technology and tools to get my work done/ collaborate.*

*I am able to display personal items in my workspace.*

### Physical Workplace Satisfaction

Americans express the highest level of physical workplace satisfaction of all countries in the study.

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED



■ UNITED STATES ■ GLOBAL



### Top Amenities Provided

A comparison of the five most popular amenities offered in the workplace. Although the popularity of amenities differs somewhat among United States and global companies, the top amenities are identical.

- 1



On-site Cafeteria



On-site Cafeteria
- 2



On-site Tech and Meeting Support



Training Programs
- 3



On-site Cafe/Coffee Bar



On-site Tech and Meeting Support
- 4



Training Programs



On-site Cafe/Coffee Bar
- 5



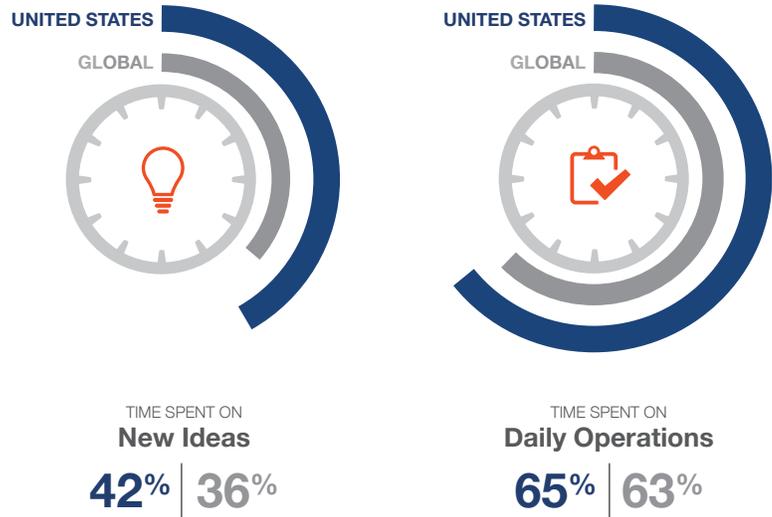
Complimentary Drinks/Snacks



Complimentary Drinks/Snacks

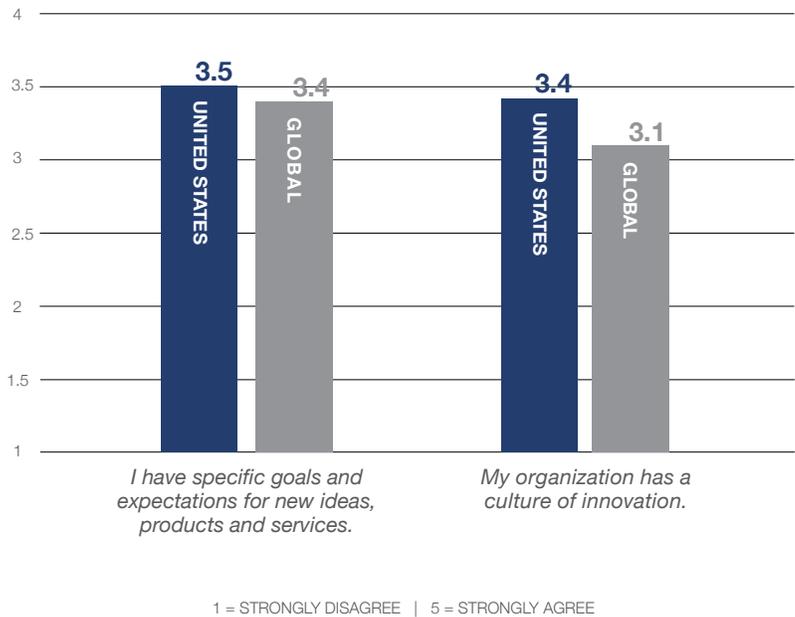
### Time Allocation

American workers spend more time on new ideas than the global average, and about the same time on daily operations.



