


AN UPDATE ON FLEXIBLE AND HYBRID WORKING PRACTICES

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 160,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 160,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

Report

An update on flexible and hybrid working practices

Contents

Summary of key findings	2
Implications and recommendations	4
Employer perspective	5
Employee perspective	10
Background to the surveys	17

Acknowledgements

The CIPD is incredibly grateful to the organisations and individuals who gave their time and expertise to provide case studies for this report. These include:

- Jessica Badley, Head of HR & OD, Blood Cancer UK
- Lisa Freshwater, Director of Organisational Effectiveness, Blood Cancer UK
- David Blackburn, Chief People Officer, FSCS
- Arjian Punnialingam, MI & Analytics Manager, FSCS
- Jessica Cooney, Marketing Manager, The Sovini Group
- Steven Scott, Head of HR, The Sovini Group
- Laura Cole, Head of HR, UK & Europe, Standard Chartered Bank
- Sonia Rossetti, Regional Head, Corporate Affairs and Brand & Marketing for Europe and the Americas, Standard Chartered Bank

Claire McCartney, Senior Resourcing and Inclusion Adviser at the CIPD, wrote this report.

Thanks also to Annette Hogarth, research consultant, for conducting and writing the case studies.

1 Summary of key findings

Wider flexible working

Increase in requests for flexible working

- There has been an increase in employers supporting and already providing a day one right to request flexible working (FW).
- More than a third (37%) have seen an increase in requests for FW in the last six months.
- Over half of organisations (56%) believe that it is important to provide flexible working as an option when advertising jobs. They see this as a key way of attracting staff and addressing skill or labour shortages.
- More than two-fifths of organisations (42%) say they will be more likely to grant requests for flexible working, besides working from home, compared with before the pandemic (March 2020).

Over half of employees have flexible working arrangements

- Just over half of employees (51%) say they have flexible working arrangements (FWA) in their current role. Women (55%) are more likely than men (47%) to have FWA.

Those with FWAs are more satisfied than those without in a range of work-related areas

- Those employees who have flexible working arrangements in their current role are more likely to be satisfied than those who don't, including in relation to their work-life balance, control over work, their job overall and their line manager.

Job satisfaction greater for those with both formal and informal FWA

- Almost half (45%) of employees with an FWA describe this as informal, just a quarter describe it as formal, with a further 28% describing their FWA as a combination of formal and informal.
- Employees with a mixture of formal and informal FWA are more satisfied than those with either formal or informal arrangements on a range of work-related areas, including their work-life balance, manager and job.

Increase in the types of flexible working arrangements offered

- Currently, organisations are most likely to offer part-time hours (61%), working from home on a regular basis (57%) and flexitime (38%).
- Organisations plan to expand a range of flexible working arrangements, including working from home on a regular basis (46%), part-time working (38%), flexitime (37%), full-time homeworking (25%) and job-sharing (18%).
- Working from home on a regular basis (61%) and informal flexibility (43%) are the most common types of flexibility employees report. However, when asked what arrangements people would use, if possible, in their roles, the highest number would like flexitime (42%), working from home on a regular/ad hoc basis (40%), informal flexibility (38%) and compressed hours (32%).

Lack of flexibility prompting job and career changes for some

- Four per cent of employees say they have left a job in the last year specifically due to a lack of flexible working and 9% have changed their careers/profession due to a lack of flexible working options within the sector.

Hybrid working

A fifth of workforces expected to work from home all the time, and two-fifths to regularly work from home

- Since the start of the pandemic, 46% of employees have worked from home all or most of the time, while 37% have not worked from home at all.
- On average, organisations expect around a fifth (21%) of their workforce to work from home *all* the time once the crisis is over, while they expect 40% of their workforce to work from home on a regular basis.

Improvements in organisational productivity

- There have been improvements in organisational productivity, with more than two-fifths (41%) of organisations who say homeworking has increased now believing that more home/hybrid working has increased their organisation's productivity/efficiency.
- Employee productivity also remains steady, with more than two-fifths (43%) thinking that employees in their organisation are generally more productive when they are working from home/in a hybrid way.
- Overall, the findings show substantial improvements from when we surveyed on this issue in December 2020, when a third (33%) of employers said that the increase in homeworking had increased their organisation's productivity/efficiency, while 23% said that it had decreased it.

Organisations continue to invest in hybrid working

- Almost two-fifths (39%) are seeking to put in place additional measures or investment to enable more hybrid or homeworking in the next 6-12 months.
- Organisations are looking to implement a range of measures to support hybrid or homeworking in the future – most notably a greater investment in the quality of technology (54%), a change of organisational policy to promote more remote working (53%), and more online guidance for line managers in managing and supporting homeworking (52%).

Benefits and challenges of hybrid working

- When it comes to the key benefits of shifting to increased homeworking or hybrid working, respondents point to: improved work-life balance (69%), improved employee satisfaction (48%), improved business flexibility and improved employee wellbeing (41%).
- Some of the top issues faced as a result of the shift to increased home or hybrid working include: increased stress or mental health problems due to working remotely (44%), difficulty in working as expected for employees who lack space or privacy (43%), and employee conflict due to the challenges of communication and team relationships (34%).

Potential mismatch between employee and employer preferences

- Organisations think that being on site/in the office for approximately 40% of the time would be most popular with their employees (23%). If we then compare that with what organisations view as their preferred approach for their workforce, the highest proportion (25%) would like employees to be in the office/on site all the time.
- Over half (54%) of employees themselves expect to be in the workplace for all or most of the time once the pandemic has passed and all restrictions have ended. Yet, when asked about their preferences, two-fifths (39%) would like to work from home all or most of the time going forward.

Lack of consultation

- More than three-fifths (63%) of employees who are able to work in a hybrid way haven't been asked how they would like to work moving forward; the remaining (37%) say they have been asked.

Concerns about inclusion risks from employers and employees

- A substantial 48% of organisations say they are concerned about inclusion risks if employees move to hybrid or homeworking, while a similar proportion (46%) are not concerned.
- Almost a quarter (24%) of employees who are able to work from home/in a hybrid way are concerned about being treated less favourably if they work in this way compared with colleagues always in the workplace.

