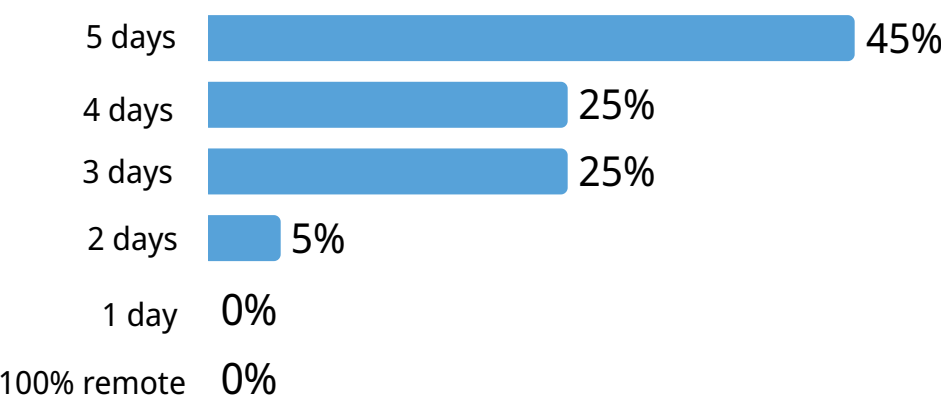


Automotive

Distribution of in-person days

Corporate



Operations



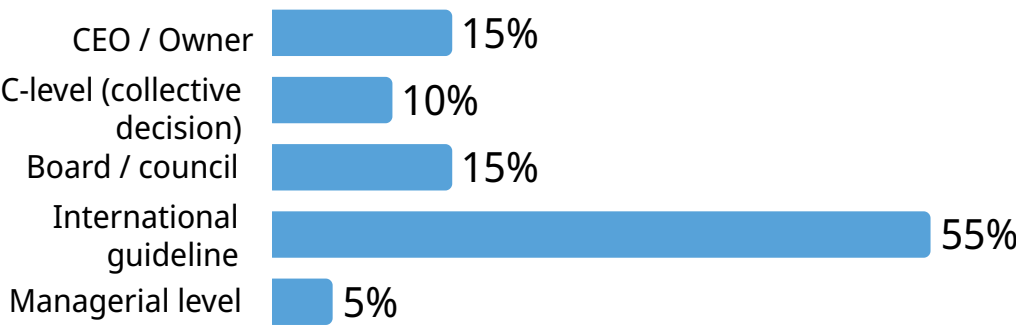
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

Balancing flexibility in the corporate world with the need to maintain in-person collaboration and ensuring fairness between eligible and non-eligible employees.

Industry profile

In-person work driven by operations and headquarters.
(The factory and headquarters define the model)

Executive Insight

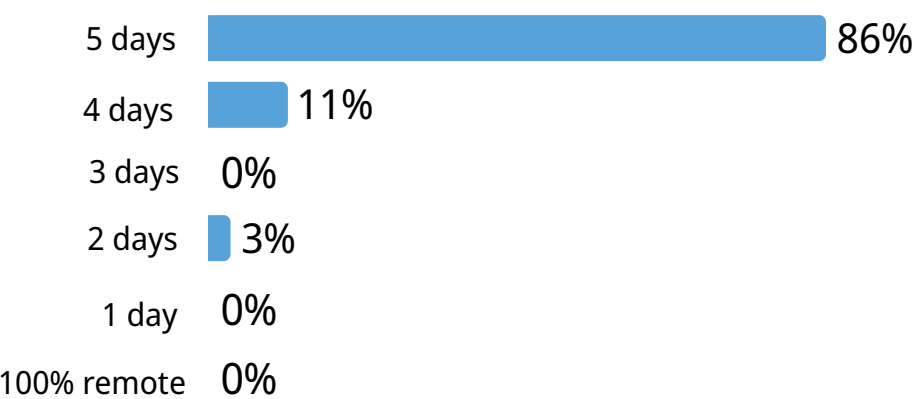
The factory sets the limits of flexibility in the automotive industry. The challenge lies in balancing flexibility with internal fairness.

Source: Robert Half Survey – Work Models 2026.
Automotive sector (21 respondents).