### Ideas and Innovation

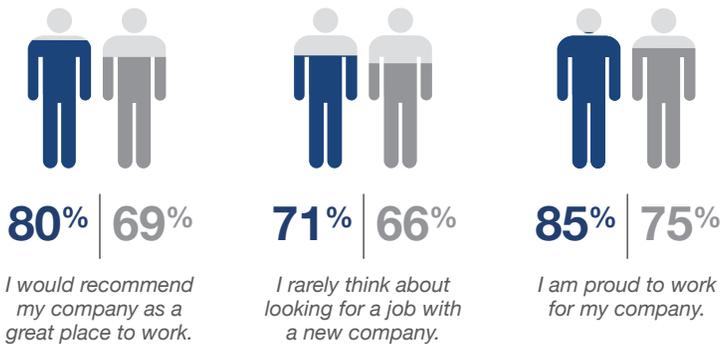
A greater percentage of United States workers feel their companies have a culture of innovation than the global average. However, the United States is consistent with the overall sample on expectations for new ideas and products.





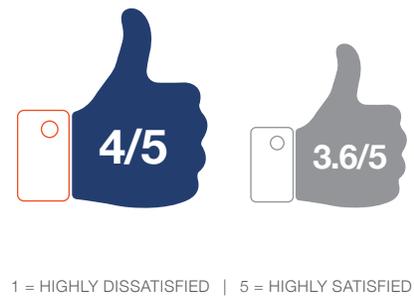
### Company Pride and Engagement

Americans report some of the highest ratings on company pride and engagement of all countries in the study.



### Company Satisfaction

United States workers report very high levels of company satisfaction.



## Cultural Dimensions

### Power Distance

The United States' classification as a small Power Distance country means that hierarchy exists mainly as a structure, but supervisors and subordinates are treated equally and most organizations are decentralized.

### Individualism

The United States is the most Individualistic nation. Compared with other countries, Americans tend not to be as concerned with group or societal goals as they are with individual ones.

### Masculinity

Reflecting a national culture that favors Masculinity—a society driven by competition, achievement and success—United States workers expect to earn high salaries, be recognized for their accomplishments and advance within their careers.

### Uncertainty Avoidance

The United States shows low Uncertainty Avoidance. In America, there is a degree of acceptance for new ideas, innovative products and a willingness to try something new or different.

### Time Orientation

The United States has a Short-term Orientation. American businesses measure their performance on a short-range basis, with profit and loss statements being issued on a quarterly basis. Workers also tend to strive for fast results within the workplace.

### Indulgence

The United States is an Indulgent society, with a motto of "work hard and play hard." Individuals in the United States have a tendency toward a relatively weak control over their impulses.

SOURCE: HOFSTEDE

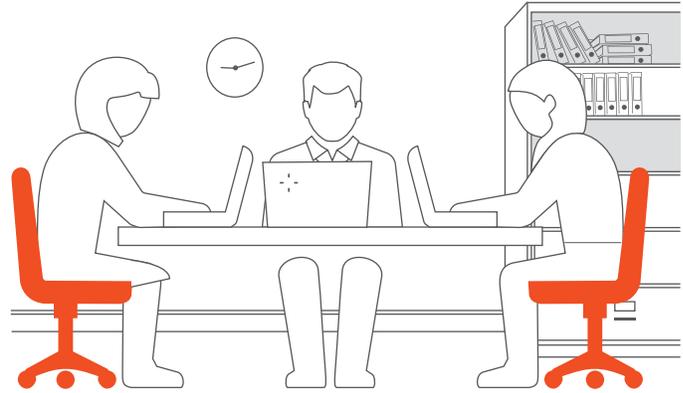
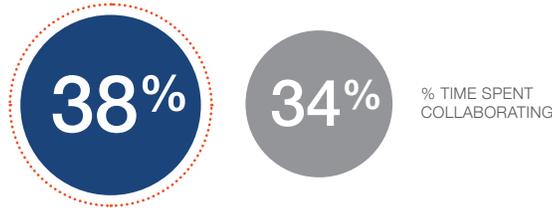
0 - 100 POINT SCALE





### Collaboration

Workers in the United States engage in more collaborative behavior than most countries in the study.



### Networking

The United States scores among the highest of all countries in the study for the availability of networking events offered by their company.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



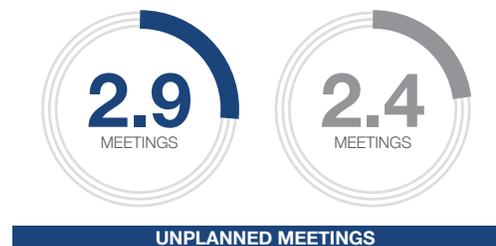
### Meetings

American workers report having more planned and unplanned meetings than nearly all countries in the study, but they meet with a comparable number of people.

