

Fórsa

Remote & Hybrid Working



Background



- This survey was completed online via an open link, provided by Amárach Research, and emailed to Fórsa members.
- A total of 19,086 completed interviews were secured between 25th February and 16th March 2026.
- This report examines current/preferred working arrangements amongst members and how these impact day to day operations, career development, workplace culture and work/life balance.



- 7 in 10 (71%) Fórsa members have a remote working arrangement with the majority of these (67%) working on a hybrid basis. While there are variations between divisions, these are likely to reflect the member profile of each division.
- For example, Health/Welfare and Education members more likely to be female and to work on-site. Remote workers have a greater representation of males and Grade IV+ members, cohorts that are more prevalent in the Civil Service, Local Government and Services divisions. These synergies are evident throughout the findings.
- There is a preference for greater access to remote working with hybrid working most popular (69% currently versus 74% preferred) followed by fully remote (2% currently versus 13% preferred) and reduced fully on-site arrangements (26% currently versus 9% preferred). There are a wide range of factors driving increased/maintained remote working led by reduced commute times, reduced work costs and increased productivity.
- The main driver for remote working (reduced commute times) is supported by the 47% of commuters who have noticed an increase in the time it takes to get to/from work over the past year, one third of whom estimate travel time has increased by 31 minutes or more.
- Conversely, 6 in 10 (59%) hybrid working commuters save 3 or more hours every week by not having to travel to work and that time saved is spent in a variety of ways with household chores and more personal time most widely selected.



- One of the chief objectives of this research was to assess the impact of remote working on day-to-day work activities, career progression, workplace culture and managerial responsibilities,.
- The findings demonstrate members are less likely to experience problems when working remotely than when on site and career progression is not impeded as a result of remote working.
- While workplace culture is perceived to suffer from motivational and morale issues (rated as negative by 24% and 32% of members respectively), it was not widely felt these issues would be remedied by a return to the workplace. In fact, the proportion who felt this could worsen the status quo was the same as or greater than the proportion who felt more on-site time would be a positive initiative.
- From a management perspective, those with direct reports recorded fewer day-to-day problems amongst remote working staff than amongst direct reports working on-site. Additionally, almost all members (93%) indicated the working arrangement of their line manager (74% of whom are hybrid workers) had either no impact or a positive impact on their day-to-day work.



- Covid restrictions triggered a global remote working phenomenon which remains a valid and attractive work arrangement six years later. The prevalence of hybrid working has evolved to a position where the ability to work remotely may now be an expectation - 7 in 10 remote working members would rather move role to retain/improve their current remote working arrangement.
- The findings in this report do not support the arguments that have been espoused in support of a mandated return to the workplace for Fórsa members and indicate remote working arrangements could be extended further, with greater emphasis on hybrid working.
- Notwithstanding the vast variation in roles between and within Fórsa Divisions, greater harmonisation of the terms and conditions attached to hybrid working (such as weekly attendance, anchor days etc) could help address some of the differences that exist between members.

Context of the Findings

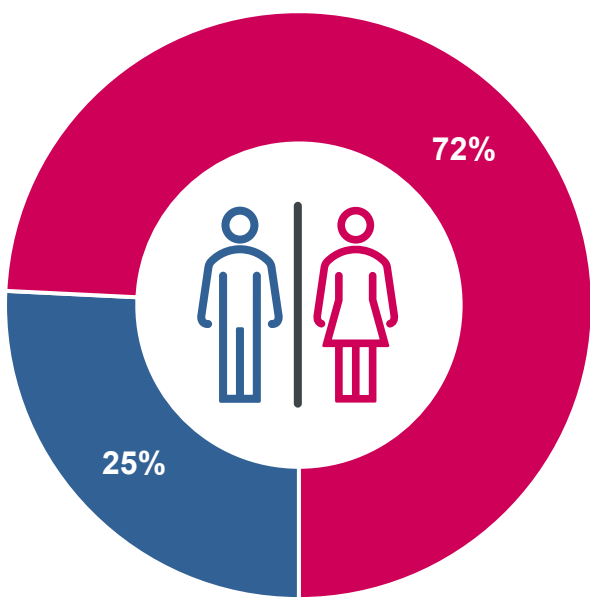


Participant Profile

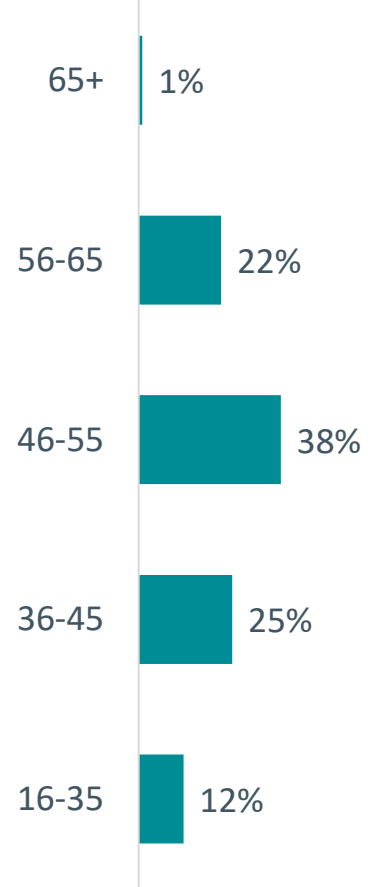
Base: All respondents



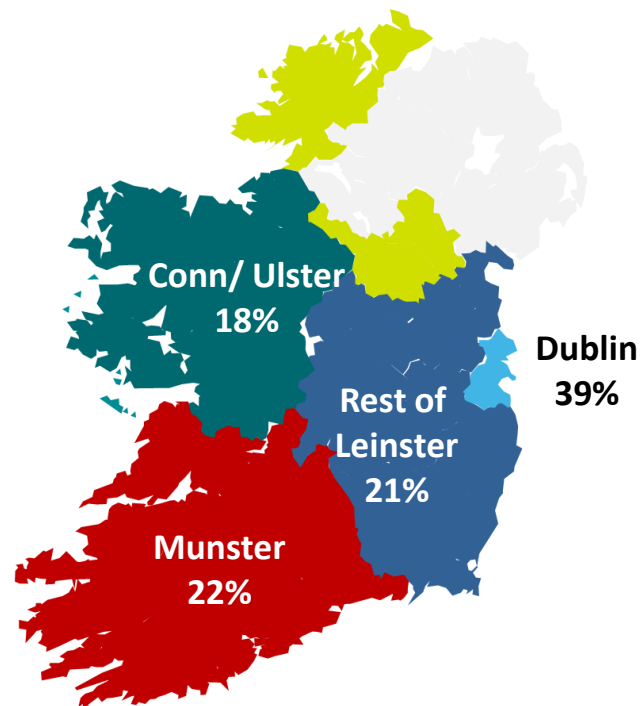
Gender N=19,086



Age N=19,086



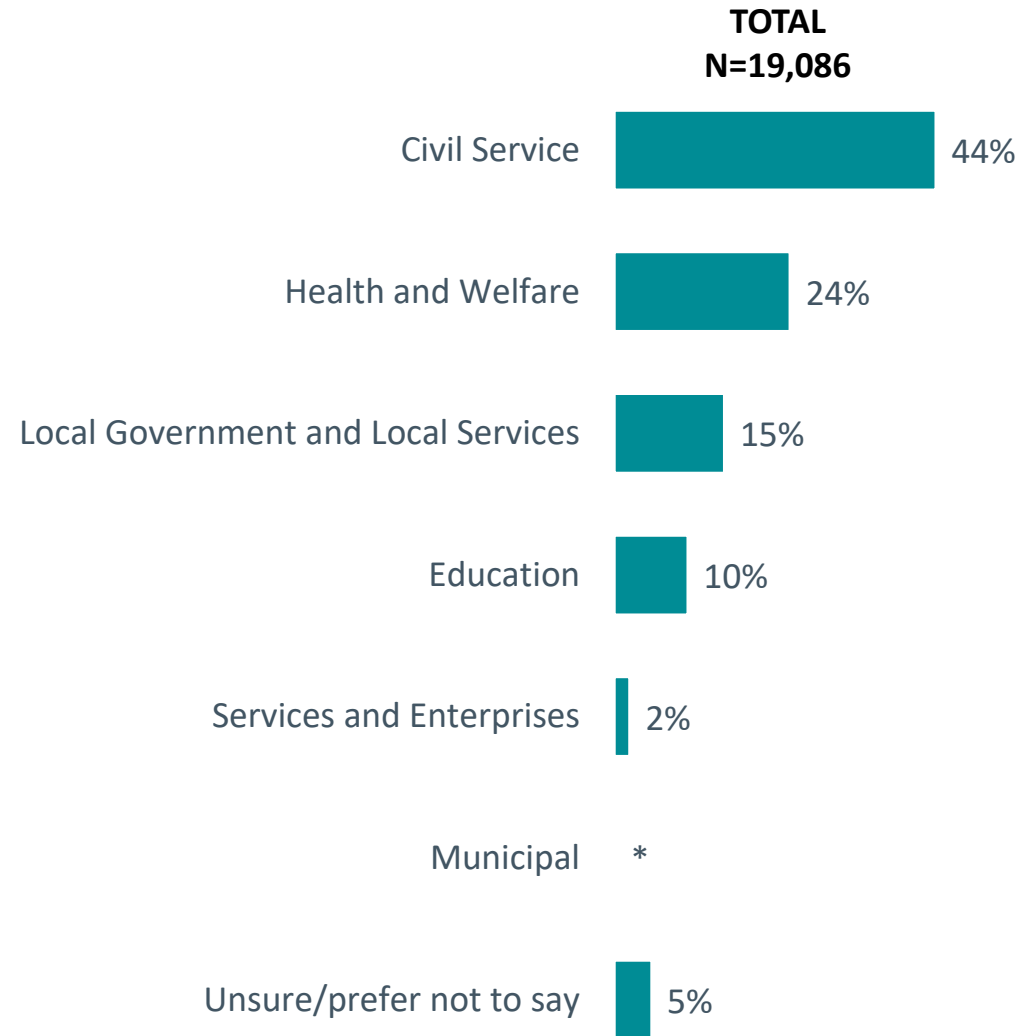
Workplace Location N=19,086





Fórsa Divisions Represented

Base: All respondents



Profile of Respondents x Division (excluding Municipal due to modest base size)



| | | Total (19086) | Civil Service (8400) | Health/ Welfare (4631) | Local Gov (2888) | Education (1882) | Services (375) |
|--------|--------------------------------------|------------------|----------------------------|------------------------------|------------------------|---------------------|-------------------|
| Gender | Male | 25% | 33% | 16% | 28% | 10% | 43% |
| | Female | 72% | 65% | 83% | 70% | 88% | 54% |
| Age | 16-35 | 12% | 16% | 11% | 10% | 6% | 11% |
| | 36-45 | 25% | 27% | 27% | 24% | 19% | 23% |
| | 46-55 | 38% | 34% | 39% | 44% | 39% | 38% |
| | 56-65 | 22% | 21% | 22% | 20% | 32% | 23% |
| | 65+ | 1% | 1% | 1% | 1% | 3% | 3% |
| Grade | Entry Level | * | * | * | * | 1% | * |
| | Grade III/Non-Admin Public Facing | 24% | 28% | 9% | 21% | 50% | 12% |
| | Grade IV+ | 57% | 61% | 54% | 66% | 41% | 57% |
| | Professional/ Technical | 15% | 9% | 34% | 11% | 3% | 26% |



Represented Grades

Base: All respondents

Grade x Income

| | TOTAL N=19,086 | Up to €35k (2230) | €35 - €50k (5590) | €50 - €65k (5473) | €65 - €80k (3538) | €80k+ (1543) |
|---|-------------------|----------------------|----------------------|----------------------|----------------------|-----------------|
| Senior Management/Most senior officer | 3% | * | * | * | 2% | 34% |
| Clinical/Professional (Health) e.g. HSCP | 8% | 1% | 3% | 6% | 17% | 25% |
| Professional and Technical (Civil Service) | 5% | 1% | 2% | 4% | 9% | 22% |
| Professional and Technical (Other divisions) e.g. library workers | 2% | 1% | 1% | 2% | 3% | 6% |
| Higher Executive Officer/Administrative Officer/Grade VI/Grade VII | 23% | 1% | 4% | 30% | 63% | 8% |
| Executive Officer/Grade IV/ Grade V | 31% | 10% | 45% | 52% | 5% | 1% |
| Clerical Officer/Grade III | 21% | 72% | 37% | 3% | * | * |
| Non-administrative public facing role (e.g. SNA, Cabin Crew) | 3% | 9% | 5% | 1% | * | * |
| Entry level/trainee | * | 2% | 1% | * | * | * |

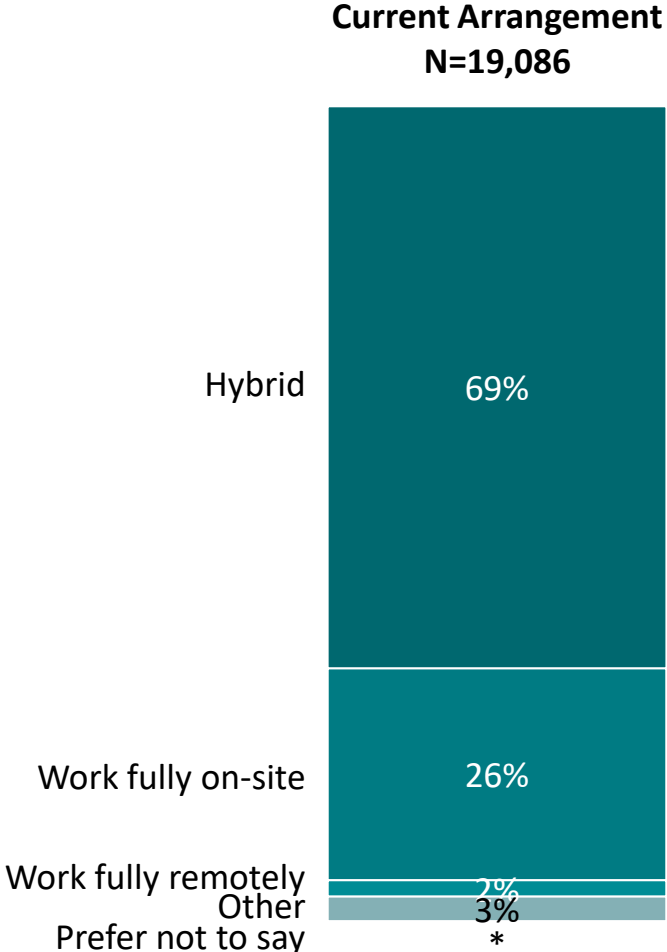
Current & Preferred Work Arrangements



7 in 10 Fórsa members work remotely in some capacity, peaking amongst men and at the younger end of the age spectrum.



