

2026 EDITION

# Workplace Culture *and* Connection Report

# About Kahoot! 360

**Kahoot! 360** — the ultimate workforce engagement platform, empowers professionals, teams and organizations of all sizes and industries to improve employee performance, productivity and retention.

With Kahoot! 360 companies can transform the way they conduct meetings, host events, deliver training, onboard new starters and communicate with their teams.

## ABOUT THE SURVEY

Kahoot! 360 commissioned the study via OnePoll online (CAWI) survey in May/ June 2026, surveying 2,000 office workers aged 25+ years in two different markets — the UK and the US.



# Table of Contents

- 1 Lost connection – The silent resignation of workplace culture?
- 2 Overview
- 3 Workplace cohesiveness
- 4 The value of meetings
- 5 Managing (Leadership) expectations
- 6 Socializing beyond office hours
- 7 Pandemic work life: Then vs now
- 8 Appendix 1: Survey Methodology
- 9 Appendix 2: Survey Demographics

# 1 Lost connection – The silent resignation of workplace culture?

# Lost connection — The *silent resignation* of workplace culture?

Workplaces have spent years optimising for productivity, flexibility, and efficiency, but many have unintentionally engineered out the everyday human connection that team members need to feel engaged and supported.

What's striking about our research is that loneliness at work is no longer limited to remote employees or people working in isolation — it's happening inside busy offices, surrounded by colleagues. The findings show that many workers are craving stronger connection while simultaneously protecting themselves through distance, boundaries, and emotional masking.

Leaders now face a difficult balancing act: creating workplaces where employees feel connected and supported without forcing an artificial culture or unwanted social expectations. The organisations that get this right will have a major advantage in retention, wellbeing, and long-term performance.



Sean D'Arcy  
Chief Solutions Officer

## 2 Overview

# Overview

The transition, first to working from home and then back to the office over the past few years has placed the social connection at work in the spotlight.

The results of this survey show that while 3 in 5 office workers claim a coworker as a close friend, 2 in 5 have still felt lonely at work, even while working alongside colleagues. This may be explained by meetings being one of the only opportunities coworkers actually have to connect during the working day, and meetings are rarely designed to foster connection.

Beyond peer-to-peer connections, the relationship between employees and their managers also needs attention, especially in one key area: communication. Clear and effective communication from managers is essential for employees to succeed in their roles, as well as to feel engaged at work. However, many managers report never receiving formal management training, where typically they would learn relevant communication and conflict resolution skills. This leaves managers lacking confidence in their management capabilities, with nearly 2 in 5 managers experiencing feelings of imposter syndrome.

Understanding these workforce challenges and solutions is an essential step to creating an organisational culture where employees are connected, productive, and equipped to thrive.



## KEY QUESTIONS:

- How successfully have organisations rebuilt their company culture since the pandemic?
- Do employees feel more or less connected to their colleagues now that they are back together in the office?

# Key findings

62% | 69%

Over 3 in 5 of office workers consider their colleagues close friends

40% | 39%

2 in 5 say they have felt lonely at work, even if surrounded by colleagues

52% | 55%

Over half message colleagues in the same room instead of speaking face-to-face.

46% | 50%

Half said meetings were their only chance to connect with colleagues.\*

44% | 42%

Over 4 in 10 respondents suppress opinions they feel won't be well received.

21% | 24%

Respondents said managers most need to improve clear communication.

● United Kingdom ● United States

\*UK figure is nearly half



### 3 Workplace cohesiveness

# The social fabric of workplaces *is* frayed

Workforce productivity and performance relies on employees working well together. This means social connection, trust, and communication are more than nice-to-haves; they are key to driving business results.

To better understand how employees are connecting, we asked respondents to share the state of their social relationships at work, how they communicate with colleagues, and what they want for their workplace social lives.

The results were clear: disconnection, lack of communication, and reluctance to express oneself authentically are not minor issues. They are widespread challenges across geographies. Approximately 40% of employees report feeling lonely at work, most admit to masking their personality, and half of U.S. employees often spend the entire day without speaking to coworkers.

- Six years after the COVID-19 pandemic accelerated the arrival of the **hybrid working era**, many professionals and leaders now ask: How have these years of transition impacted social connection in our workplaces?



Proximity does not seem to be the problem either, as over 50% of employees say they have messaged coworkers while in the same room, and almost half of US employees believe their relationships with colleagues were better during the pandemic.

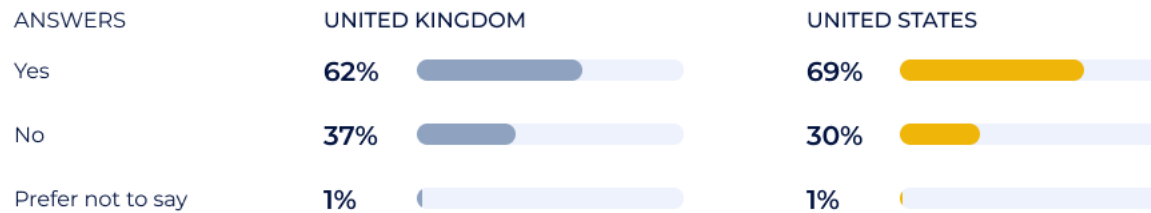
Strengthening the social fabric of workplaces will require a proactive approach that goes beyond simply gathering employees in the same building or meeting room. Instead, interactivity and connection should be woven throughout company processes and workforce activities, including training, town halls, and meetings. Leaders must also understand how certain demographics – particularly Gen Z – may need more focused support, and design opportunities for connection that resonate with them.

#### KEY STATISTICS:

- **More than half of employees** have messaged colleagues while sitting in the same room.
- Around **4 in 10 employees** feel lonely at work.
- **Half of U.S. employees** often go an entire workday without speaking to coworkers.
- Nearly **half of U.S. employees** say their workplace relationships were better during the pandemic.
- **Most employees** admit to masking their personality at work

# Gen Z: the most *social* generation in the workplace?

**?** Do you consider any of your colleagues close friends?\*



**UK Demographic Data:**  
 Gen Z most likely to consider their colleagues close friends, 78% claiming them to be. This declines the older the employee is, with boomers (55%) and silent (50%). Men are more likely to consider colleagues close friends, with 65% agreeing with this statement, compared to 60% of women.

**US Demographic Data:**  
 74% of male office workers consider their colleagues close friends, compared to 63% of female office workers. Gen Z office workers are the most likely to consider their colleagues close friends, 82% of this generation agree with this statement. This gradually decreases as you go generation by generation.

\*A "close friend," is defined as someone you trust, confide in or enjoy spending personal time with outside of strictly work-related conversations)



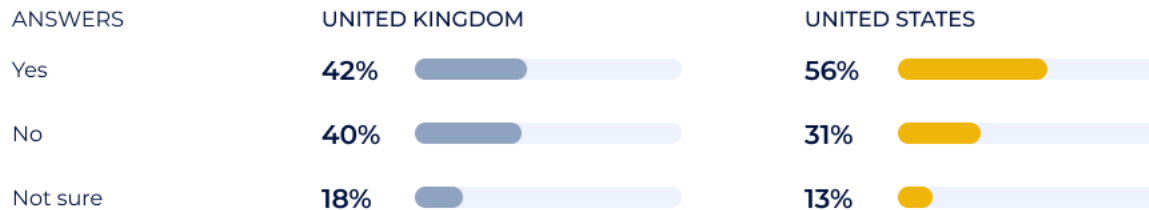
## Key takeaways

- Despite the research showing Gen Z as the generation struggling most acutely with loneliness at work, Gen Z is also most likely to consider at least one colleague as a close connection, though these bonds may or may not feel sufficient.
- **Gender** is shown to be a significant factor, with men more likely to say they have close connection at work compared to women, raising concern that women find it more challenging to build strong social connections at work.
- Overall, approximately **1 in 3 respondents** do not have a colleague they would consider a close connection, which could have serious implications for engagement and retention.



