

Greater China Research

# In-office and Remote Working Fusion:

## The Hybrid Office in Mainland China

July 2023

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## 01

### Executive summary

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In its simplest terms, a hybrid workplace model fuses in-office and remote work to provide working flexibility to employees. Within a hybrid working system, employees on average experience more independence and in many cases an elevated work-life balance – which often leads to greater employee engagement.

The technology to facilitate a hybrid office working model has been in existence for some time now, but organisations have generally been cautious to accept a more flexible way of working, especially in mainland China. During the COVID-19 pandemic, however, many organisations around the world had to rapidly adapt and implement a hybrid office working system simply to stay in business – with the majority of employees in many cases, working from home.

Going hybrid certainly offers a plethora of advantages to communities, to organisations and to office worker employees. Two of these advantages include; a greater freedom for employees

to choose where and when they work, and; the provision of choice in terms of when to work and where to work allows employees greater life flexibility. In other words, the ability afforded to employees to better plan, prioritise and complete both their work tasks as well as their living tasks, thus providing employees with a better work/life balance.

On the flip side, and to act as a counterbalance, going hybrid also has its disadvantages and two of these drawbacks include; less engagement and the feeling of being part of a team, and; burnout – where work can cut into normally-regarded free time.

During Q1 and part way through Q2 this year Cushman & Wakefield Research conducted a 20-question survey to gauge the current thinking of corporate real estate professionals in mainland China on the subject of the hybrid office.

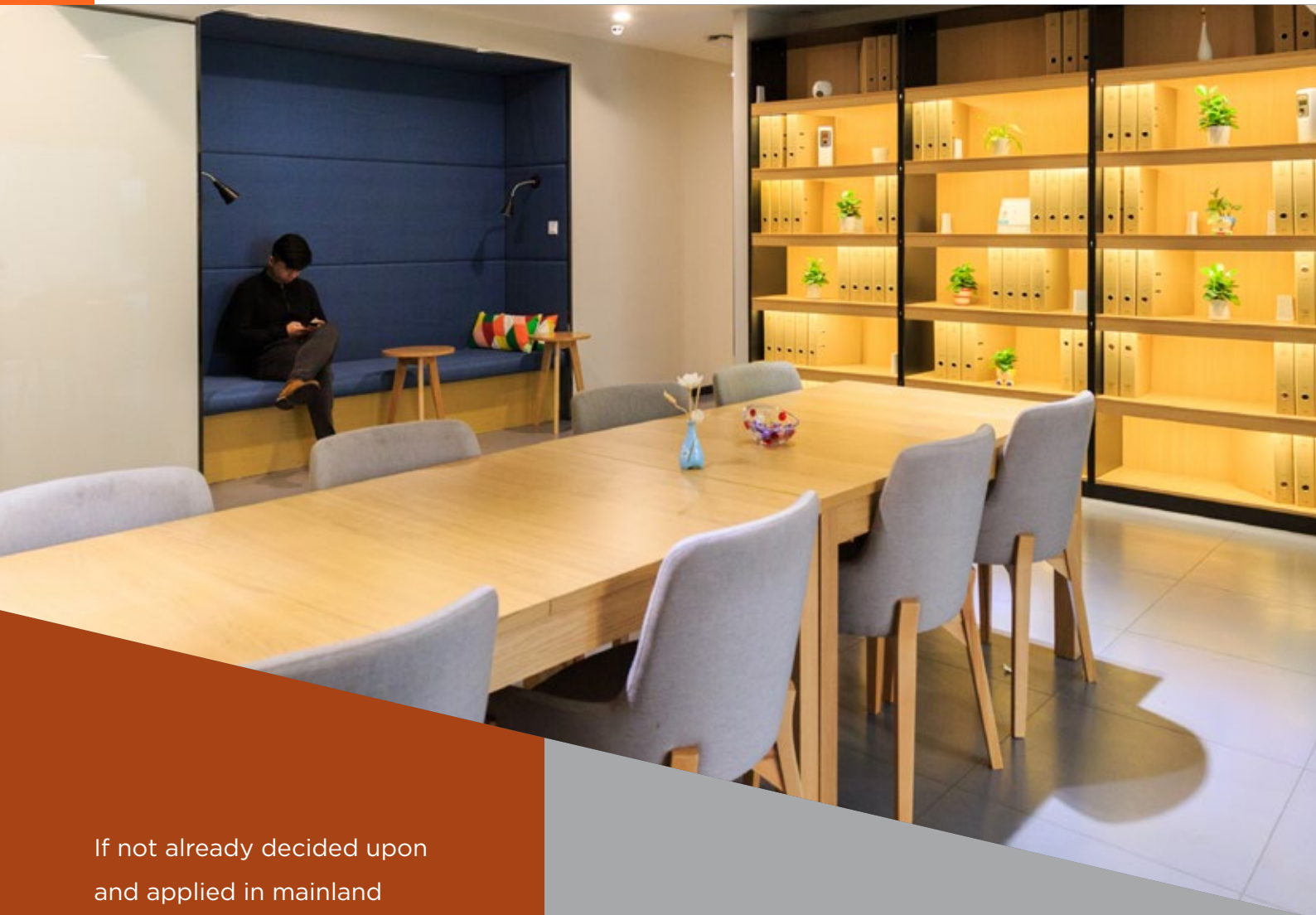


# MIAN &

Some of the key findings from our survey include:

- There is around a 50-50 split between those enterprises which have not considered implementing/not implemented a hybrid office working system and those that are considering implementing/have implemented a hybrid office working system;
- For those enterprises that have adopted a hybrid office working system, the vast majority of survey responding enterprises cited the COVID-19 pandemic as being the event which most accelerated their decision to implement;
- The decision to adopt a hybrid office working system was largely driven by an adopting and implementing enterprise's management team;
- In terms of employee generational groups, Millennials and Generation Z are most in favour of a hybrid office working system;
- For hybrid-office-working-system-adopting enterprises, the number one advantage upon adoption and implementation is the greater freedom of choice open to employees when it comes to when and where they work and the number one challenge is weakened working relationships among the employees, and;
- Of those enterprises which have adopted a hybrid office working system, the majority have re-designed their office space, with a greater proportion of flexible space and collaborative space being factored in.

# FIELD



If not already decided upon and applied in mainland China, going hybrid does bring up a number of implementation issues and items for an effecting organisation to deliberate, including:

- Policy;
- Space re-configuration, and;
- Incorporated tech, tools and work resources.

Finally, in the fullness of time, the future office workplace in a good number of global city locations, including city locations in mainland China, will be a fusion of remote and in-office working, with technology being the main means to keeping employees connected and productivity levels efficiently sustained.

# 02

## Introduction

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What is a hybrid office? In its simplest terms, a hybrid workplace model fuses in-office and remote work to provide working flexibility to employees. Within a hybrid working system, employees on average experience more independence and in many cases an elevated work-life balance – which often leads to greater employee engagement.

In our report, we throw further light on what a typical hybrid office is as well as the latest on the global trend toward hybrid office adoption. Our report then goes on to examine both the advantages and disadvantages that hybrid offices are generally associated with before diving deeper into the findings from our mainland China hybrid office questionnaire survey. Following this, our report offers some pointers to what enterprises need to consider once the decision has been taken to implement a hybrid office working system before finishing off with some key takeaways.







# 03

## What is a hybrid office?

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A hybrid office involves the provision of a work platform that allows employees the ability to either work from the office or work remotely. Within a hybrid office working arrangement, there will be employees who want or are required to work from the office on a regular basis, while there will be others who choose to work remotely for most of their working time.

Within the typical hybrid office, space is set aside for meetings, collaboration, socialising and connections and less for individually assigned space. The hybrid office is also designed to provide employees with a balance in terms of work and lifestyle as well as a place to access resources, tools and training, and connect with the company's culture, brand and image (Figure 1).



## Figure 1: Defining hybrid work



As a result, employees are able to enjoy a personalised work schedule.

### Hybrid work is...

an approach that combines work at home and work in the office and takes into account the needs of the individual.

### It provides flexibility in work to employees,

and allows them to work in the public workspace when they go back to the office.