Base: All respondents



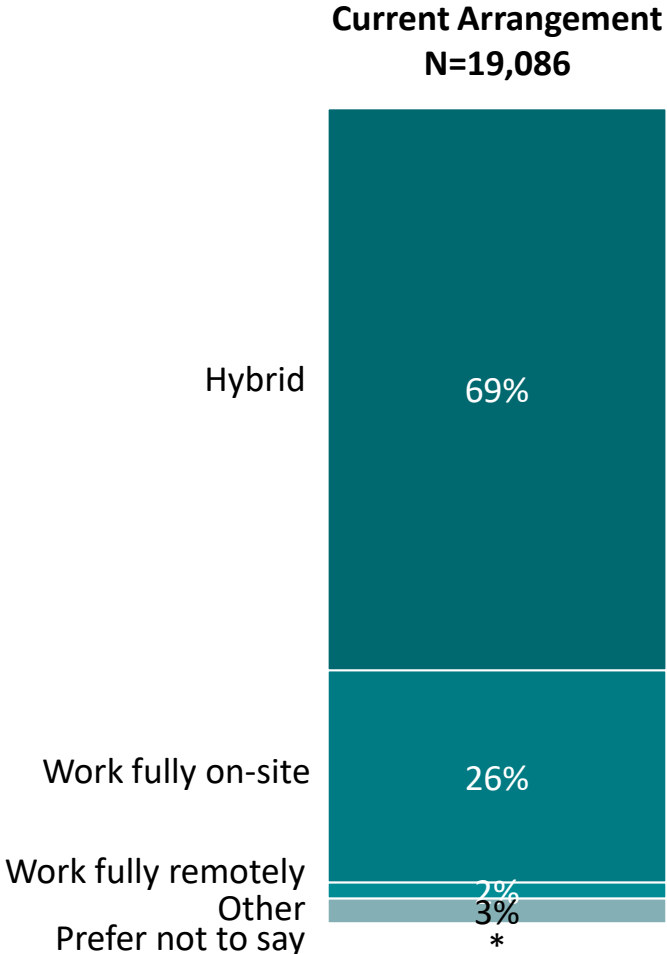
| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|--|-------|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | 19086 | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| Hybrid (a mix of remote and on-site/in office work) | 69% | 74% | 67% | 74% | 72% | 70% | 63% | 50% | - | 100% | - |
| Work fully on-site/in the office | 26% | 21% | 27% | 23% | 23% | 24% | 32% | 39% | 100% | - | - |
| Work fully remotely (all of my work is carried out at home/off-site) | 2% | 2% | 2% | 1% | 2% | 2% | 2% | 5% | - | - | 100% |
| Other | 3% | 2% | 4% | 2% | 3% | 3% | 3% | 6% | - | - | - |
| Prefer not to say | * | * | * | * | * | * | * | 1% | - | - | - |

Q1a Which of the following best describes your current working arrangement?

Hybrid working arrangements are more prevalent in the Civil Service, Local Government and Services divisions while fully on-site workers are most evident in Health/Welfare and Education divisions.



Base: All respondents



| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/Technical |
|--|-------|---------------|------------------|------------------|-----------|----------------------|---------------|-----------------------------------|-----------|------------------------|
| | 19086 | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| Hybrid (a mix of remote and on-site/in office work) | 69% | 85% | 47% | 77% | 41% | 79% | 25% | 58% | 79% | 57% |
| Work fully on-site/in the office | 26% | 12% | 44% | 20% | 51% | 14% | 65% | 37% | 17% | 36% |
| Work fully remotely (all of my work is carried out at home/off-site) | 2% | 1% | 3% | 1% | 2% | 4% | 2% | 1% | 2% | 1% |
| Other | 3% | 2% | 6% | 3% | 5% | 2% | 8% | 4% | 2% | 6% |
| Prefer not to say | * | * | * | * | * | * | - | * | * | * |

Q1a Which of the following best describes your current working arrangement?



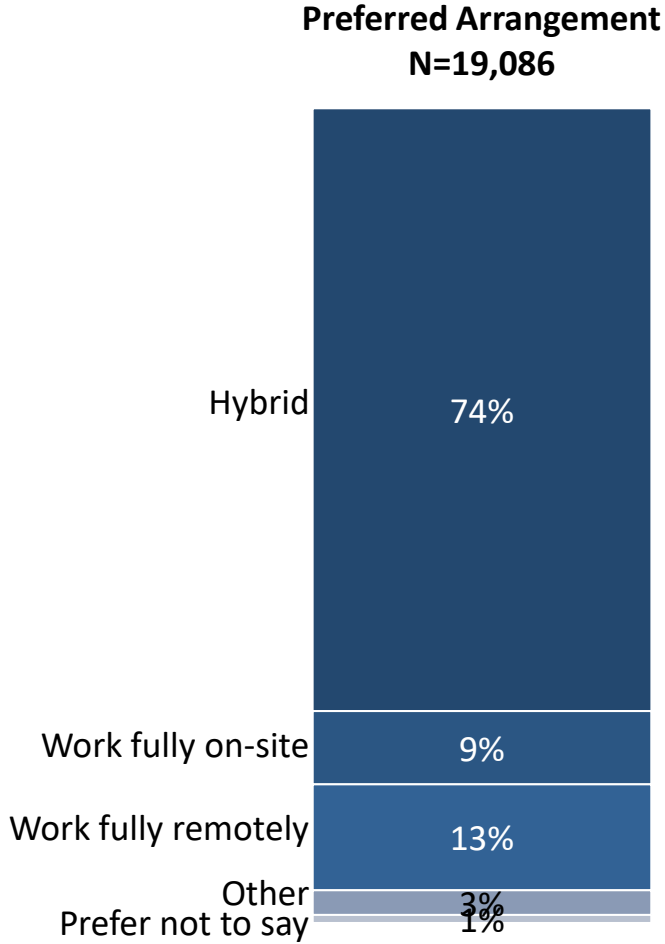
Current Working Arrangement Profiles

| | | Total (19086) | Hybrid (13202) | Fully On- Site (4876) | Fully Remote (338) |
|----------|--------------------------------------|------------------|-------------------|-----------------------------|--------------------------|
| Gender | Male | 25% | 27% | 21% | 29% |
| | Female | 72% | 70% | 77% | 68% |
| Division | Civil Service | 44% | 54% | 20% | 30% |
| | Health/Welfare | 24% | 16% | 42% | 41% |
| | Local Government | 15% | 17% | 12% | 7% |
| | Education | 10% | 6% | 20% | 11% |
| | Services/Enterprises | 2% | 2% | 1% | 4% |
| Grade | Entry Level | * | * | 1% | 1% |
| | Grade III/Non-Admin Public Facing | 24% | 20% | 35% | 17% |
| | Grade IV+ | 57% | 65% | 38% | 71% |
| | Professional/ Technical | 15% | 13% | 22% | 9% |

The proportion who would prefer to work fully remotely is greater than those who currently have this arrangement (13% vs 2%) while those who would prefer to work fully on-site is considerably lower than is currently the case (9% vs 26%).



Base: All respondents



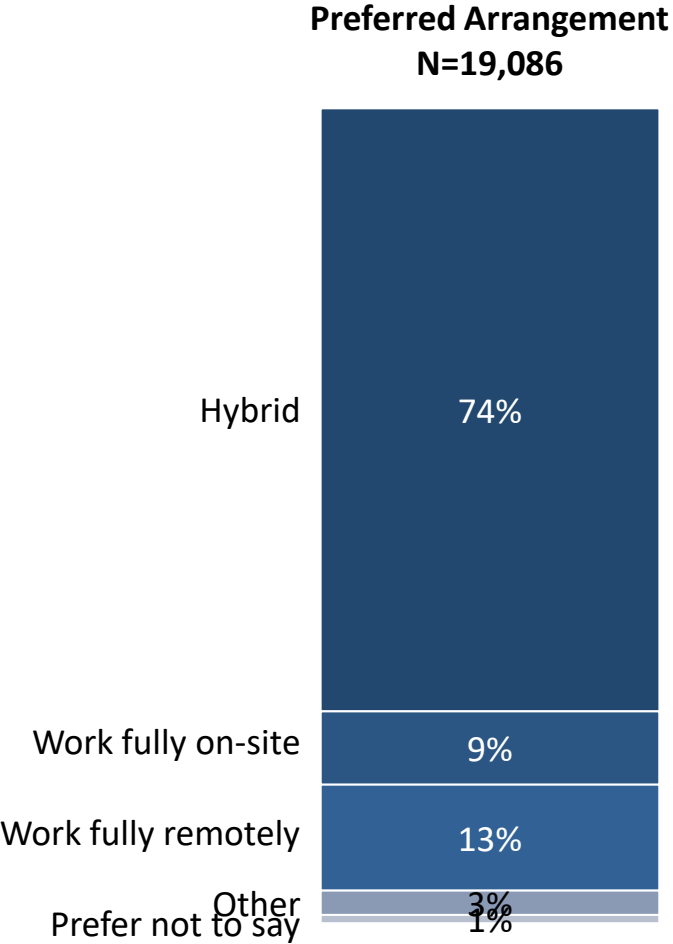
| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|--|-------|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | 19086 | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| Hybrid (a mix of remote and on-site/in office work) | 74% | 71% | 76% | 77% | 75% | 77% | 69% | 55% | 12% | 82% | 59% |
| Work fully on-site/in the office | 9% | 10% | 9% | 3% | 5% | 9% | 17% | 28% | 1% | 1% | 34% |
| Work fully remotely (all of my work is carried out at home/off-site) | 13% | 16% | 11% | 17% | 16% | 11% | 10% | 10% | 86% | 15% | 2% |
| Other (please specify) | 3% | 2% | 3% | 2% | 3% | 3% | 3% | 5% | 1% | 2% | 4% |
| Prefer not to say | 1% | 1% | 1% | * | 1% | 1% | 1% | 2% | * | * | 1% |

Q1b And which of the following is your preferred working arrangement?

Less than half of Health/Welfare members (47%) have a hybrid arrangement currently but three quarters (76%) would prefer this work option. Preference for on-site working is strongest amongst Education members but lower than current arrangements (30% vs 51%).



Base: All respondents



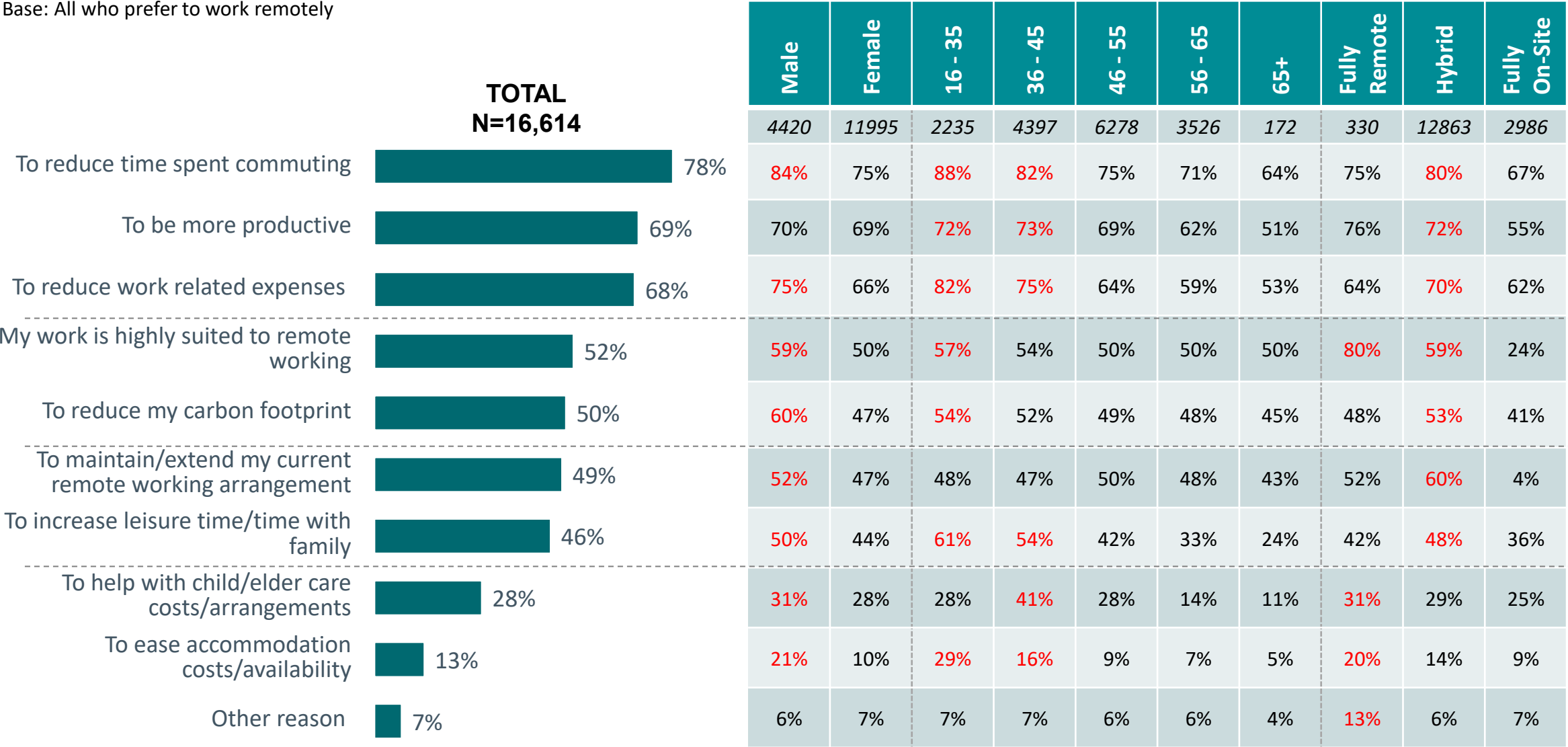
| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/Technical |
|--|-------|---------------|------------------|------------------|-----------|----------------------|---------------|-----------------------------------|-----------|------------------------|
| | 19086 | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| Hybrid (a mix of remote and on-site/in office work) | 74% | 76% | 76% | 81% | 56% | 73% | 58% | 66% | 77% | 80% |
| Work fully on-site/in the office | 9% | 5% | 11% | 8% | 30% | 7% | 30% | 17% | 6% | 9% |
| Work fully remotely (all of my work is carried out at home/off-site) | 13% | 17% | 10% | 8% | 7% | 18% | 8% | 12% | 14% | 7% |
| Other (please specify) | 3% | 2% | 3% | 2% | 6% | 2% | 2% | 3% | 2% | 4% |
| Prefer not to say | 1% | 1% | 1% | 1% | 1% | * | 1% | 1% | 1% | * |

Q1b And which of the following is your preferred working arrangement?