2 Implications and recommendations

Organisations

- 1 Implement internal policies that allow your employees to request flexible working from day one of employment and, wherever possible, stipulate in job adverts that jobs can be done flexibly, attracting a wider pool of candidates who are looking for flexible roles.
- 2 Raise awareness of different forms of flexible working, such as compressed hours and job-sharing, and explore how they can be effective in roles that have traditionally been seen as non-flexible.
- 3 Consult and collaborate with employees when designing hybrid working practices. Develop clear and transparent policies and principles about eligibility for – and access to – hybrid working, and establish systems to monitor decision-making and access. Undertake ongoing listening activity with workers, managers and worker representatives to learn the lessons of hybrid, and continue to review, adapt and improve your approach.
- 4 Assess organisation risks relating to equality and inclusion and develop an action plan to ensure that hybrid working supports inclusion. Include inclusion in every aspect of hybrid working implementation. Ensure equality of opportunity for learning and development and reward and recognition, regardless of where and when people work.
- 5 Provide training to managers on how to manage hybrid teams effectively and support hybrid workers, including performance management, remote communication, collaboration and relationship-building.

Policy-makers

- 1 Make the right to request flexible working a right from day one of employment. Reconsider the stipulation that employees can only make a request every 12 months.
- 2 Support the Flexible Working Taskforce in its practices to increase access to – and uptake of – different forms of flexible working.
- 3 Work with organisations on myth-busting around flexible working to dispel the notion that it cannot work for certain employees or job roles that traditionally are not considered flexible.

- 4 Continue to support organisations moving to a hybrid way of working and ensure that issues of employee inclusion and wellbeing are front and centre.
- 5 Lead by example by ensuring that the civil service becomes an exemplar of flexible working, and by encouraging the wider public sector to create more flexible jobs.

3 Employer perspective

Wider flexible working findings

A fifth taking steps to increase wider FWA

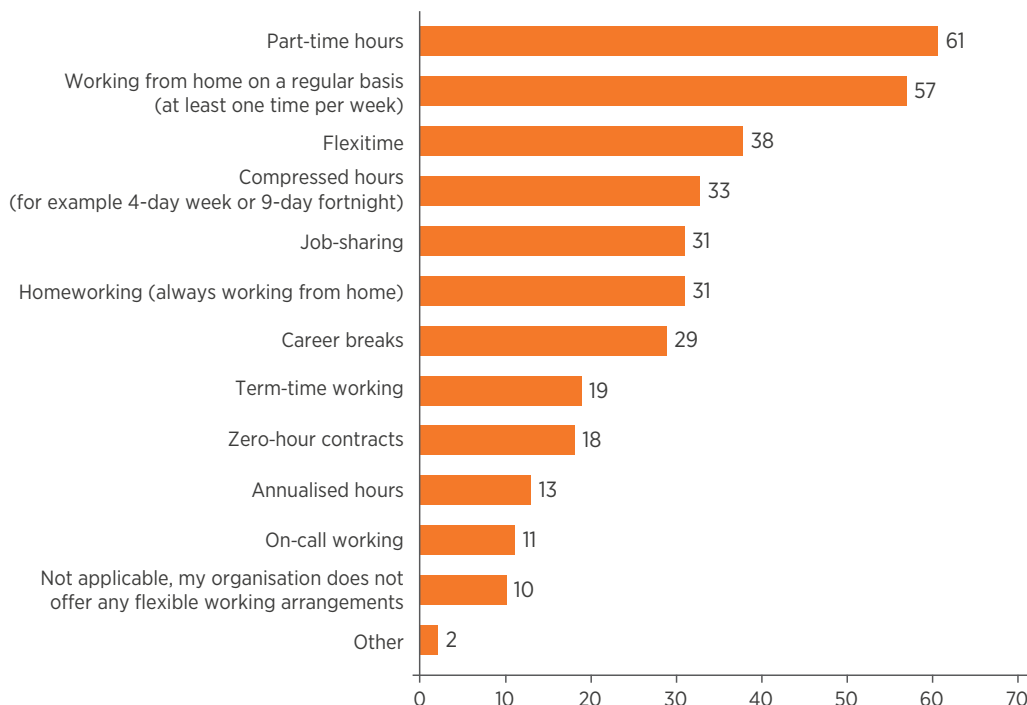
Just over a fifth (22%) are taking steps to increase other forms of flexible working over the next 6-12 months, besides homeworking.

Increase in different types of flexible working arrangements offered

Organisations are most likely now to offer part-time hours (61%), working from home on a regular basis (57%) and flexitime (38%).

Since surveying in December 2020, more organisations now offer job-sharing (31% compared to 22%), compressed hours (33% compared to 27%), career breaks (29% compared to 22%), working from home regularly (57% compared to 50%), part-time hours (61% compared to 56%) and zero-hour contracts (18% compared to 12%).

Figure 1: Which flexible working arrangements, if any, does your organisation currently offer? (%)



Base: n=1,196

And organisations plan to expand a range of flexible working arrangements

Organisations are most likely to be looking to expand their use of:

- working from home on a regular basis (at least once a week) (46%)
- part-time working (38%)
- flexitime (37%)
- full-time homeworking (25%)
- job-sharing (18%).

Reasons for increasing wider forms of flexible working

For those organisations planning to increase the uptake of wider forms of flexible working, key reasons include to:

- support employees' work-life balance (71%)
- support employees' mental health and wellbeing (67%)
- improve their ability to attract and retain staff (66%).

Reasons for not increasing the uptake of wider forms of flexible working

Finally, there were two main reasons for organisations not planning to increase the uptake of wider forms of flexible working. First, respondents felt that some of the jobs in the organisation require specific hours, and flexible hours would be (perceived as) unfair if they are not available to everyone (48%). The second main reason given was that this isn't a business priority right now given the challenges facing their organisation (41%).