# Many employees want closer connection, but *not everyone* is convinced

? Would you like to be closer friends with your colleagues?



**UK Demographic Data:**

Gen Z most likely to want to be closer friends with their colleagues, 73% of Gen Z desiring this. This decreases through the generations with only 22% of boomers desiring this closeness. Men are more likely to desire a closer friendship with their colleagues than their female counterparts (49% vs 37%).

**US Demographic Data:**

62% of male office workers wish they were closer friends with their colleagues, compared to 47% of women. Gen Z is the generation most wishing to be closer to their friends, with 68% keen to better connect. Again, this declines as we move up the generations.



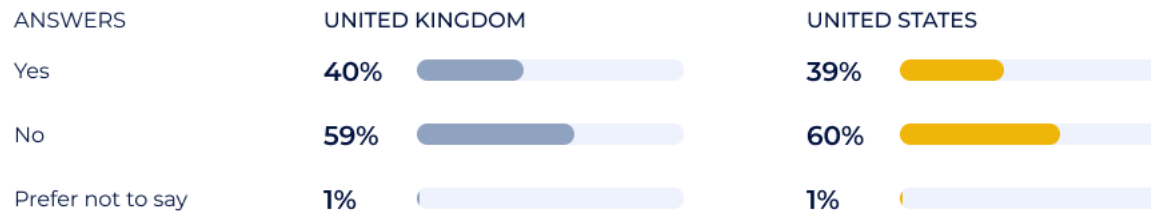
## Key takeaways

- Almost half of respondents in both countries want closer friendships with coworkers, though many especially in the UK say no or are unsure. Interest is highest among Gen Z and men, who are also most likely to already have close work connections.
- This may indicate that employees without close bonds with colleagues may not recognize their value, and would be less likely to take proactive steps to connect.



# 4 in 10 employees say they have felt *disconnected* at work

? Have you ever felt disconnected at work, even if surrounded by colleagues?



UK Demographic Data:  
 Gen Z and millennials most likely to feel lonely at work (51% 47%) This decreases generation by generation. Women are much more likely to feel lonely at work (45%) than male office workers (35%).

US Demographic Data:  
 Men are more lonely at work than their female counterparts (42% vs 36%). Gen Z is the generation most lonely at work, with 50% admitting to feeling this way. Again, this declines as we move up the generations.



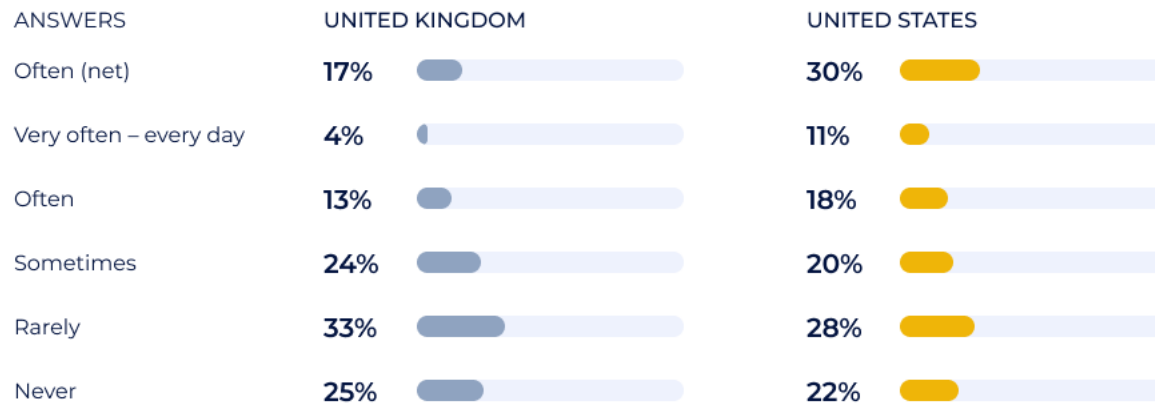
## Key takeaways

- Workplace loneliness is not only an issue for a few disconnected office workers, or for employees with hybrid or remote setups. Feeling disconnected at work, even when surrounded by colleagues, is a reality for approximately 4 in 10 employees, and more among younger generations.
- These numbers point to a view of the workplace as increasingly transactional, particularly as employees spend more time interfacing with AI and less with their colleagues.



# Half of U.S. Gen Z employees frequently experience *silent* workdays

? How often, if ever, do you spend an entire workday without speaking with colleagues, whether in the office or remotely?



UK Demographic Data:  
Men are more likely to spend an entire workday without speaking with colleagues than women (20% vs 15%)

US Demographic Data:  
Men are more likely to spend an entire workday without speaking with colleagues than women (34% vs 23%). Gen Z is the generation most likely to often go an entire workday without speaking to a colleague, with 50% admitting to this happening often this way. Again, this declines as we move up the generations.



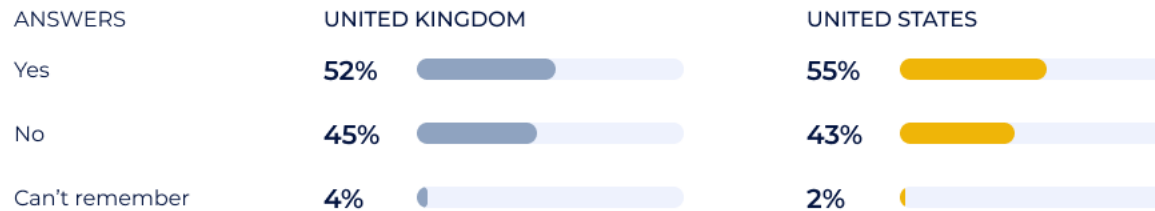
## Key takeaways

- The generation most likely to feel lonely at work, Gen Z is also most likely to spend the entire workday without talking to a coworker, with half of Gen Z respondents in the US often experiencing this.
- This lack of communication is also reported more by men compared to women in both the US and UK. Overall, no-speaking workdays are significantly more common in the US than in the UK, with 30% reporting they happen often compared to 17%.



# Most employees have messaged coworkers *in* the same room

**?** Have you ever messaged or emailed a colleague while in the same room as them, when you could have easily spoken to them in person?



UK Demographic Data:  
 Gen Z are the biggest culprits, with 65% admitting to messaging or emailing a colleague while in the same room as them. This declines generation-by-generation.

US Demographic Data:  
 Men are more likely to message or email a colleague while in the same room as them than women (59% vs 48%). Gen Z is the generation most likely to hide behind a messaging tool, with 66% admitting to doing so. Again, this declines as we move up the generations.



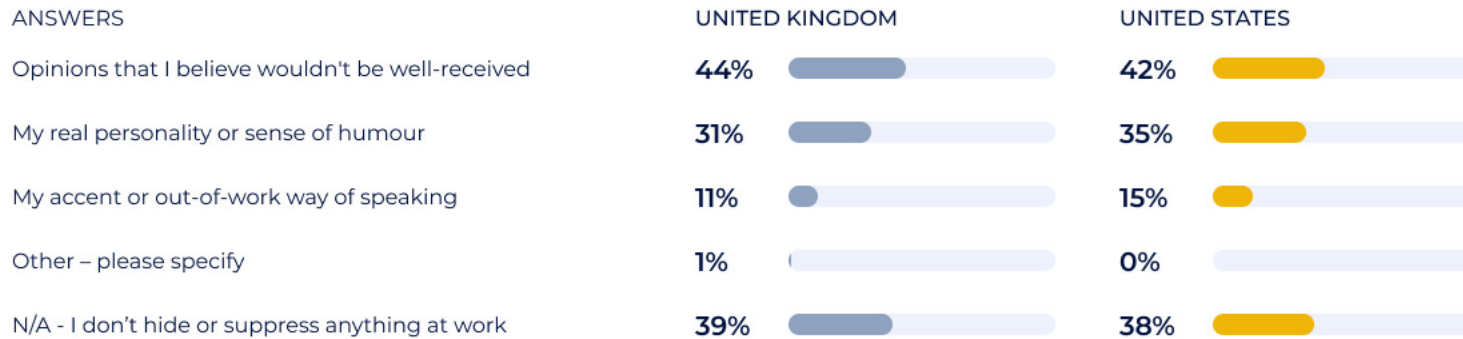
## Key takeaways

- A potential blow to return-to-office initiatives, more than half of office workers in both the UK and US admit they have messaged coworkers while being in the same room, even though they could have easily talked to them face to face.
- Men in the US are significantly more likely than women to do this, and Gen Z in both countries report this habit most often at approximately two-thirds of respondents.