There are a wide range of factors driving the preference for remote working led by reduced commuting time. Men and those aged under 45 years over-index on most of the benefits evaluated.



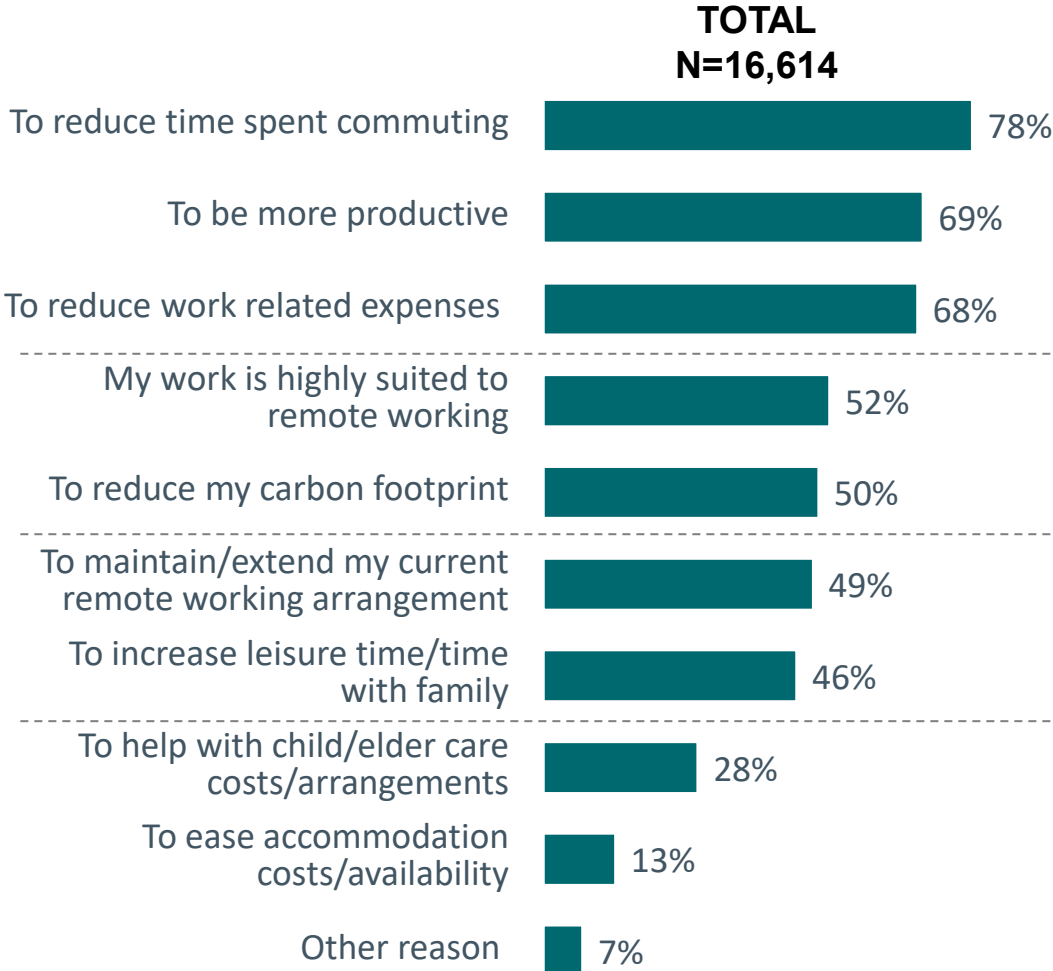
Base: All who prefer to work remotely



The drivers of remote working preferences are highest in the divisions that currently have high proportions of remote workers.



Base: All who prefer to work remotely



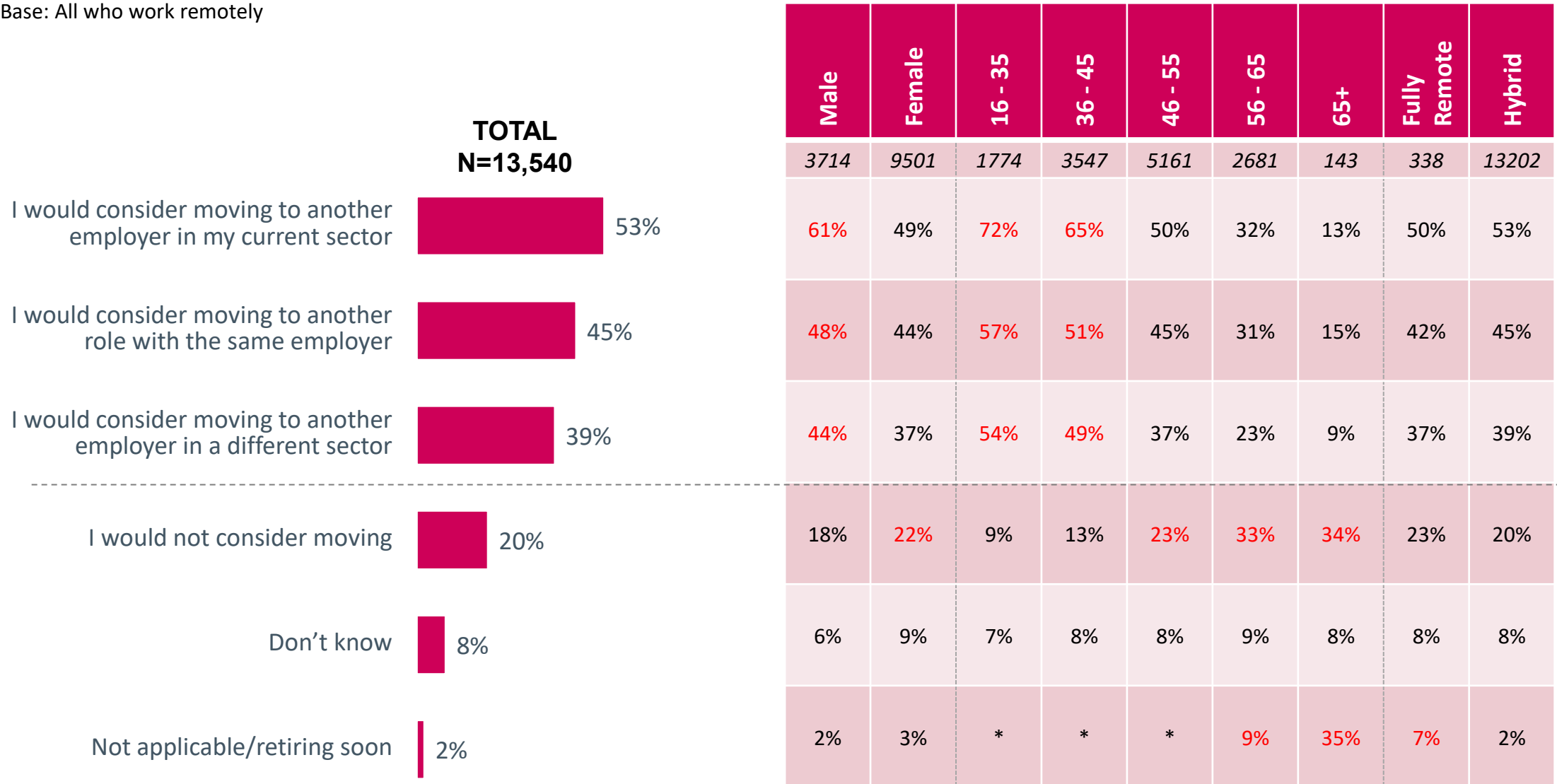
| | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|--|---------------|------------------|------------------|-----------|----------------------|----------------|-----------------------------------|-----------|-------------------------|
| | 7781 | 3951 | 2569 | 1188 | 339 | 59* | 3575 | 10005 | 2555 |
| | 80% | 76% | 78% | 65% | 85% | 75% | 70% | 80% | 81% |
| | 69% | 70% | 68% | 61% | 73% | 56% | 59% | 72% | 74% |
| | 71% | 63% | 68% | 61% | 67% | 69% | 68% | 69% | 64% |
| | 57% | 45% | 51% | 41% | 59% | 27% | 45% | 58% | 43% |
| | 51% | 45% | 59% | 43% | 62% | 41% | 44% | 52% | 53% |
| | 55% | 37% | 54% | 39% | 50% | 17% | 44% | 53% | 39% |
| | 51% | 39% | 43% | 38% | 51% | 25% | 42% | 48% | 45% |
| | 30% | 28% | 25% | 24% | 30% | 20% | 26% | 29% | 31% |
| | 17% | 10% | 9% | 7% | 14% | 15% | 12% | 14% | 12% |
| | 6% | 9% | 5% | 6% | 8% | 5% | 6% | 6% | 9% |

Q2a Why would you prefer to start/continue working remotely?



7 in 10 (69%) remote workers would consider moving position to maintain or improve their current remote working arrangements, peaking amongst males and the U45s consistent with the drivers of remote working preferences.

Base: All who work remotely



Education & Local Government members who work remotely are least likely to consider moving to maintain/improve existing arrangements.



Base: All who work remotely

**TOTAL
N=13,540**

I would consider moving to another employer in my current sector **53%**

I would consider moving to another role with the same employer **45%**

I would consider moving to another employer in a different sector **39%**

I would not consider moving **20%**

Don't know **8%**

Not applicable/retiring soon **2%**

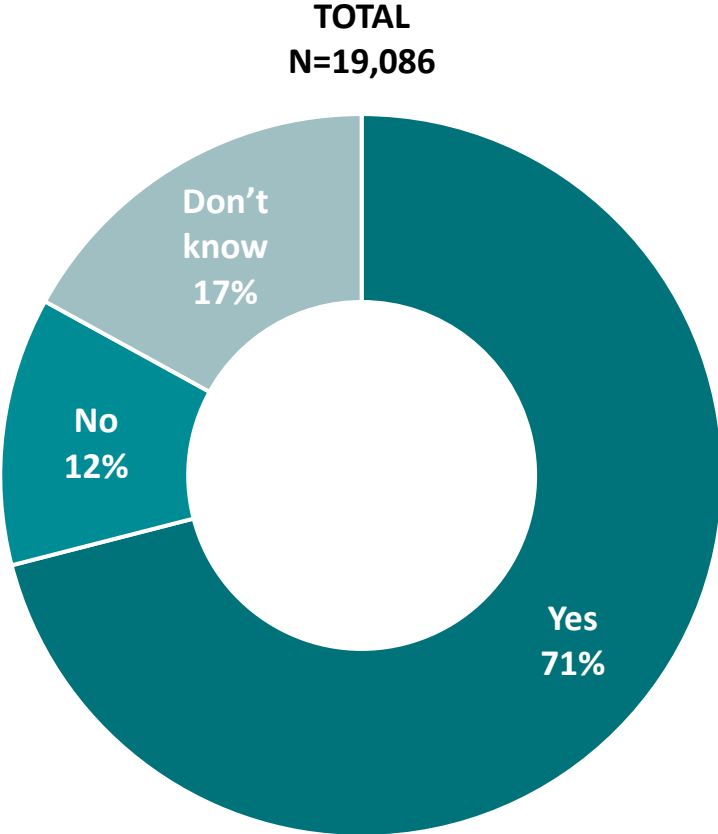
| Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|---------------|------------------|------------------|-----------|-----------------------|----------------|-----------------------------------|-----------|-------------------------|
| 7250 | 2305 | 2237 | 818 | 313 | 24* | 2689 | 8817 | 1696 |
| 55% | 53% | 48% | 43% | 58% | 33% | 44% | 56% | 53% |
| 46% | 47% | 44% | 44% | 36% | 42% | 41% | 48% | 36% |
| 41% | 39% | 34% | 35% | 42% | 25% | 36% | 41% | 37% |
| 19% | 18% | 24% | 25% | 24% | 17% | 24% | 19% | 22% |
| 8% | 9% | 8% | 10% | 5% | 8% | 11% | 7% | 8% |
| 2% | 2% | 2% | 3% | 4% | - | 2% | 2% | 3% |

Q2b Which of the following would you consider in order to maintain or improve your current hybrid/fully remote working arrangement?

7 in 10 members are aware of a remote/hybrid working policy for their workplace. While awareness is lowest amongst those who work fully on-site, this may be due to lack of relevance for on-site workers and/or the inability to work remotely.



Base: All respondents

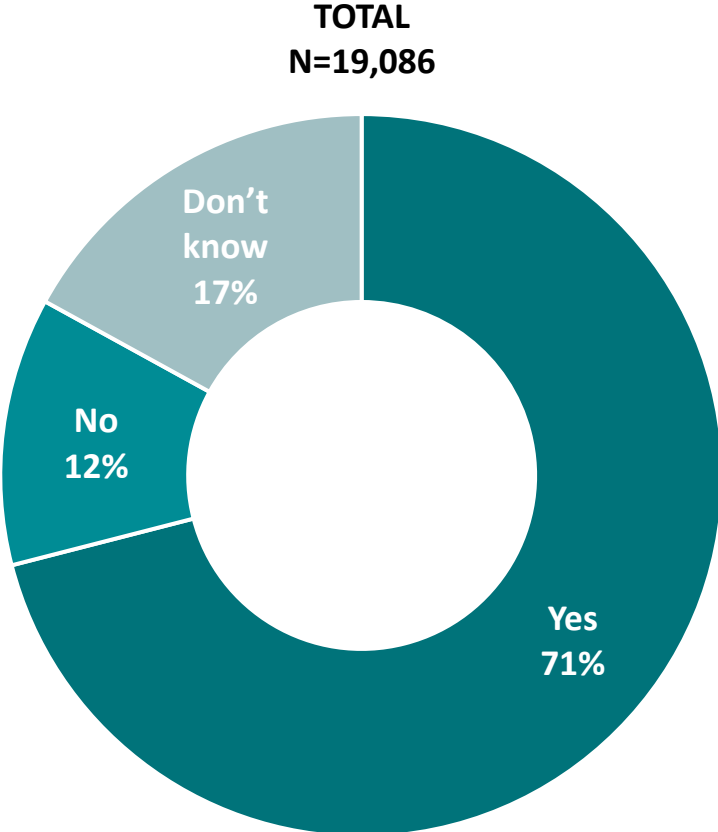


| | TOTAL | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|------------|-------|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | 19086 | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| Yes | 71% | 78% | 68% | 72% | 72% | 73% | 67% | 59% | 71% | 85% | 36% |
| No | 12% | 7% | 13% | 9% | 10% | 11% | 15% | 21% | 12% | 4% | 32% |
| Don't know | 17% | 14% | 18% | 19% | 18% | 16% | 18% | 19% | 17% | 12% | 31% |

Awareness of a remote/hybrid working policy is lowest in divisions where on-site working is most prevalent and amongst those who are not Grade IV or higher, again suggesting lack of relevance & inability to work remotely may be factors that drive awareness .