**ON A TYPICAL DAY**  
How many coworkers do you have meetings with?



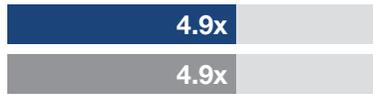
**ON A TYPICAL DAY**  
How many meetings do you have?



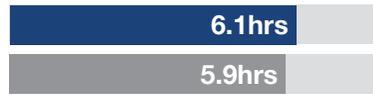


### Productivity

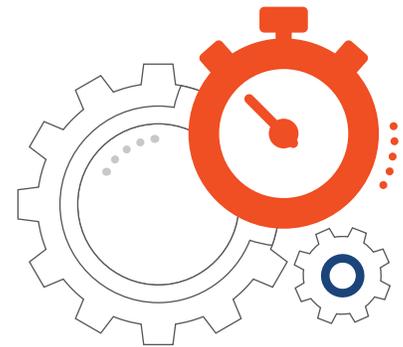
Workers from the United States report the same number of distractions per day as the overall sample, but have slightly more productive time.



**ON A TYPICAL DAY**  
How many times do you get distracted from your work?

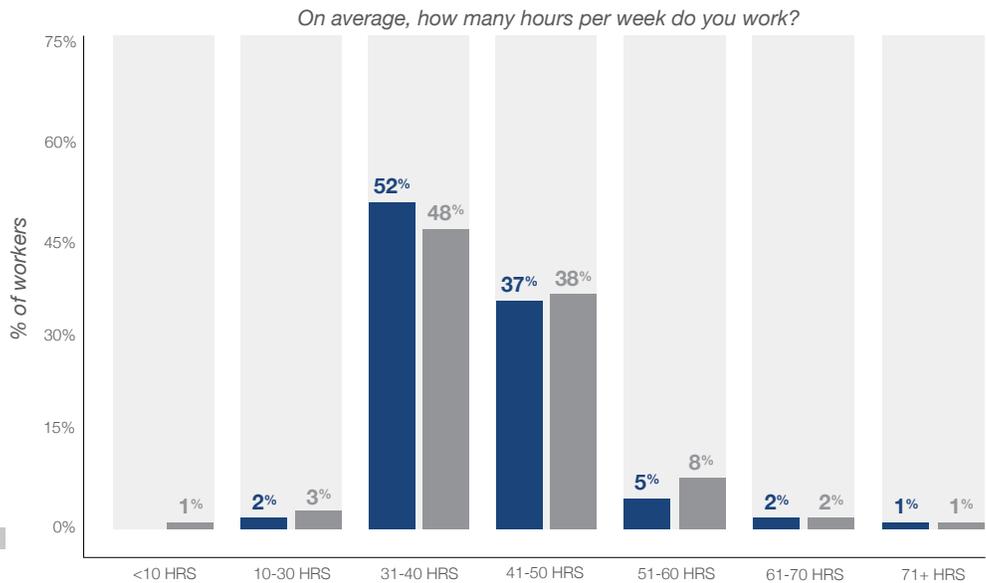


**ON A TYPICAL DAY**  
How many productive hours do you have?



### Hours Worked Per Week

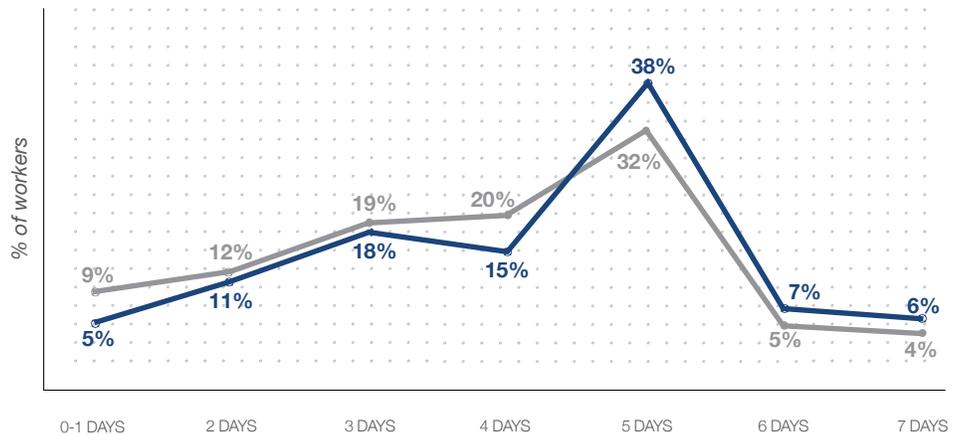
More than 50% of American workers are working 31-40 hours a week, and just shy of 40% are putting in 41-50 hours a week.