Hybrid working findings

Shift to working from home and hybrid working

Before the impact of the COVID-19 pandemic, the average mean proportion of the workforce typically working from home (WFH) on a regular basis (for example at least once a week) was 19%.

The average mean proportion currently working from home all the time as a result of the pandemic sits at 30%, while the average mean proportion working from home on a regular basis (at least once a week) is 44%.

Around a fifth of workforces expected to work from home all the time and two-fifths to regularly work from home

Organisations expect around a fifth (21%) of their workforce to work from home *all* the time once the crisis is over, while they expect 40% of their workforce to work from home on a regular basis (at least once a week).

These figures are slightly more conservative than when we surveyed in December 2020, when organisations were expecting 28% of their workforce to work from home *all* the time once the crisis is over and 45% of their workforce to work from home on a regular basis.

Perceived productivity from working from home/hybrid working

Improvements in organisational productivity/efficiency

Over two-fifths (41%) of employers who say homeworking has increased believe that the increase in homeworking/hybrid working has increased their organisation's productivity or efficiency. Just 18% say that it has decreased their organisation's productivity or efficiency.

There are no significant differences here across public, private and voluntary sectors; however, manufacturing and construction is the industry that is most split on this issue, with 28% maintaining it has increased their organisation's productivity or efficiency and 28%

saying the opposite. Larger organisations of 250+ employees (45%) are significantly more likely than SMEs (32%) to say it has increased their organisation's productivity or efficiency.

Overall, the findings show substantial improvements from when we surveyed on this issue in December 2020,¹ when a third (33%) of employers said that the increase in homeworking had increased their organisation's productivity/efficiency, while 23% said that it had decreased it.

Employee productivity remains steady

Over two-fifths (43%) think that employees in their organisation are generally more productive when they are working from home/in a hybrid way, while a fifth (20%) believe they are less productive.

Respondents in the voluntary (51%) and public (50%) sectors are significantly more likely to think employees are more productive when they are working from home/in a hybrid way than those in the private (40%) sector. Respondents from larger organisations of 250+ employees are also significantly more likely (47%) to believe this than those from SMEs (36%).

Table 1: Do you think employees in your organisation are generally more or less productive when they are working from home/in a hybrid way? (%)

	SME	Private sector	Public sector	Voluntary sector
Much more productive	10	10	11	14
More productive	32	30	39	37
There is no difference in their productivity	34	37	25	29
Less productive	16	15	18	18
Much less productive	4	4	5	-
Don't know	3	3	3	2
Net: More productive	43	40	50	51
Net: Less productive	20	20	22	18
Base: Employees more or less productive when working from home	1,011	758	174	80

Overall, the findings show a slight improvement on our data collected in December 2020, where two-fifths (40%) thought that employees in their organisation were generally more productive when they are working from home, while just over a fifth (21%) thought they were less productive.

Investment in hybrid working

Continued investment in hybrid working

Almost two-fifths (39%) of organisations surveyed are seeking to put in place additional measures or investment to enable more hybrid or homeworking in the next 6-12 months.

Respondents in the voluntary (53%) and public (52%) sectors are significantly more likely to put in place additional measures or investment to enable more hybrid or homeworking than those in the private (34%) sector. Respondents from larger organisations of 250+ employees are also significantly more likely (49%) to be investing than those from SMEs (25%).

¹ Note the question in 2021 asked about home/hybrid working, while the question in 2020 just asked about homeworking.

Overall this is slightly lower than when we surveyed in December 2020, when 47% were looking to introduce additional measures and investment to enable more home and hybrid working in the next 6–12 months.

Organisations implementing a range of measures to support hybrid working

Organisations are looking to implement a range of measures to support hybrid or homeworking in the near future. Most popular amongst those seeking to put in place additional measures are a greater investment in the quality of technology (54%), to change organisational policy to promote more remote working (53%), to provide more online guidance for line managers in managing and supporting homeworking (52%), and make a greater investment in the quantity of technology (such as more laptops) (51%).

Other popular choices include more line manager training in managing and supporting homeworkers (47%), identifying where any inclusion risks may arise if employees move to hybrid working and how these can be mitigated (47%), and agreeing a minimum number of working from home days a week with employees (45%).

Figure 2: What additional measures does your organisation plan to put in place to support hybrid or homeworking in the future? (%)

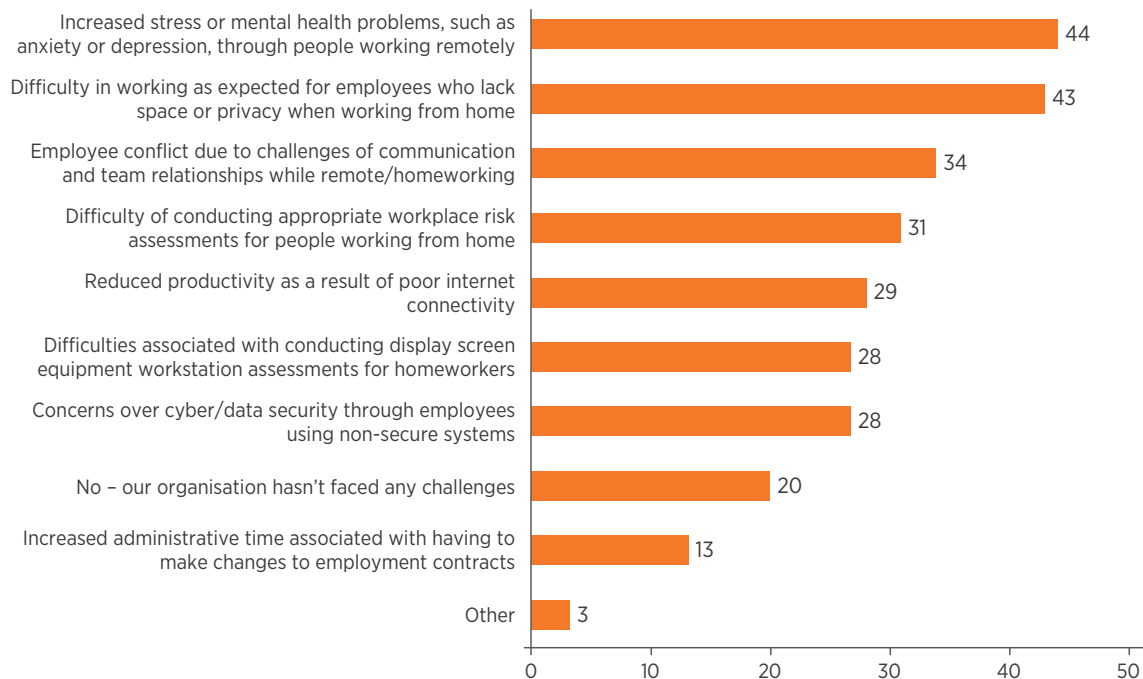


Base: All employers who would put additional measures in place (463)