Source: Ones, Cushman & Wakefield Research

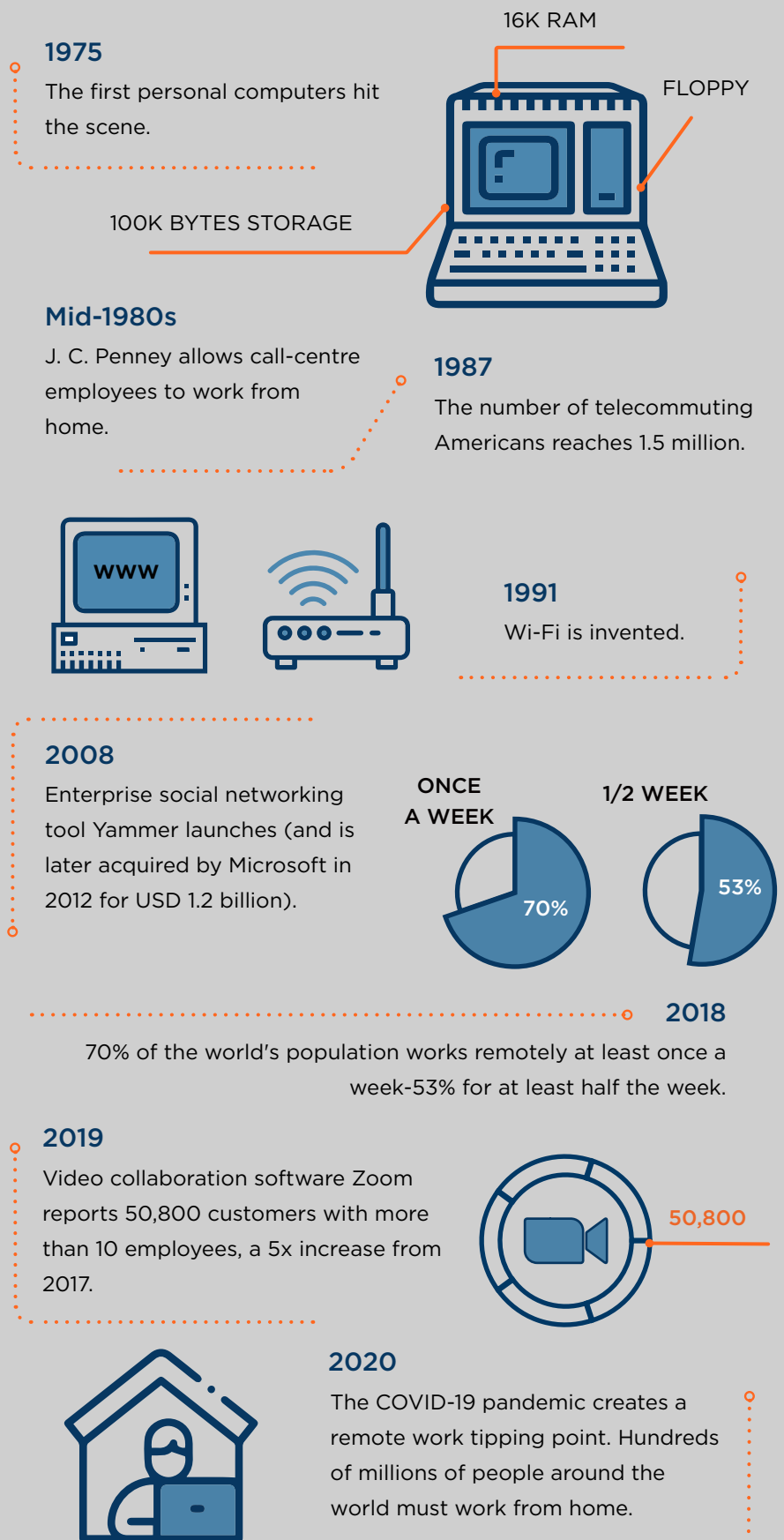


# 04

## General global trend

The technology to facilitate a hybrid office working model has been in existence for some time now, but organisations have generally been cautious to accept a more flexible way of working, especially in mainland China. During the COVID-19 pandemic, however, many organisations around the world, including those in mainland China, had to rapidly adapt and implement a hybrid office working system simply to stay in business – with the majority of employees in many cases, working from home (Figure 2).

Figure 2: Remote working timeline



Source: Toptal, Cushman & Wakefield Research





Since the end of the pandemic, the hybrid workplace is now quickly becoming the “next normal” mode of working in many cities globally as both office workers and organisations have realised many of the benefits that a hybrid office working model can afford.

Today, some people around the globe are going as far as to say that the in-office working model that existed pre pandemic is gone – there will be no more compacted and assigned seating office spaces moving forward. Certainly, there will be the hub office located in many cities around the world, but it’s improbable that organisations will be obligating all their employees to return back to the office in full capacity.

In due course, the future office workplace in many global city locations, including city locations in mainland China, will be a mix of remote and in-office working, with technology being the key to keeping employees connected and productivity levels efficiently sustained.

# 05

## General advantages

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Going hybrid certainly offers a plethora of advantages to communities, to organisations and to office worker employees. Some of these advantages include:

- **Choice**

The greater freedom for employees to work when and where they choose – be it at the office, at home or in a third space;

- **Happiness**

Generally, any provision of choice heightens contentment and happiness. Additionally, the happier an employee is, the greater the employee loyalty is to the organisation. As loyalty levels remain high, so employee turnover levels will largely remain low;

- **Productivity**

As employees are trusted to work remotely, so their sense of work responsibility increases. As their sense of work responsibility amplifies, so employees take greater ownership over their work. This augmented understanding of work ownership then generally leads to the level of work output and work quality being raised, leading to greater quality work productivity;

- **Flexibility**

The provision of choice and in terms of when to work and where to work allows employees the ability to better plan, prioritise and complete both their work tasks as well as their living tasks, thus providing employees with a better work/life balance;

- **Efficiency**

A more efficient use of an employee's time – for example, when there is no need for an employee to be in the office, then working from home can cut two commutes in one day, thus giving back around two hours on average to office workers in mainland China;

- **Cost**

In certain cases, as assigned seating is done away with and with fewer employees being present in the office at any given time, so less office space is needed to house a fully operational hybrid office. In the long run, these hybrid offices, when compared to a traditional office will generally lead to lower office space leasing, management and utilities costs for an organisation to bear, and;



- **Sustainability**

Following on from cutting down on leasing footprint and commuting, there is an advantage to the community at large as well and that is the environmental sustainability benefit in terms of carbon emissions reduction and cleaner air that comes with less energy needed for office fitout and operations and fewer commuting vehicles being on the road (Figure 3).

**Figure 3: Selected advantages of a hybrid office model**



Source: Cushman & Wakefield Research



# 06

## General disadvantages

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On the flip side, and to act as a counterbalance, going hybrid also has its disadvantages and some of these drawbacks include:

- **Connections**

Less engagement and the feeling of being part of a team. Lessened engagement is often a result of less face-to-face collaboration opportunities, less team building activities and less socialisation in general. Finally, there is the company culture and being away from the company for too long can lead employees to feel less connected with the culture of the company;

- **Burnout**

Work can cut into normally-regarded free time. This can lead to work pressure and burn out for company employees working remotely;

- **Learning**

Less face-to-face learning, training and mentoring opportunities are available to those employees who work within a hybrid office working arrangement;

- **Resources**

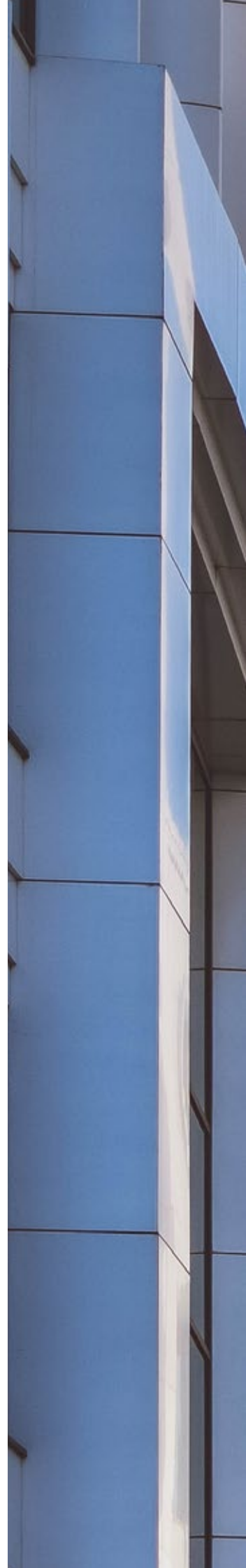
As in the case of learning, hybrid-office-working-arrangement employees often have less access to work resources and equipment;

- **Control**

Furthermore, remote work may not always be viewed in a positive light by the management owing to the worry of managerial control loss, and;

- **Cost**

If going hybrid, there will need to be changes made to existing office space, whether it necessitates a redesign and refit of the existing space or a relocation to and fitout of a new office space (Figure 4).





