



The **Workplace Experience** Performance Map

Diagnose how your workplace experience is performing.
Then see what good looks like, moment by moment.

INTRODUCTION

Most leaders can name what they're measured on. Few can see where the experience is won or lost.

94% of leaders feel responsible for their people's physical health, 93% for their mental health (ADP). Yet global engagement has fallen to 20%, its lowest since 2020 (Gallup). The belief is near universal. The delivery is not.

The Circles State of Workplace Hospitality 2026 report calls this **the experience delivery gap**.

The Workplace Performance Map is built on a simple premise: workplace experience is won or lost in the moments, not the strategy.

Part 1 is the diagnostic. Part 2 shows what strong looks like, moment by moment.



WHY EXPERIENCE IS HARD TO GET RIGHT

Ownership is fragmented

HR owns culture. Facilities owns the building. Real Estate owns the space. Nobody owns the joined-up experience employees actually have.

The moments are invisible

No one measures the walk through the door or the meeting that starts late. The line items are everywhere; the experience is nowhere.

Investment goes undefended

Without a common language for experience quality, the budget that funds it is always first to be questioned.

A two-minutes diagnostic

Rate each of eight key moments of workplace experience from 0 to 10. The moments plot into your map and roll up into a single Workplace Experience score.

HOW TO SCORE

0–3 Weak more friction than value

4–6 Mixed works for some, not others

7–10 Strong clearly works

THE EIGHT MOMENTS YOU RATE

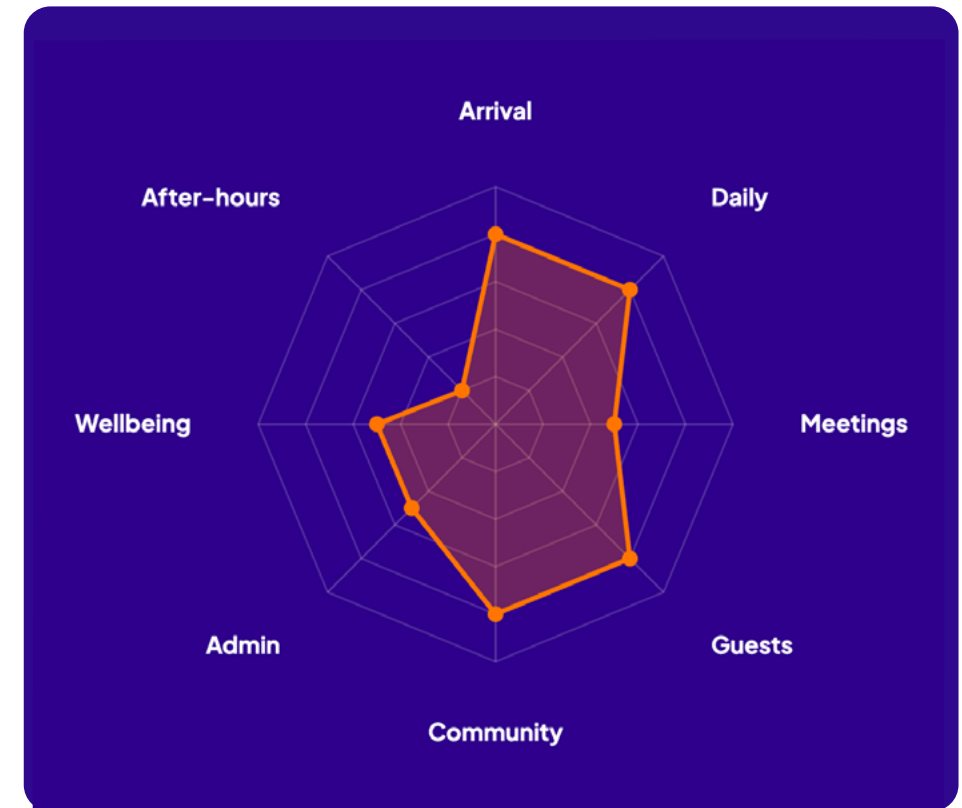
- Arrival and welcome
- Daily workplace experience
- Meeting and event support
- Guest and visitor experience
- Community and culture programming
- Personal admin and concierge
- Wellbeing moments
- After-hours and remote support

[Ready? Open your live Map and score it](#)

THE ONE READ THAT MATTERS

Experience is the one outcome Circles works on directly. Rate the eight moments and the map shows where it is strong and where it needs work.