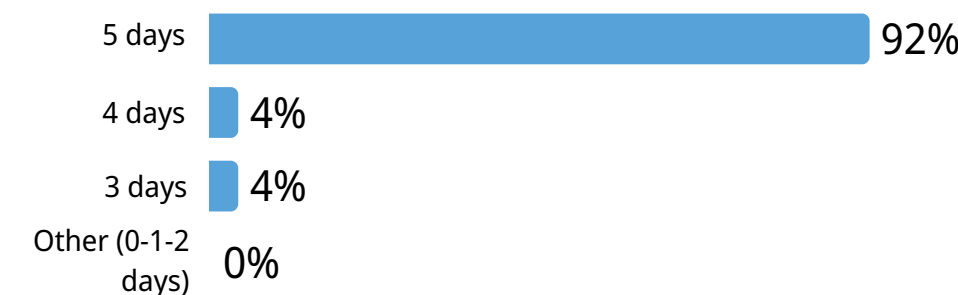
Construction and Engineering

Distribution of in-person days

Corporate



Operations



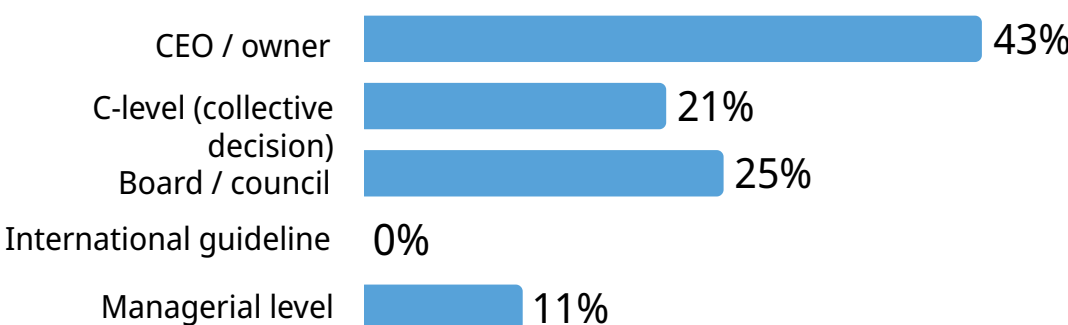
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

Low structural flexibility increases the risk of losing competitiveness in attracting corporate talent.

Industry profile

In-person attendance as an established practice
(Projects, construction sites, and operations support the work model)

Executive Insight

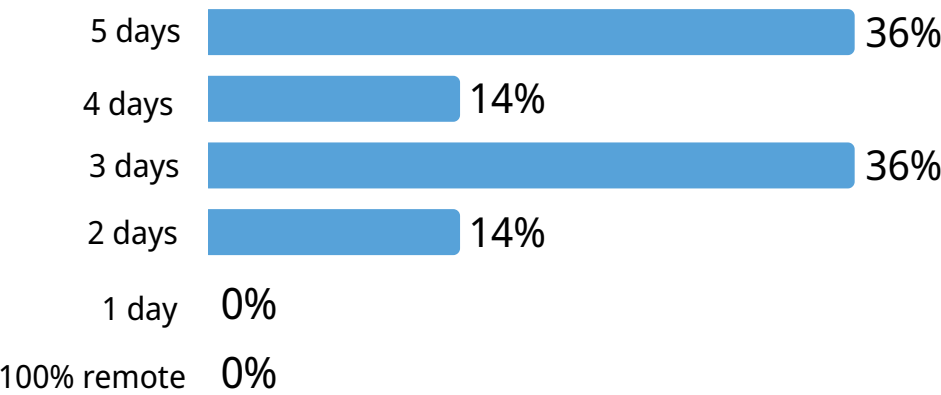
The operation supports the model. The challenge lies in attracting corporate talent with low flexibility.

Source: Robert Half Survey – Work Models 2026.
Construction and Engineering sector (32 respondents).

