



GOOD WORK 2025

Tenant Engagement in Australian Office Buildings

Good Work Report 2025 • Little BIG Foundation

Our annual pulse check on how connected people feel at work, and what is helping, in office buildings across Australia.



GOOD WORK 2025: AT A GLANCE

PULSE READING	WHAT IT TELLS US
35% made a new connection through a building program this year	About one in three respondents in program buildings now knows someone new at work
75% of regular participants met someone new	Connection grows with every event people join, up from 6% among those yet to take part
90% of program participants value chances to connect at work	Tenants want their building to bring people together
80% of program participants are satisfied with their building's sense of community	Where people take part, community follows
21% of respondents felt lonely in the past week	Well below the 33% national comparison
67% satisfied with the Good Work program	Rising to 78% among people who made a connection; only 1% dissatisfied
79% in the office on Mondays	Up from 69% in 2024, with tenants now averaging 3.8 days a week in the office

WHAT THE PULSE TELLS US

The 2025 pulse check shows that building programs are doing what they set out to do: people who take part are making new connections at work, and those connections go hand in hand with feeling less lonely.

This pulse check is the latest in the Good Work series. It captures what tenants told us in late 2025, across five office buildings in major capital cities and city-fringe locations.

THE HIGHLIGHTS:

- **Participation builds connection.** The more building events people joined, the more likely they were to meet someone new: 31% after one event, 55% after two and 75% after three or more.
- **One in three made a new connection.** Across the four program buildings, 35% of respondents met someone new through a building program or event in the past 12 months.
- **Loneliness readings are encouraging.** 21% of respondents felt lonely in the past week, well below the 33% national comparison.
- **Monday is back.** Tenants now average 3.8 days a week in the office (3.6 days in 2023 and 2024). Monday attendance rose from 69% to 79%, and Tuesday to Thursday sit at around 80%.
- **Lunchtime is the sweet spot.** Noon to 3pm is the most popular time for building activities on every weekday, peaking at 32% on Thursday.
- **Buildings make a good first impression.** 84% of tenants are satisfied with their lobby and 82% with their own office.
- **Tenants rate the program highly.** 67% are satisfied with Good Work. Among people who met someone new through it, satisfaction rises to 78%.

For building owners and managers, the message is encouraging and practical. Getting people to a first event opens the door; every event after that adds to the chance they leave knowing someone new.

ABOUT THE PULSE CHECK

The 2025 pulse check is the broadest Good Work survey to date, reaching office buildings in CBD and CBD-fringe locations across four Australian cities.

The Little BIG Foundation invited everyone working in each building, employers and employees at every level, to take part. The survey asks people about their working week, their sense of connection and community, the activities they would like to see, and how they experience the building itself. Responses are anonymous, and buildings are referred to by letter only.

Timing. The survey ran between late August and December 2025, with each building's survey open for several weeks.

Reading the results. As with any pulse check, the findings are a snapshot rather than a census. People choose whether to respond, and the respondents differ from year to year. While the sample of or each building is significant for the sector response rates, some building responses are smaller numbers.



WHY CONNECTION MATTERS IN THE OFFICE

The office building is one of the few places where people from many different organisations share the same front door every day, which makes it a natural place to build connection.

- **Connection is good for people and for work.** Research links loneliness at work with poorer emotional and cognitive outcomes, lower job satisfaction and lower performance.¹ 75% of Australian employees say a mentally healthy workplace matters when they look for a job.²
- **Smaller tenants welcome support.** Mental health conditions carry a significant cost for Australian businesses.³ Small and medium businesses rarely have the scale to run connection programs on their own and increasingly look to landlords and building owners to help.⁴
- **Owners can show social impact.** Sustainability benchmarks used by property investors increasingly ask what landlords do for the social side of ESG (environmental, social and governance performance), including how they engage tenants. A connection program with measured results gives owners a clear story to tell.
- **The building is shared ground.** Office moves are increasingly shaped by workplace design, talent attraction and wellness offerings.⁵ The property sector is well placed to help people meet beyond their own team.

Good Work is the Little BIG Foundation's office program. It partners with landlords, asset owners and investors to build community inside their buildings using a positive psychology approach: shared moments of enjoyment, chances to meet people from other floors, and opportunities for personal and professional growth. Each year this pulse check measures how the community is tracking.

LONELINESS: AN ENCOURAGING READING

21% of respondents felt lonely in the past week, well below the national comparison of 33%.

We ask: *"How many days in the last week did you feel lonely?"* As in earlier reports, we count someone as **lonely** if they felt lonely on at least one day in the past week.