**Figure 4: Selected disadvantages of a hybrid office model**



Source: Cushman & Wakefield Research

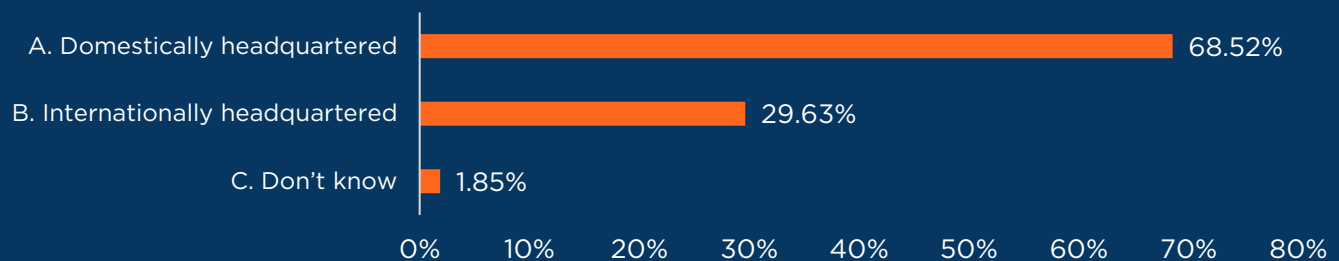
# 07

## Findings from mainland China

During Q1 and part way through Q2 this year Cushman & Wakefield Research conducted a 20-question survey to gauge the current thinking of corporate real estate professionals in mainland China on the subject of the hybrid office. Here are the questions asked, the results from each question posed as well as some commentary related to each question's results:

### Question & Chart 1

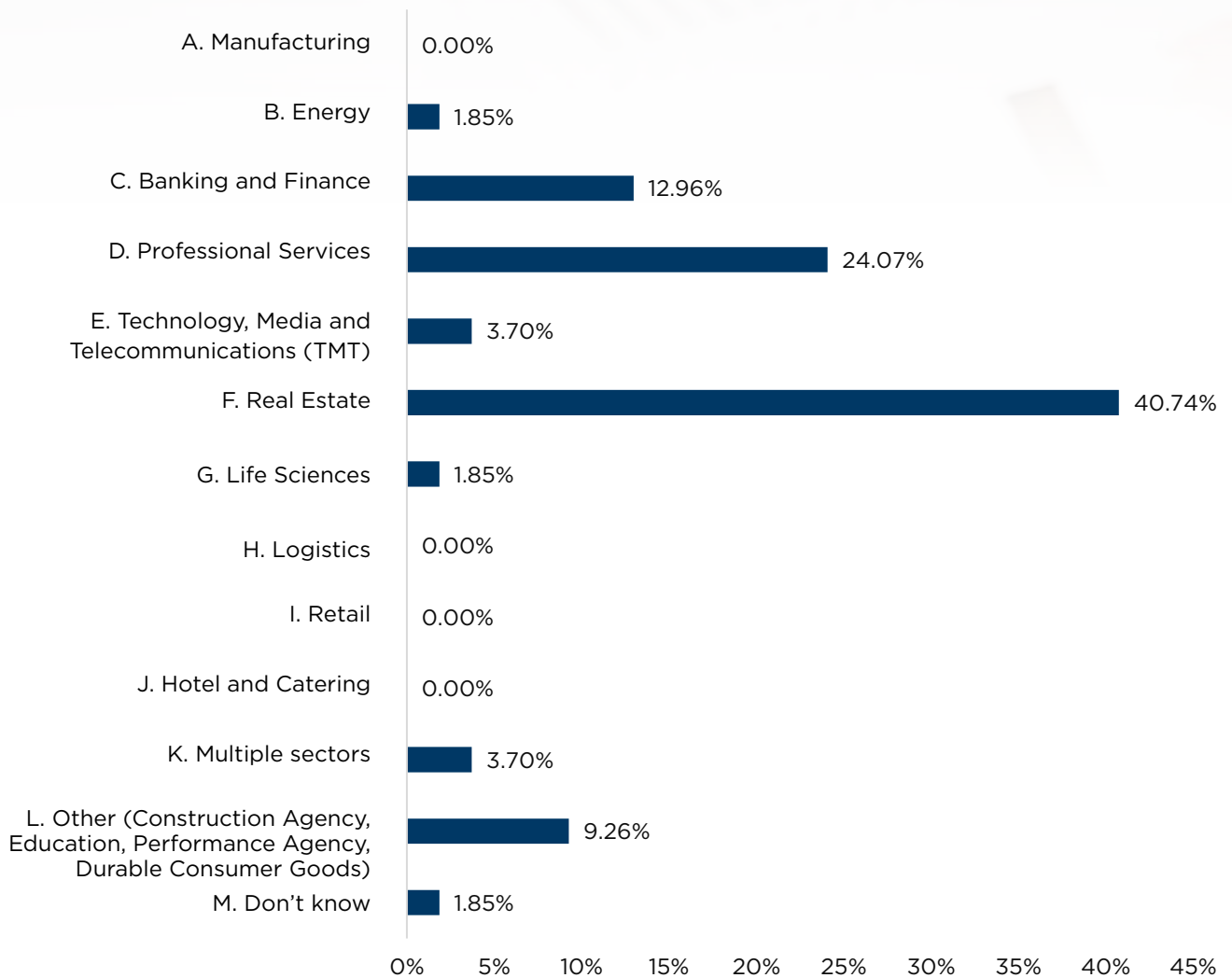
**Is your organisation domestically headquartered or internationally headquartered?**



Looking at the profile of our survey respondents in terms of the enterprises they work for, at over 68%, the majority of enterprises are headquartered in mainland China.

## Question & Chart 2

### What industry sector does your organisation do business in?

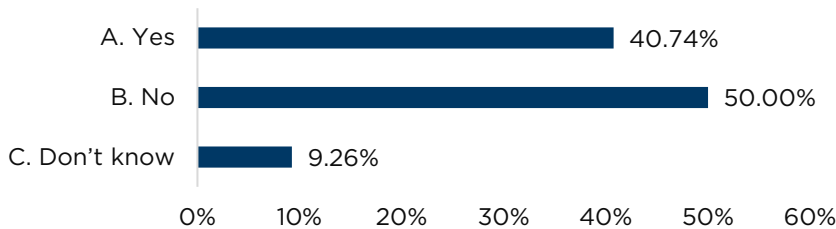


As for the profile of our survey respondents in terms of business sectors their enterprises are involved in in mainland China, the top three are real estate, professional services and banking and finance.



## Question & Chart 3

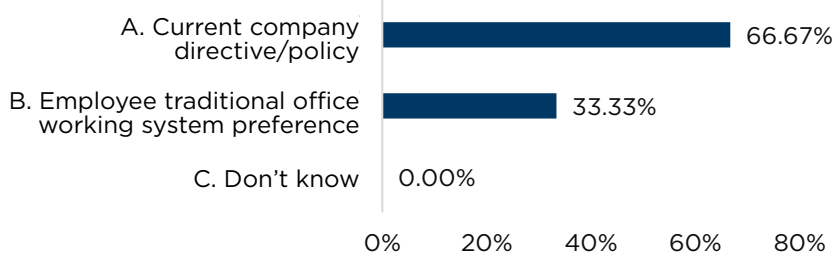
**Has your organisation in mainland China adopted or is thinking of adopting a hybrid office working system? (Please choose one option).**



When considering whether a survey respondent's enterprise has adopted or thinking of adopting a hybrid office working system in mainland China, the results are generally equally split, with those in the no camp, at 50%, slightly edging the results. This indicates that even with the technology present and with the experience from the COVID-19 pandemic, a good number of enterprises in mainland China see no reason for change and are happy with a return to the pre-COVID ways of working where most employees worked from the office.

## Question & Chart 4

**If no, is the decision not to adopt based on? (Please choose one option).**



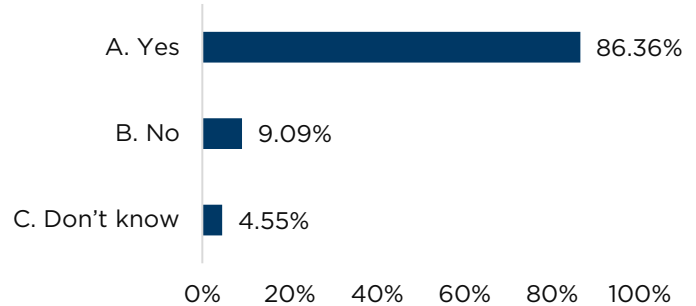
Interestingly, the main driving force for those survey respondents whose enterprises in mainland China have chosen not to adopt and implement a hybrid office working model, has mainly been the enterprise itself. There are many reasons for this but two of the most important ones are management control and work productivity. Meanwhile, at just over 33%, many respondents feel the main driver for not adopting and implementing a hybrid office working system stems from the employees. Again there are many reasons for this, but three important ones are the need for face-to-face interaction and collaboration, the need for face-to-face mentoring and training and the fear of losing out when not present in the office.