Guest and Employee Experience



Worked example: eight scores, one map, one read

MOMENTS, AS RATED (0–10)

Arrival and welcome

8

Daily workplace experience

8

Meeting and event support

5

Guest and visitor experience

8

Community and culture

8

Personal admin and concierge

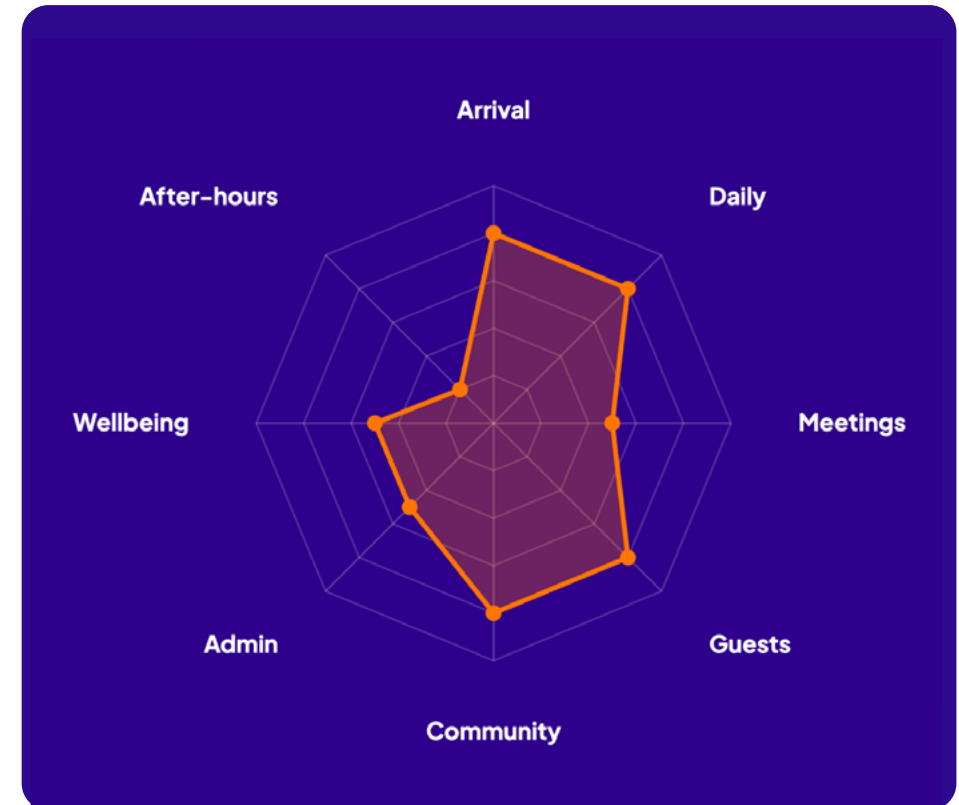
5

Wellbeing moments

5

After-hours and remote support

2

[Open your Live Map ↗](#)


WORKPLACE EXPERIENCE

6.1 /10

Review

WHERE TO START

After-hours and remote support. Your weakest moment at 2. Start here.

Reading it: Strong almost everywhere, with one weak moment (after-hours) pulling the shape in. Experience lands at 6.1 – a Review. Not a crisis, but the dent is visible and it tells you exactly where to start.

PART 2 · WHAT STRONG LOOKS LIKE

**The map shows where you stand.
The next pages show where to aim.**

The eight moments appear again, one per page, in the same order.

For each: why it matters, what strong looks like, what weak looks like, a concrete KPI, how to move it, and real proof where the source supports it.