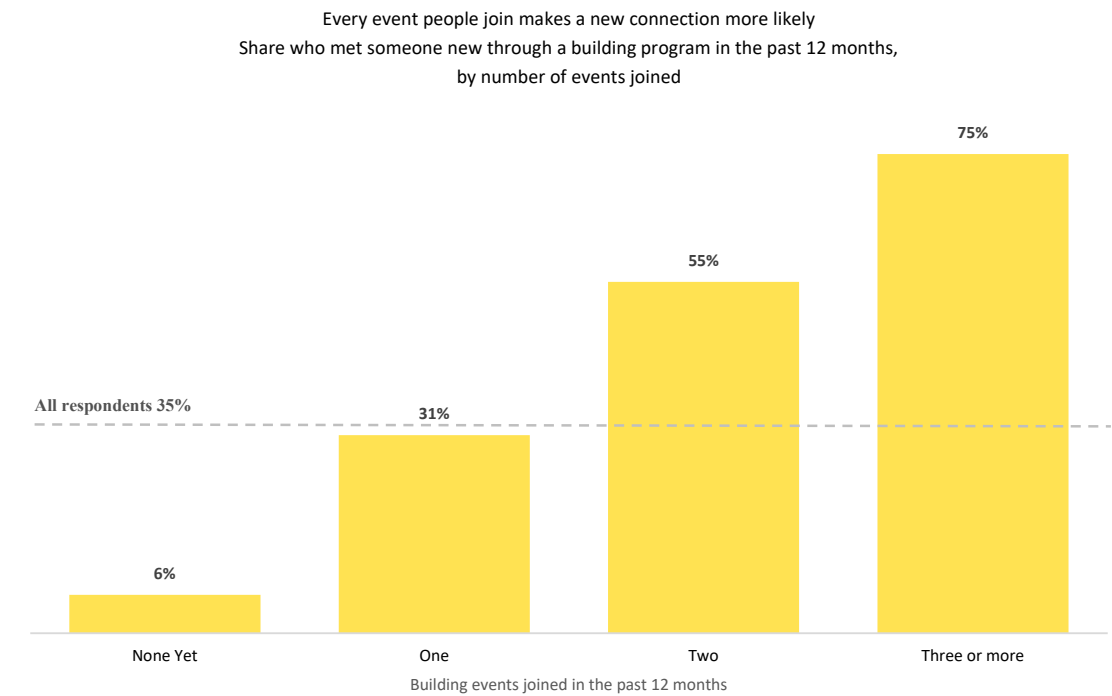
In other words, about one in five tenants in Good Work buildings felt lonely, compared with one in three Australian adults nationally.

INSIGHTS AND THEMES

- **Connected tenants feel at home.** 81% of people who were not lonely are satisfied with the sense of community in their building, and 72% say others in the building help to foster it.
- **The appetite for connection is strong.** 72% of people who felt lonely still value opportunities to connect through building events, so the invitation is welcome where it matters most.
- **Newcomers are settling in well.** Only 14% of first-year employees felt lonely, among the lowest of any group, and a significant change from past reports.

CONNECTION IN ACTION

The clearest success of 2025: joining building events goes hand in hand with new connections at work, and those connections go with feeling less lonely



Each extra event made a new connection more likely, rising to 75% for people who joined three or more. The most popular events were free coffee, food workshops and massage sessions, followed by a mental health awareness day activity and end-of-year celebrations.

When we asked how they met someone, people described small, everyday moments: sharing a table, chatting in a queue, making something together.

"We were on the same table at dumpling making and got chatting about our work."

"I met one of the staff from another floor, someone I'd often seen on the train but never spoken to. That simple conversation turned into a lovely connection. Now, we regularly catch up for coffee."