## Question & Chart 5

**If adopted, has the COVID-19 pandemic and subsequent lockdowns speeded up your organisation's decision to adopt/implement/further ramp up a hybrid office working system in mainland China for the long term? (Please choose one option).**

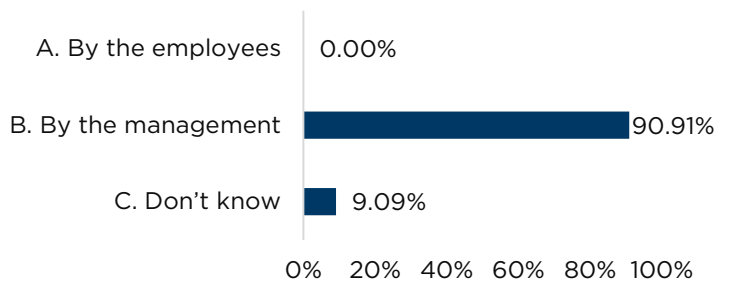
At a resounding over 86%, the vast majority of survey respondents working for hybrid-office-working-system-adopting-and-implementing enterprises in mainland China feel the COVID-19 pandemic certainly speeded up the decision to implement such a platform. One of the main reasons for this is that the pandemic forced all companies in mainland China to adopt a hybrid office working system in one shape or form during the lockdown periods. This forced enterprises to run a 'trial' hybrid office working platform to see what worked and what didn't work. For those enterprises which followed through and adopted and implemented a longer-lasting post-COVID hybrid office working system, the three years of COVID certainly speeded things along.



## Question & Chart 6

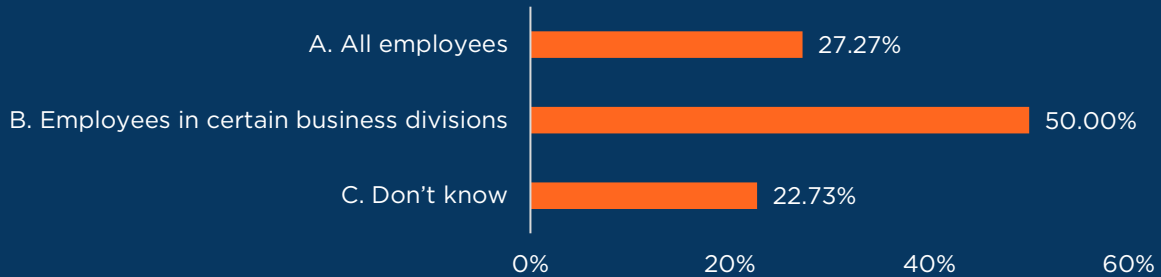
**If adopted, has the decision to adopt and implement a hybrid office working system in mainland China largely been driven by your organisation's employees or largely driven by your organisation's management?**

For those enterprises in mainland China which have chosen to adopt and implement a hybrid office working system, a resounding 90%-plus of survey respondents falling into this category said the system was driven by their enterprise's management team as opposed to the employees. In this situation, the management would have taken into consideration a number of factors before the implementation of a hybrid office working platform. Some of these factors would have included the effectiveness of the work-from-home (WFH) programme situation during the various COVID-19 pandemic lockdowns, the issues related to work productivity and management control, employee needs in terms of a work/life balance as well as the organisation itself and whether or not there is a company-wide global hybrid office working system strategy in place (if the enterprise has a global footprint) and/or whether or not this system is a full (open to all employees) or partial (open to specific employees) hybrid office working system.



## Question & Chart 7

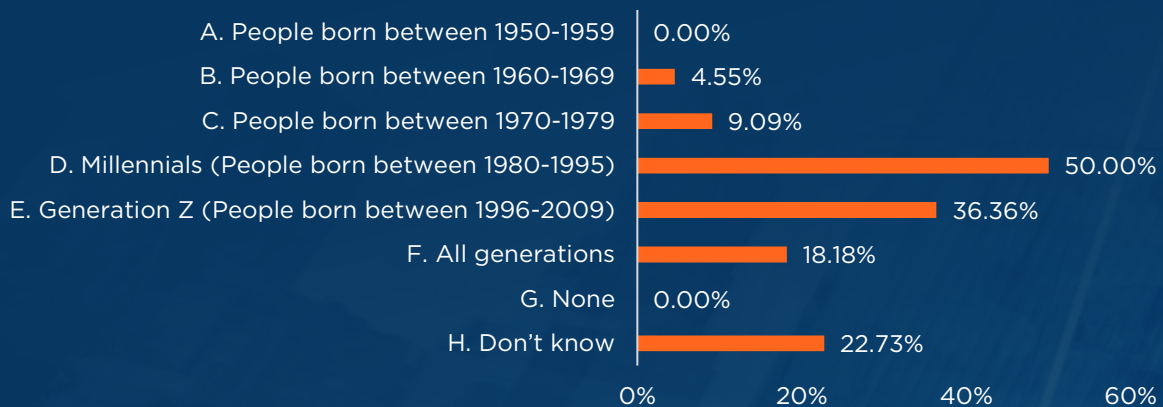
**If adopted, has your organisation set up a hybrid office working system in mainland China for all your organisation's employees or just employees in certain business divisions? (i.e., back-office employees)? (Please choose one option).**



Following on from the last question, at 50%, most of our hybrid-office-adopting-and-implementing survey respondents said that their enterprises in mainland China had set up a hybrid office working system that was open to employees from certain business divisions. There are many reasons for this, but some include the nature of nature, work productivity, management control and work security.

## Question & Chart 8

**If adopted, roughly, which generation/s of employees within your organisation in mainland China are mostly in favour of your hybrid office working system? (Please choose multiple options if it is the case).**

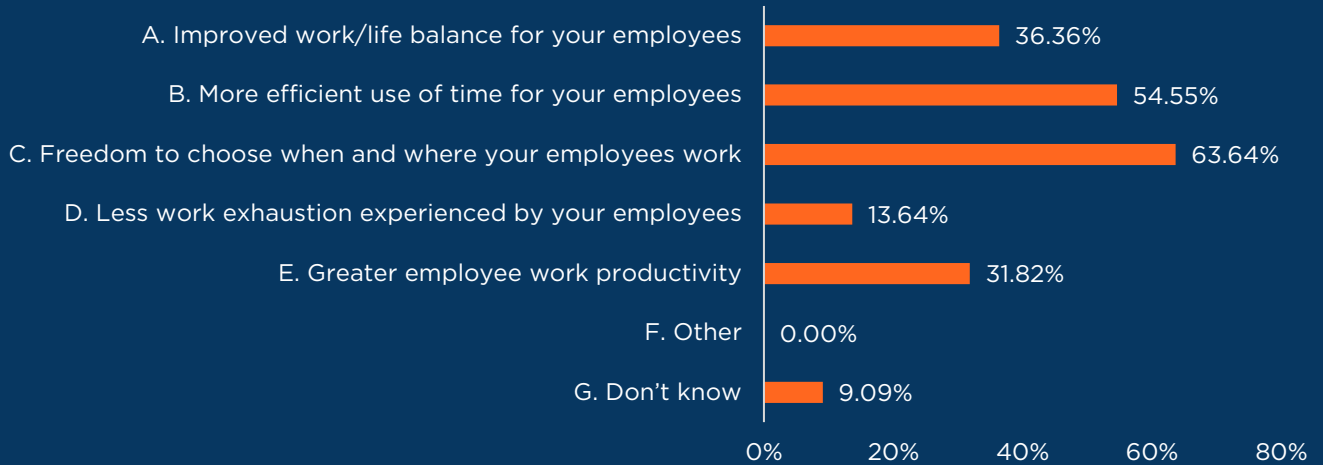


According to our survey results from those enterprises which stumped for a hybrid office working system, it can be clearly seen that at 50%, and over 36%, the second youngest and youngest generations, respectively in mainland China are the generations most in favour of the adoption and implementation of a hybrid office working system. Upon first impression, this might seem surprising given the fact that Millennials and Generation Z are eager for face-to-face work collaboration as well as face-to-face training and mentoring, given the stages they are at in their careers. Having said this, however, they are less traditional in their working style and do prize a better work/life balance, which a hybrid office working system can provide.



## Question & Chart 9

If adopted, what has your organisation found the advantages of adopting and implementing a hybrid office working system in mainland China to be? (Please choose the top three options).