### Work Satisfaction

Workers in the United States tend to feel more satisfied with what they accomplish at work than the global average. They leave work feeling satisfied 5-7 days a week, more often than their global counterparts.

How many days a week do you finish the day feeling satisfied about what you accomplished at work?

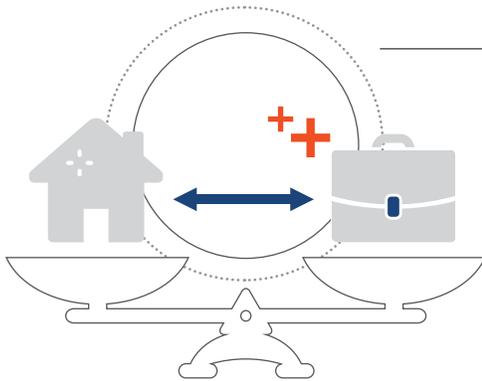


■ UNITED STATES ■ GLOBAL



## Workplace Stress

United States workers indicate having one of the lowest levels of daily workplace stress, less than most countries in the study.



## Well-being

Americans report higher levels of workplace well-being when compared with the global average. For example, they feel more valued by their companies, have more flexible work programs available to them and are more satisfied with their company's work-life balance practices.

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



*I am motivated to do my best for my company.*



*My company makes me feel valued.*



*I am happy with my company's employee recognition practices.*



*I am satisfied with my company's work-life balance practices.*



*My company has programs/policies that allow employees to be flexible in where, how much and when they work.*



*I regularly participate in programs/utilize policies that allow flexibility in where, how much and when I work.*



*I am satisfied with the growth and development opportunities offered by my company.*



*I am happy with the amount of control and involvement I have at work.*

## ★ United States Participant Demographics

**Participants:** 217 People

**Gender:** Male 56% | Female 44%

**Age:** 21-34 30% | 35-50 42% | 51+ 28%

**Job Position:** C-Suite 9% | Executive 11% | Director/Manager 30% | Professional/Administrative 50%

■ UNITED STATES ■ GLOBAL

## Knoll Survey Methodology and Demographics

In 2016, Knoll conducted a global study of more than 1,400 knowledge workers across 14 countries. This online survey investigated work outcomes and workplace satisfaction within several categories, including creativity, collaboration, productivity, happiness and well-being. The results from this study are used to provide a foundation for understanding the differences between nations and their workstyle preferences.

**Locations:** Argentina 5% | Australia 5% | Brazil 5% | Canada 17% | China 11%  
France 7% | Germany 7% | Japan 8% | Middle East (Saudi Arabia, Qatar, United Arab Emirates) 7% | Singapore 5% | United Kingdom 8% | United States 15%

**Age Demographic:** Age 21-34 30% | Age 35-50 48% | Age 51+ 22%

**Job Position:** Professional/Administrative 57% | Director/Manager 27% | Executive 12%  
C-Suite 4%

**Gender:** Male 56% | Female 44%

**Industry:** Misc (Communications, Hospitality, Insurance, Non-profit, Other) 17%  
Manufacturing/Industrial 16% | Consulting (Accounting, Professional Services, Legal) 11% | Education 11% | Government 10% | Healthcare 8% | Construction 6%  
Financial 6% | Retail/Consumer 4% | Energy/Utilities 3% | Aerospace/Automotive 3%  
Pharma/Biotech 2%

## Hofstede Studies and Glossary of Terms

Dating back to 1967 with a study that analyzed data from employees in more than 70 countries, Geert Hofstede, a Dutch professor and researcher, developed an empirical model that measured the dimensions of national culture across four dimensions: Power Distance, Individualism, Masculinity and Uncertainty Avoidance. In subsequent studies in the 1980s and in 2010, Hofstede added two additional dimensions: Time Orientation and Indulgence.