# Employees *are checking* opinions and personalities at the door

**?** Do you hide or suppress any of the following at work?  
(Select all that apply)



UK Demographic Data:  
Gen Z are most likely to suppress parts of themselves at work, with 77% admitting to this. 51% have hidden opinions that they didn't think would be well-received, 37% have concealed their real personality or sense of humour, and 22% have hidden their accent. Again, generation by generation this declines.

US Demographic Data:  
Gen Z is the generation most likely to hide or suppress themselves at work, with 88% admitting to doing so. 55% admit to hiding opinions, 45% admit to concealing their personality and sense of humour, and 25% admit to concealing their accent. Again, this declines as we move up the generations.



## Key takeaways

- The practice of “professional masking,” where employees hide parts of themselves at work, may play an important role in workplace loneliness, making it difficult to connect with coworkers authentically.
- Most often, employees report suppressing opinions (over 42% in both countries), followed by their real personality or humour (over 30% in both countries). Gen Z is the generation most likely to hide or suppress themselves at work, at 77% in the UK and 88% in the US.



## 4 The value of meetings



# Meetings can help *drive* connection and productivity

In many corporate teams, the pressure to keep meetings “on task” and not waste time is significant. However, the research shows that making space for social connection may be worth the precious minutes.

There is a common refrain in corporate environments that a meeting, “could have been an email.” This assumes that the function of meetings is purely task-oriented and primarily one-directional: for leaders to relay information to employees or to give directions or instructions.

According to the research, the vast majority of meetings are indeed focused on tasks, instead of on the opportunity meetings offer for colleagues to build relationships. Half of employees, however, still say that meetings are the only time they can connect with specific coworkers, despite social connection not being their intended purpose. Despite this tension, the research suggests that relationship building and efficiency are not mutually exclusive. The majority of employees say that checking in with coworkers first actually makes meetings more effective.

- As informal opportunities to form work relationships in the modern workplace become increasingly scarce, is it time to rethink the format and focus of the meeting?



Designing meetings that deliver both team bonding and productivity starts with recognizing the unique value of meetings as moments of connection. A wiser allocation of meeting time may require reducing certain task-oriented work – instead using digital tools to give updates, for example – and creating more space for meaningful person-to-person communication.

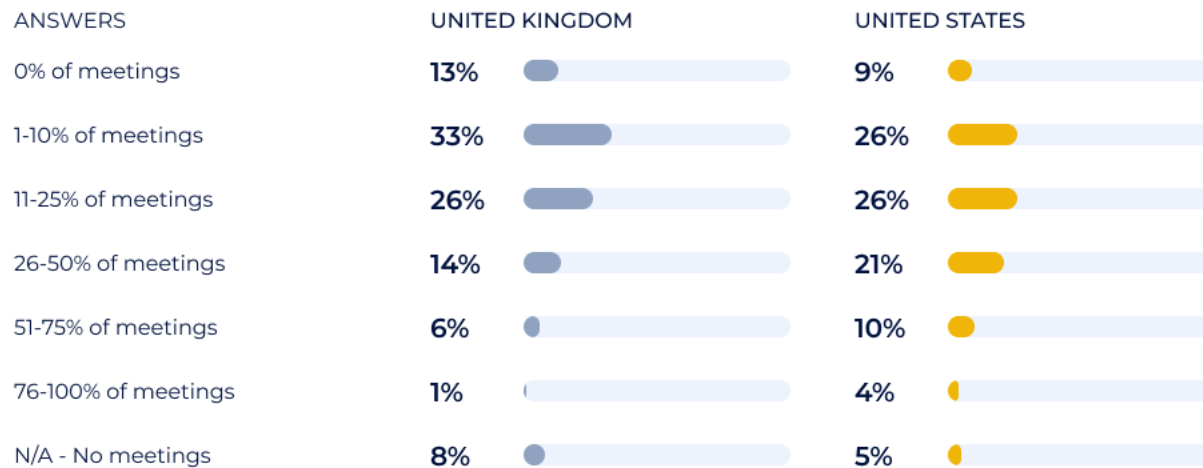


#### KEY TAKEAWAYS:

- Half\* of employees across both countries highlight that meetings are their only opportunity to build relationships with certain coworkers
- 57% feel that meetings are more effective when you've taken time to connect with colleagues instead of jumping right into work

# Meetings are *still* firmly task-oriented

? Approximately what percentage of your meetings would you consider to be primarily social\*?



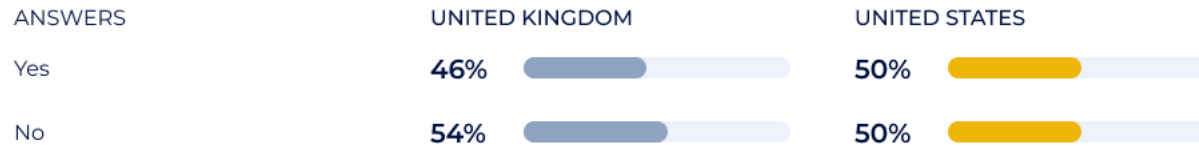
**KEY TAKEAWAYS:**

- Despite years of discussion on the importance of social connection at work, especially since the start of the pandemic, the vast majority of meetings are still exclusively focused on tasks, rather than relationships.
- This is unsurprising as workloads and time pressures increase across the workforce, underlining the need for a more integrated approach to fostering connections among coworkers.
- Average: UK 18.2, US 24.29

\*"Primarily social" indicates meetings where the main purpose is catching up, chatting, or relationship building, rather than focused on specific work tasks or decisions.

# Half of employees rely on meetings to *connect* with coworkers

? Are meetings the only time you connect with certain colleagues?



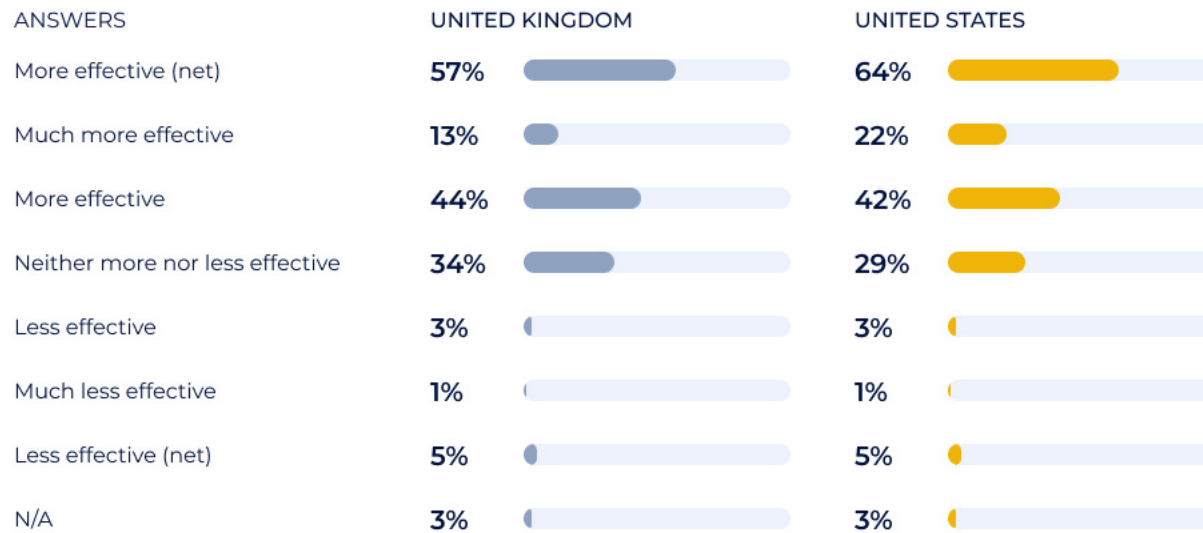
UK Demographic Data:  
50% of women admit that meetings are the only time they connect with certain colleagues, compared to 43% of the male counterparts.