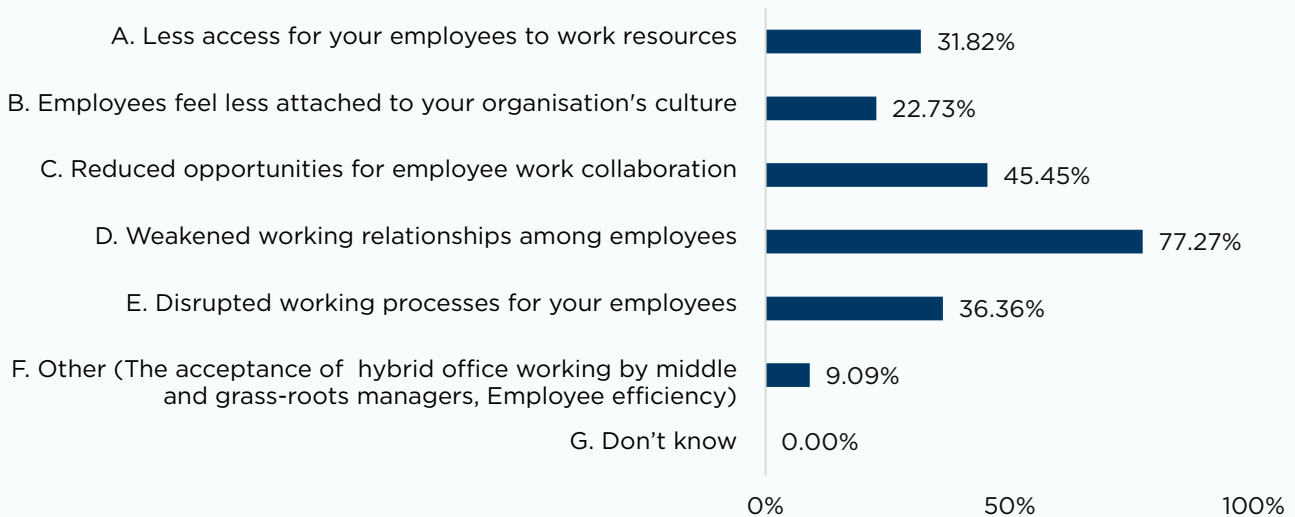


For those hybrid-office-working-system-adopting-and-implementing enterprises, at over 63% of survey respondents, the freedom for employees to choose when and where they work came out on top in terms of their top three advantages for adopting and implementing a hybrid office working system in mainland China. This has undoubtedly led to the second and third placed advantages (out of the top three advantages) cited by our survey respondents, which were a more efficient use of employees' time when working within a hybrid office working system (at over 54%) and a better life/work balance (at over 36%), respectively - especially when the two-way commute is cut out of the working day equation. Given the more efficient use of time, work productivity seems to have also featured highly in the advantages stakes, with over 31% of respondents cited this advantage within the top three advantage choices.



## Question & Chart 10

**If adopted, what has your organisation found the challenges of adopting and implementing a hybrid office working system in mainland China to be? (Please choose the top three options).**

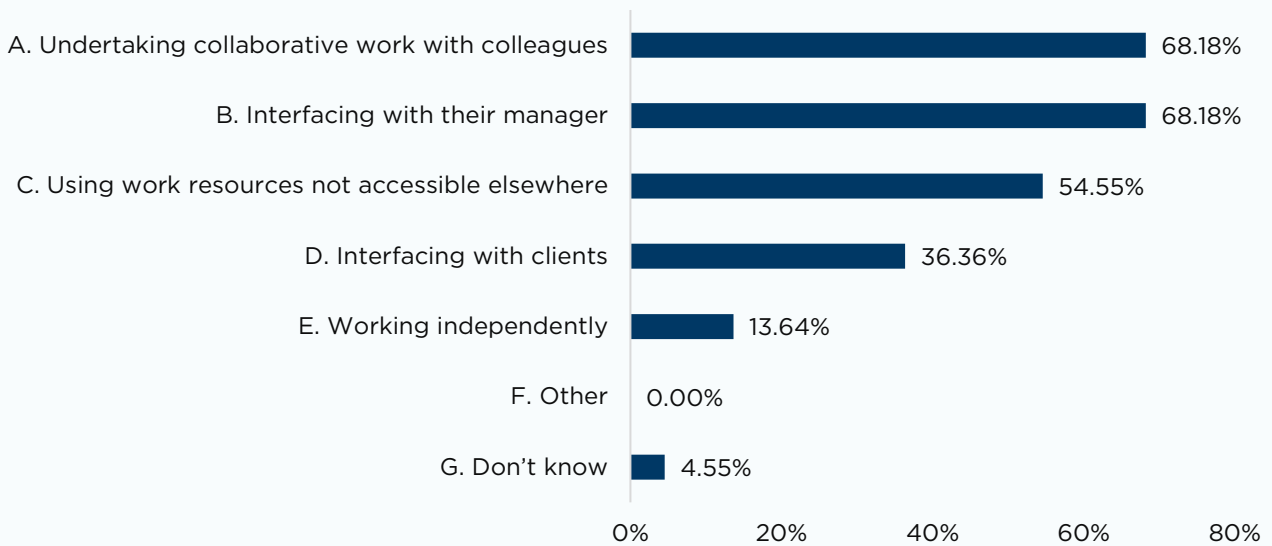


According to our survey, enterprises in mainland China that have chosen to adopt and implement a hybrid office working system have found weakened working relationships among employees, reduced opportunities for work collaboration and disrupted working processes for employees to be the top three challenges faced when the system is up and running. Much of this is not surprising as, firstly, easy-to-read in-person communication that is often spontaneous is so much better for relationship building among work colleagues than an infrequent online video call. Secondly, face-to-face time in the office is more conducive to both planned in-office collaboration opportunities as well as unplanned 'bump into' in-office cooperation occasions. Thirdly, under a hybrid office working system, with not a full complement of employees in the office on any given day, work can be disrupted given the sometimes-reduced speed of communication between in-office employees and out-of-office employees and amongst out-of-office employees. Additionally, for those employees working from home or a third space, they might not have all the work tools at hand that they would when in the office. In some cases, this situation can also be disruptive to employee work.



## Question & Chart 11

**If adopted, how do your organisation's hybrid working employees in mainland China spend their time while in the office? (Please choose the top three options).**



When working within a hybrid office working system and face-to-face in the office, according to our survey, employees in mainland China are actively counterbalancing some of the challenges mentioned in Question 10 by spending most of their time, (and an equal amount of time), collaborating with one another as well as interacting with their manager. Following these top two hybrid office in-office time-spend activities, employees working for hybrid-office-adopting-and-implementing enterprises in mainland China are also spending time to overcome the remote working access to work tools challenge by spending a large amount time using the various work resources that are only accessible while working in the office.



## Question & Chart 12

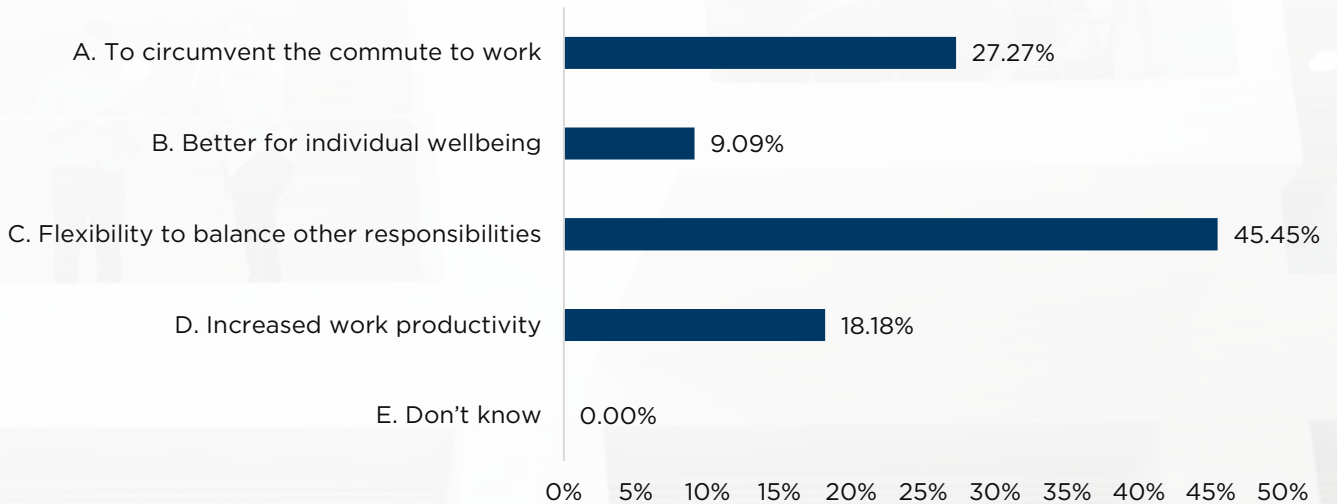
**If adopted, how do your organisation's hybrid working employees in mainland China spend their time while away from the office? (Please choose the top three options).**