Base: All respondents



| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|------------|-------|---------------|------------------|------------------|-----------|-----------------------|----------------|-----------------------------------|-----------|-------------------------|
| | 19086 | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| Yes | 71% | 82% | 53% | 88% | 42% | 76% | 40% | 60% | 80% | 60% |
| No | 12% | 4% | 18% | 3% | 43% | 11% | 29% | 20% | 7% | 14% |
| Don't know | 17% | 14% | 29% | 9% | 16% | 13% | 30% | 20% | 14% | 26% |

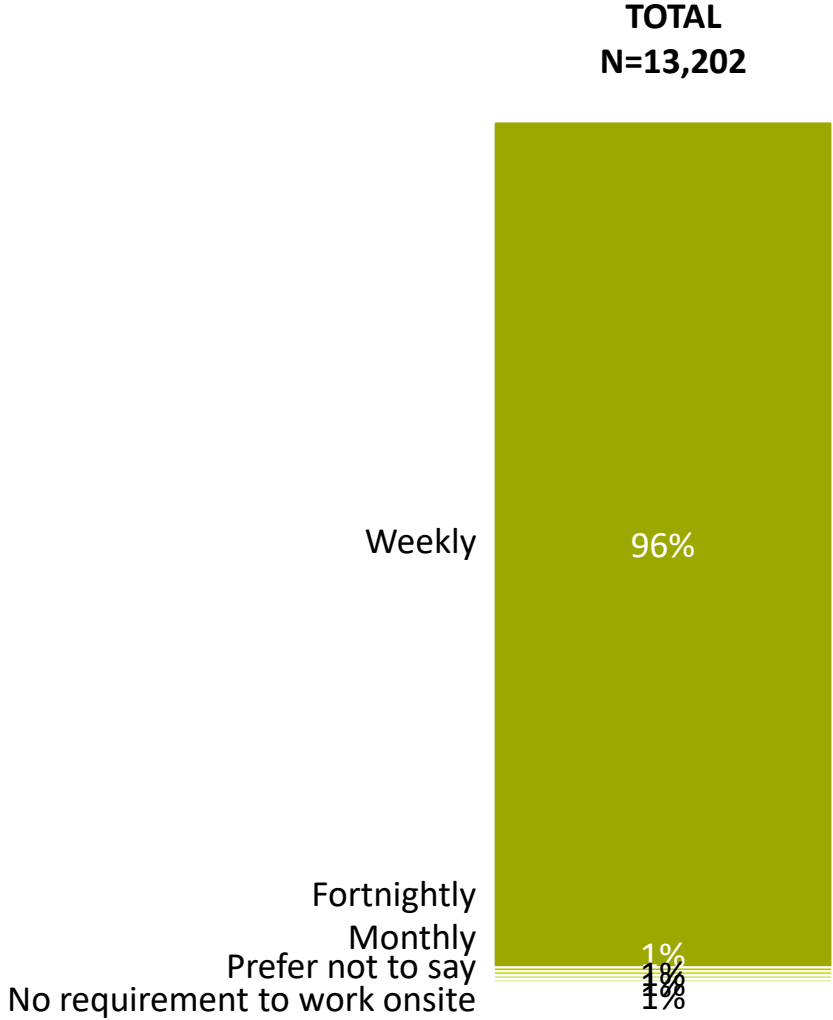
Hybrid Working Arrangements



The vast majority of hybrid workers are required to work on-site on a weekly basis, with no significant differences in terms of core demographics.



Base: All hybrid workers



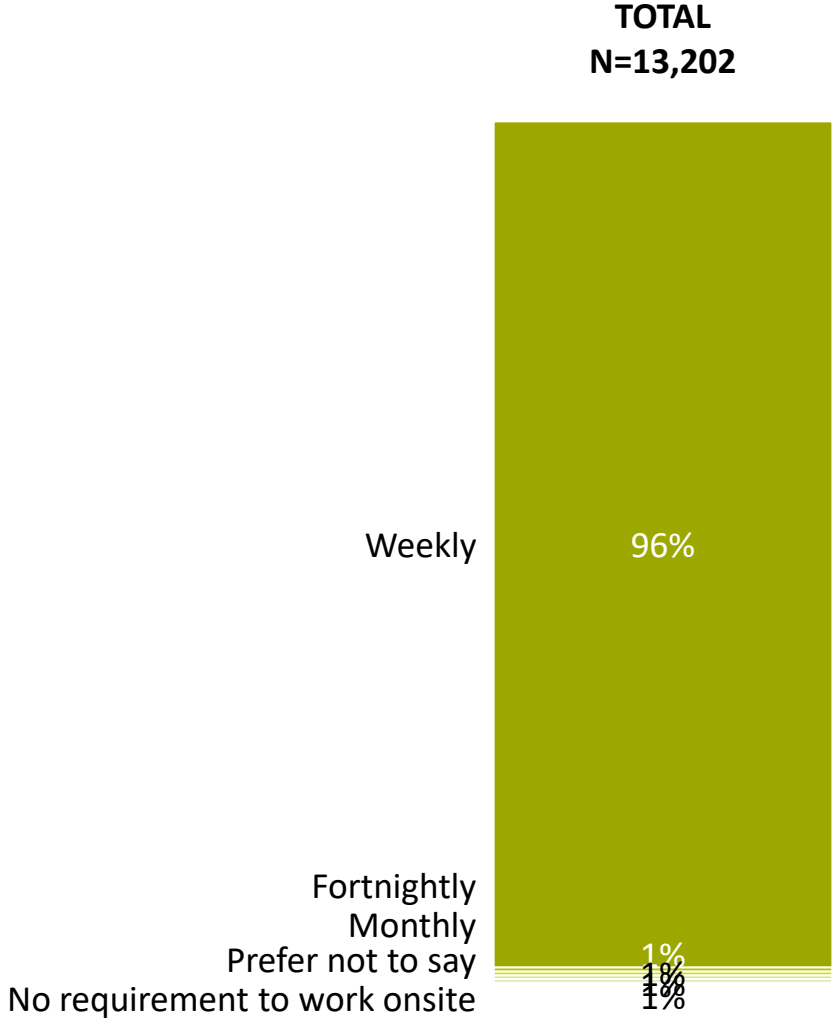
| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ |
|--------------------------------|-------|------|--------|---------|---------|---------|---------|-----|
| | 13202 | 3616 | 9270 | 1753 | 3458 | 5035 | 2595 | 131 |
| Weekly | 96% | 95% | 96% | 97% | 96% | 96% | 95% | 91% |
| Fortnightly | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 2% |
| Monthly | 1% | 2% | 1% | 1% | 2% | 1% | 1% | 2% |
| Prefer not to say | 1% | 1% | 1% | * | 1% | 1% | 1% | 3% |
| No requirement to work on site | 1% | 2% | 1% | 1% | 1% | 1% | 2% | 2% |

Q3a1 Are you required to work on-site/in the office on a weekly, fortnightly or monthly basis?

However, required attendance can vary by Division and, to a lesser extent, by Grade.



Base: All hybrid workers



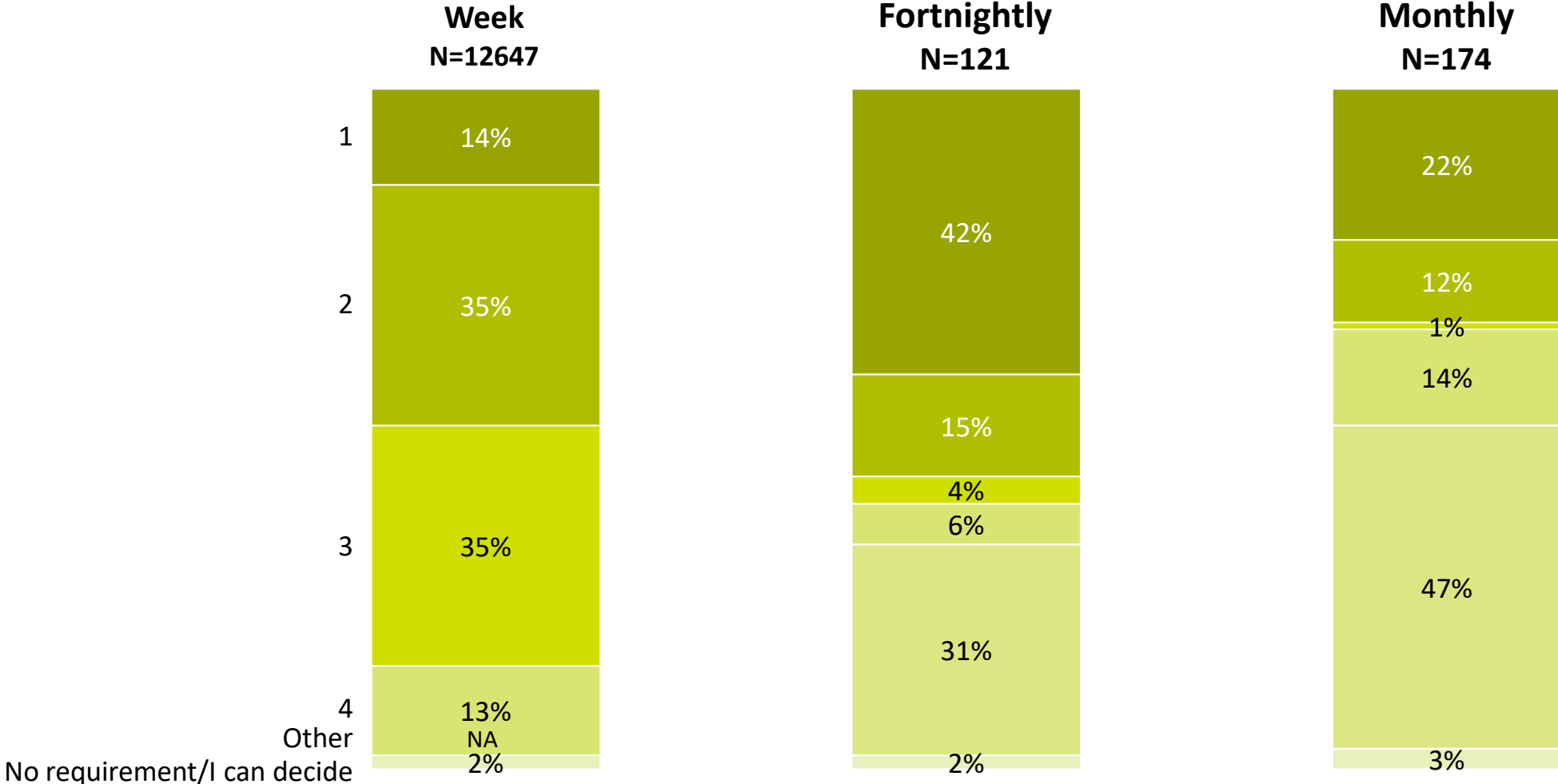
| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/trainee | Grade III/Non- Admin Public Facing | Grade IV+ | Professional/ Technical |
|--------------------------------|-------|---------------|------------------|------------------|-----------|--------------------------|---------------|---------------------------------------|-----------|----------------------------|
| | 13202 | 7148 | 2166 | 2212 | 781 | 298 | 22* | 2632 | 8578 | 1667 |
| Weekly | 96% | 97% | 93% | 98% | 95% | 87% | 86% | 97% | 96% | 93% |
| Fortnightly | 1% | 1% | 1% | * | 1% | 2% | - | 1% | 1% | 1% |
| Monthly | 1% | 1% | 2% | * | 1% | 7% | 5% | 1% | 1% | 3% |
| Prefer not to say | 1% | 1% | 1% | * | 2% | - | - | 1% | 1% | 1% |
| No requirement to work on site | 1% | 1% | 3% | 1% | 1% | 4% | 9% | * | 1% | 2% |

Q3a1 Are you required to work on-site/in the office on a weekly, fortnightly or monthly basis?

Weekly site attendees are split between those required to attend 1-2 days a week (49%) and 3-4 days (48%) with greater variation amongst those required to be on-site fortnightly or monthly.



Base: All hybrid workers required to be on-site weekly/fortnightly/monthly

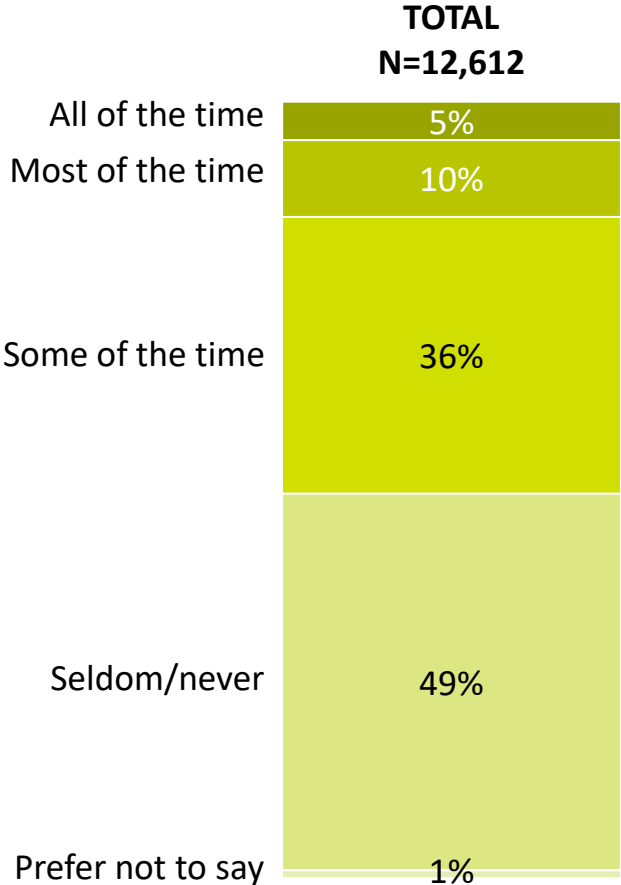


Q3a2 How many days are you required to work on-site/in the office <insert time reference from Q3a1>?