**KEY TAKEAWAYS:**

- While social connection is rarely the purpose of work meetings, half of employees across both countries call out that meetings are their only opportunity to build relationships with certain coworkers, making them pivotal to the social health of an organisation.
- The adoption of AI and other digital communication and collaboration tools for efficient task management may be impactful here in creating more space in meetings for connection.

# Connected teams make meetings *more effective*

**?** Do you feel that meetings are more or less effective when you've taken time to connect with colleagues instead of jumping right into work?



**■** KEY TAKEAWAYS:

- Social connection may often be an afterthought when organising meetings, but its impact on the outcome of meetings is substantial. Over half of UK employees and nearly two-thirds of US employees agree that connecting with coworkers first makes meetings more effective.
- This may be a result of social connection strengthening employees' feelings of psychological safety, giving meeting participants more confidence to speak up and express their thoughts freely.

A woman with curly hair, wearing a yellow shirt, is standing and presenting to a group of people in a meeting room. She is gesturing with her hands. In the background, there is a whiteboard with a diagram of the PDCA cycle. The diagram shows 'PLAN' leading to 'DO', which leads to 'CHECK-ANALYZE', which leads to 'ACT'. Next to 'PLAN' are the notes '- IDENTIFY' and '- STRATEGIZE'. Next to 'DO' are '- TEAM' and '- GET'. Next to 'CHECK-ANALYZE' is '- ANALYZE'. Next to 'ACT' are '- SHARE' and '- IMPROVE'.

## 5 Managing *(leadership)* expectations

# Manager success begins with more *effective* communication

Employees and managers both acknowledge that sometimes management falls short of providing sufficient support and leadership for their team. The root of this expectation gap may be a failure to communicate.

While most employees feel generally positive toward their managers, the majority also see certain areas where managers could improve. Communication and conflict resolution are key areas to focus on, according to both employees and managers.

A closer look at the data reveals possible causes for this lack of effective communication, as many managers have never received formal management training, and many employees are getting very little dedicated time with their manager. As a result, more than a third of managers admit to feelings of imposter syndrome as leaders.

- The survey data illustrates that the workplace expectations of both employees and managers are not currently being met. The question shouldn't be 'what do organizations need to do to correct this?' The actions, resources and remedies are clearly stated. The question should be, can companies really expect their teams to continue to perform when leaders lack the essential training and support they and their direct reports highlight as needed?



The increasingly transactional nature of workplaces and the integration of AI may limit managers' ability to organically develop these critical soft skills. To equip managers to successfully lead their team, companies may need to offer more formal, structured support, including training, workshops, and low-stakes opportunities to practice leadership skills.

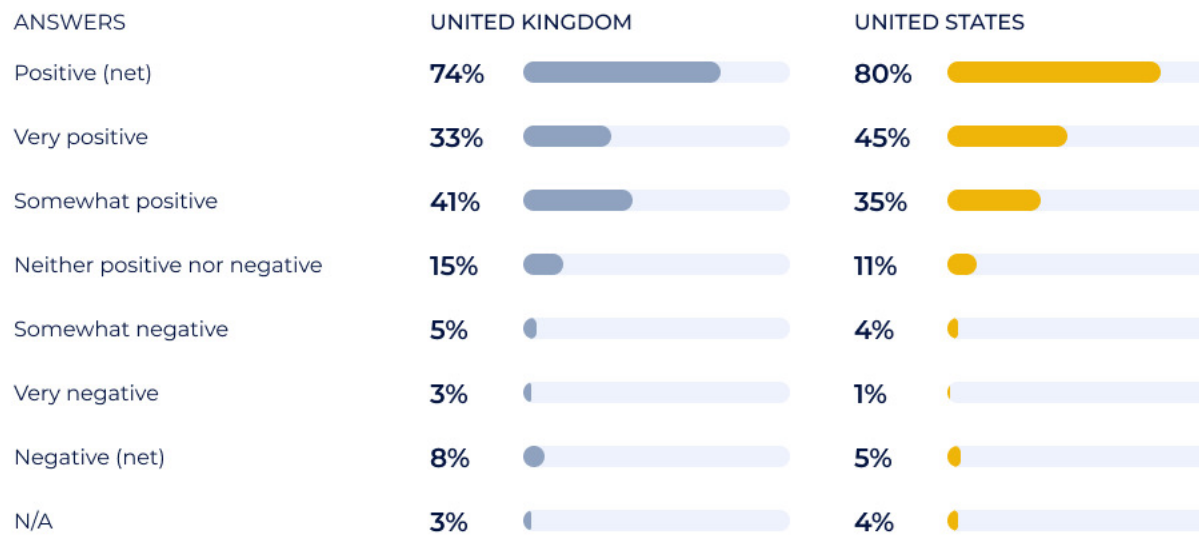


#### KEY TAKEAWAYS:

- Only a third of UK employees and less than half of US employees are fully satisfied with the support their manager provides.
- Employees across both geographies agree: managers have the most work to do when it comes to communicating clearly and effectively
- Conflict resolution and communication are the top areas for self-improvement according to managers

# Most employees see room for *improvement* in their manager

? How would you describe your overall experience with your manager in your current role?



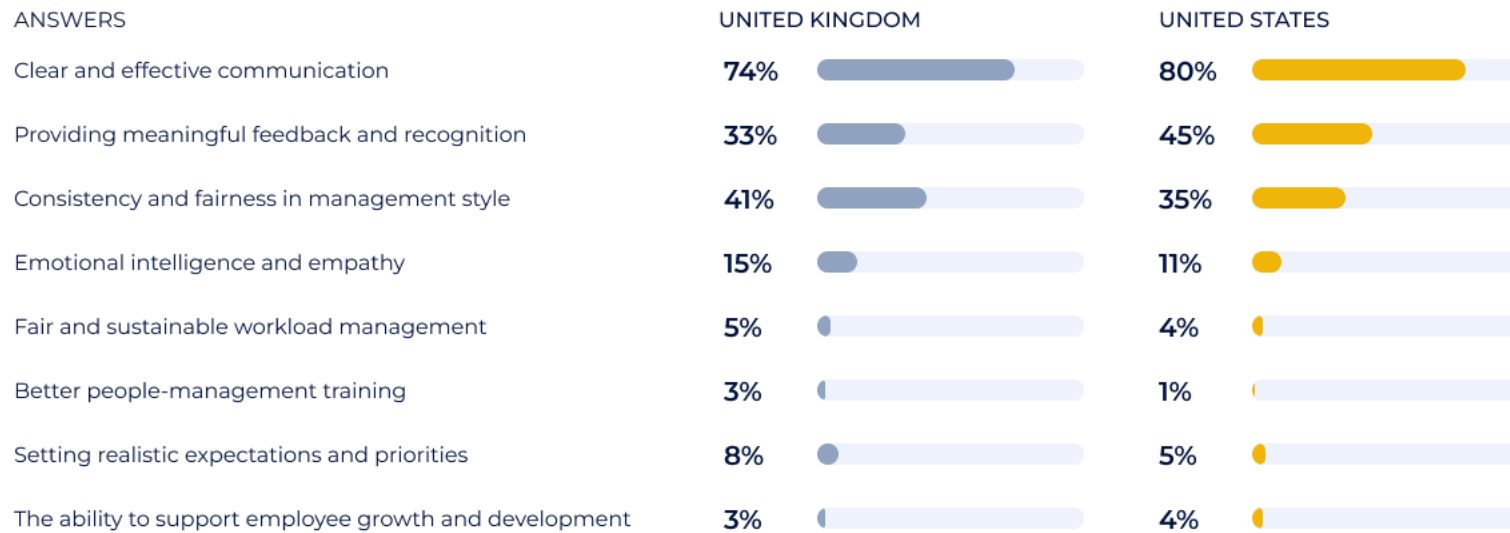
**KEY TAKEAWAYS:**

- While three-fourths of employees feel positive overall toward their managers, only a third of UK employees and less than half of US employees are fully satisfied with the support their manager provides.
- Communication between employees and managers is critically important to closing this expectation-reality gap, as a way for managers to continuously gather feedback on where their team needs support.