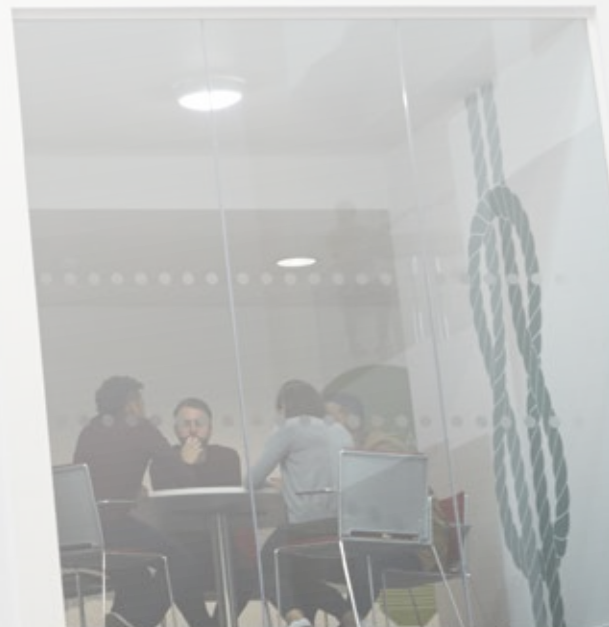
According to our survey, when working away from the office, employees in mainland China who are working within a hybrid office working system, spend most of their time working independently. This is understandable as the office can be at times, a place of distractions and working from home or a quiet third space can allow for deeper concentration. The second most done activity when working away from the office by hybrid office working employees in mainland China is meeting with clients. This isn't necessarily surprising given the fact that even under normal office working conditions, this work-related activity was also high for those employees who were out of the office and meeting with their clients. Lastly, and surprisingly, the third most spend time activity for hybrid office working employees in mainland China is training. Surprising, because generally training is done in the office and often face-to-face, but also not surprising because given the technology available, much training today is done online, and so can be done at home or in a third space setting.

## Question & Chart 13

If adopted, what is the top reason why your organisation's employees in mainland China like utilising a hybrid office working system? (Please choose one option).

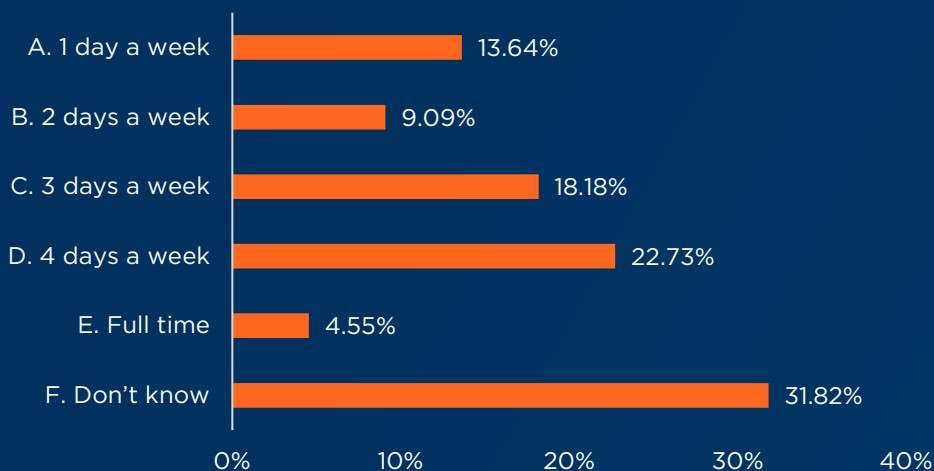


- Top of the list according to our survey for the reasons for hybrid-office-embracing employees in mainland China to continue utilising their enterprise's adopted and implemented hybrid office working system is the flexibility the system gives to balance other responsibilities, such as child caring. In second place is being able to avoid the commute to and from work, which can in some cases be a couple of hours. Given the time given back to the employee and the better-balanced lifestyle, third spot is taken up by increased work productivity.



## Question & Chart 14

**If adopted, on average, how often do your organisation's employees in mainland China prefer to work away from the office? (Please choose one option).**

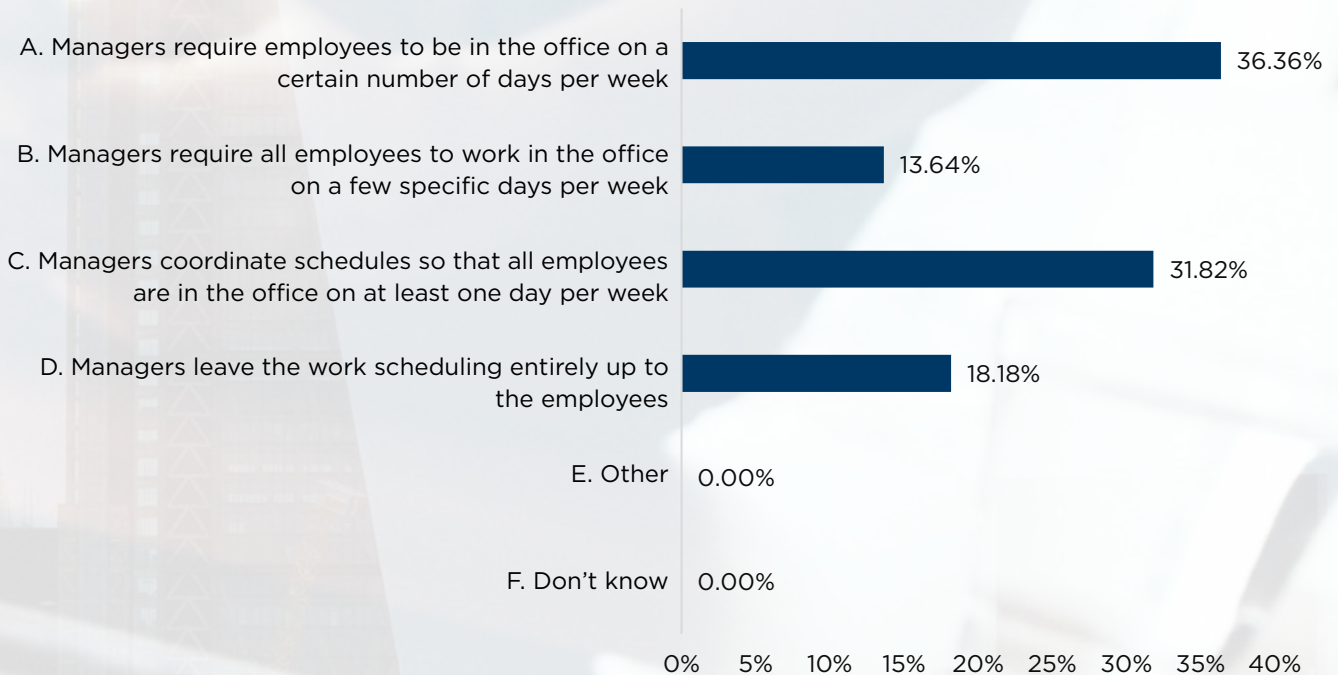


At over 31%, according to our survey, the don't knows took top spot. This is a good indicator that the hybrid office working system in mainland China is still in its infancy as many hybrid-office-embracing employees are still not aware how many days per week on average they will eventually work. The next largest survey percentage share group is the 4-days-a-week group, followed by the 3-days-a-week group. As time further progresses, the number of average days employees spend away from the office in mainland China is expected to reduce to one or two given the need for face-to-face working, access to work resources, in-person mentoring and training, being made to feel part of the team/company, etc.



## Question & Chart 15

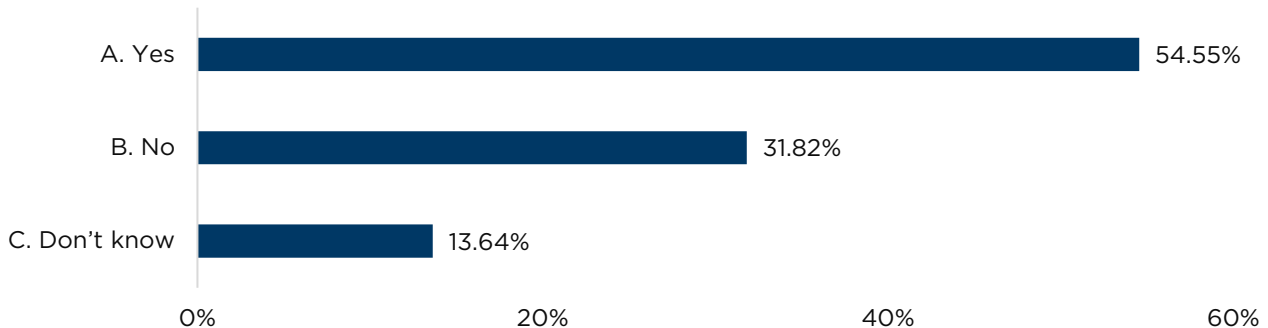
**If adopted, which of the following hybrid office working arrangements do your organisation's employees in mainland China prefer? (Please choose one option).**



When reflecting on hybrid office working arrangements, according to our survey, over 36% of surveyed hybrid-office-embracing respondents in mainland China indicated that employees prefer managers to designate the number of days an employee needs to be working from the office. In second place, at over 31%, it was suggested by our survey respondents that employees in mainland China want managers to coordinate the working schedule so that all employees are in the office at least once a week. From these results, we can see that under a hybrid office working system in mainland China, many employees want some ground rules to be defined and set and that working out of the office is still important to them, but not all the time.