01

Arrival and welcome

KPI

Guest and Employee welcome experience score, measured via surveys, monthly internal QA and quarterly mystery visits.

HOW TO MOVE IT

Treat arrival as a managed-service discipline with defined standards and a single owner. Warm welcome cannot be an afterthought of the facilities rota.

WHY IT MATTERS

The first ninety seconds set the tone for the day. Before anyone reaches a desk they have already decided whether the building was worth the commute. It is the employee's daily experience of the building as a place worth arriving at.

WHAT STRONG LOOK LIKE

Managed front of house: a welcome that knows who is arriving, access and security that work as one sequence, wayfinding that needs no explanation. Staff who are hosts, not processors.

WHAT WEAK LOOKS LIKE

A queue at security, a booking no one can find, signage that sends people the wrong way. Small frictions, but they land first and colour the rest of the day.

THE SIGNAL IT'S WORKING

Visitor NPS above 70 and employees who bring clients on-site without briefing.

Front of house as a managed service

Reception, access, wayfinding and escorting run as one service. In organisations where Circles manages this, the arrival sequence becomes someone's explicit job rather than a shared assumption.



02

Daily workplace experience

KPI

Voluntary attendance on non-mandated days; daily amenity usage rate; Monthly employee satisfaction with the physical environment.

HOW TO MOVE IT

Name a single owner for the daily experience. It currently falls through the gap between HR, Facilities and Real Estate. Without an owner, it defaults to the lowest common denominator.

WHY IT MATTERS

The moment every employee compares to working from home, every single day. The texture of an ordinary day, the coffee, the food, the light, the spaces between meetings, determines whether the office is worth the commute or an inconvenience to be minimised.

WHAT STRONG LOOK LIKE

Food and coffee worth leaving the desk for. Spaces that match the task: quiet for focus, open for collaboration, social for connection. Ambient design that signals investment in the people who use it.

WHAT WEAK LOOKS LIKE

Vending-machine coffee, a canteen people avoid, one open-plan setting for every type of work. The home setup wins the comparison and attendance follows it home.

THE SIGNAL IT'S WORKING

People choosing office days they are not required to attend. A 'workplace buzz' where you can feel the teams coming together.

Top reasons for coming into the office

Top reasons hybrid workers choose to come in: face-to-face collaboration, social connection, and better spaces and tools (Gallup). Build the day around those, not around desk count.



03

Meeting and event support

KPI

Employee satisfaction score; room-booking abandonment rate; Hospitality (F&B) booking rate (no. of meetings that use in-house hospitality vs bought in)

HOW TO MOVE IT

Give meeting and event support defined standards and a single operational owner, so a ready room is a given, not a pleasant surprise.

WHY IT MATTERS

The office earns its keep as a place to do things together through meetings that actually work. It is also the most measurable productivity lever in the building: every late start, every AV failure, is time directly billed against the working day.

WHAT STRONG LOOK LIKE

Rooms ready before anyone arrives. Technology that works first time, every time. Booking that is frictionless. Logistics owned by someone, so the meeting can start on the assumption that it will go well. Consistent use of in-house F&B.

WHAT WEAK LOOKS LIKE

The first ten minutes lost to a screen that will not connect. Double-booked rooms. The quiet tax of everyone arriving late because setup has never once been reliable.

THE SIGNAL IT'S WORKING

Meeting start-on-time rate above 95% and measurable drop in prep time. Minimal room adjustments, Employee satisfaction 95%, increase in use of onsite food and beverage.

The most measurable lever

Room booking, AV and coordination are where productivity gains are easiest to see and easiest to lose. Small frictions multiply across every meeting, every day.



04

Guest and visitor experience

KPI

Post-visit satisfaction score (target 90%+); percentage of visitors pre-registered before arrival.

HOW TO MOVE IT

Coordinate every touchpoint at the door, reception, badging, escorting, AV, under one standard so the arrival reflects the organisation at its best.