\*Asked to non-management only.

# Better communication is employees' #1 request for managers

? What is the most important area where you feel your manager needs to improve? [Select up to three]



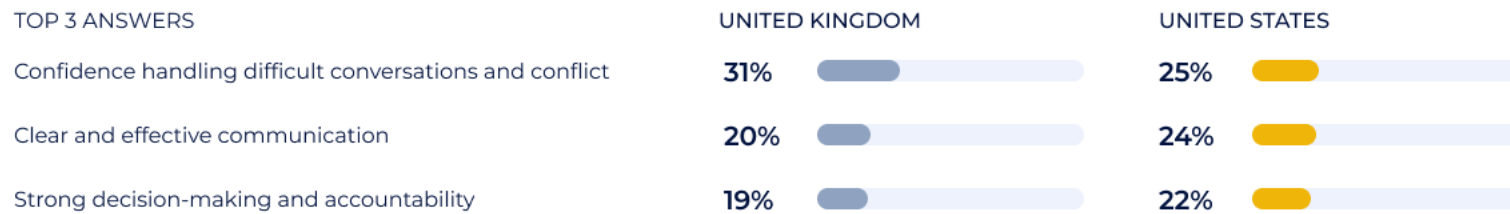
**KEY TAKEAWAYS:**

- When asked how their manager could best improve, employees across geographies agreed: managers have the most work to do when it comes to communicating clearly and effectively.
- This underscores the importance of meetings built for interactivity. When meetings are designed to be two-way conversations, employees can ask questions and managers can identify and address areas of misalignment.

\*Asked to non-management only.

# Managers agree: conflict resolution and communication are also *top areas* for self-improvement

**?** Which, if any, of the following leadership skills do you think you need to work on most? (Select up to three)



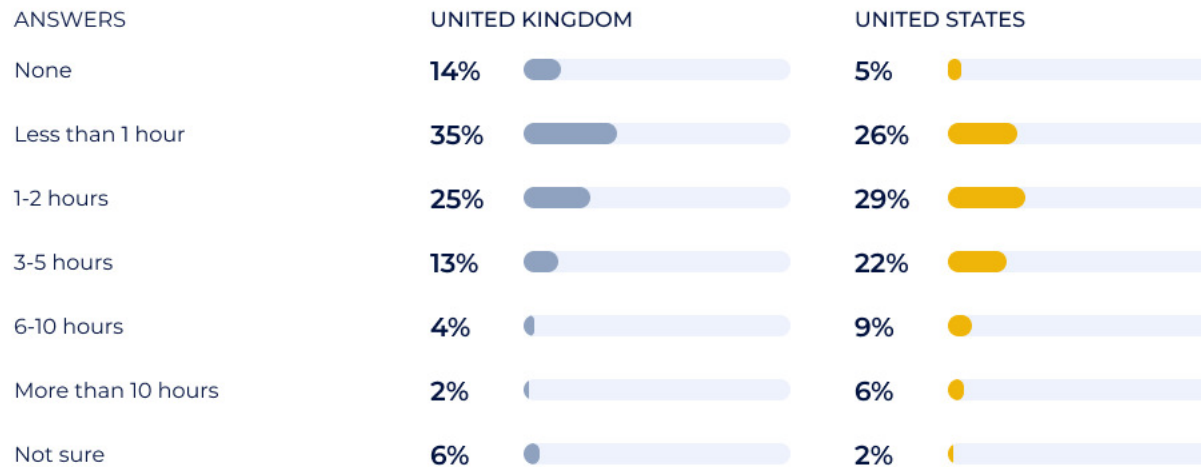
**■** KEY TAKEAWAYS:

- In determining an action plan for improving manager performance, both employees and managers are aligned on what needs attention most: communication and conflict resolution.
- As many workplaces become more disconnected and impersonal – and employees spend more time talking to AI and less with colleagues – soft skills such as communication may become increasingly rare. Employers who want to develop managers’ soft skills may need to offer structured training and intentionally create opportunities for managers to strengthen their skills.

\*This question on leadership skills was asked to management only, but they could select from the same potential answers as listed on the previous page, page 34.

# 30–50% of employees get *less than one hour* a week with their manager

? How much one-to-one time per week do you typically get with your manager in total?



**KEY TAKEAWAYS:**

- To improve communication between managers and employees, there is no substitute for one-to-one time. Here, managers can give personalized feedback, and employees don't need to compete with other co-workers for their manager's attention.
- However, this time is limited to less than an hour per week for a third of US employees and half of UK employees, with many in the UK reporting no time at all. This makes it more challenging to consistently deliver clear expectations for employees, and to help employees feel supported and connected.

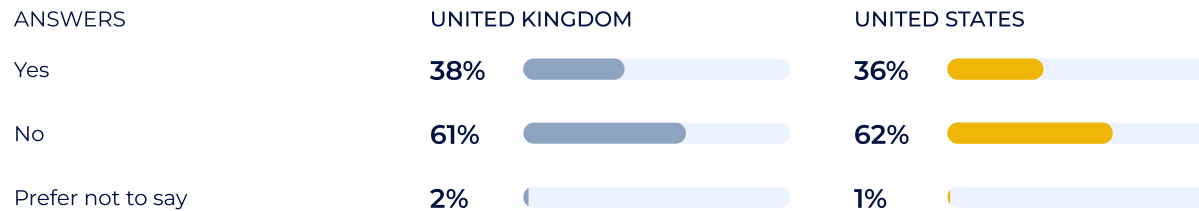
**TIME CONVERTED AVERAGE:**

- United Kingdom **01:47:37**
- United States **02:59:09**

\*Asked to non-management only.

# More than 1 in 3 managers experience *imposter syndrome*

? Have you ever experienced feelings of imposter syndrome in your leadership role?



UK Demographic Data:  
39% of female managers admit to feelings of imposter syndrome in their leadership role, compared to 36% of their male counterparts.

US Demographic Data:  
Men are more likely to experience feelings of imposter syndrome than their female counterparts (40% vs 29%).

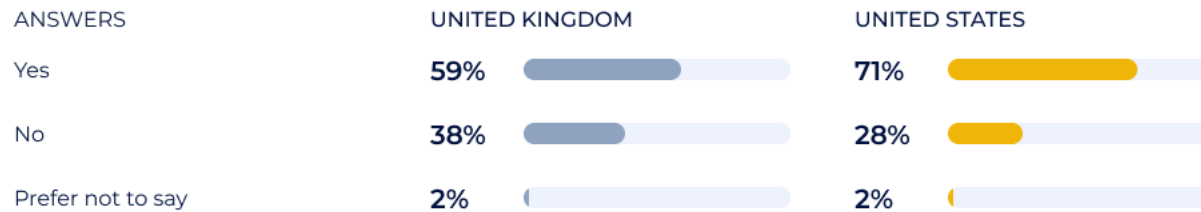
**KEY TAKEAWAYS:**

- While the majority of managers surveyed believe their leadership positions are well-earned, over one-third admit to feeling unqualified or doubting their capabilities as leaders.
- Managers' lack of confidence in their skills and performance goes hand-in-hand with employees' call for improved communication. When there is a lack of clear communication between employees and managers, it's not only employees who struggle to understand expectations. Managers may also feel uncertain about what support their team needs and how they can best deliver it.

\*Asked to management only.

# Many active managers have *never* been formally trained in management

? Have you ever received formal management training?