Issues related to home and hybrid working

Some of the top issues faced as a result of the shift to increased home or hybrid working include: increased stress or mental health problems through people working remotely (44%), difficulty in working as expected for employees who lack space or privacy when working from home (43%), and employee conflict due to the challenges of communication and team relationships while remote/homeworking (34%).

Figure 3: Has your organisation faced any of the following issues as a result of the shift to increased homeworking/hybrid working? (%)

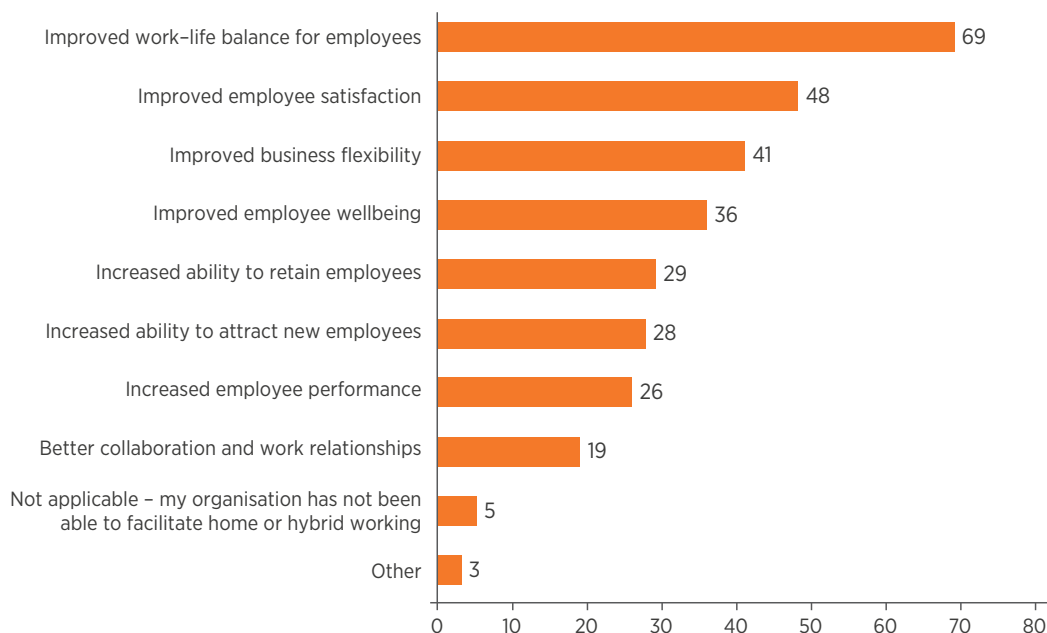


Base: All employers who say that homeworking has increased (753)

Benefits of home and hybrid working

When it comes to the key organisation benefits of shifting to increased homeworking or hybrid working, employers surveyed point to improved work-life balance for employees (69%), improved employee satisfaction (48%) and improved business flexibility (41%). Improved employee wellbeing is also a key benefit for over a third (36%).

Figure 4: Which, if any, of the following has your organisation benefited from as a result of the shift to increased homeworking or hybrid working? (%)



Base: All employers who say that homeworking has increased (753)

Hybrid: ways of working

Potential mismatch between employee and employer preferences

When considering a hybrid working pattern, employers surveyed were most likely to think that being on site/in the office for approximately 40% of the time would be most popular with their employees (23%). Eighteen per cent point to being on site/in the office for 60% of the time and 16% think their employees would want to be in the office/on site for 20% of the time.

If we then compare that with what organisations view as their preferred approach for their workforce as an employer, the highest proportion (25%) would like employees to be in the office/on site *all* the time. Seventeen per cent point to being in the office/on site for 60% of the time. However, 15% say they don't have a preference – it will depend on what works best for the individual employees and the teams and part of the business they work within.

Respondent organisations in the private sector (28%) are significantly more likely than those in the voluntary (11%) and public (18%) sectors to prefer employees in the office/on site all the time as are respondents in SMEs (34%) compared with those in larger organisations with 250+ employees (18%). Those in the voluntary (25%) and public (20%) sectors are significantly more likely than those in the private sector (13%) to indicate that they don't have a preference and it will depend on circumstances.

Hybrid working and inclusion risks

Half of organisations worried about hybrid working inclusion risks

Organisations are fairly split when it comes to being worried about inclusion risks if employees move to hybrid or homeworking.

By inclusion risks, we are referring to the fact that those working remotely or part remotely through choice or necessity might be treated differently from those in the physical workspace when it comes to things like project work and career development and progression.

Almost half (48%) say they are concerned (including 10% who say they are very concerned), while a similar proportion (46%) are not concerned (including 17% who say they are 'not concerned at all').

Those in the public sector (57%) are significantly more likely to be concerned than respondents in the private sector (45%). Those from larger organisations of 250+ employees (54%) are also significantly more likely to be concerned about inclusion risks than those from SMEs (39%).