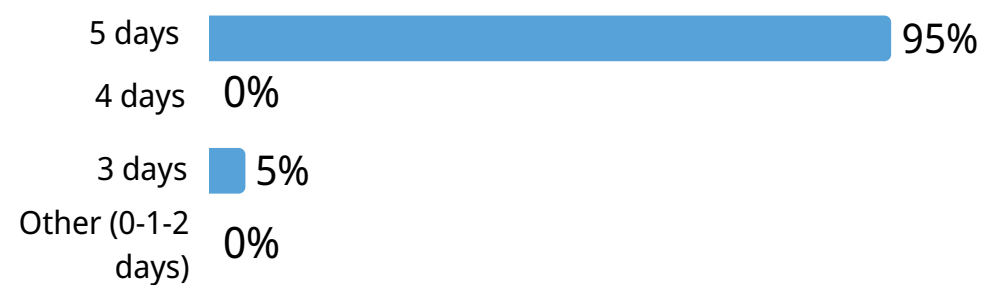
Retail

Distribution of in-person days

Corporate



Operations



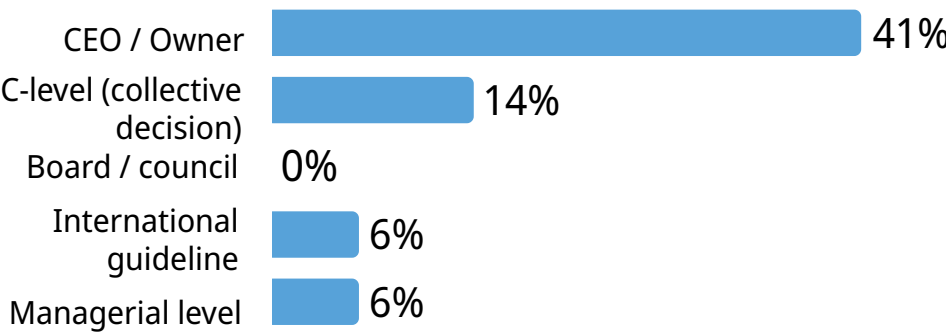
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

Balancing the pressure for greater in-person work with professionals' expectations for flexibility, especially in corporate settings.

Industry profile

In-person operation, corporate in transition
(The store sets the routine; the corporate environment pushes for flexibility)

Executive Insight

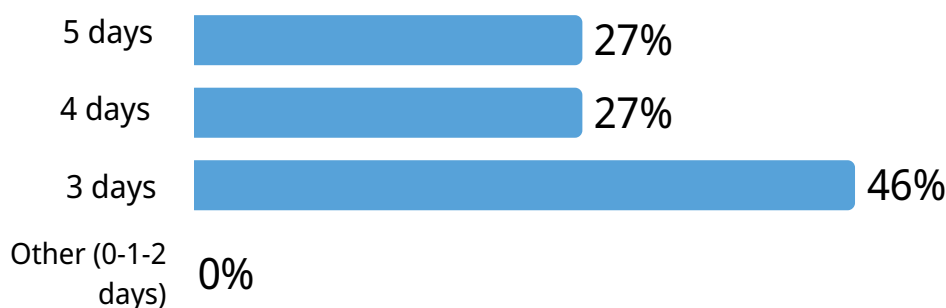
Operations are not the core challenge. The challenge lies in balancing in-person work with the expectation of flexibility in the corporate environment.

Source: Robert Half Survey – Work Models 2026.
Retail sector (24 respondents).

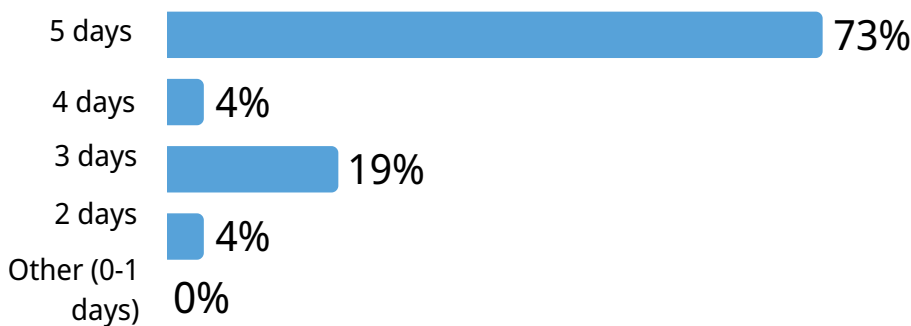
Logistics

Distribution of in-person days

Corporate



Operations



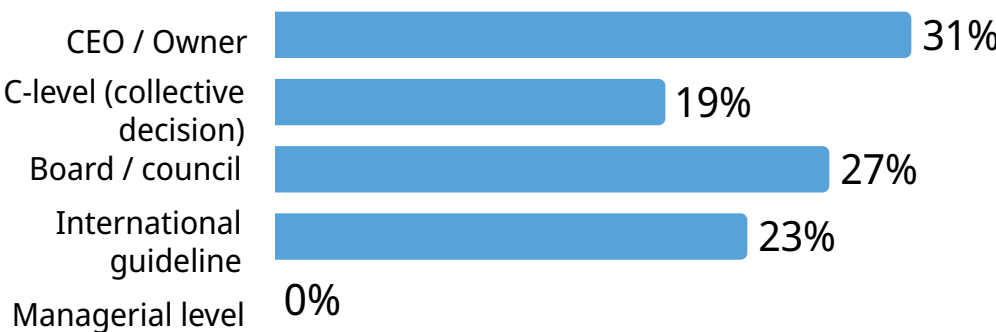
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