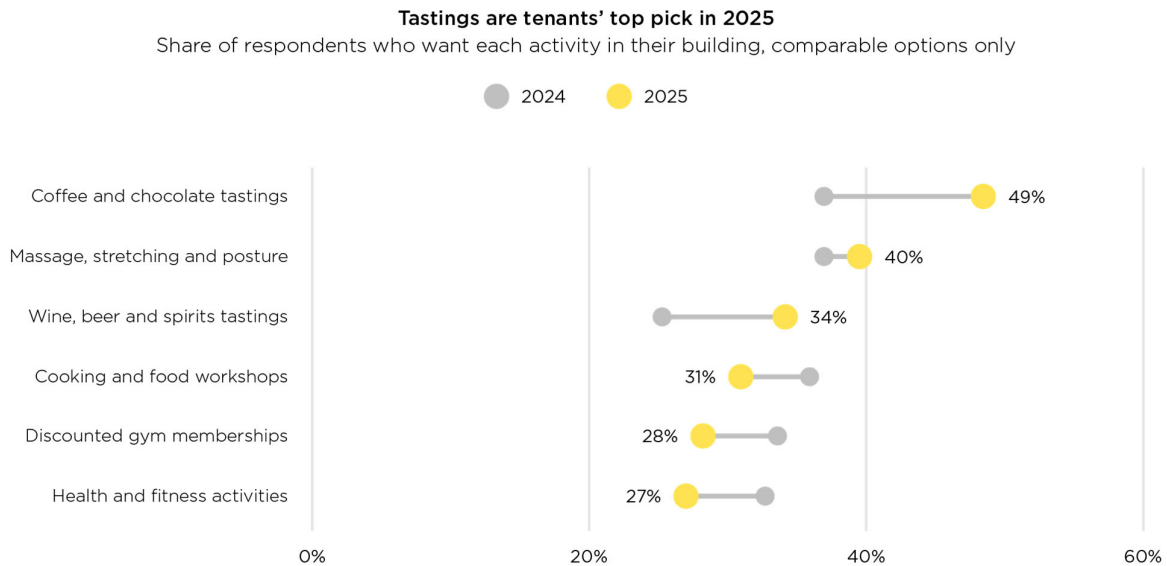
"It was great knowing others who work in the building and build connection. Much better than just seeing them and saying hello in the lift."

People who had met someone new in the building over the past year were far less likely to feel lonely: 10%, against 33% of those who had not. They were also more than twice as likely to agree that others in the building help foster a sense of community (69% against 32%).

WHAT TENANTS WANT

Appetite for shared experiences grew in 2025, with tastings and hands-on activities leading the way.

TYPES OF EVENTS



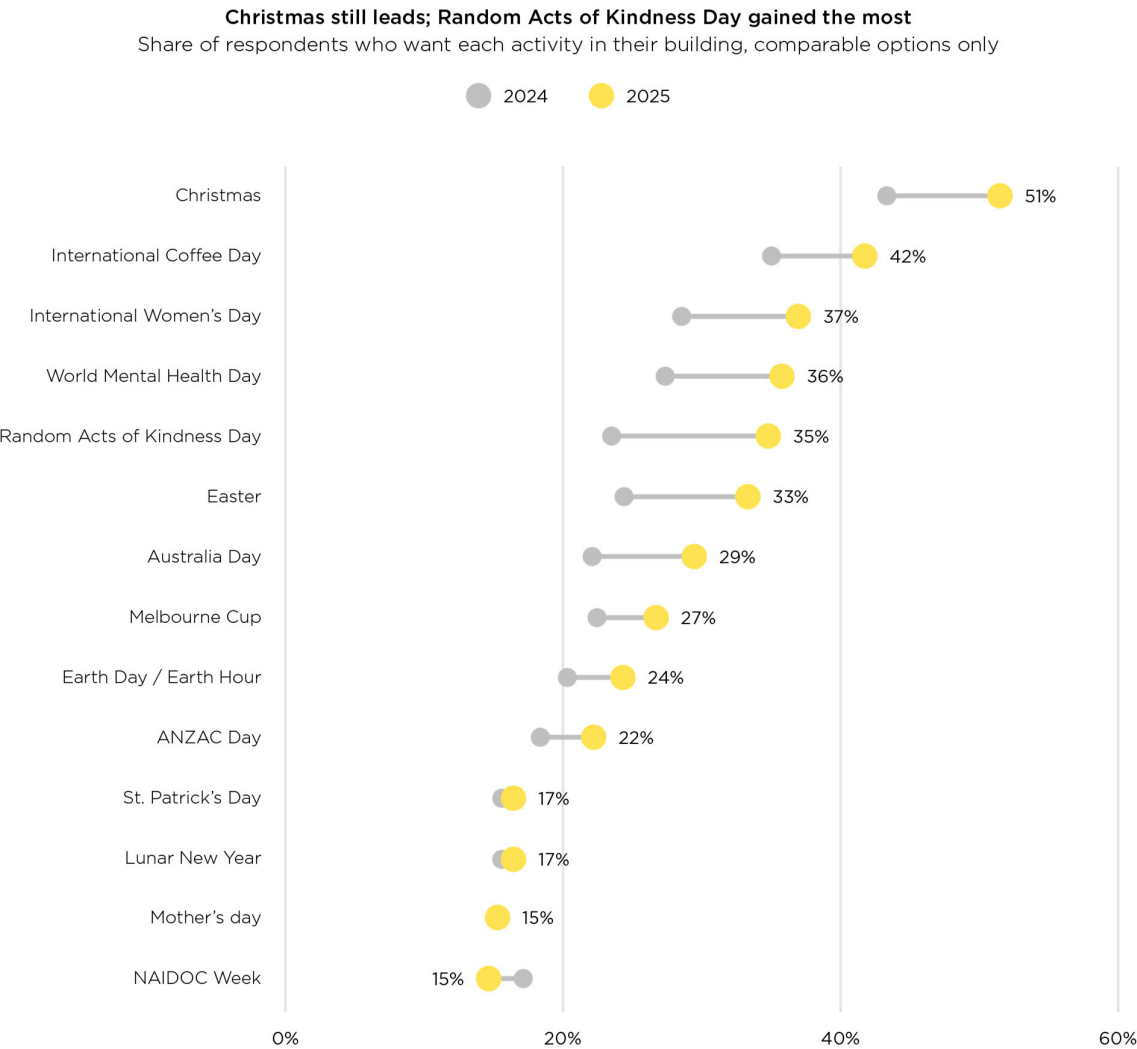
Coffee and chocolate tastings are now the single most requested activity, chosen by nearly half of respondents (49%), up from 37% in 2024. Massage, stretching and posture sessions came second (40%), and interest in wine, beer and spirits tastings rose to 34%.