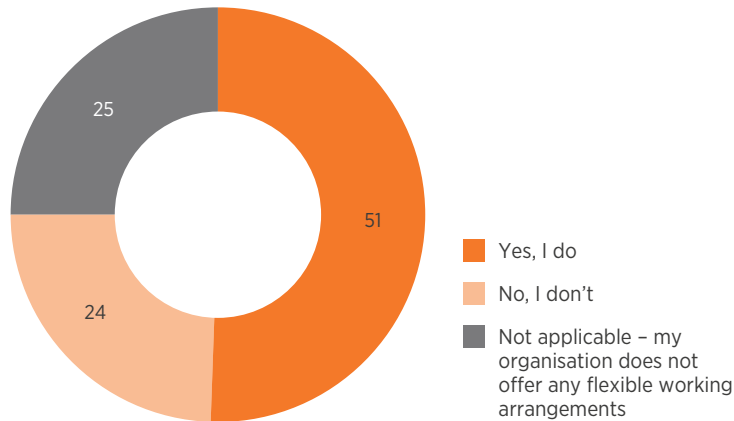
4 Employee perspective

Flexible working arrangements

Over half have FWA in their role

Just over half of employees (51%) say they have flexible working arrangements in their current role. More women (55%) than men (47%) are likely to have FWA.

Figure 5: Current flexible arrangements (%)



Base: n=2,166

A quarter (25%) say their organisation does not offer **any** flexible working arrangements. Respondents are most likely to say this if they are from the hospitality and leisure sector (45%), retail (39%), transport and distribution (36%) and medical and health services (36%).

Those with FWA are more satisfied on a range of work-related areas

Those employees who have flexible working arrangements in their current role are more likely to be satisfied than those who don't in a range of different areas. This includes satisfaction with their:

- work-life balance (76% vs 60%)
- control over their work (64% vs 46%)
- job (68% vs 56%)
- manager (70% vs 57%).

They are even more likely to be satisfied than those without FWA in their current role with their opportunities for progression (39% vs 30%) and their salary (56% vs 45%).

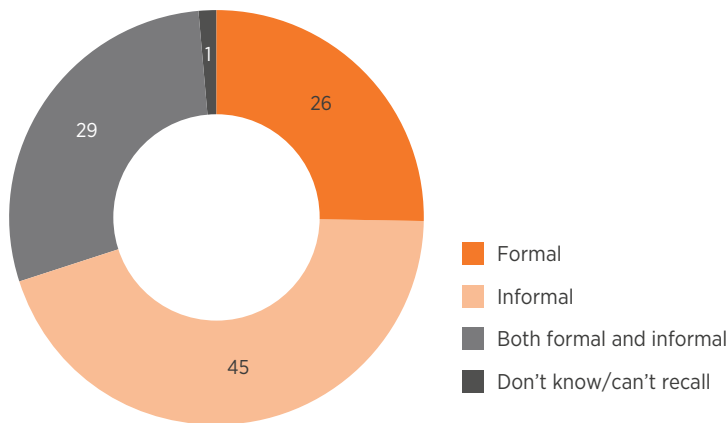
Formal and informal flexibility

Respondents who have an FWA in their current role were asked how best they would describe this arrangement. We define 'formal flexibility' as an FWA that is formally agreed with the line manager and included in their employment contract. For 'informal flexibility' this is defined as the ability to change hours or location on an 'as needed' basis informally agreed with the line manager.

Almost half describe their flexible working arrangement as 'informal'

Over two-thirds (45%) described this as informal, just a quarter (25%) described this as formal, with 28% describing their FWA as a combination of formal and informal.

Figure 6: Formality of flexible work arrangements (%)

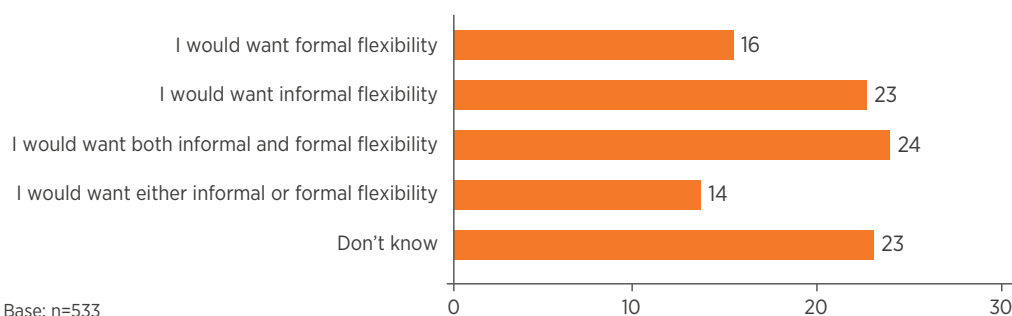


Base: n=1,104

There are no significant differences between men and women in terms of likelihood to have formal arrangements, but women (48%) are more likely to have informal arrangements than men (41%), and men (32%) are more likely to have a combination than women (25%). Employees at micro (67%) and small organisations (43%) are also more likely to have informal arrangements than their counterparts at large organisations (40%), or medium organisations (41%) and the opposite is true for formal arrangements (micro: 11%; SMEs: 21%; large: 30%).

We also asked all respondents whether they would like informal or formal flexibility or a combination of the two. Almost a quarter (24%) opted for a combination of the two, closely followed by 23% who would like informal flexibility and 16% who would like formal flexibility.