Balancing flexibility in the corporate world with the need to maintain productivity and operational execution.

Industry profile

High structural presence
(The operation defines the model)

Executive Insight

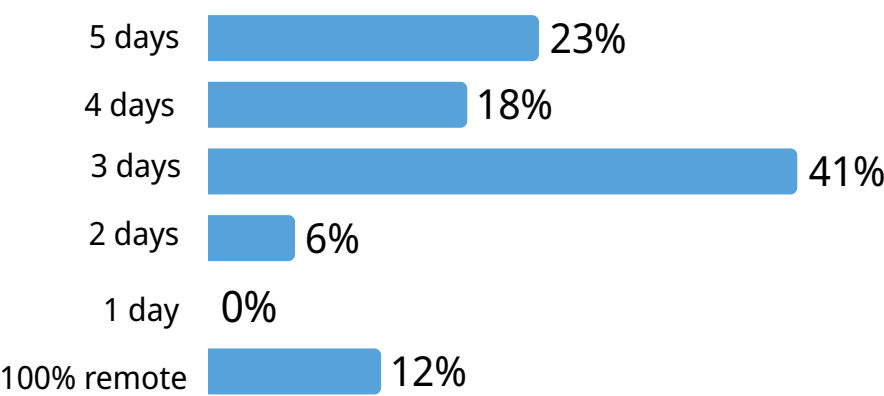
The operation defines the model. The challenge lies in maintaining competitiveness in corporate roles without compromising execution.

Source: Robert Half Survey – Work Models 2026.
Logistics sector (30 respondents).