WHY IT MATTERS

A visitor forms their impression of your organisation in the lobby, long before the meeting room. For a professional services or financial services firm, the workplace is a commercial asset: the welcome is part of the pitch, and a poor one costs more than it looks.

WHAT STRONG LOOK LIKE

Visitors hosted rather than processed: pre-arrival communication, a welcome that knows who is coming, dedicated escorting, personalised meeting room preparation. Every detail that signals this firm takes its people, and its clients, seriously.

WHAT WEAK LOOKS LIKE

A visitor left waiting at an empty desk, a host who did not know they had arrived, a lobby that reads as generic office. The first impression becomes the lasting one.

THE SIGNAL IT'S WORKING

Client-facing teams stop pre-briefing guests because they trust the arrival.

100% visitor satisfaction

A global hospitality company brought its five-star service in-house with Circles, running welcome desk, badging, visitor management, luggage and concierge from a single hospitality hub. 100% visitor satisfaction across 100,000+ employees and guests a year.



05

Community and culture programming

KPI

Voluntary event attendance rate; events per month; post-event satisfaction score (the 90% benchmark comes from Circles community manager data).

HOW TO MOVE IT

Programme of events designed to foster a feeling of belonging. Personalise it: personalisation reinforces inclusion and increases the likelihood someone finds a reason to be there.

WHY IT MATTERS

Belonging is the single biggest reason people choose to come in: 90% of Circles members cite belonging and team connection as their top motivator. But belonging does not happen by being in the same building. It requires deliberate programming.

WHAT STRONG LOOK LIKE

Events and experiences people actually want to attend, not mandated. A calendar that creates genuine reasons to be together, from a mental-health talk to a charity day to a brand showcase. Onboarding that builds connection from day one. Event data captured to prove what lands.

WHAT WEAK LOOKS LIKE

Mandated socials no one wants, an events calendar that is really a noticeboard, onboarding that amounts to a laptop and a login. Connection left entirely to chance.

THE SIGNAL IT'S WORKING

Voluntary event attendance rate and post-event satisfaction hold consistently.

What near-perfect NPS looks like in reality

A London pharmaceutical company ran 175 community events in its new HQ, drove 200,000+ service interactions and reached a 95 NPS. A Circles community manager typically runs six events a month at 90% satisfaction.



06

Personal admin and concierge

KPI

Time saved per request; share of requests made during working hours (a high share signals active focus recovery, not just a perk).

HOW TO MOVE IT

Deploy concierge, both digital and onsite, to systematically remove the personal admin load from the working day. The ROI is measurable from day one.

WHY IT MATTERS

The average worker loses 151 hours a year to personal admin alone, and over a third of employers estimate that distractions cost up to 15 hours a week per person. Every hour of life admin handled is an hour of focus returned to the working day.

WHAT STRONG LOOK LIKE

Life admin removed from the working day: on-site concierge for tasks that arise in the building, and a 24/7 digital concierge for everything that follows people home. People free to be fully present.

WHAT WEAK LOOKS LIKE

Employees booking appointments between meetings, chasing deliveries on work time, carrying the mental load of a life that never pauses for the office. The friction is invisible but the cost accumulates daily.

THE SIGNAL IT'S WORKING

Measurable hours returned per employee per month.

95% employee satisfaction

At Dentons, a global law firm, the Circles concierge saved 1,346 EMEA staff 2 hours 27 minutes per request at 95% satisfaction. 81% of requests came during working hours: focus recovered inside the day, not on a lunch break.



07

Wellbeing moments

KPI

Absence rate month-on-month; quiet space utilisation; employee engagement scores that hold steady between campaigns (spikes are a sign of campaigns, not culture).

HOW TO MOVE IT

Design for the 10 to 20% who are neurodivergent. Sensory-aware design, flexible interaction models and reduced friction benefit everyone, not just those who request it.

