The HCG Take

Welcome to The HCG Take - our latest snapshot of the world of Workplace Strategy and Change. We feature the key trends, ideas, and knowledge we've picked up along the way.

June 2025

Key takeouts:

- Financial organisations show the highest proportion of five-day in-office mandates.
- Insurance and professional services are the most likely to have no mandatory office attendance requirements.

Sector specific analysis

We have taken a sample of 188 organisations from each of the sectors below and created proportional horizontal bar charts to show how many days employees are required to be in the office.

There is a general trend across all industries not to mandate specific office days. Where mandates are in place, there is a tendency to require employees to be in the office three days per week.

Insurance, professional services and the public sector lean strongly towards no office mandates.

Retail and tech show a split between no mandates and higher attendance requirements per week.

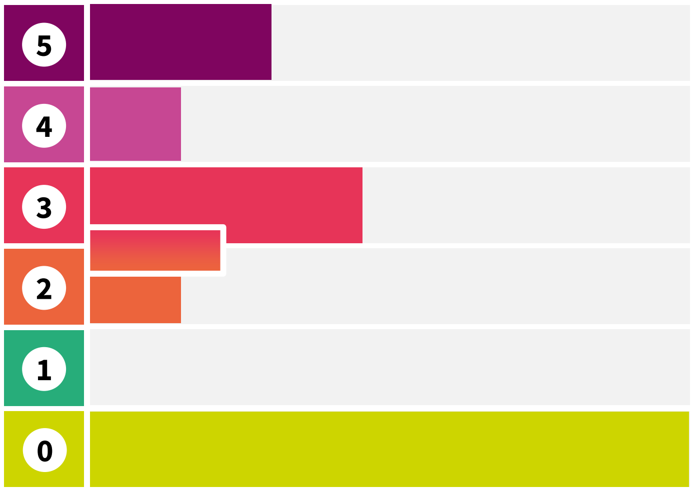
Financial, legal, FMCG and media sectors all show stronger tendencies towards mandating office attendance.

- *Smaller bars overlapping two main bars represent a half measure. For example, 2.5 days in the office is shown between the 2-day and 3-day bars. This can also indicate 50% of the working week, as 2.5 days is half of a standard 5-day week.*
- *Data collected as of May 2025 with a sample of 188 companies.*

Tech

In high-profile moves, some leading companies have decided to pull their staff back full-time, causing many to follow.

However, newer or smaller organisations are still sticking to no mandate.