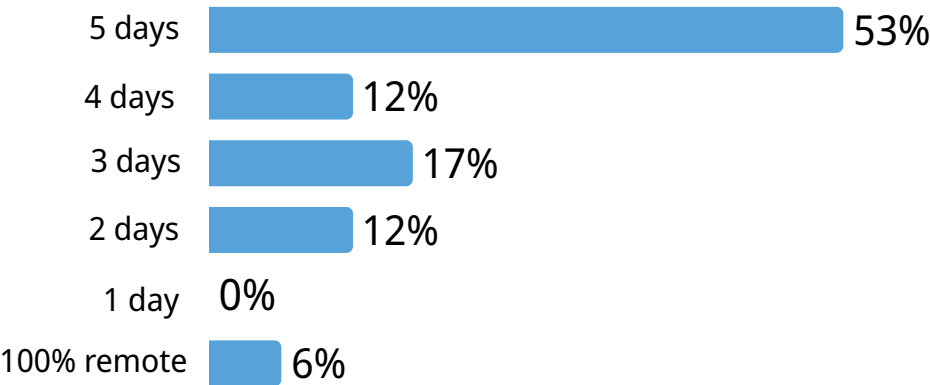
Services

Distribution of in-person days

Corporate

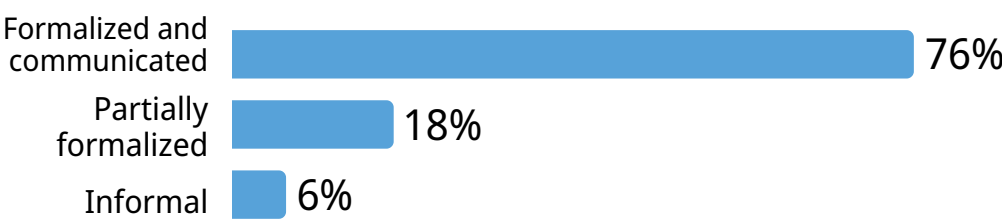


Operations



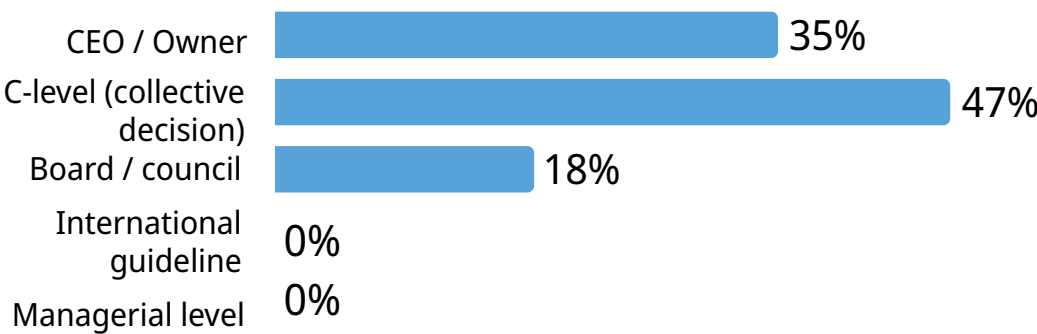
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

Balancing flexibility in the corporate world with the need to maintain productivity, coordination, and consistent execution is the main challenge for the sector.

Industry profile

Significant flexibility with operational constraints
(Corporate levels increase flexibility, but operations still define important limits to the model)

Executive Insight

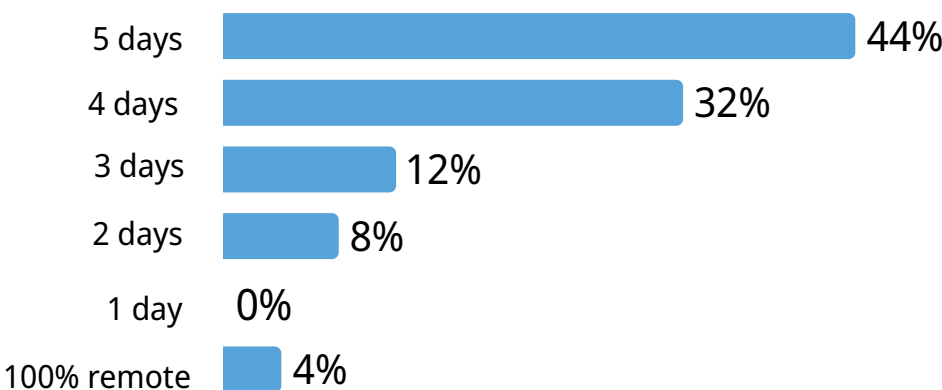
The sector combines corporate flexibility with clear operational boundaries. The challenge lies in sustaining this balance without losing competitiveness in attracting talent.

Source: Robert Half Survey – Work Models 2026.
Services sector (17 respondents).