WHY IT MATTERS

80% of workers say they are in a toxic environment, up from 67% the previous year, and 93% say their employer is not doing enough on mental health. Wellbeing is not a campaign. It is the conditions people work in every day, the spaces, the access to support, the design of the environment itself.

WHAT STRONG LOOK LIKE

Support as everyday infrastructure: quiet space available when needed, mental health support that is easy to reach, and a physical environment designed for the 10 to 20% who are neurodivergent, because those adaptations improve the experience for everyone.

WHAT WEAK LOOKS LIKE

A wellbeing week once a year and an EAP helpline poster no one reads. Sensory environments that make focus harder. Support that exists on paper but not in the building.

THE SIGNAL IT'S WORKING

Absence rate falls and engagement holds steady between campaigns.

Design for the 10 – 20%

Gallup estimates 10 to 20% of people are neurodivergent. The adaptations that support them, from sensory-aware spaces to flexible interaction, improve the experience for everyone in the building.



08

After-hours and remote support

KPI

Out-of-hours usage rate; parity score between on-site and remote employee satisfaction.

HOW TO MOVE IT

Extend the experience beyond the building with a 24/7 digital concierge. Reliability across locations is itself a competitive advantage: employees should not have to wonder whether the support holds when they are not on-site.

WHY IT MATTERS

Hybrid is the norm, and a workplace experience that stops at the front door or at six o'clock is a partial experience. The support that follows people off-site is what makes the relationship with work continuous rather than conditional on being in the building.

WHAT STRONG LOOK LIKE

A 24/7 digital concierge for the tasks that follow people home: travel, relocation, home services, personal admin. The experience is consistent whether someone is on-site or remote, in the building or on the other side of the world.

WHAT WEAK LOOKS LIKE

A strong on-site experience that evaporates the moment someone works from home. It penalises the hybrid majority most, and they are precisely the people the organisation most needs to retain.

THE SIGNAL IT'S WORKING

Usage outside core hours and parity between on-site and remote satisfaction.

3,100 launched
94% satisfaction

At AstraZeneca, a 24/7 digital concierge launched to 3,100 employees through an intensely demanding period. 70% activated, 110+ requests a month, 94% satisfaction: the experience following people home, not stopping at reception.

Two practices **keep every moment strong**

Not scored on the map. They shape every moment rather than feeding one signal, so they sit underneath the whole thing: how you keep it strong, and how you prove it is worth keeping.

1. FEEDBACK AND MEASUREMENT

What makes every moment improvable. Strong looks like NPS, satisfaction and occupancy tracked and acted on, not just reported. Circles members report satisfaction scores **33 points higher** where hospitality is embedded.

SIGNAL IT'S WORKING

Changes you can point to that were made in response to feedback within 90 days.

2. COMMUNICATING THE EXPERIENCE

What keeps the investment coming. Strong looks like the impact being told in commercial language so the people holding the budget can see exactly what they are getting for it.

SIGNAL IT'S WORKING

Workplace investment defended in the quarterly review without needing a fresh ROI argument.



Few organisations are weak everywhere. Start where the experience is leaking.

1

Fix the moments people experience daily before the ones they encounter rarely. Frequency compounds, and so does neglect.

2

Put delivery in the hands of someone whose actual job it is, not spread across teams who treat it as a side responsibility.

3

Measure one KPI per priority moment from the outset, so improvement is visible to the people who fund it.

The experience case is also a commercial one. When workplace experience is strong, the outcomes follow. Strong experience cuts turnover intent by 68% (SHRM). High belonging drives 23% higher profitability and 81% less absenteeism (Gallup). For a 1,000-person firm losing 15% of people a year, halving that attrition is around 75 people retained, which at typical replacement cost runs well into the millions. Each moment on this map is where those numbers are won or lost.



Where to take it next

Circles is the specialist delivery layer for the daily moments, not the whole system.

Circles doesn't replace your strategy, it's the specialist delivery layer that makes it land. We look after the daily moments that ultimately decide whether people show up, stay, and do their best work.

[Book an exploratory insight call](#)