US Demographic Data:  
 Women are less likely to receive management training, with 32% saying they haven't compared to 25% of men.

**KEY TAKEAWAYS:**

- While employees are often promoted to management due to strong performance as individual contributors, managing a team successfully requires a new skill set, including leadership, conflict resolution, and team engagement. However, nearly 30% of managers in the US and 40% in the UK were never given formal training for these new responsibilities.
- Boosting managers' confidence in their roles starts with building confidence in their skills, and training can play a key role in showing managers where they are on the right track and where they can improve.

\*Asked to management only.



## 6 Socializing beyond office hours

# After-work socialising *can't replace* office culture building

Despite many employees wanting closer friendships with coworkers, employees have also grown more hesitant to connect on a more personal level, especially outside of the office.

For many years, companies relied significantly on employees meeting up after work – whether organically or at company-organised gatherings – to foster connections and strengthen their workforce's teamwork. Now, this may not be feasible anymore, at least without intervention.

The research shows that socialising with colleagues outside of the office has waned, with most only doing so occasionally, if at all. At the same time, more than half of employees report keeping personal distance from coworkers. This reservedness is also leading some to shy away from planned opportunities to connect, such as office parties, limiting the value of these investments.

- Has the time come for organizations, and managers in particular, to take-back the initiative and own company culture?



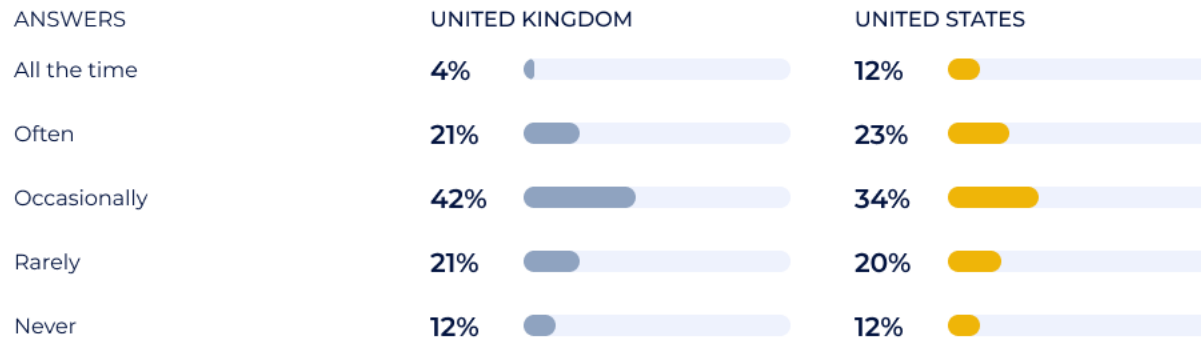
If employees are now less able or willing to gather outside of work, companies may need to pivot to weaving moments of connection into the workday. Businesses can create easy, low-pressure ways employees can interact and socialise – including knowledge challenges, brainstorming sessions, etc. – that can be integrated into regular workday activities. Over time, this fosters a more connected company culture, building trust and cooperation that boosts team performance and employee well-being.

**KEY TAKEAWAYS:**

- Over half of respondents keep personal distance from colleagues to maintain work-life boundaries
- Most employees say they only occasionally socialise with colleagues outside of work, if ever.

# For most employees, after-work socialising is *occasional* at best

? How often, if ever, do you socialise with colleagues outside of work (e.g., dinner, activities)?

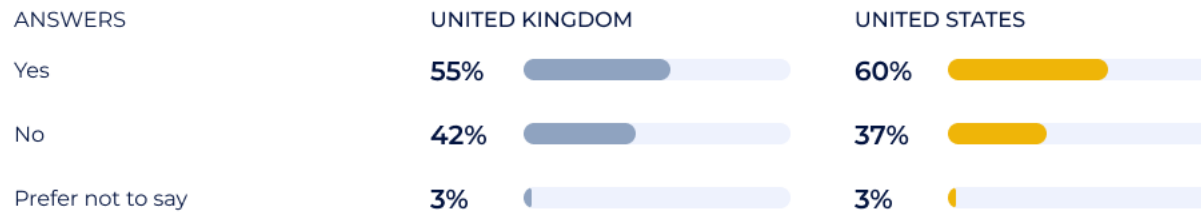


**KEY TAKEAWAYS:**

- Joining coworkers for lunch at a local restaurant or a drink after work was once a staple of office life. Now, most employees say they only occasionally socialise with colleagues outside of work, if ever.
- There may be a multitude of factors at play, from longer commutes to increased cost of food and drink. However, this can also be part of a vicious cycle. Not socialising can lead to loneliness, disconnection, and lack of trust, making employees less likely to seek opportunities to socialise with coworkers

# Over half of employees intentionally avoid connecting with coworkers

**?** Do you keep personal distance from colleagues to maintain work-life boundaries?

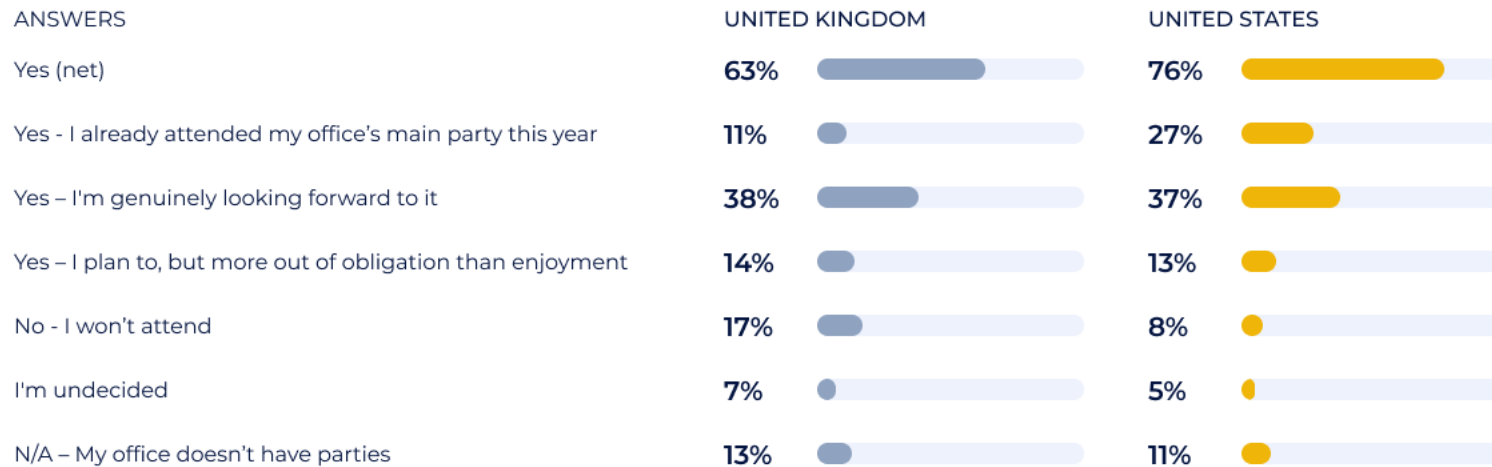


**■** KEY TAKEAWAYS:

- Though many employees express a desire to be closer friends with their colleagues, more than half of respondents also have reservations about mixing professional and personal areas of life.
- Some employees, particularly those who say they suppress or hide parts of themselves at work, may not feel comfortable expressing themselves authentically with colleagues, even outside of work. Establishing a sense of safety is foundational to building an organisational culture where social connection flourishes.

# Not all employees are getting *the value* of office parties

**?** Did you/do you plan to attend your office’s main party of the year?



**■** KEY TAKEAWAYS:

- Everyone in an organisation may be invited to the big annual office party, but not everyone is seeing the value or getting to enjoy the experience. In both countries, a significant portion of employees are either undecided on whether to attend, not attending, only attending out of obligation, or their office doesn't host parties.
- This lack of enthusiasm among some employees is unsurprising when considering the frequency of “professional masking” and setting of work-life boundaries by keeping personal distance from coworkers.