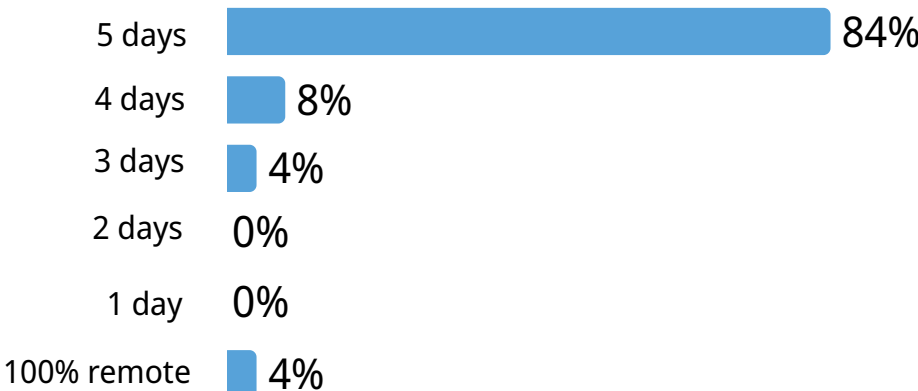
Mining and Steelmaking

Distribution of in-person days

Corporate



Operations



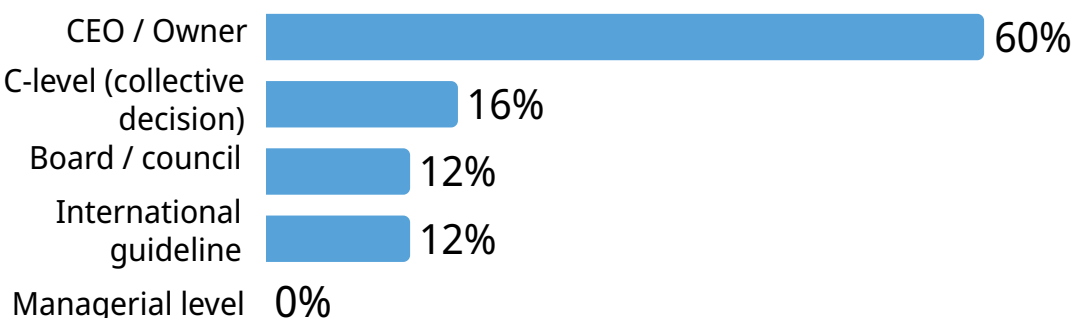
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

High levels of in-person attendance increase challenges in attracting and retaining employees, while operational limitations and commuting impacts the employee experience and turnover.

Industry profile

High levels of in-person attendance and low structural flexibility.
(The nature of the operations limits the adoption of remote models)

Executive Insight

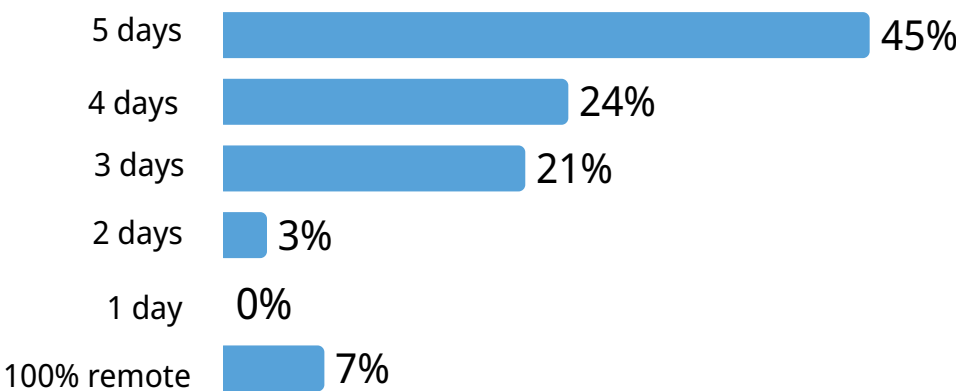
The operation limits flexibility. The challenge lies in attracting talent without compromising safety and operational continuity.

Source: Robert Half Survey – Work Models 2026.
Mining and Steelmaking sector (25 respondents).

Energy

Distribution of in-person days

Corporate



Operations



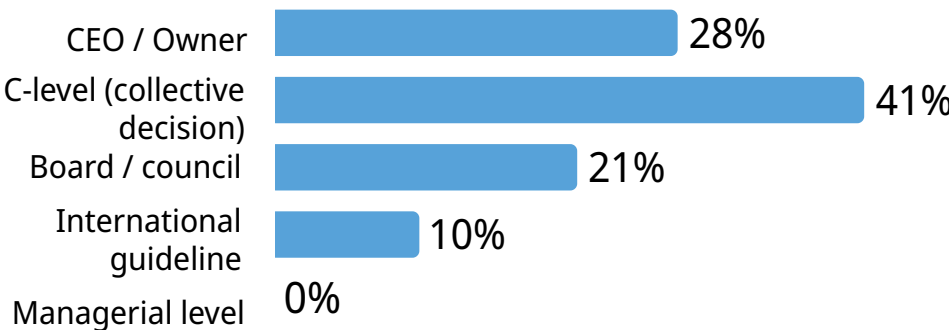
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

Balancing the use of flexibility as a competitive advantage with the demands of productivity, culture, and management of hybrid teams.

Industry profile

On-site operation, strategic flexibility
(The operation requires physical presence; the corporate model uses flexibility as a competitive advantage)