**Power Distance:** Refers to how power is distributed within society. In large Power Distance cultures, a clear hierarchy exists and is followed. Cultures with small Power Distance tend to have a broader distribution of power and fewer rules around authority.

**Individualism:** Explores the degree to which people in a society are integrated into groups. Cultures that are high on Individualism tend to see the person as a unique entity, and place greater emphasis on the person, rather than the group. Unlike Individualist societies, cultures that are Collectivist tend to view the group with higher priority than the individual. Strong ties and loyalty are often seen in these societies.

**Uncertainty Avoidance:** Refers to a society's tolerance for the unexpected and unknown. Cultures that have high Uncertainty Avoidance tend to be more calculated and risk averse. They also tend to have stricter rules and guidelines. Those cultures with low Uncertainty Avoidance are more open to new ideas and tend to have fewer regulations.

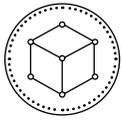
**Masculinity:** A Masculine culture is characterized by a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive. A Feminine culture values cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.

**Time Orientation:** This dimension associates the connection of the past with current and future actions and challenges. Cultures with Long-term Orientation tend to value thrift and preparation for future goals. Adaptation is viewed as necessary. Societies with Short-term Orientation place importance on cultural traditions and societal change is viewed with suspicion.

**Indulgence:** Essentially a measure of happiness and whether or not simple joys are fulfilled. An Indulgent society allows relatively free gratification of basic and natural human desires related to enjoying life and having fun. A Restrained society controls gratification of needs and regulates it by means of strict social norms.

*Note: Due to rounding, percentages may not always appear to add up to 100%.*

# Appendix

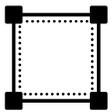


## Workplace Design

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
I have the ability to choose where I work each day.	2.2	2.2	2.4	2.2	2.9	2.1	1.6	2.0	2.6	2.3	2.4	2.8	2.3
I have the ability to adapt my workspace to meet my needs.	3.3	3.5	3.6	3.5	3.6	3.3	3.3	2.5	3.7	3.6	3.5	3.8	3.4
I have access to a variety of spaces types.	2.7	3.4	3.0	3.1	3.7	2.8	2.5*	2.5*	3.4	3.4	3.3	3.5	3.1
Overall workplace design supports the easy flow of work and ideas between me and my coworkers.	3.3	3.5	3.5	3.4	3.9	3.3	3.4	2.7	3.5	3.6	3.4	3.6	3.4
I have the amount of privacy I need in my workspace.	3.3	3.3	3.5	3.2	3.7	3.5	3.4	2.4	3.4	3.8	3.6	3.7	3.4
I find the level of noise at my workspace to be distracting.	2.7	2.9*	2.6	2.9	2.4	2.6	2.5	2.8	2.6	2.8	2.5	2.8	2.7
I have access to quiet space for focus work.	3.0	3.4	3.4	3.2	3.9	3.1	3.1	2.7	3.5	3.6	3.5	3.8	3.3
I have access to communal spaces for socialization.	3.6	3.6	3.7	3.7	4.1	3.7	3.5	3.1	3.5	3.8	3.5	3.9	3.6
I have access to natural light and outdoor view in my workspace.	3.6	3.8	3.9	3.6	3.5	4.0	4.3	3.1	3.4	3.4	3.9	3.6	3.7
I have access to the right technology and tools to get my work done/collaborate.	3.5	3.8	3.8	3.9	4.0	4.0	3.8	2.9	3.7	3.9	3.8	4.0	3.8
I am able to display personal items in my workspace.	3.8	3.8	3.8	3.9	3.8	3.8	4.1	3.4	3.4	3.8	4.0	4.1	3.8