## Question & Chart 16

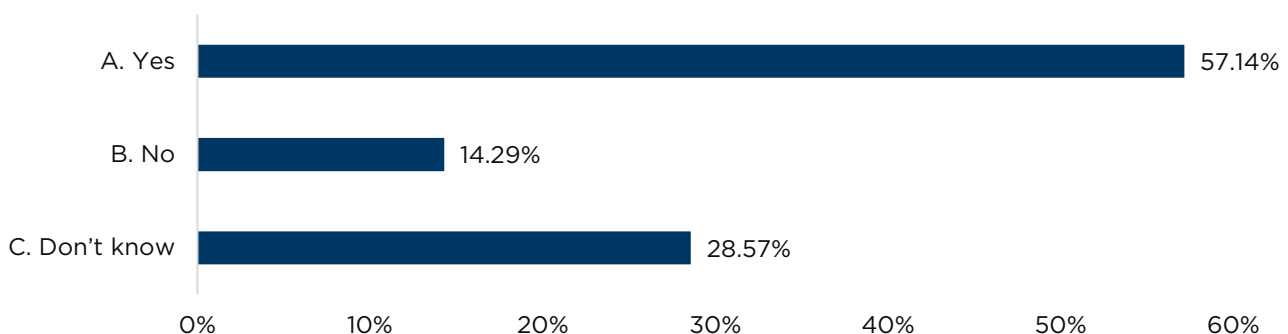
**If adopted, has your organisation re-designed its office workplace to accommodate the organisation's hybrid office working system?**



For those enterprises that have adopted and implemented a hybrid office working system in mainland China, at over 54%, according to our survey, most enterprises have undertaken some form of re-design of their office space. Interestingly, at over 31%, there are many enterprises in mainland China which have adopted and implemented a hybrid office working system but have not undertaken any re-design of their office space. As highlighted in Chapter 8 of this report, there are a number of considerations to be taken into account when re-designing and re-configuring office space to ensure the adopted and implemented hybrid office working system is operated in an effective manner.

## Question & Chart 17

**If not re-designed, will your organisation consider re-designing its office workplace to accommodate the organisation's hybrid office working system sometime in the future?**

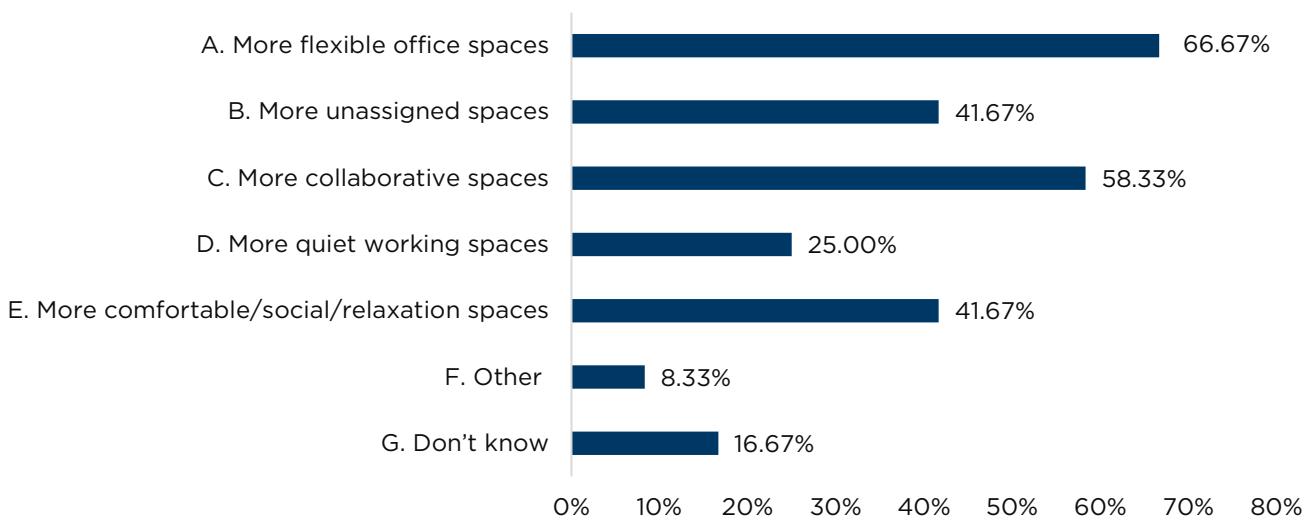


Of the 31% of of hybrid-office-adopting-and-implementing survey respondents who said their company had not re-designed their office workplace, a resounding over 57% said their company will consider a re-design at a future date – this suggesting that it is too soon for these enterprises to make the re-design decision given various issues, including ongoing workplace assessment, management approval processes, current office lease contract stipulations and cost.



## Question & Chart 18

### If re-designed, what new design features has your organisation included into its office workplace?



For those enterprises that have already moved forward with their hybrid office working plans including a re-design and re-configuration of their office space, the top three design features embraced, include more flexible space, more collaborative space and equally more comfort zones and more unassigned space. It goes without saying that a hybrid office working system is a system which is more fluid and flexible when compared with the older more fixed always-in-the-office working system. Thus a hybrid office needs to be

more flexible in terms of its space as there will be peak employee user times when large numbers of employees will be in the office (for a townhall meeting for example) and low employee user times when there will be very few employees working from the office.

Under a hybrid office working system, employees generally use the office more for meetings – with clients and/or with fellow colleagues. Thus, more of a proportion of collaborative space will be required under a hybrid office working

system. Moreover, to entice employees to use the office for other work as well, such as focused work, office workplace “attractive” spaces will be required, including comfort spaces.

To accommodate greater space flexibility, the greater amount of space set aside for collaborative work and the greater amount of “attractive” office space, so something has to give and what gives is fixed seating space which is transformed into unassigned seating space.

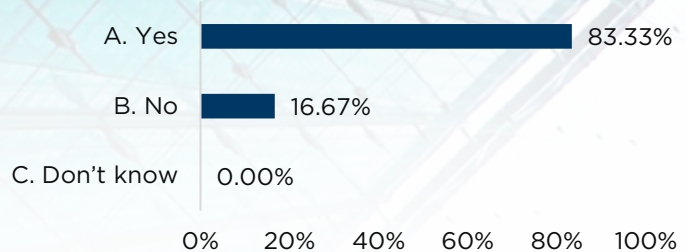


## Question & Chart 19

### If re-designed, do you feel the current design of your organisation's office workplace needs further improvement?

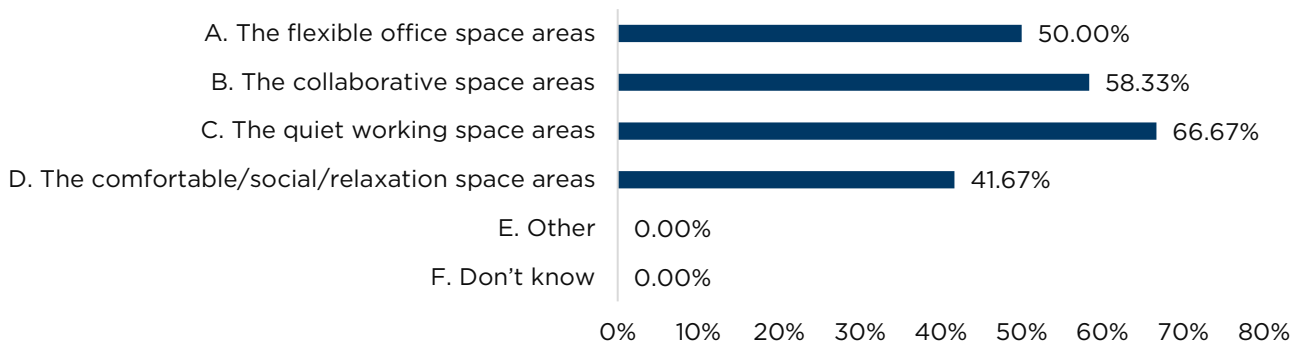
The hybrid office working system and hybrid office space in mainland China is still in its infancy when compared to some other markets. Many of those offices which have already been re-designed to accommodate a hybrid office working system have enjoyed a good number of successes

in terms of engagement, contentment, productivity, etc., but there have also been some challenges, including challenges that might be unique to the mainland China marketplace. Therefore, to overcome some of these challenges, if any, further ongoing refinement and improvement to the hybrid office design and operation will be required.