Half of hybrid workers end up being on-site for longer than required, a level that is consistent by gender and age.



Base: All hybrid workers required to be on-site weekly/fortnightly/monthly



| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ |
|-------------------|-------|------|--------|---------|---------|---------|---------|-----|
| | 12612 | 3444 | 8871 | 1711 | 3317 | 4793 | 2463 | 115 |
| All of the time | 5% | 5% | 4% | 5% | 4% | 5% | 4% | 6% |
| Most of the time | 10% | 12% | 10% | 10% | 10% | 11% | 10% | 8% |
| Some of the time | 36% | 37% | 35% | 33% | 36% | 37% | 35% | 32% |
| Seldom/Never | 49% | 45% | 50% | 51% | 49% | 46% | 51% | 54% |
| Prefer not to say | 1% | 1% | 1% | 1% | 1% | 1% | 1% | - |

Working on-site more than required varies by Division and Grade which may reflect staffing levels at a business and/or unit level.



Base: All hybrid workers required to be on-site weekly/fortnightly/monthly

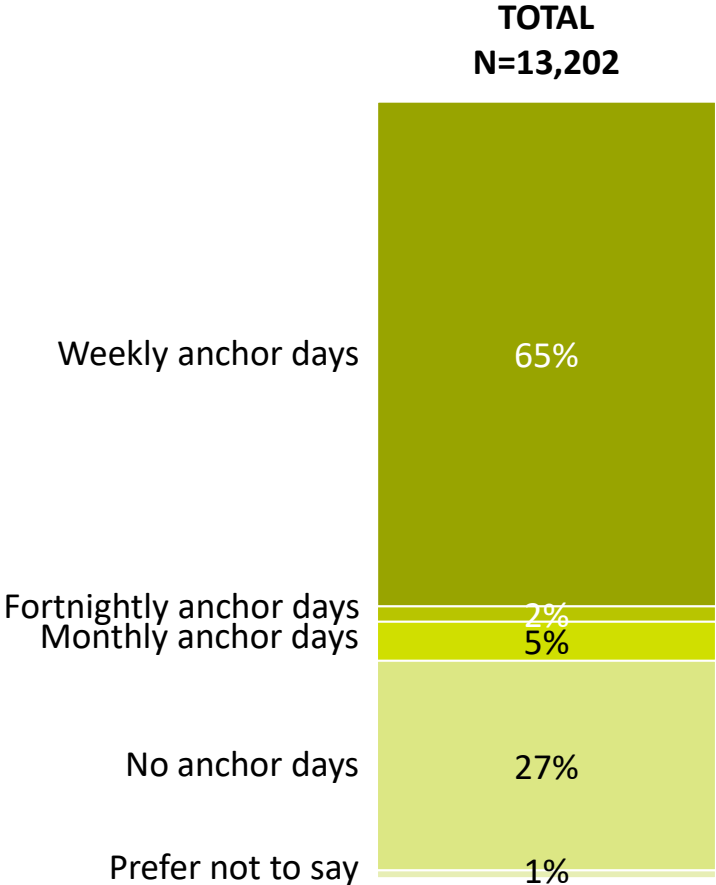
| | TOTAL N=12,612 |
|-------------------|-------------------|
| All of the time | 5% |
| Most of the time | 10% |
| Some of the time | 36% |
| Seldom/never | 49% |
| Prefer not to say | 1% |

| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/trainee | Grade III/Non- Admin Public Facing | Grade IV+ | Professional/ Technical |
|-------------------|-------|---------------|------------------|------------------|-----------|--------------------------|---------------|---------------------------------------|-----------|----------------------------|
| | 12612 | 6979 | 1913 | 2172 | 727 | 273 | 18* | 2563 | 8251 | 1514 |
| All of the time | 5% | 4% | 7% | 6% | 5% | 5% | 6% | 5% | 4% | 6% |
| Most of the time | 10% | 8% | 17% | 11% | 11% | 15% | 17% | 7% | 10% | 17% |
| Some of the time | 36% | 35% | 36% | 39% | 41% | 29% | 39% | 27% | 38% | 41% |
| Seldom/Never | 49% | 53% | 39% | 44% | 43% | 51% | 33% | 59% | 48% | 34% |
| Prefer not to say | 1% | 1% | 1% | 1% | 1% | 1% | 6% | 1% | 1% | * |

7 in 10 hybrid workers have mandatory anchor days, most of which are weekly, echoing the prevalence of weekly on-site attendance (96%).



Base: All hybrid workers



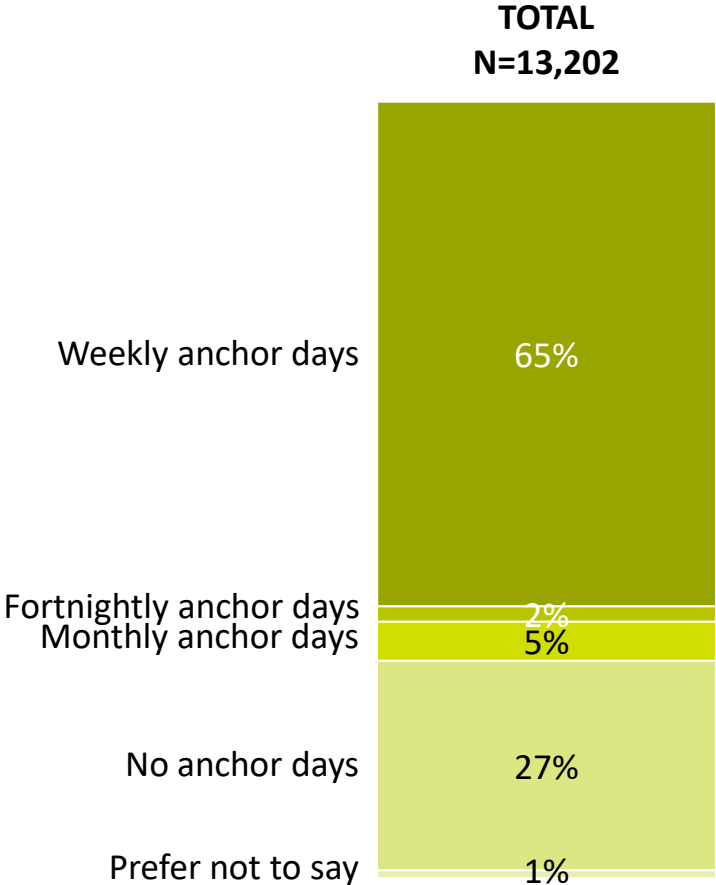
| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ |
|--|-------|------|--------|---------|---------|---------|---------|-----|
| N= | 13202 | 3616 | 9270 | 1753 | 3458 | 5035 | 2595 | 131 |
| My role/function has weekly anchor days | 65% | 67% | 64% | 70% | 65% | 64% | 64% | 69% |
| My role/function has fortnightly anchor days | 2% | 2% | 2% | 3% | 2% | 2% | 2% | 2% |
| My role/function has monthly anchor days | 5% | 4% | 5% | 5% | 5% | 5% | 5% | 7% |
| No anchor days | 27% | 26% | 28% | 22% | 27% | 29% | 28% | 21% |
| Prefer not to say | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% |

Q4 Does your role/function have anchor days, i.e. one or more days where on-site attendance is mandatory?

Although weekly on-site attendance exhibited few divisional or grade skews, the presence of anchor days can vary significantly amongst these two member cohorts.



Base: All hybrid workers



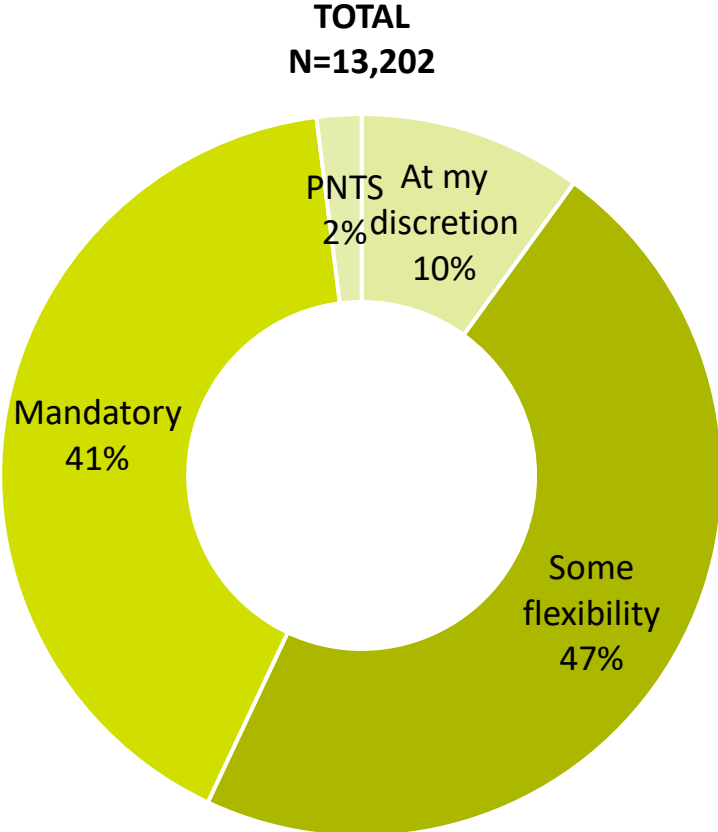
| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/Technical |
|--|-------|---------------|------------------|------------------|-----------|----------------------|---------------|-----------------------------------|-----------|------------------------|
| N= | 13202 | 7148 | 2166 | 2212 | 781 | 298 | 22* | 2632 | 8578 | 1667 |
| My role/function has weekly anchor days | 65% | 73% | 47% | 61% | 55% | 58% | 55% | 70% | 66% | 52% |
| My role/function has fortnightly anchor days | 2% | 2% | 2% | 1% | 4% | 5% | 5% | 2% | 2% | 4% |
| My role/function has monthly anchor days | 5% | 5% | 6% | 3% | 6% | 7% | 5% | 6% | 4% | 8% |
| No anchor days | 27% | 19% | 42% | 34% | 35% | 30% | 36% | 21% | 27% | 34% |
| Prefer not to say | 1% | 1% | 2% | 1% | 1% | 1% | - | 1% | 1% | 1% |

Q4 Does your role/function have anchor days, i.e. one or more days where on-site attendance is mandatory?

4 in 10 hybrid workers must be on-site on specified days with little variation by age and gender.



Base: All hybrid workers

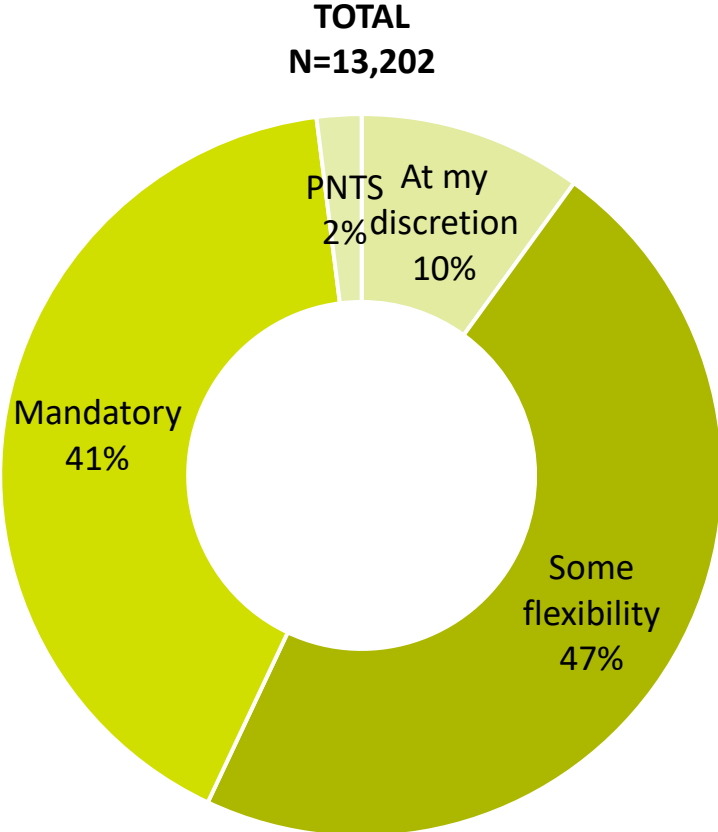


| | TOTAL | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ |
|----------------------------|-------|------|--------|---------|---------|---------|---------|-----|
| | 13202 | 3616 | 9270 | 1753 | 3458 | 5035 | 2595 | 131 |
| Days are at my discretion | 10% | 10% | 10% | 7% | 10% | 11% | 11% | 10% |
| Days have some flexibility | 47% | 49% | 46% | 49% | 46% | 47% | 46% | 50% |
| Days are mandatory | 41% | 38% | 42% | 42% | 42% | 40% | 41% | 35% |
| Prefer not to say | 2% | 3% | 2% | 1% | 2% | 2% | 3% | 5% |

As is the case with anchor days, the flexibility attached to on-site working varies by division and by grade.