Figure 7: Desire for flexible work arrangements (%)



Base: n=533

Employees with a mixture of formal and informal FWA are more satisfied on a range of work-related areas

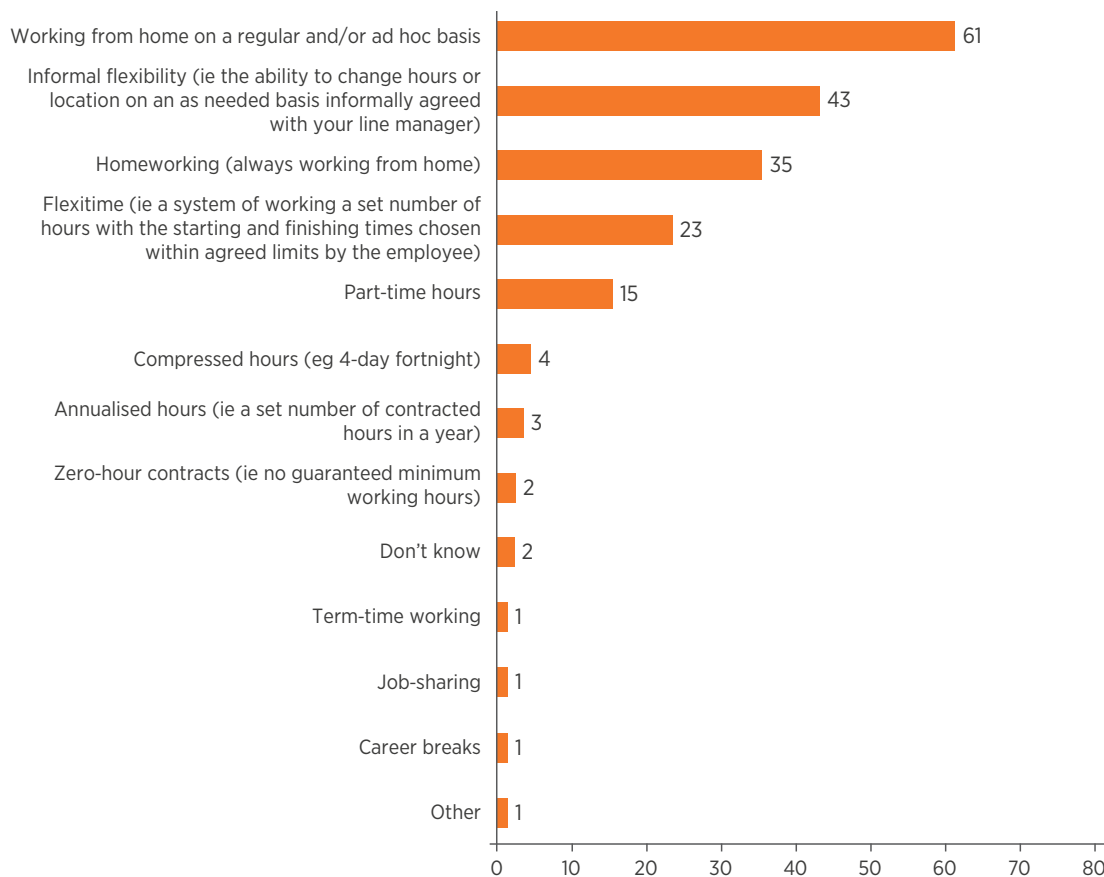
Employees who describe their current FWA as a combination of formal and informal flexibility are most satisfied with their:

- work-life balance (80%; informal 77%; formal 72%)
- manager (75%; informal 70%; formal 64%)
- job (71%; informal 69%; formal 64%).

Regularly working from home and informal flexibility are the most common types of flexibility

Of those with FWA, around 3 in 5 are likely to be working from home on a regular or ad hoc basis (61%), 2 in 5 have informal flexibility (43%), a third work from home fully (35%) and a quarter make use of flexitime (23%).

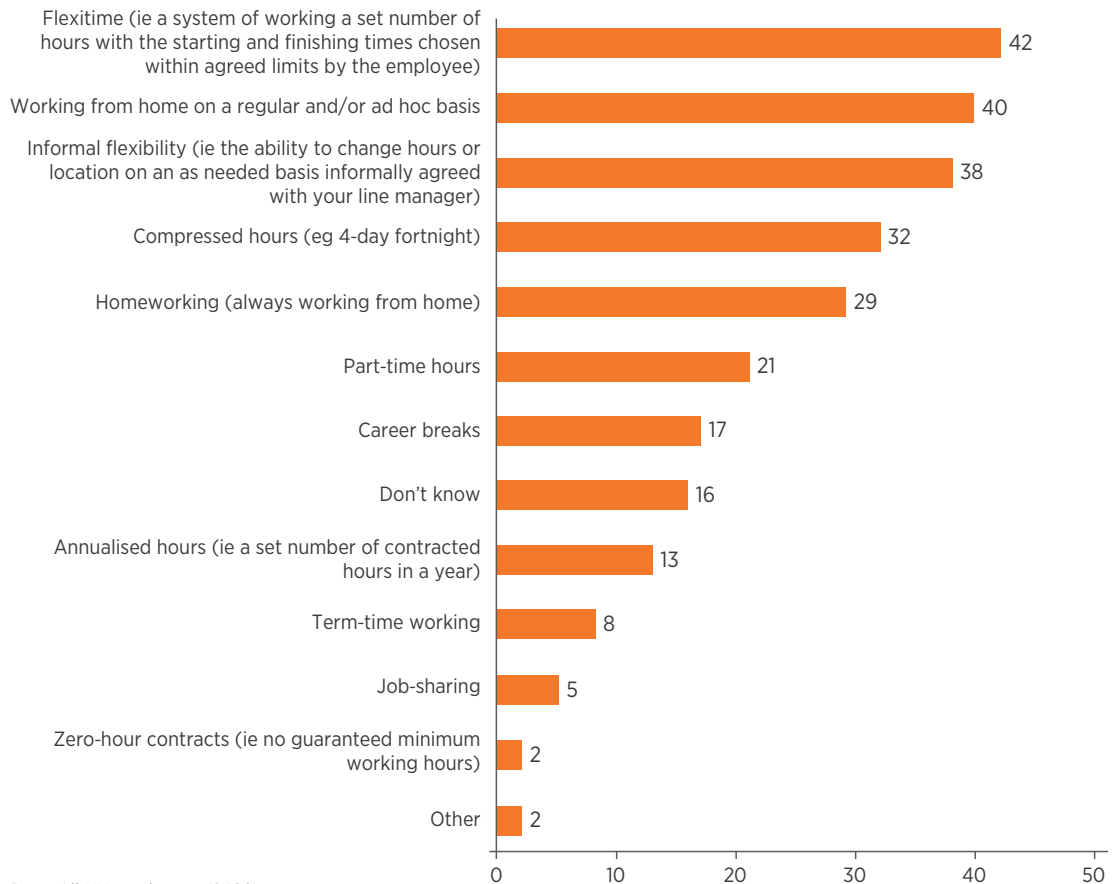
Figure 8: Which, if any, of the following flexible working arrangements do you currently use? (%)



Base: All UK employees with a FWA (1,099)

However, when asked what arrangements people would use, if possible, in their roles, the highest number would like flexitime (42%), working from home on a regular/ad hoc basis (40%), informal flexibility (38%) and compressed hours (32%).