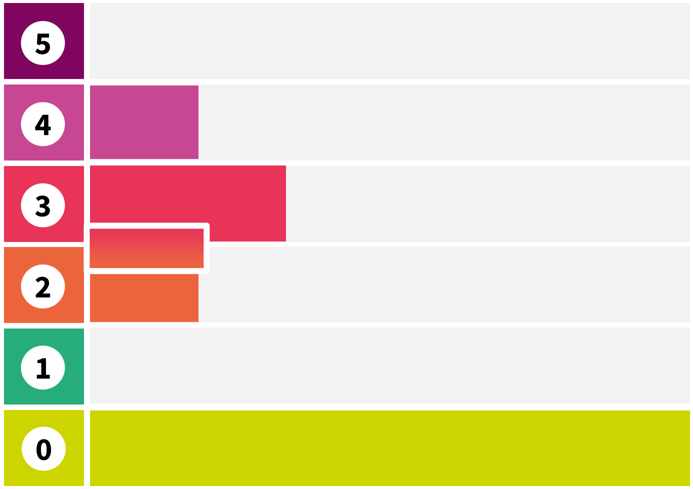


**Analysis based on 30 organisations*

Sector specific analysis

Professional Services

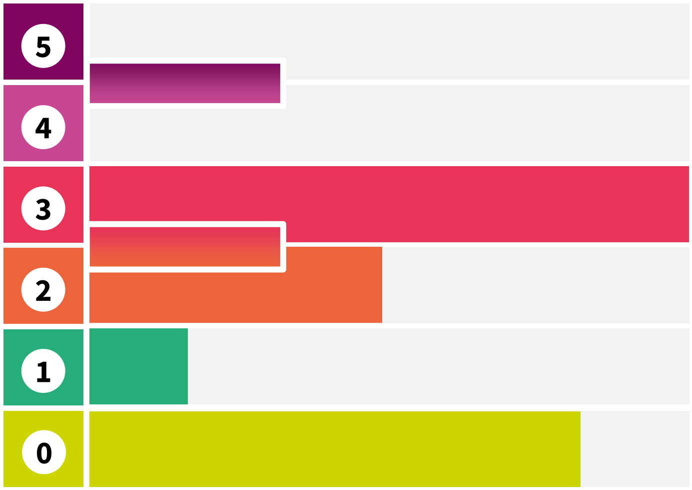
This sector leans strongly towards not mandating office days. This sector, however, has flexibility built in through existing hybrid-based working away from the office.



*Analysis based on 17 organisations

FMCG

Creativity, cross-functional working and quick decision-making are often thought to be more effective in person.

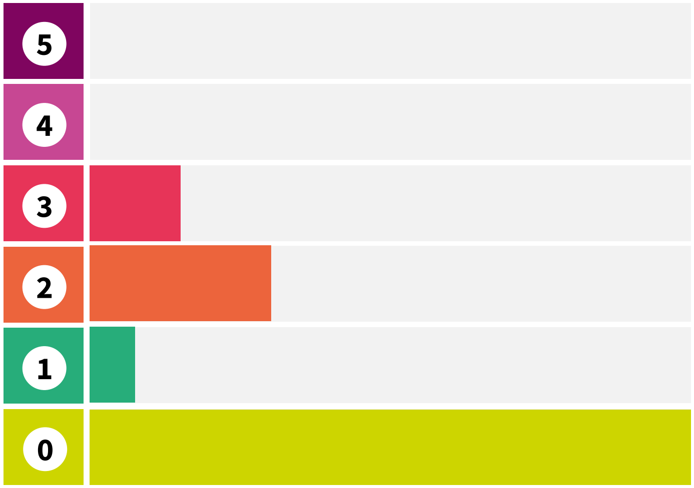


*Analysis based on 18 organisations

Sector specific analysis

Insurance

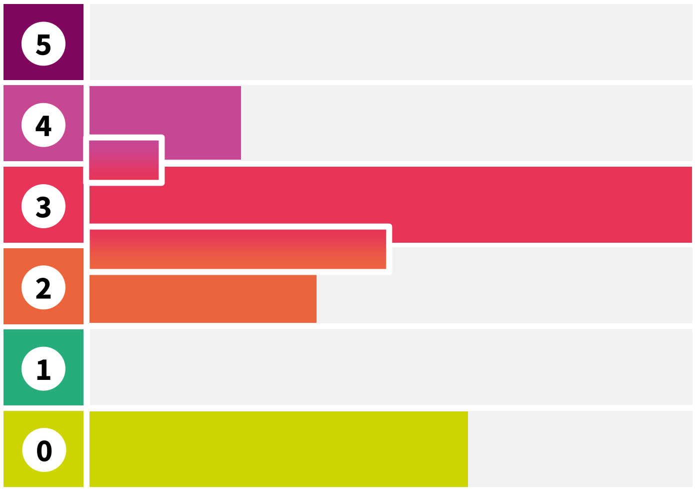
An embedded call culture means that in-person connection is less of a priority for this sector.



**Analysis based on 20 organisations*

Media & Entertainment

Creativity is often a process completed to a fuller extent in person.

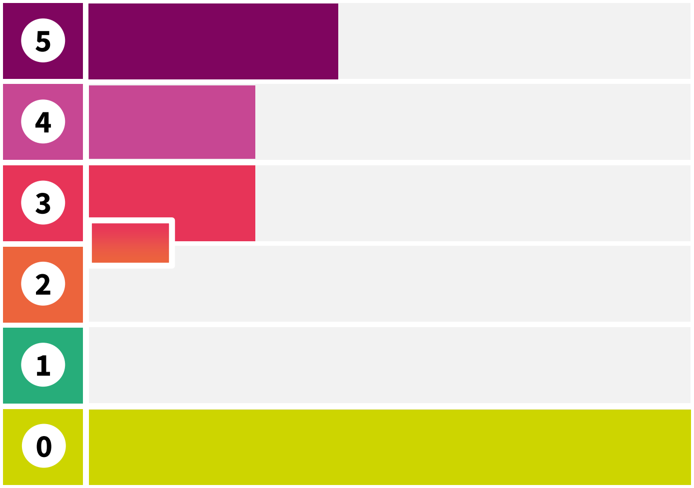


**Analysis based on 23 organisations*

Sector specific analysis

Retail

As a majority of the workforce is required to be in stores to complete their jobs, some organisations have continued this policy across to the head office roles.