\*Tied for lowest or highest score



## Physical Workplace Satisfaction

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

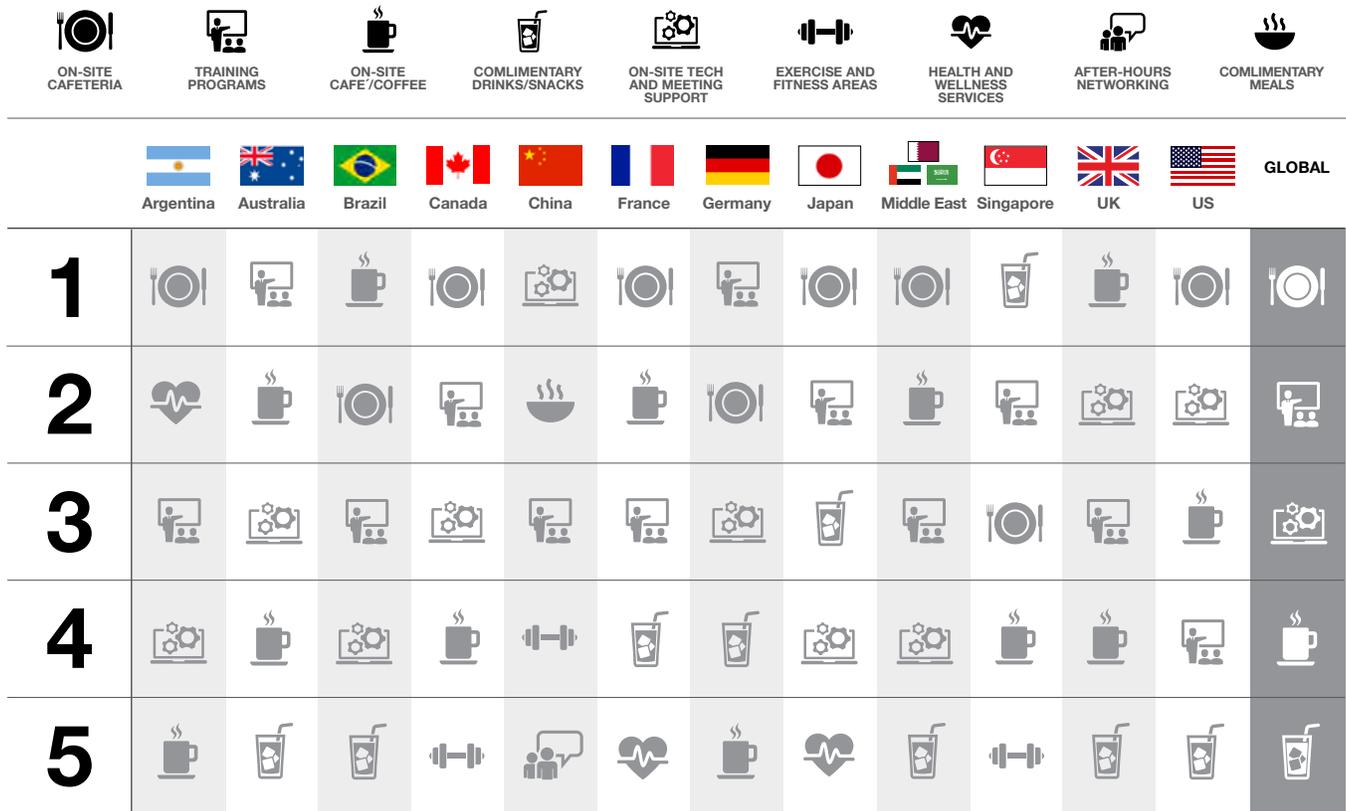
	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
Overall, how satisfied are you with your physical workspaces?	3.3	3.5	3.7	3.5	3.8	3.5	3.6	3.0	3.5	3.6	3.6	3.9	3.5

**HIGHEST SCORE** **LOWEST SCORE**

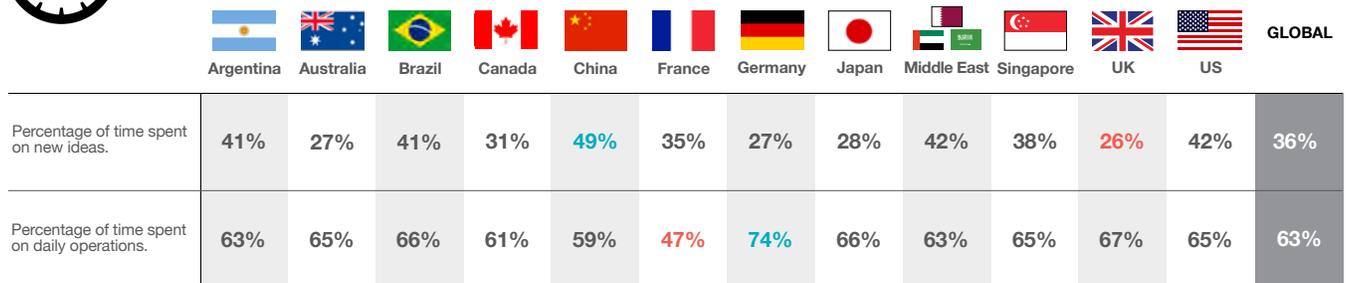
The highest and lowest scores are based on data before rounding.