Figure 9: Which, if any, of the following flexible working arrangements would you use if possible in your role? (%)

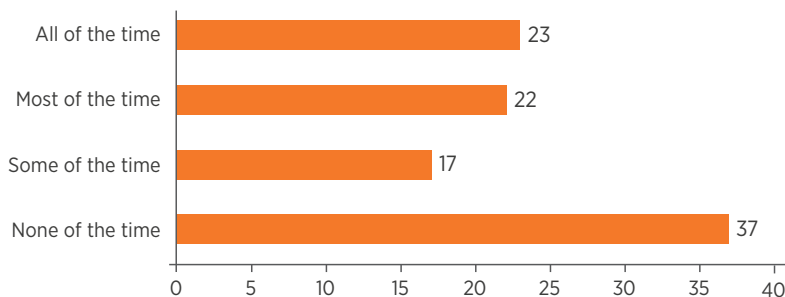


Working from home

Since the start of the pandemic, 45% of employees have worked from home all or most of the time

From the start of the COVID-19 pandemic up until now, almost a quarter of employees (23%) have worked from home all the time, a similar proportion have worked from home most of the time (22%), while 37% have not worked from home at all.

Figure 10: How often, if at all, have you worked from home since the start of the pandemic? (%)



Base: All UK employees (2,166)

Those who have not worked from home at all are most likely to say (85%) that this is because the nature of their job does not allow them to. Almost one in ten (9%) say the nature of their job would allow them to but their employer/manager does not allow it. Just 2% say they don't have suitable working from home environments and a further 2% don't like working from home because they feel isolated or unhappy.

Perceptions of fairness

We asked employees to consider a number of different statements about flexible and hybrid working. The findings underline the importance of providing flexible working options for those who can and can't work remotely.

Providing flexibility to those who can and can't work remotely

Seventy-six per cent of employees believe it is important that those who can't work from home can work flexibly in other ways. Only 4% of employees disagree with this.

Just over 2 in 5 (43%) of employees also believe that it is unfair that some people can work from home while others have to continue to attend their employer's workplace and have little flexibility. Over a quarter (27%) of employees disagree with this.

Current level of flexibility and choice

Fifty-five per cent say they are able to work flexibly in a way that best suits their life at the moment; a quarter (25%) of employees disagree with this. Women (58%) are more likely to say this than men (52%) and younger employees are more likely to say this than older employees (66% under 25s vs 48% amongst over 55s).

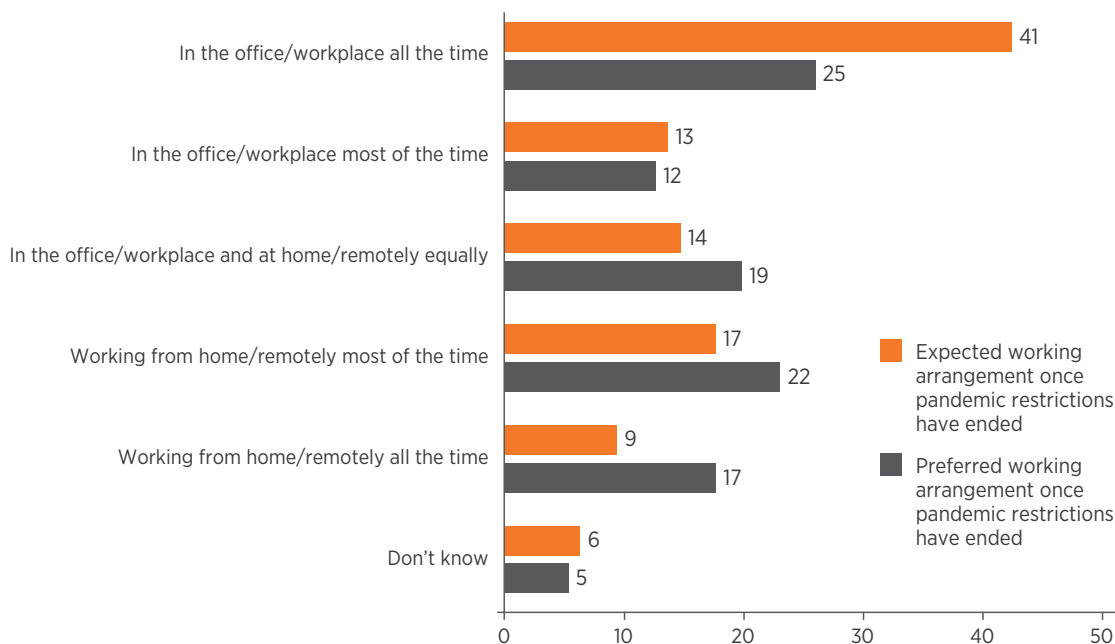
Forty-two per cent say their employer seeks to provide choice to people over when and where they work; however, almost a third of employees (31%) disagree with this. Employees in larger organisations of 250+ are more likely to agree (47%) than those in small and micro (38%) organisations. There are no gender differences, but younger employees are more likely to say their employer provides them with choice than older employees (49% for under 25s vs 37% amongst over 55s).

Most believe the pandemic will lead to greater flexible working in the long term

Seventy-seven per cent believe the pandemic will lead to long-term change towards more flexible working; just 6% disagree with this. Women (80%) are more likely than men (74%) to believe this. Those in larger organisations (81%) are more likely to say this than those in small (73%) and micro (71%) organisations.