Executive Insight

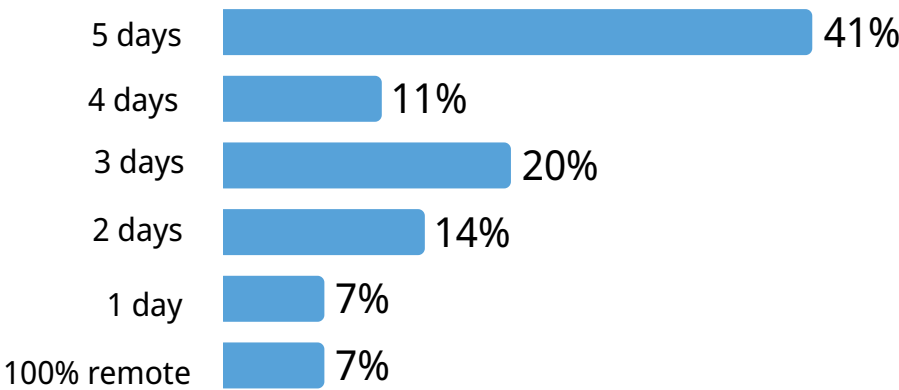
The operation requires continuous presence. The key differentiator lies in how companies use flexibility to attract talent.

Source: Robert Half Survey – Work Models 2026
Energy sector (31 respondents)

Industry

Distribution of in-person days

Corporate

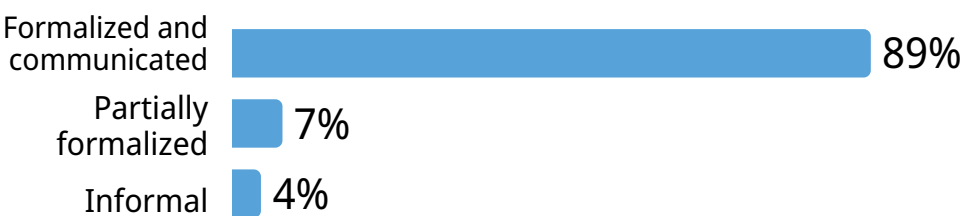


Operations



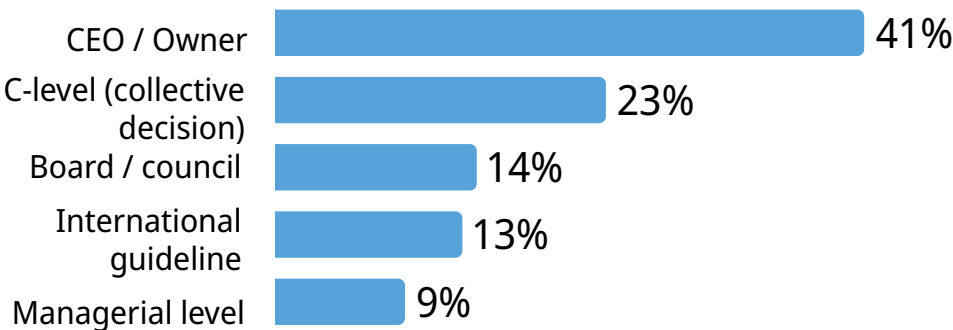
Model status

Formalization



Decision governance

Who decides



Challenges of the work model

The pressure for flexibility in the corporate world demands a balance between attracting talent and maintaining operational efficiency.

Industry profile

On-site operation, selective flexibility
(The factory defines the model; the corporate functions expand flexibility)

Executive Insight

The operation sets the limit. The challenge lies in expanding flexibility without compromising efficiency and control.

Source: Robert Half Survey – Work Models 2026
Base: Industry (31 respondents)

Other sectors (smaller sample base)

The sectors presented below are based on a smaller sample size of respondents and should be interpreted as indicative of trends. Even so, they offer a relevant reference for comparison and benchmarking.

Sector	In-person days (Corporate)	In-person days (Operations)	Formalization	Governance	Insights
Healthcare	4.0	4.7	Very high (~95%)	Structured (board ~40%) + centralized (~60%)	High in-person presence across the organization, with limited flexibility
Technology	3.2	3.2	High (~85%)	Centralized (~70% C-level/CEO)	Highly flexible corporate model, with significant variation across companies
Agribusiness	3.4	4.9	High (~90%)	Centralized (~65%) + global influence (~20%)	Predominantly in-person operations, with flexibility in corporate roles
Education	4.2	4.4	High (~85%)	Centralized (~70% C-level/CEO)	Predominantly on-site model, with limited flexibility
Oil & Gas	3.6	4.5	High (~85%)	Global (~50% international guidelines) + centralized (~40%)	Operations require physical presence, with moderate flexibility in corporate roles
Financial Services & Insurance	3.3	3.6–3.8	High (~80%)	Centralized (~75% C-level/CEO)	Strong hybrid model, with a more balanced distribution between corporate and operational areas

Base: between 6 and 13 responding companies.