## 7 Pandemic work life: Then vs now



# The problem with Return-to-Office initiatives *isn't* employee sentiment

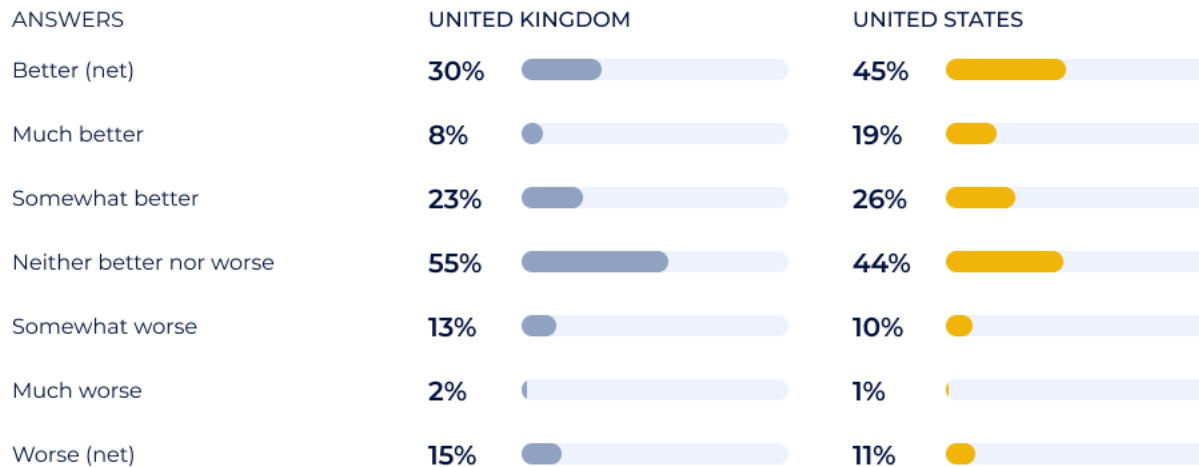
Contrary to popular media narratives, most employees feel fine about coming back to the office. The real issue: simply gathering employees in one building will not necessarily improve social connections or job performance.

Much of the conversation around Return To Office (RTO) initiatives has focused on employee reluctance to give up the comforts of working from home and get back to the serious work of the office. While the research here shows some concerns with commute costs, flexibility, and other factors, the vast majority of employees actually feel comfortable with the transition back to in-person work. What should give leaders pause, however, is that most employees believe their productivity and connection to coworkers has either plateaued or fallen since returning to the office. This underscores a vital point: strong teamwork and performance are not the inevitable result of employees working under the same roof. They are the result of thoughtfully fostering organisational culture, equipping employees with the tools for productivity and opportunities to connect in engaging and accessible ways.

- Organizations need to consider whether they have the resources and ambition to actively co-create and reshape their workplace cultures with their employees.

# Employees say relationships with coworkers *were better* during the pandemic

? Thinking back to working from home during the pandemic, were your relationships with colleagues better or worse in that period than they are now?

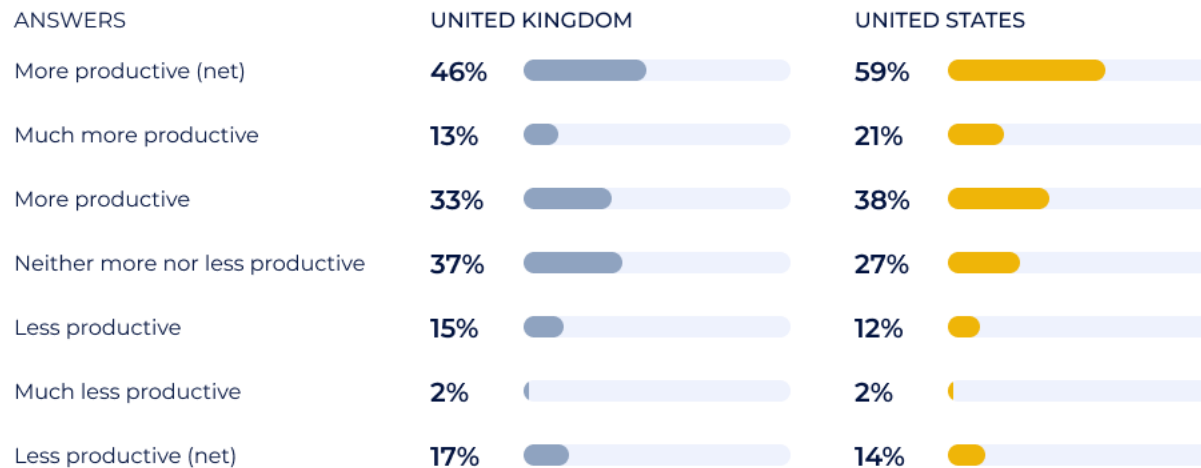


**KEY TAKEAWAYS:**

- When the pandemic closed offices and employees moved to working from home, many workforce leaders worried that teamwork and communication would decline. However, the overwhelming majority of respondents say that their connections to coworkers were either the same or better than they are currently.
- One potential reason for this is precisely that workforce leaders viewed this time as a crisis and responded proactively with interventions, including outreach and support, and planned virtual activities designed for colleagues to connect.

# Employees believe productivity *was higher* during work-from-home era

**?** Do you think you were more or less productive working from home during the pandemic than you are now?

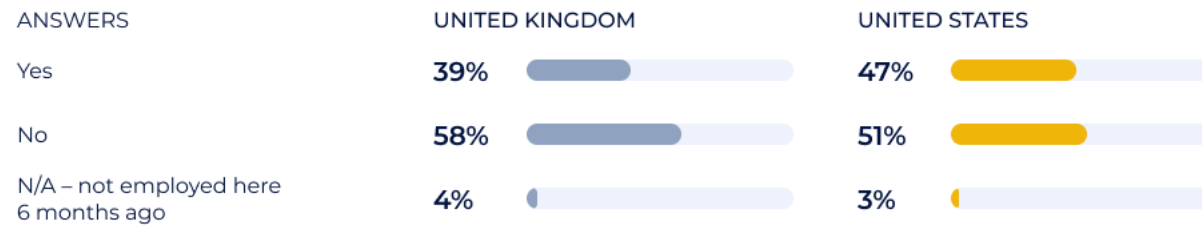


**■** KEY TAKEAWAYS:

- When employees reflect back on the pandemic's work-from-home period, they not only largely see it as a better time for their work relationships, but for their productivity as well.
- This increased productivity may be attributed to the lack of office distractions, time reclaimed from commuting, and other factors. Companies seeking to maximize productivity may benefit from examining their processes during this period and combining the most successful digital and in-person experiences in their current workforce strategy.

# Half of companies *have called* employees back to the office

? Has your employer increased expectations for in-office attendance over the past 6 months?

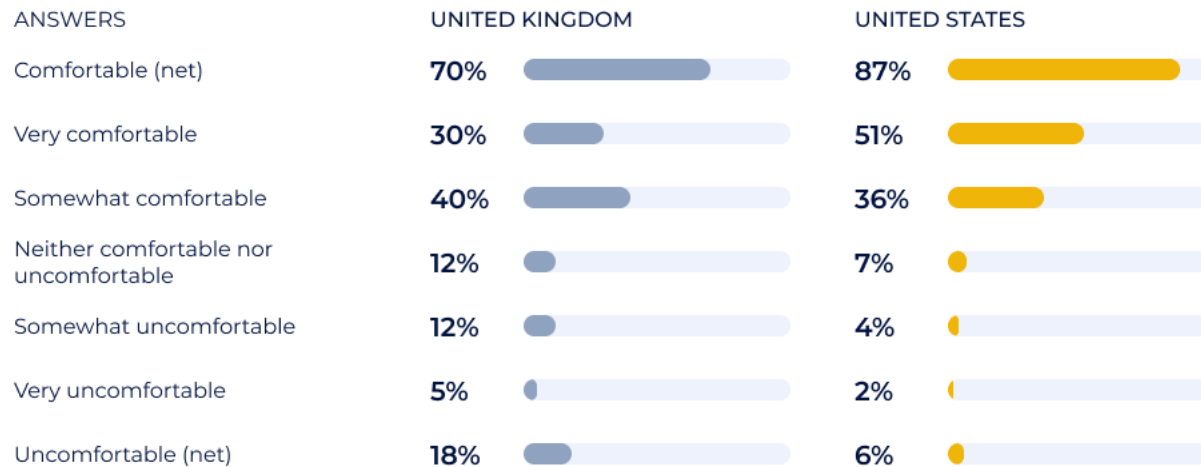


## KEY TAKEAWAYS:

- Return-to-office (RTO) initiatives have been a hot topic of conversation in recent months, as many employees made the transition back to working on-site. Indeed, nearly half of respondents report that they are now expected to spend more workdays at the office, rather than working from home.
- For a slight majority, these expectations have not changed in the last six months, though for some this is likely due to an RTO initiative being implemented previously.