Base: All hybrid workers

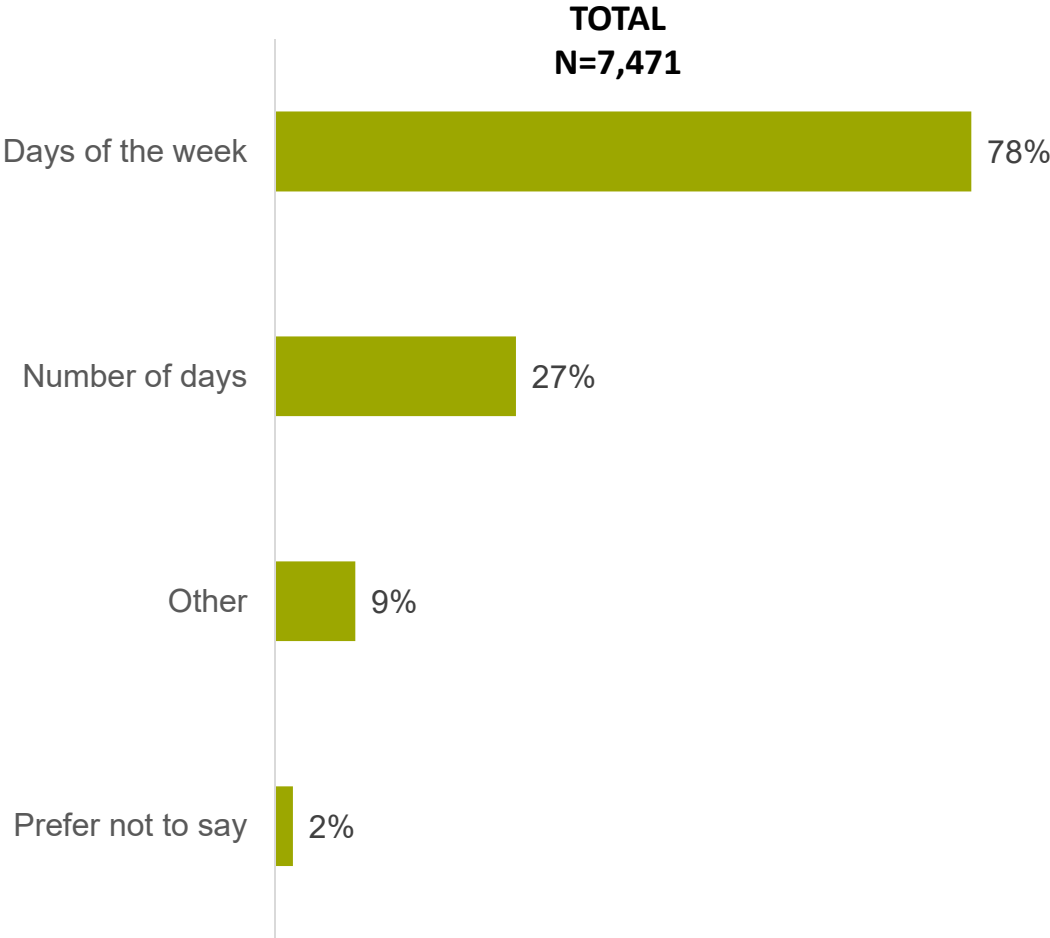


| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|----------------------------|-------|---------------|------------------|------------------|-----------|-----------------------|----------------|-----------------------------------|-----------|-------------------------|
| | 13202 | 7148 | 2166 | 2212 | 781 | 298 | 22* | 2632 | 8578 | 1667 |
| Days are at my discretion | 10% | 8% | 17% | 7% | 13% | 18% | 18% | 6% | 10% | 18% |
| Days have some flexibility | 47% | 47% | 51% | 41% | 46% | 49% | 50% | 40% | 48% | 52% |
| Days are mandatory | 41% | 44% | 28% | 50% | 38% | 29% | 23% | 53% | 40% | 27% |
| Prefer not to say | 2% | 1% | 5% | 2% | 3% | 4% | 9% | 2% | 2% | 3% |

Those with flexibility regarding on-site attendance indicate this is primarily in relation to the days of week rather than the number of days.



Base: All hybrid workers with flexibility to attend on-site



Q5b Is the time you spend on site [Q3a1] flexible in terms of...? Please select all that apply.

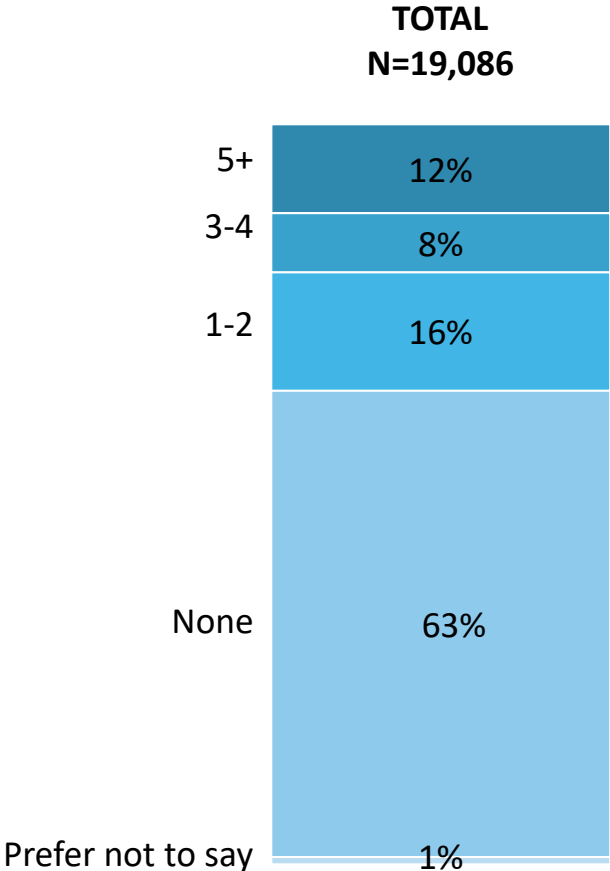
Direct Reports



Women and those at each end of the age spectrum are less likely to have direct reports. Although hybrid workers are more likely to have direct reports, this is likely to reflect the prevalence of hybrid working (69%) more generally.



Base: All respondents

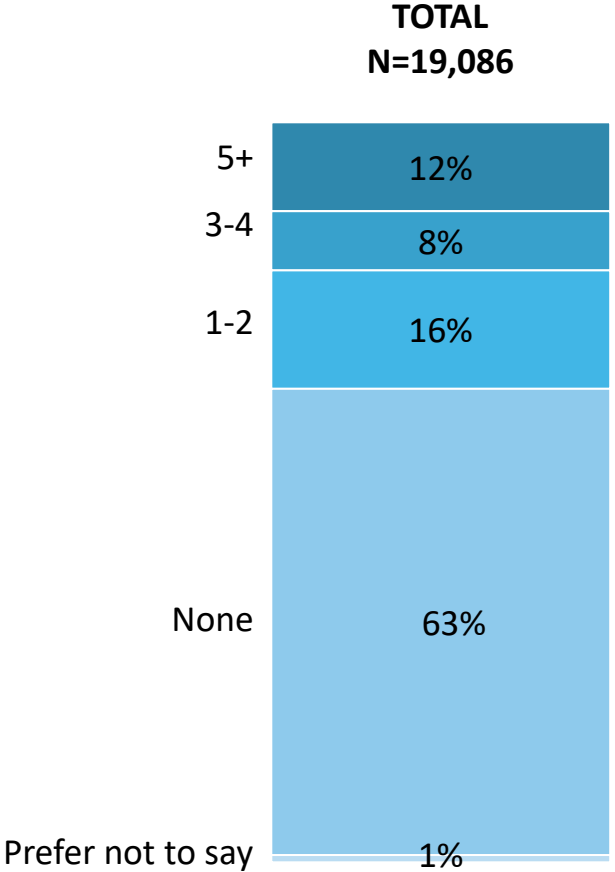


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|-------------------|-------|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | 19086 | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| 5+ | 12% | 13% | 11% | 6% | 10% | 14% | 12% | 11% | 10% | 11% | 13% |
| 3-4 | 8% | 8% | 8% | 5% | 8% | 9% | 8% | 4% | 4% | 9% | 5% |
| 1-2 | 16% | 19% | 15% | 17% | 18% | 17% | 13% | 11% | 16% | 19% | 9% |
| None | 63% | 59% | 65% | 72% | 63% | 59% | 66% | 75% | 69% | 60% | 70% |
| Prefer not to say | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% |

Members in Education and below grade IV are less likely than average to have any direct reports. Those in Grade IV or higher are most likely to manage teams with 5 or more members.



Base: All respondents



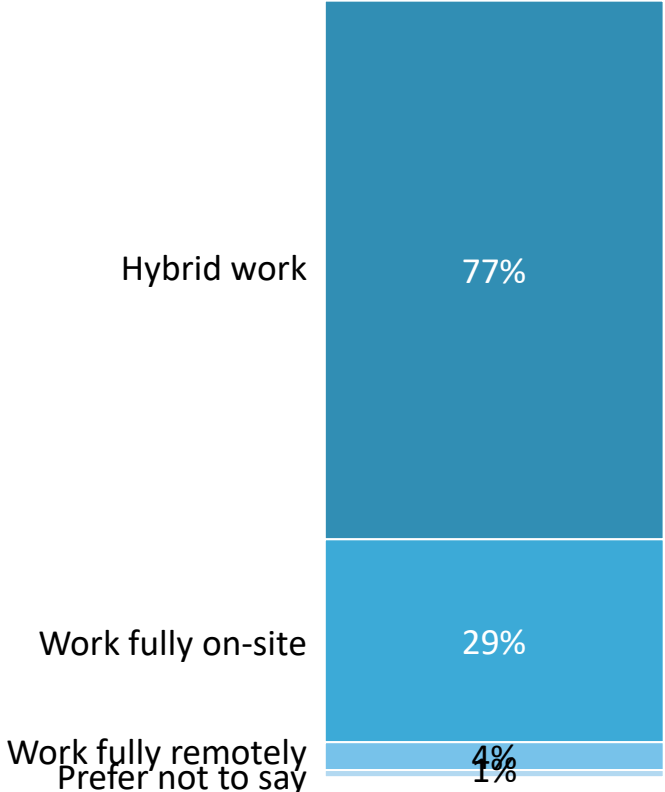
| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|-------------------|-------|---------------|------------------|------------------|-----------|--------------------------|---------------|--------------------------------------|-----------|----------------------------|
| | 19086 | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| 5+ | 12% | 8% | 17% | 15% | 9% | 11% | 3% | 2% | 16% | 12% |
| 3-4 | 8% | 8% | 6% | 11% | 5% | 9% | 2% | 1% | 11% | 6% |
| 1-2 | 16% | 20% | 13% | 18% | 9% | 17% | 1% | 2% | 23% | 14% |
| None | 63% | 63% | 63% | 55% | 75% | 62% | 92% | 94% | 49% | 66% |
| Prefer not to say | 1% | 1% | 1% | 1% | 2% | 2% | 1% | 1% | 1% | 1% |

Although the working arrangements of direct reports tends to broadly align with the working arrangement of the manager, those who work fully remotely have a more varied mix of direct report working arrangements.



Base: All with direct reports

TOTAL
N=6,779

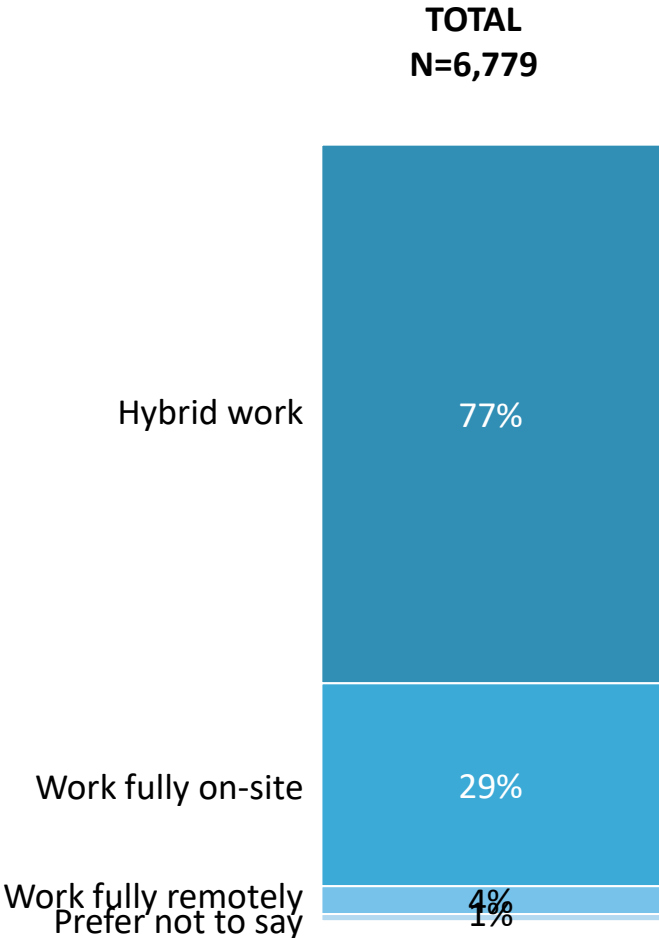


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|--|-------|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | 6779 | 1947 | 4684 | 653 | 1741 | 2868 | 1344 | 67* | 102 | 5103 | 1369 |
| Hybrid work (a mix of remote and on-site work) | 77% | 81% | 76% | 81% | 77% | 78% | 75% | 73% | 59% | 92% | 30% |
| Work fully on-site | 29% | 26% | 31% | 26% | 30% | 29% | 31% | 33% | 11% | 17% | 74% |
| Work fully remotely | 4% | 4% | 4% | 3% | 3% | 4% | 5% | 3% | 59% | 3% | 2% |
| Prefer not to say | 1% | 1% | 1% | 1% | 1% | 1% | 1% | - | - | * | 2% |

While the working arrangements of direct reports is broadly in line with wider working patterns, Local Government managers over-index on reports who are fully on-site (32% versus 20% of all members in this division who claim to work fully on-site).