New options in 2025 also found an audience: general wellness (28%), creative and making activities such as art and crafts (19%), access to networking opportunities (17%), watching major events together (14%) and social sport (14%).

What this means in practice: activities that are easy to drop into, involve tasting or making something together, and fit within the working day appeal to the widest group.



DAYS TO CELEBRATE



Enthusiasm for marking special days grew across the board. Christmas remains the favourite (51%), followed by International Coffee Day (42%). Days with a purpose, such as International Women's Day (37%), World Mental Health Day (36%) and Random Acts of Kindness Day (35%), each drew more than a third of respondents, and Random Acts of Kindness Day grew the most of any day.

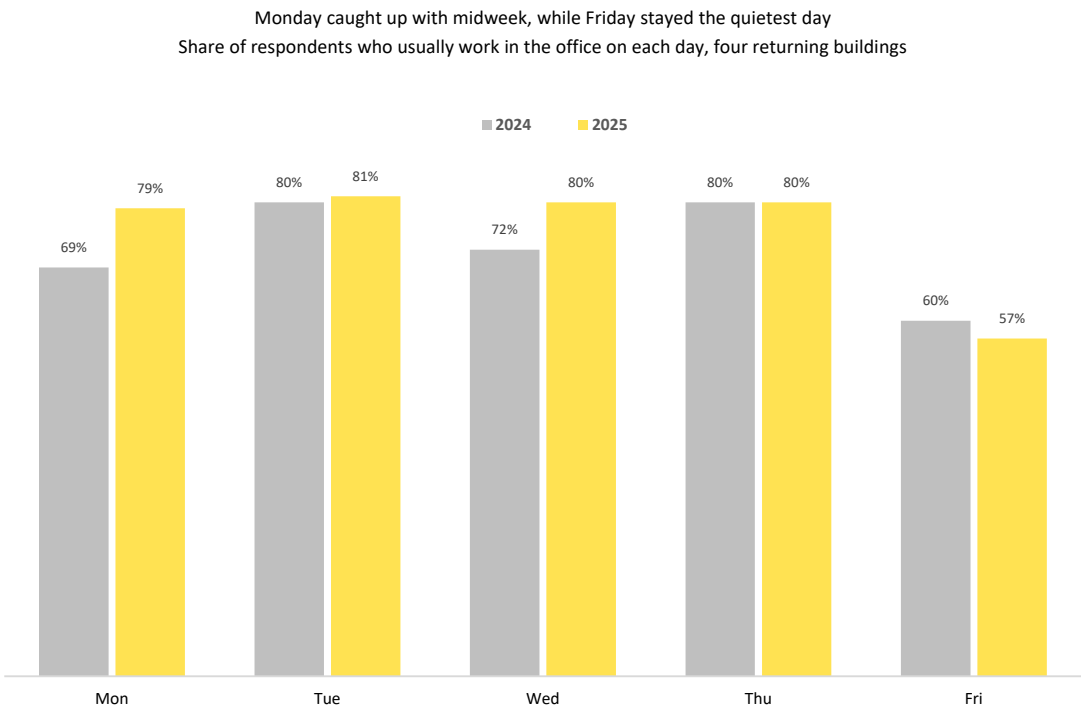
Pride was offered as two separate options in 2025, and 19% chose one or both.