## Question & Chart 20

### If re-designed, which design features in your organisation's office workplace need further improvement?



Finally, following the results from Question 20 of our mainland China survey, the top two design features which need further improvement in those offices which have been re-designed to perform as hybrid offices are quiet working spaces and collaborative working spaces. These spaces are at the opposite ends of the working style spectrum and do need their own unique design attributes and features to be incorporated to ensure success, including features that work well with the employees locally. Moreover, given the nature of the work an enterprise undertakes, its own culture and working style, a unique balance is also required in how much office space is assigned to each space category. It is quite a challenge to achieve an optimal balance in terms of space design and usage in a short period of time and like the overall hybrid office space, through practical working experience, these two specific space types will require further time to refine and improve their respective workspace provision and offering.

# 08

## Hybrid office implementation - What to consider?

Optimal workspace offering and provision, including that derived from hybrid office workspace, is paramount to the success of any organisation. If not already decided upon and applied in mainland China, going hybrid does bring up a number of implementation issues and items for an effecting organisation to deliberate. To better ensure hybrid office workplace strategy implementation success these points will need to be tackled and some of these consideration points include:

### 1. Policy

Hybrid office working guidelines in the form of a policy document is essential and should set the rules of the road for employees to follow. When formulating a policy document a number of points will have to be addressed, including the following points:

- **Definitions**

Set out the hybrid office working guidelines and who they apply to;













- **Expectations**

Institute hybrid office working expectations about how employees will work, and;

- **Cybersecurity**

Emphasise the importance of cybersecurity and ensure it remains a top priority in every employee's mind (Figure 5).

**Figure 5: Hybrid office cybersecurity issues and prevention**

Remote Cybersecurity	
Risks	
	Missing security tools
	Using an unsecured home or public Wi-Fi network
	Losing work devices or having them stolen
	Sharing passwords or unencrypted files
Prevention From Management	
	Install endpoint protection software
	Employ numerous security layers
	Implement a multi-factor authentication (MFA) or single sign-on (SSO)
	Extend on-going cybersecurity awareness training
Prevention From Workforce	
	Avoid using public Wi-Fi
	Encrypt personal devices and enable firewall protection
	Create unique passwords for every log-in
	Utilise a password manager

Source: Industry Today, Cushman & Wakefield Research

## 2. Space re-configuration

Think about the size, design, construction and use of the hybrid office space:

- **Modify**

With fewer employees in the office at any given time, does the organisation require the same amount of space as it had for its pre-hybrid traditional office? Modify the space in line with the organisation's needs;

- **Branding**

Bear in mind that the space should personify the company's brand and values;

- **Reposition**

If employees are only going to the office for meetings or special events, reposition the space to encourage collaboration and boost work productivity;

- **Clients**

Set the space up for clients as well, if this is part of its purpose, and;

- **Sustainability**

Always design, construct and operate the space with optimal environmental sustainability as a major goal (Figure 6).

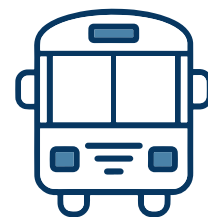
### Figure 6: Selected tips for a sustainable hybrid office space



Reusable dishware in the breakroom



Work with green vendors



Offer public transit benefits



Start a sustainability committee



Recycle old company tech



Conduct a carbon footprint audit

Source: Confetti, Cushman & Wakefield Research



### 3. Tech and tools

It's critical to understand what hardware and software is needed for the chosen hybrid office working system. On this note, here are some essentials to think about:

- **Going remote**

When opting for a hybrid office working solution, bear in mind system useableness, reliability, security and cost;

- **Online communication**

Under hybrid office working conditions, there will be times when employees will need to communicate or hold meetings or webinars online. Tech that enables this needs to be incorporated and implemented;

- **Teamwork**

Once deciding to implement a hybrid office working system, remember to include online team collaboration and document sharing tech and tools, and;

- **Office admin**

Include and incorporate systems and features for the hybrid office working system administrators to effortlessly take control of all the office equipment and services easily. Selected systems and features that are useful for hybrid office working system administrators include:

- » **Internet of Things (IoT)**

Try to integrate IoT works with hardware within the physical office. When combined and set up well, the two elements should allow for better space and occupancy management and offer an elevated employee experience;

- » **Meeting room booking systems**

Meeting room booking systems allow for better managing the usage of meeting rooms, and;

- » **Hot desks**

Hot desks provide flexibility to the hybrid office working model. Additionally, by utilising a hot desk booking system, an adopting enterprise can choose to reduce their office footprint and at the same time, save on operational costs;

- » **Front-desk service**

The front-desk service is related to the visitor management system. This system can offer a streamlined visitor experience for an enterprise's clients (Figure 7).

**Figure 7: Select systems and features that are useful for hybrid office working system administrators to conduct their work**



**Hot Desking**  
Co-using desk system



**Room Booking System**  
Room reservation system



**Front-desk Service**  
Visitor management system (VMS)



**Support and Service**  
Support the admims to set their own rules and services



**IoT Functions**  
Works with hardware, notify users the equipment condition

Source: Ones, Cushman & Wakefield Research

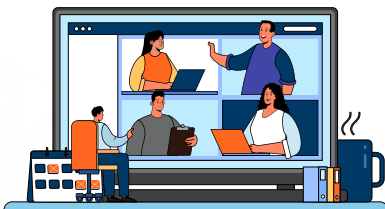
Finally, there is no one single hybrid office solution that fits all. Before implementation and going hybrid, an organisation will have to think of a multitude of issues, including its own individual business and find a bespoke solution that fits its employees and itself as a firm (Figure 8).

## Figure 8: Six basic tips for going hybrid

1

### Empower Your Staff

Empower your managers and staff to make decisions about where they should work to ensure everyone is getting the benefits out of office and home working environments.



### Be Flexible in Your Strategy

Providing flexibility in your hybrid working strategy is a must. Allowing your teams to decide when they should be in the office fosters a culture of engagement & trust.

2

3

### Communication Is Key

Create new hybrid working policies and ensure that staff have viewed them so all employees understand exactly what's expected of them.



### Make Office Time More Valuable

Plan and monitor your teams in-office days in advance to ensure staff are face to face for team meetings, brainstorming sessions and 121's. Make sure you can manage your office capacity to ensure everyone gets a desk.

4

5

### Evaluate Staff Performance Consistently

Creating a process around performance can help you effectively and fairly monitor the output and progress of all of your employees. Consider 360 feedback and employee self-assessment as part of your evaluation.



### Invest in The Best Digital Tools

Enabling a hybrid working strategy means ensuring your staff can work from anywhere. By investing in self-service HR software that can manage performance, office capacity, company policies and more.

6

Source: apogeehr, Cushman & Wakefield Research



# 09

## Key takeaways

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Within a hybrid working system, employees often have greater autonomy, and in many cases, a heightened work-life balance – which frequently results in elevated levels of employee engagement;

According to our survey, in mainland China, there is around a 50-50 split between those enterprises which have not considered implementing/not implemented a hybrid office working system and those that are considering implementing/have implemented a hybrid office working system;

In the fullness of time, the future office workplace in a good number of global city locations, including city locations in mainland China, will be a fusion of remote and in-office working, with technology being the main means to keeping employees connected and productivity levels efficiently sustained.



## BUSINESS CONTACTS



### **Jonathan Wei**

President, Project & Occupier Services, China  
jonathan.cy.wei@cushwake.com



### **David Shi**

Managing Director, Head of Project & Development Services, China  
Co-Head of Sustainability Services Platform, Greater China  
david.dw.shi@cushwake.com



### **Lois Yang**

Senior Associate Director,  
Workplace Strategy & Change Management, Occupier Services, China  
lois.yang@cushwake.com

## RESEARCH TEAM



### Sabrina Wei

Head of Research  
North China

[sabrina.d.wei@cushwake.com](mailto:sabrina.d.wei@cushwake.com)



### Xiaoduan Zhang

Head of Research  
South & Central China

[xiaoduan.zhang@cushwake.com](mailto:xiaoduan.zhang@cushwake.com)



### Ivy Jia

Head of Research  
West China

[ivy.jia@cushwake.com](mailto:ivy.jia@cushwake.com)



### Rosanna Tang

Head of Research  
Hong Kong

[rosanna.tang@cushwake.com](mailto:rosanna.tang@cushwake.com)



### Eason Lee

Head of Research  
Taiwan

[eason.ih.lee@cushwake.com](mailto:eason.ih.lee@cushwake.com)

This report was authored by Shaun Brodie, Head of Research Content, Greater China and Head of Research, East China, designed by Annie Li and coordinated by Yvonne Jiang, Analysis support was provided by Jane Cai. Proofreading services were provided by Simon Graham.

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### Shaun Brodie

Head of Content  
Greater China  
Head of Research  
East China

[shaun.fv.brodie@cushwake.com](mailto:shaun.fv.brodie@cushwake.com)

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