# Most employees feel positive about *returning* to the office

**?** How comfortable, if at all, did you feel about returning to more in-office work?



UK Demographic Data:  
Men are more comfortable with the return-to-office push than women (75% vs 65%).

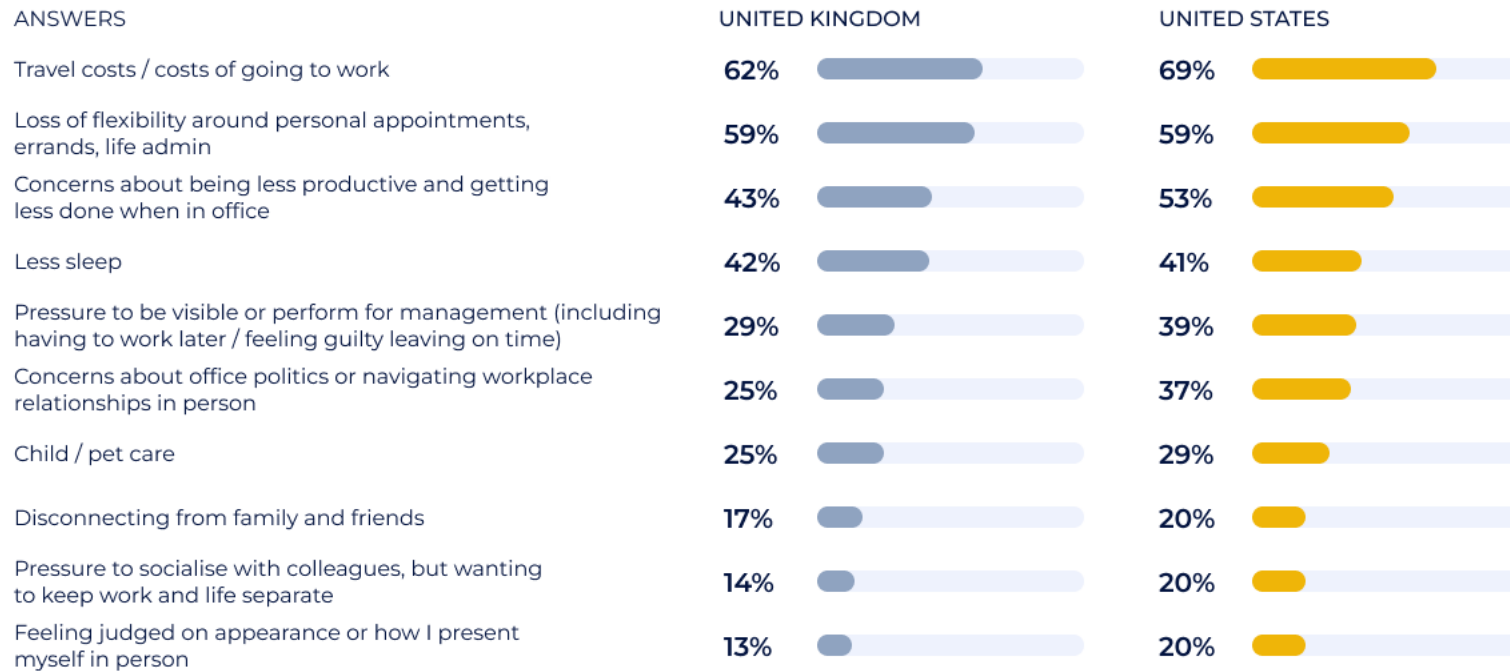
**■** KEY TAKEAWAYS:

- Though many employees believe their productivity and relationships with coworkers were stronger while working remotely during the pandemic, the vast majority of survey respondents who were called back to the office felt ready to rejoin office life.
- This suggests that employees are generally willing to work on-site, with some potentially seeking it out for the promise of coworker camaraderie and clearer work-home boundaries. However, workforce leaders may need to refine their culture-building strategies to maintain relationships and productivity in the current workplace reality.

\*Asked to those who have experienced RTO

# Commute costs, flexibility, and productivity are lingering *return to office* concerns

? Why did you feel uncomfortable about returning to the office? (Select all that apply)



**KEY TAKEAWAYS:**

- Employees flag the cost of commuting to work and lost time flexibility as their top two issues with working on-site again, followed by productivity. This aligns with respondents' belief that their productivity has lagged since returning to the office.
- Leaders that want hybrid or remote employees to increase their on-site time may consider ways to create a 'best of both worlds' setup. For example, companies might offer flexible office hours and quiet rooms for deep work, while building a strong office culture that is worth experiencing in-person.

\*Asked to those who do feel uncomfortable

# Appendix 1: Methodology

# Methodology

Kahoot! 360 - the global workforce engagement platform used by companies to transform the way they conduct meetings, events, training, and internal communications - commissioned the study via OnePoll in May/ June 2026, surveying 2,000 office workers aged 25+ years respectively in two different markets - the UK and the US.

# Appendix 2: Demographics

DEMOGRAPHICS UK SURVEY		
Age	%	n
Total	100%	2000
25 to 34	20%	400
35 to 44	32%	631
45 to 54	26%	519
55 to 64	16%	325
65 and over	6%	125
Generation		
Postmillennial/Generation Z (Born after 1996)	7%	138
Millennials (Born 1981-1996)	46%	917
Generation X (Born 1965-1980)	35%	709
Boomers (Born 1946-1964)	12%	232
Silent (Born 1928-1945)	0%	4
Gender		
Female	52%	1041
Male	48%	957
Non-binary or alternative identity	0%	2

DEMOGRAPHICS UK SURVEY		
Region	%	n
East Midlands	6%	127
East of England	7%	144
London	17%	345
North East	5%	103
North West	12%	246
Northern Ireland	3%	56
Scotland	8%	154
South East	13%	257
South West	8%	162
Wales	4%	84
West Midlands	8%	160
Yorkshire and the Humber	8%	162
Gender		
Female	52%	1041
Male	48%	957
Non-binary or alternative identity	0%	2

DEMOGRAPHICS US SURVEY		
Age	%	n
Total	100%	2000
25 to 34	17%	330
35 to 44	37%	734
45 to 54	26%	510
55 to 64	15%	291
65 and over	7%	135
Generation		
Postmillennial/Generation Z (Born after 1996)	6%	114
Millennials (Born 1981-1996)	50%	1003
Generation X (Born 1965-1980)	34%	671
Boomers (Born 1946-1964)	11%	211
Silent (Born 1928-1945)	0%	1
Gender		
Female	42%	842
Male	58%	1156
Non-binary or alternative identity	0%	2

DEMOGRAPHICS US SURVEY		
Region	%	n
Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.	19%	367
Northeast: Connecticut, Delaware, Maine, Massachusetts, Maryland, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Washington D.C.	28%	551
Southeast: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	25%	491
Southwest: Arkansas, Arizona, Louisiana, New Mexico, Oklahoma, Texas	19%	230
West: Alaska, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming	18%	352
Column n	2000	

**Kahoot!** 360

# The ultimate *engagement* platform