## Top Amenities Provided

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



## Time Allocation



## Ideas and Innovation

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE



■ HIGHEST SCORE ■ LOWEST SCORE

The highest and lowest scores are based on data before rounding.

## Company Pride and Engagement

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
I would recommend my company as a great place to work.	68%	75%	89%	74%	65%	64%	76%	36%	67%	71%	63%	80%	69%
I rarely think about looking for a job with a new company.	58%	67%	66%	68%	85%	64%	69%	45%	47%	63%	67%	71%	66%
I am proud to work for my company.	68%	81%	86%	82%	79%	70%	68%	44%	71%	85%	72%	85%	75%



## Company Satisfaction

1 = HIGHLY DISSATISFIED | 5 = HIGHLY SATISFIED

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
Overall, how satisfied are you with your company?	3.5	3.6	4.0	3.6	3.9	3.4	3.6	2.9	3.5	3.7	3.7	4.0	3.6

## Cultural Dimensions

0-100 POINT SCALE

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US
POWER DISTANCE	49	36	69	39	80	68	35*	54	95	74	35*	40
INDIVIDUALISM	46	90	38	80	20*	71	35	46	25	20*	89	91
MASCULINITY	56	61	49	52	66	43	66	95	60	48	66	62
UNCERTAINTY AVOIDANCE	86	51	76	48	30	86	65	92	80	8	35	46
TIME ORIENTATION	20	21	44	36	87	63	83	88	36	72	51	26
INDULGENCE	62	71	59	68	24	48	40	42	52	46	69	68

SOURCE: HOFSTEDE

\*Tied for lowest or highest score

■ HIGHEST SCORE ■ LOWEST SCORE

The highest and lowest scores are based on data before rounding.

## Collaboration

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
Percentage of time spent collaborating.	35%	27%	41%	29%	45%	29%	23%	27%	40%	40%	32%	38%	34%



## Networking

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
My company often provides events to promote networking and the sharing of ideas among colleagues.	2.5	3.0	3.0	3.0	3.7	2.5	2.5	2.3	3.1	3.3	3.1	3.3	2.9



## Meetings

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
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On a typical day, how many coworkers do you have meetings with?

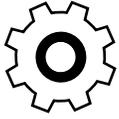
IN-PERSON MEETINGS	4.6	5.6	6.8	5.5	6.6	5.3	7.5	2.1	6.5	5.0	4.8	5.5	5.5
VIRTUAL MEETINGS	3.5	3.3	3.4	2.6	4.6	3.1	3.2	1.5	4.9	2.8	2.8	3.4	3.3

On a typical day, how many meetings do you have?

PLANNED MEETINGS	2.2	2.4	2.9	2.5	3.3	2.9	2.2	1.2	3.0	2.3	2.4	3.3	2.6
UNPLANNED MEETINGS	2.6	2.4	2.9	2.3	2.6	1.9	2.6	1.1	2.9	2.1	2.5	2.9	2.4

■ HIGHEST SCORE ■ LOWEST SCORE

The highest and lowest scores are based on data before rounding.



## Productivity



GLOBAL

On a typical day, how many times do you get distracted from your work?	4.4x	6.2x	4.3x	6.1x	3.2x	7.4x	5.8x	2.3x	3.7x	4.2x	5.8x	4.9x	4.9x
On a typical day, how many productive hours do you have?	6.7hrs	6.0hrs	6.5hrs	5.9hrs	6.4hrs	5.8hrs	6.0hrs	4.5hrs	6.1hrs	5.4hrs	5.9hrs	6.1hrs	5.9hrs



## Hours Worked Per Week



GLOBAL

On average, how many hours per week do you work?