Base: All with direct reports

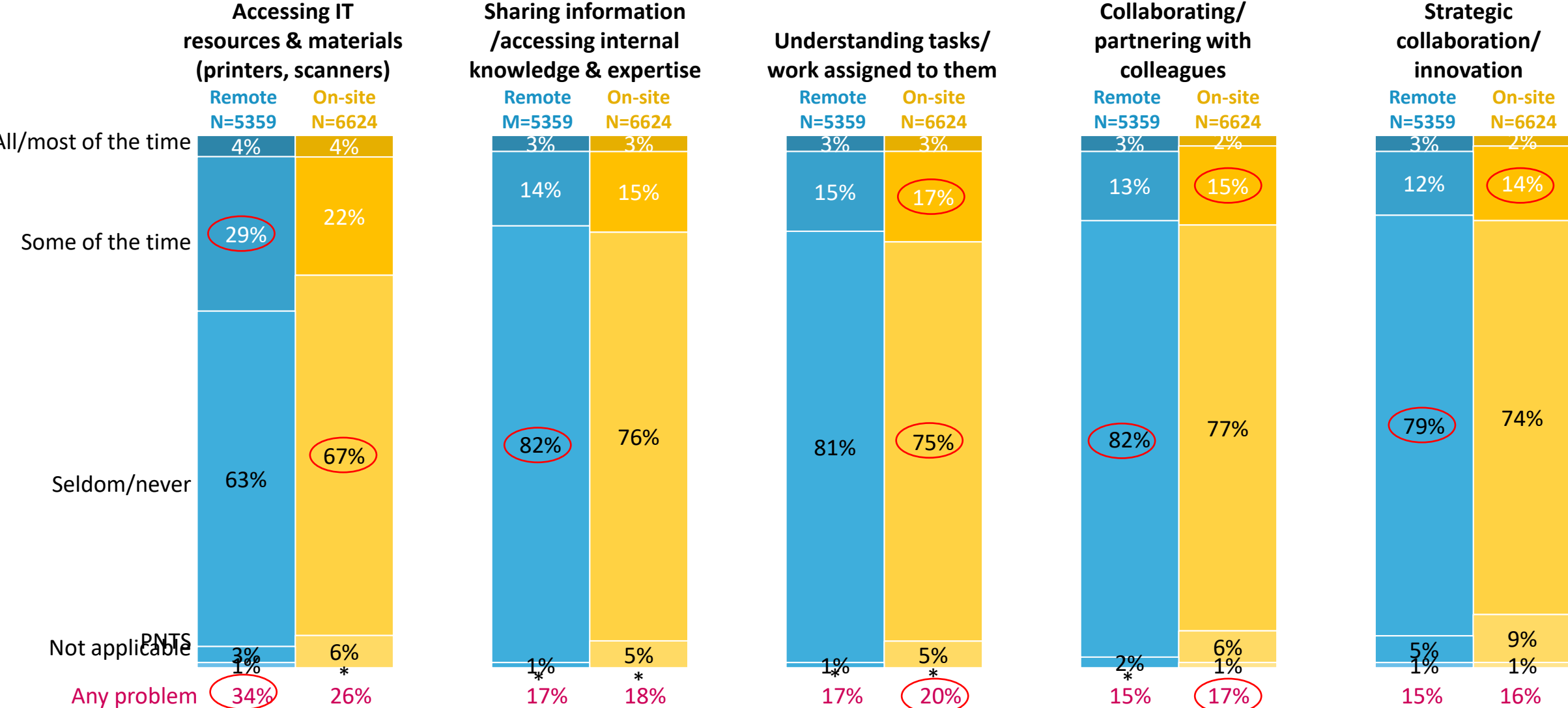


| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|--|-------|---------------|------------------|------------------|-----------|-----------------------|-----------------------------------|-----------|-------------------------|
| | 6779 | 3015 | 1646 | 1270 | 445 | 138 | 190 | 5486 | 960 |
| Hybrid work (a mix of remote and on-site work) | 77% | 89% | 56% | 80% | 71% | 86% | 35% | 82% | 61% |
| Work fully on-site | 29% | 17% | 50% | 32% | 34% | 21% | 63% | 25% | 46% |
| Work fully remotely | 4% | 3% | 6% | 2% | 5% | 7% | 7% | 4% | 2% |
| Prefer not to say | 1% | * | 1% | 1% | 1% | 1% | 3% | * | 1% |

Managers feel their remote working reports have more of a problem accessing resources than those on-site but fare as well as or better than on-site reports in terms of information sharing, understanding tasks and collaborating with colleagues.



Base: All with direct reports



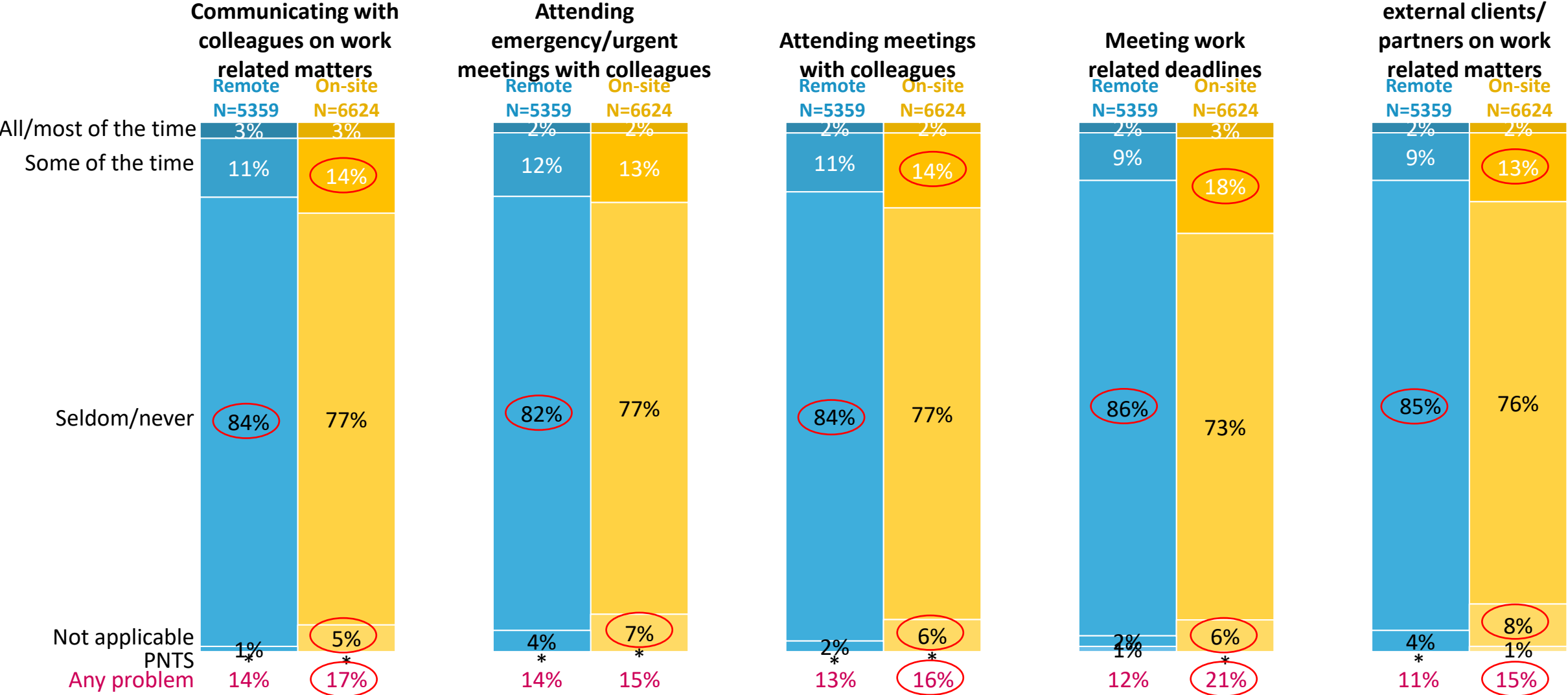
Q7b1 How often do your direct reports who work remotely have problems in the following areas

Q7b2 How often do your direct reports who work on-site have problems in the following areas

In addition, managers find on-site reports are more likely to have problems communicating with colleagues/clients, attending meetings and meeting deadlines than their remote working counterparts.



Base: All with direct reports



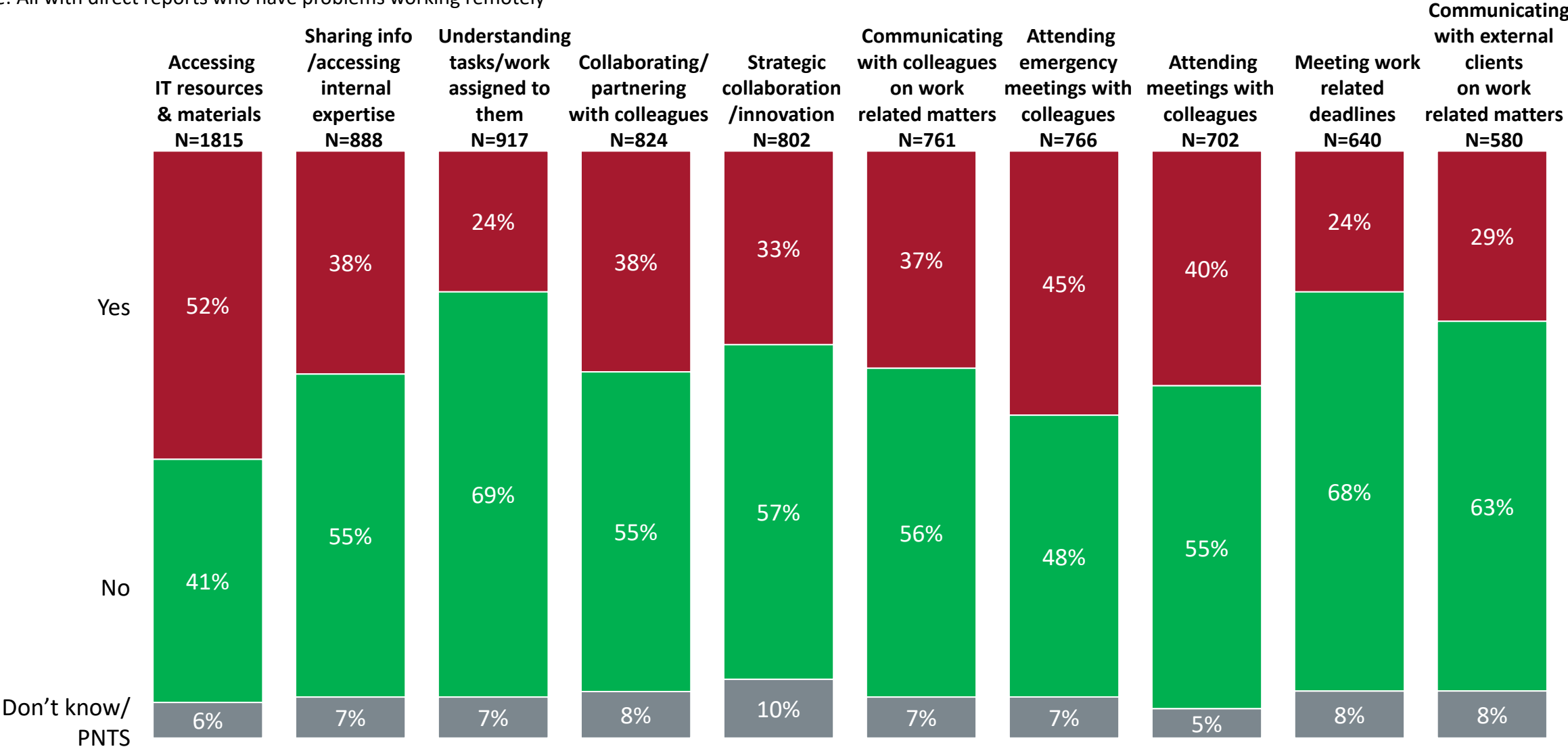
Q7b1 How often do your direct reports who work remotely have problems in the following areas

Q7b2 How often do your direct reports who work on-site have problems in the following areas

The problems experienced by remote working direct reports are not necessarily a result of remote working.



Base: All with direct reports who have problems working remotely

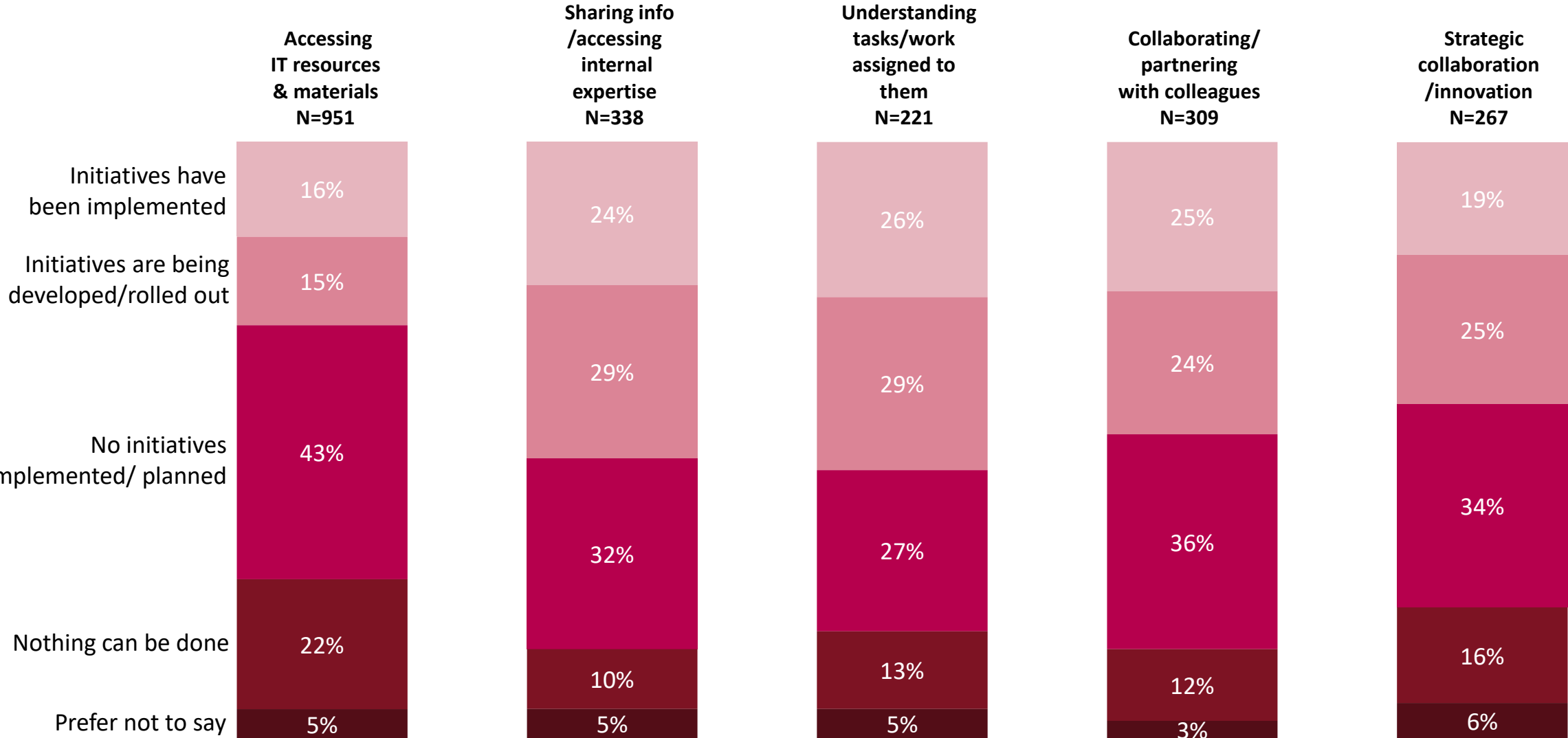


Q7c Are the problems in this/these areas a result of remote working?