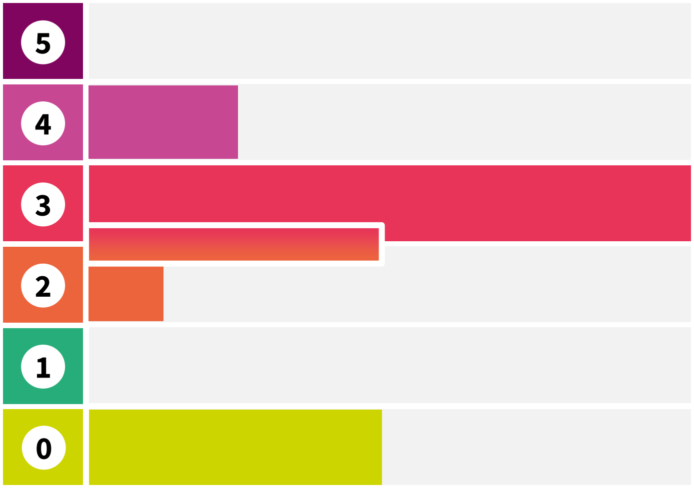


Analysis based on 15 organisations

Legal Firms

Traditionalism encourages trainees to be in the office to learn from partners. There is also a push to entertain clients in person.

Bonuses have started to become tied to in-office attendance.

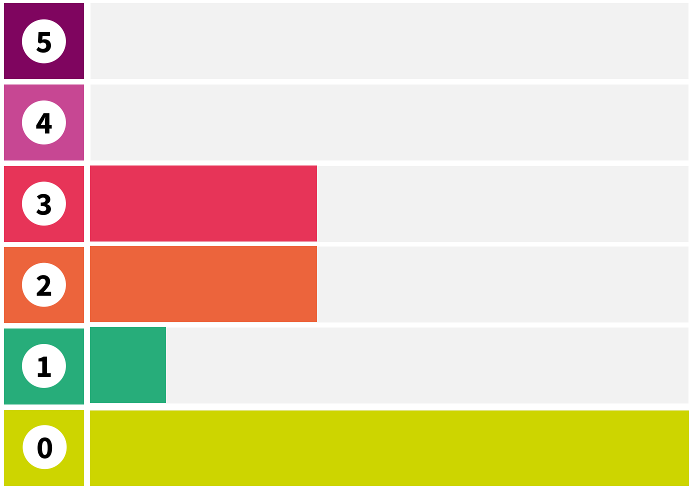


Analysis based on 19 organisations

Sector specific analysis

Public Sector

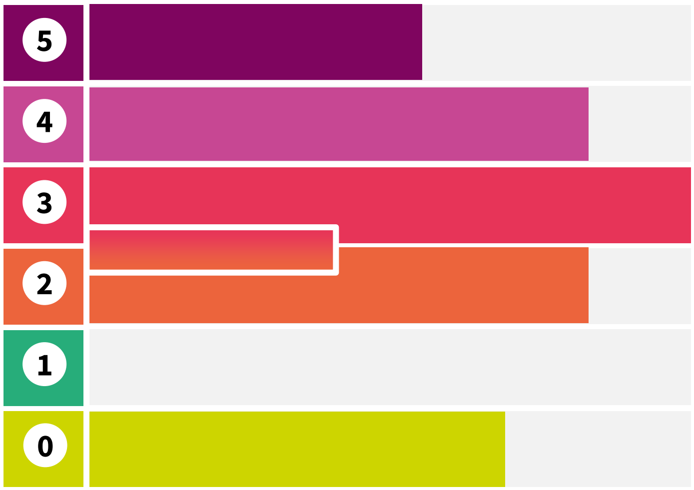
Not implementing mandates is common in the public sector. Our research has counted the civil service as one entity (with a three-day mandate) rather than breaking it down into individual departments.