WHEN TO CONNECT

THE OFFICE WEEK

The office is busier than in 2024, Monday has caught up with midweek, and lunchtime remains the best window for bringing people together.

DAYS IN THE OFFICE



Good Work pulse checks 2024 and 2025 (Buildings A to D)

In the four returning buildings, tenants now average 3.8 days a week in the office, up from 3.6 in 2024. Monday attendance rose ten percentage points to 79%, and Wednesday rose eight points to 80%. Tuesday to Thursday now all sit at around 80%, giving building teams a strong four-day window. In the fifth building, Friday attendance was also high.

BEST TIMES TO CONNECT

	Monday	Tuesday	Wednesday	Thursday	Friday
6am-8am	6%	7%	6%	7%	6%
8-9am	19%	18%	19%	22%	14%
9am-noon	19%	21%	22%	22%	13%
Noon-3pm	28%	28%	29%	32%	22%
3pm-5pm	15%	15%	17%	20%	16%
5pm-7pm	13%	13%	14%	18%	14%
7pm-9pm	2%	2%	2%	2%	3%

Good Work pulse check 2025 · Buildings A to D · people could choose several times

Noon to 3pm is the most popular time for building activities on every weekday, peaking at 32% on Thursday. Thursday was the strongest day across most time slots in 2025, with Tuesday and Wednesday close behind. Because some workplaces hold their own team days, spreading activities across the week reaches the most people.

Mid-morning and the first hour of the working day are also popular, with around one in five respondents keen on each.

PRACTICAL TAKEAWAYS

1. **Build on the first event.** A first event opens the door; the second and third are where connections form. Make it easy for people who came once to come again.
2. **Hold activities around lunchtime.** Noon to 3pm suits the most people. Spread activities across the week to reach different teams.
3. **Lead with things people can taste or make together.** Tastings, massage sessions and food workshops are among the most wanted activities. Shared tables do a lot of the work: many new connections began with the person sitting alongside.
4. **Promote through several channels.** Tenants first heard about the survey through flyers (28%), email (26%), colleagues (17%) and lift posters (10%). Using them together reaches the whole building.
5. **Pair community with care for the building.** Lobbies and offices already impress. Attention to comfort features such as temperature and airflow makes a community program shine.
6. **Make it easy to say yes.** Keep activities open and free of obligation, and offer opt-in celebrations for days that may be sensitive.
7. **Keep taking the pulse.** Asking the same core questions every year shows owners and tenants how their community is growing.

NOTES AND DEFINITIONS

TERMS USED IN THIS REPORT

- Lonely: felt lonely on at least one day in the past week.
- Percentage point: the simple difference between two percentages. A rise from 69% to 79% is ten percentage points.
- Lease decision maker: a respondent responsible for their organisation's office space.
- ESG: environmental, social and governance performance, which investors and benchmarks use to assess how responsibly a property is run.
- End-of-trip facilities: showers, change rooms, lockers and bike storage for people who walk, run or cycle to work.
- Returning buildings: the four buildings (A to D) where the Good Work program has run for at least a year.

ABOUT THE FIGURES

Percentages are rounded to whole numbers and calculated from the people who answered each question. 2023 and 2024 figures are taken from the earlier Good Work reports. No individual or organisation is identified in this report; buildings are referred to by letter, and quotes have been edited to remove names and floor numbers.

ENDNOTES

1. Tang, T.-C., Chi, L.-C. and Tang, E. (2024). Office islands: exploring the uncharted waters of workplace loneliness, social media addiction, and the fear of missing out. *Current Psychology*.
2. Instinct and Reason (2014). *Heads Up Initiative: Employer of Choice Study*. Melbourne: Beyond Blue.
3. Black Dog Institute (2023). *Workplace Wellbeing Report*.
4. Deloitte Insights (2023). *Wellbeing at Work Survey*.
5. CBRE (2023). *Pacific Real Estate Market Outlook*.
6. Ending Loneliness Together (2023). *State of the Nation Report*.

Little BIG Foundation is a health promotion charity. This report shares what we have learned about reducing loneliness in workplaces. It is not financial or investment advice.



LITTLE MOMENTS, BIG SMILES

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