Hybrid working

Figure 11: Working arrangement once pandemic restrictions have ended (%)



Base: All UK employees (2,166)

Over half expect to be in the workplace for all or most of the time

Once the pandemic restrictions have ended, 41% expect to be in the office or workplace all the time and a further 13% expect to be there most of the time.

Men are slightly more likely to expect to be in the workplace all the time vs women (42% vs 39%) and older employees are much more likely to say this than younger employees (52% amongst over 55s vs 25% under 35s).

Next most likely is working from home/remotely most of the time (17%), with a further 9% expecting to do this all the time.

Yet, nearly two-fifths would like to work from home all or most of the time

However, when employees are asked what would be their preferred way of working, almost two-fifths (39%) would like to work from home/remotely all or most of the time and 37% would like to work in the office/workplace all or most of the time.

Men and older workers are most likely to want to be in the office all the time

More men (28%) than women (21%) would like to work in the office/workplace all the time, and the older an employee is, the more likely they are to want to do this (aged 18–24: 11%; 25–34: 14%; 35–44: 17%; 45–54: 26%; 55+: 38%).

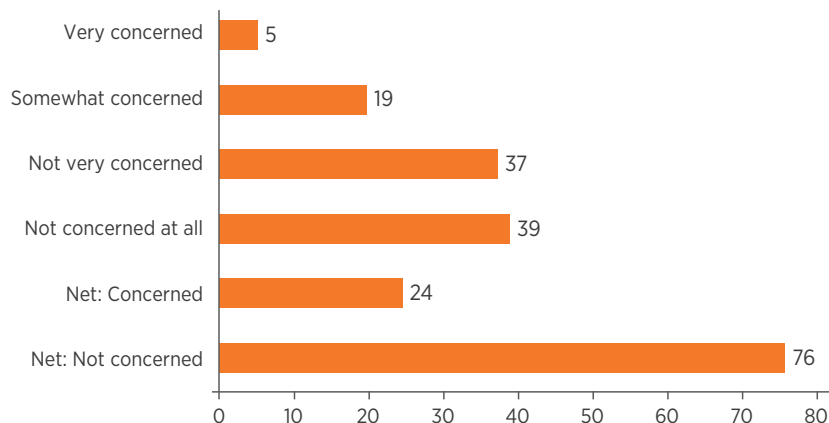
Three-fifths of employees haven't been asked how they would like to work moving forward

More than three-fifths (63%) of employees who are able to work in a hybrid way haven't been asked how they would like to work moving forward; the remainder (37%) say they have been asked.

Almost a quarter are concerned about being treated less favourably

Almost a quarter (24%) of employees who are able to work from home/in a hybrid way and are decided in their opinion are concerned about being treated less favourably if they work in this way compared with colleagues always in the workplace.

Figure 12: To what extent, if at all, are you concerned about being treated less favourably if you work from home/in a hybrid way, compared with colleagues always in the workplace? (%)



Base: n=1,388 (excludes those who selected N/A or Don't know)

Leaving jobs due to a lack of flexible working

Four per cent of employees say they have left a job in the last year specifically due to a lack of flexible working, and 9% have changed their careers/profession due to a lack of flexible working options within the sector.

Women (12%) are more likely than men (7%) to say they have changed their careers/professions for this reason.

5 Background to the surveys

Employer survey 2021

This survey has been conducted using an online interview administered to members of the YouGov Plc UK panel of 800,000+ individuals who have agreed to take part in surveys.

The responding sample is weighted to the profile of the sample definition to provide a representative reporting sample. The profile is normally derived from census data or, if not available from the census, from industry-accepted data.

The total sample size for this survey was 1,196 adults. Fieldwork was undertaken between 27 October and 15 November 2021. The survey was carried out online. The figures have been weighted and are representative of all employers.

Employer survey 2020

This survey has been conducted using an online interview administered to members of the YouGov Plc UK panel of 800,000+ individuals who have agreed to take part in surveys.

The responding sample is weighted to the profile of the sample definition to provide a representative reporting sample. The profile is normally derived from census data or, if not available from the census, from industry-accepted data.

All figures, unless otherwise stated, are from YouGov Plc. Total sample size was 2,133 senior decision-makers in UK businesses. Fieldwork was undertaken between 10 December 2020 and 4 January 2021. The survey was carried out online. The figures have been weighted and are representative of the UK business population by size, sector, industry and nation.

Employee survey 2022

This survey has been conducted using an online interview administered to members of the YouGov Plc UK panel of 800,000+ individuals who have agreed to take part in surveys.

The responding sample is weighted to the profile of the sample definition to provide a representative reporting sample. The profile is normally derived from census data or, if not available from the census, from industry-accepted data.

The total sample size for this survey was 2,166 adults. Fieldwork was undertaken between 27 January and 3 February 2022. The survey was carried out online. The figures have been weighted and are representative of British business size.

Employee survey 2020

This survey has been conducted using an online interview administered to members of the YouGov Plc UK panel of 800,000+ individuals who have agreed to take part in surveys. Emails are sent to panellists selected at random from the base sample. The email invites them to take part in a survey and provides a generic survey link. Once a panel member clicks on the link, they are sent to the survey that they are most required for, according to the sample definition and quotas. (The sample definition could be 'GB adult population' or a subset such as 'GB adult females'.) Invitations to surveys don't expire and respondents can be sent to any available survey. The responding sample is weighted to the profile of the sample definition to provide a representative reporting sample. The profile is normally derived from census data or, if not available from the census, from industry-accepted data.

All figures, unless otherwise stated, are from YouGov Plc. Total sample size was 2,127 GB employees. Fieldwork was undertaken from 22–31 December 2020. The survey was carried out online. The figures have been weighted and are representative of all GB adults (aged 18+).



CIPD

Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ United Kingdom
T +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201
E cipd@cipd.co.uk **W** cipd.co.uk

Incorporated by Royal Charter
Registered as a charity in England and Wales (1079797)
and Scotland (SC045154)

Issued: April 2022 Reference: 8231 © CIPD 2022