**Analysis based on 15 organisations*

Financial

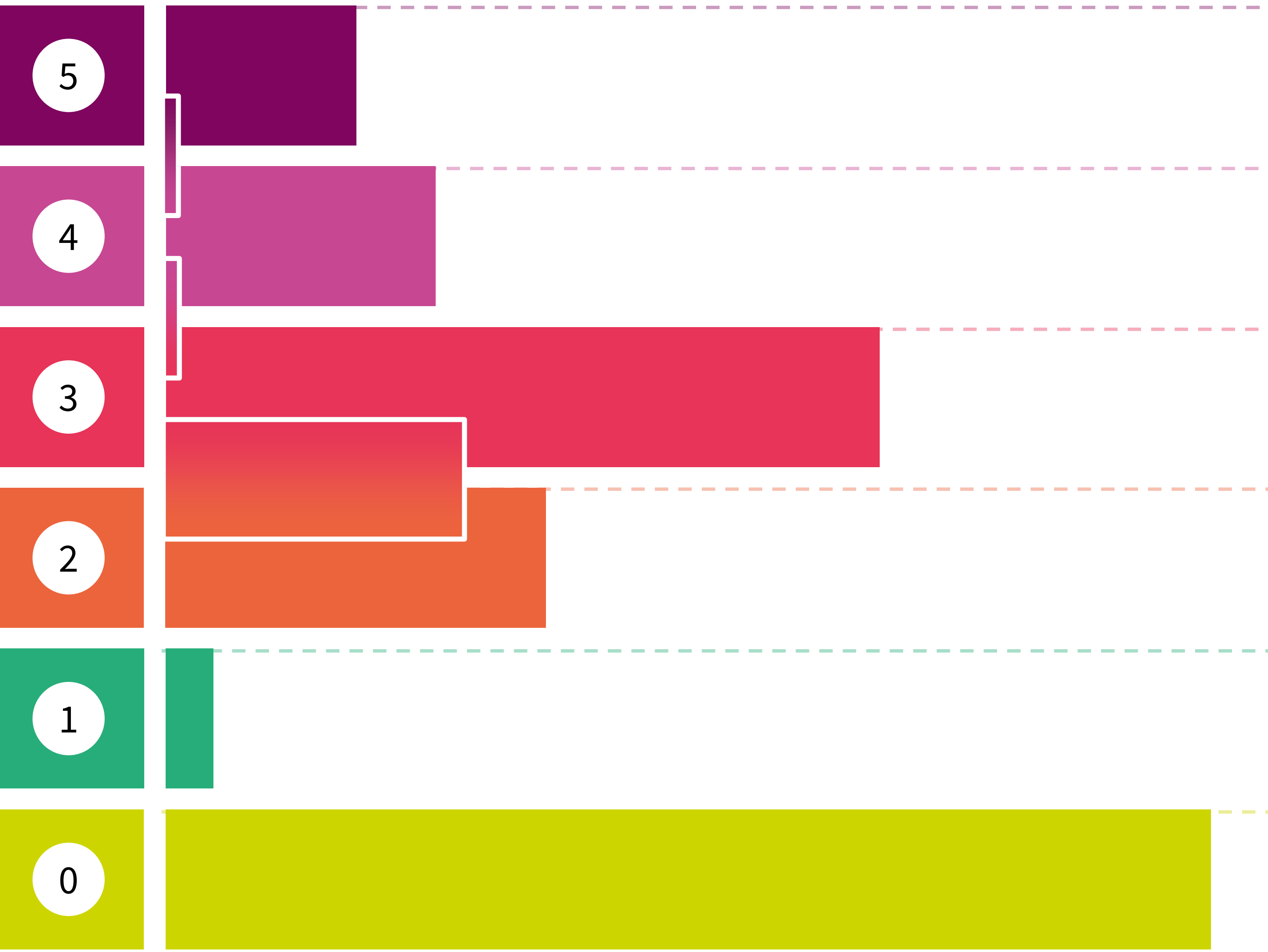
The need to quickly communicate and to have security on trading floors means that there is a requirement for the speed of in-person collaboration.



**Analysis based on 31 organisations*

Weekly mandated office days

Here is an overview of organisations that have implemented mandates for office attendance. This chart represents the required average weekly office attendance.



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Have questions, ideas or a challenge we can help with?

We'd love to hear from you.

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