Percentage of workers

<10 HRS	1%	0%	1%	0%	1%	1%	1%	10%	3%	0%	0%	0%	1%
10-30 HRS	4%	0%	6%	1%	5%	1%	3%	1%	7%	0%	2%	2%	3%
31-40 HRS	14%	48%	42%	68%	58%	55%	48%	23%	21%	21%	58%	52%	48%
41-50 HRS	47%	44%	38%	24%	29%	35%	45%	37%	49%	71%	31%	37%	38%
51-60 HRS	29%	6%	9%	6%	7%	6%	2%	19%	14%	7%	9%	5%	8%
61-70 HRS	6%	0%	1%	1%	0%	0%	1%	5%	3%	0%	0%	2%	2%
71+ HRS	0%	2%	3%	0%	0%	0%	0%	5%	3%	1%	0%	1%	1%

TOTAL over 40 hours per week

TOTAL over 40 hours per week

■ HIGHEST SCORE ■ LOWEST SCORE

The highest and lowest scores are based on data before rounding.

## Work Satisfaction



How many days a week do you finish the day feeling satisfied about what you accomplished at work?

Percentage of workers

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
0-1 DAYS	10%	8%	7%	8%	3%	7%	10%	28%	7%	7%	10%	5%	9%
2 DAYS	6%	16%	11%	13%	6%	10%	14%	25%	6%	15%	16%	11%	12%
3 DAYS	22%	17%	10%	20%	17%	20%	13%	24%	17%	29%	27%	18%	19%
4 DAYS	23%	14%	24%	21%	23%	15%	28%	13%	20%	22%	20%	15%	20%
5 DAYS	27%	44%	34%	33%	41%	35%	32%	9%	34%	22%	22%	38%	32%
6 DAYS	7%	2%	10%	2%	9%	5%	2%	0%	11%	1%	3%	7%	5%
7 DAYS	6%	0%	4%	5%	3%	7%	2%	1%	5%	3%	2%	6%	4%

TOTAL  
over 4 days  
per week

TOTAL  
over 4 days  
per week



## Workplace Stress

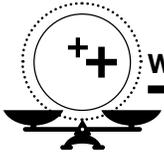
0 = LOW | 100 = HIGH



	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
Average daily workplace stress	52	46	47	49	53	45	52	56	50	50	43	44	49

■ HIGHEST SCORE ■ LOWEST SCORE

The highest and lowest scores are based on data before rounding.



## Well-Being

1 = STRONGLY DISAGREE | 5 = STRONGLY AGREE

	Argentina	Australia	Brazil	Canada	China	France	Germany	Japan	Middle East	Singapore	UK	US	GLOBAL
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I am motivated to do my best for my company.	3.3	3.8	4.0	3.8	4.0	3.6	3.9	3.2	3.7	3.7	3.8	3.9	3.7
My company makes me feel valued.	2.9	3.6	3.3	3.4	3.9	3.1	3.3	2.7	3.4	3.5	3.5	3.7	3.3
I am happy with my company's employee recognition practices.	2.9	3.7	3.3	3.2	3.8	2.9	3.2	2.6	3.5	3.5	3.4	3.6	3.3
I am satisfied with my company's work-life balance practices.	3.4	3.7	3.4	3.7	3.8	3.7	3.5	2.7	3.3	3.8	3.7	3.9	3.5
My company has programs and policies that allow employees to be flexible in where, how much and when they work.	2.7	3.3	2.8	3.1	3.3	2.8	2.7	2.3	2.8	3.0	3.2	3.3	2.9
I regularly participate in programs or utilize policies that allow me to be flexible in where, how much and when I work.	2.6	3.0	2.8	2.9	3.5	2.7	2.7	2.3	3.1	2.9	3.1	3.2	2.9
I am satisfied with the growth and development opportunities offered by my company.	2.7	3.4	3.1	3.2	3.7	2.9	2.9	2.5	3.0	3.3	3.3	3.5	3.1
I am happy with the amount of control and involvement I have at work.	3.3	3.5	3.6	3.6	3.7	3.4	3.3	2.8	3.5	3.7	3.6	3.8	3.5

■ HIGHEST SCORE ■ LOWEST SCORE

*The highest and lowest scores are based on data before rounding.*