Remote working problems are being addressed for the most part though there is scope to develop initiatives to improve each of the problem areas assessed.



Base: All with direct reports who have problems as a result of working remotely

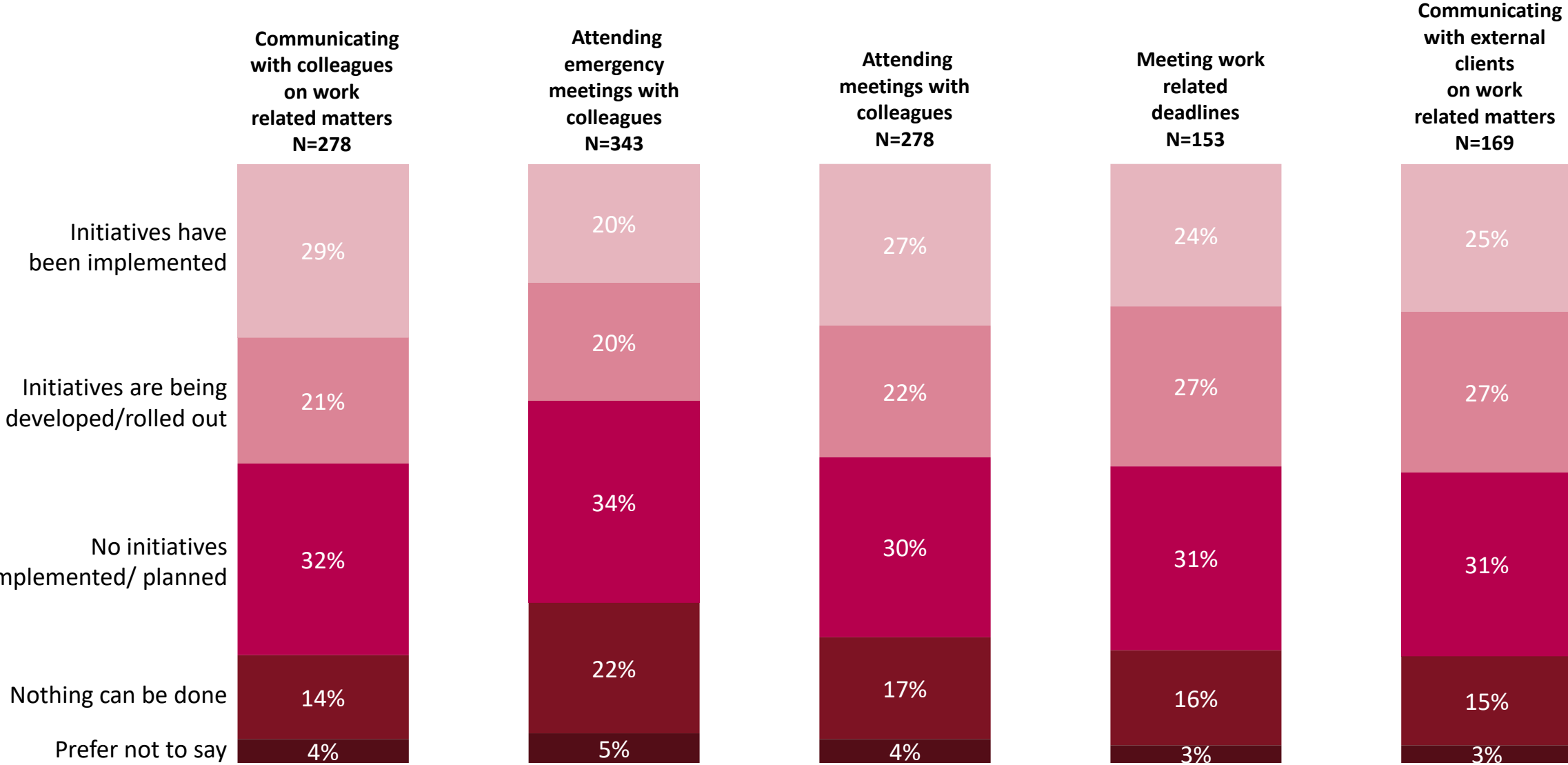


Q7d Have any initiatives to resolve the problems associated with <insert issue> as a result of working remotely been implemented?

1 in 5 managers feel nothing can be done to address problems attached to accessing resources and attending emergency meetings, reflecting the unique nature of each of these difficulties.



Base: All with direct reports who have problems as a result of working remotely

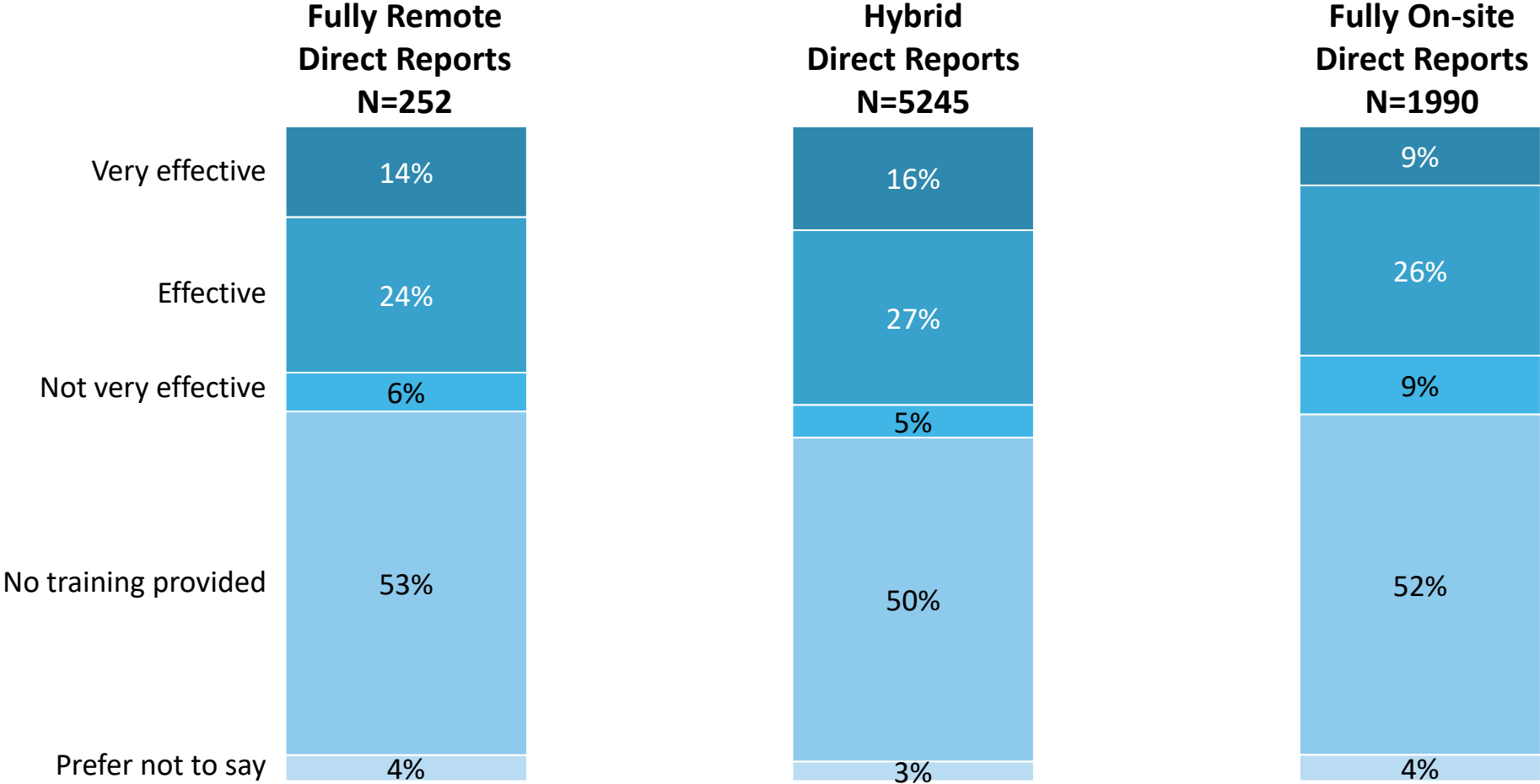


Q7d Have any initiatives to resolve the problems associated with <insert issue> as a result of working remotely been implemented?

Half of those with direct reports have received management training in the year prior to interview.



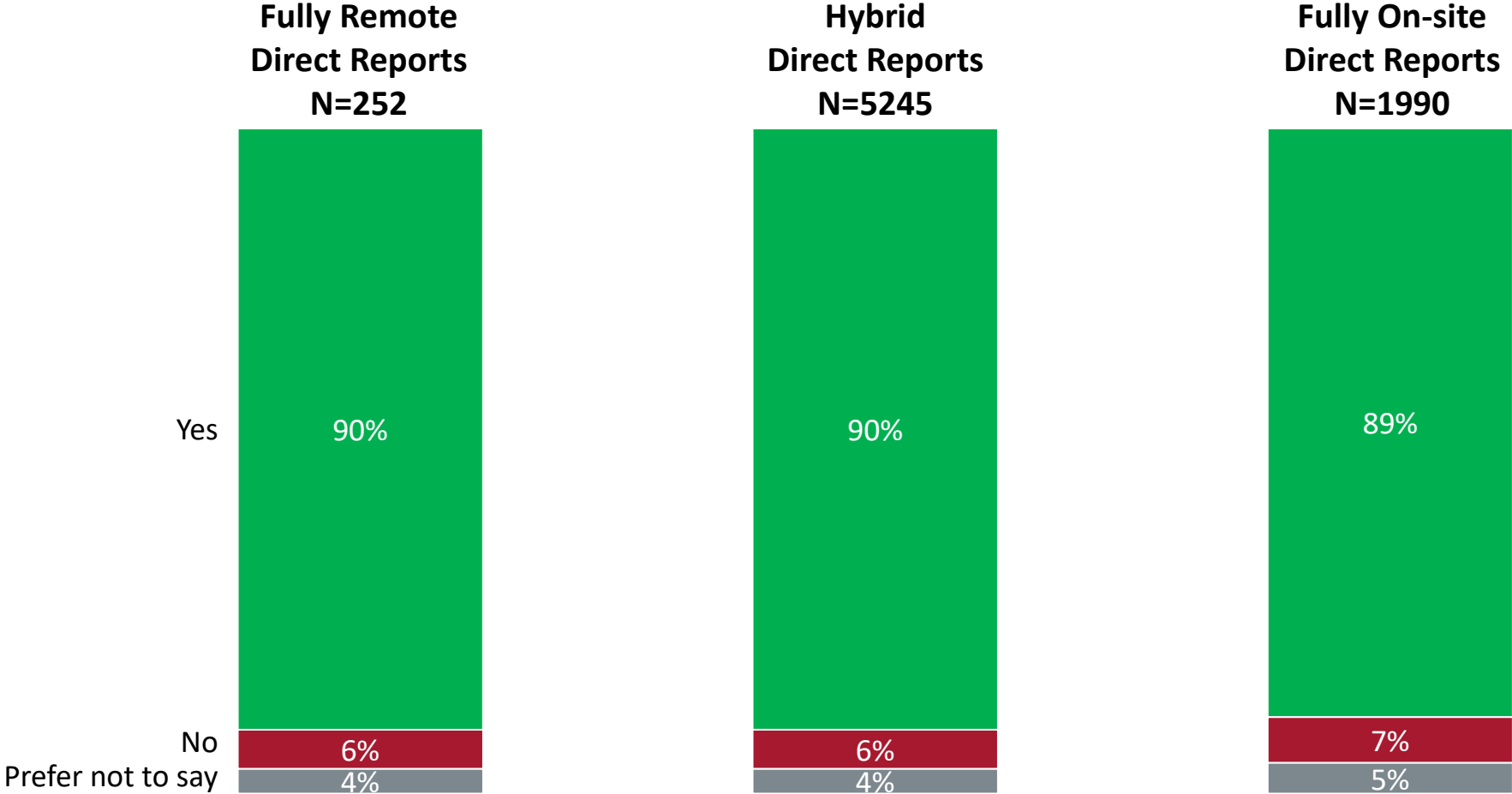
Base: All with direct reports



Which may be why there is strong and consistent interest in future management training.



Base: All with direct reports



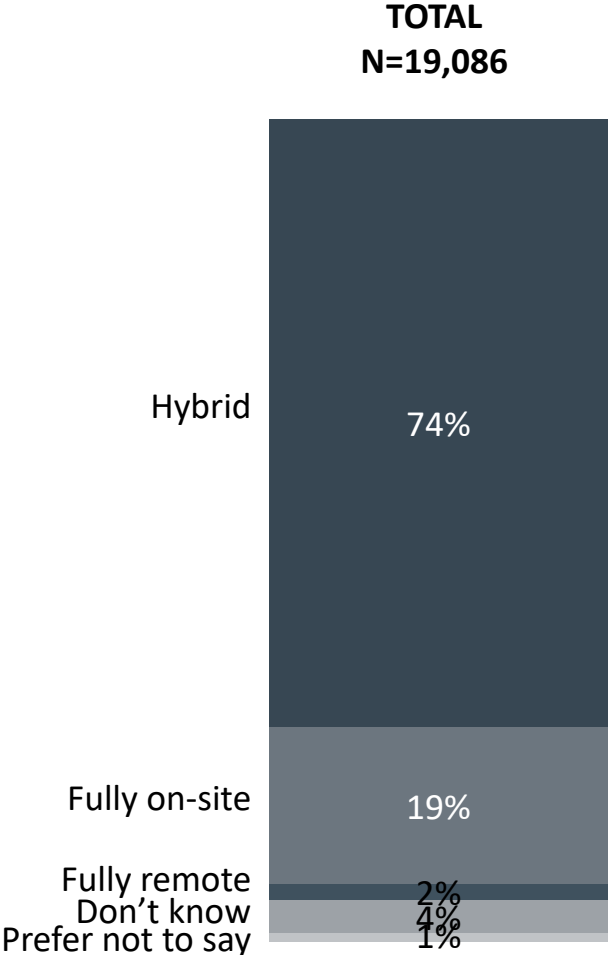
Line Managers



Line managers are more likely to be hybrid workers when compared to the working arrangements of all members (74% vs 69%).



Base: All respondents



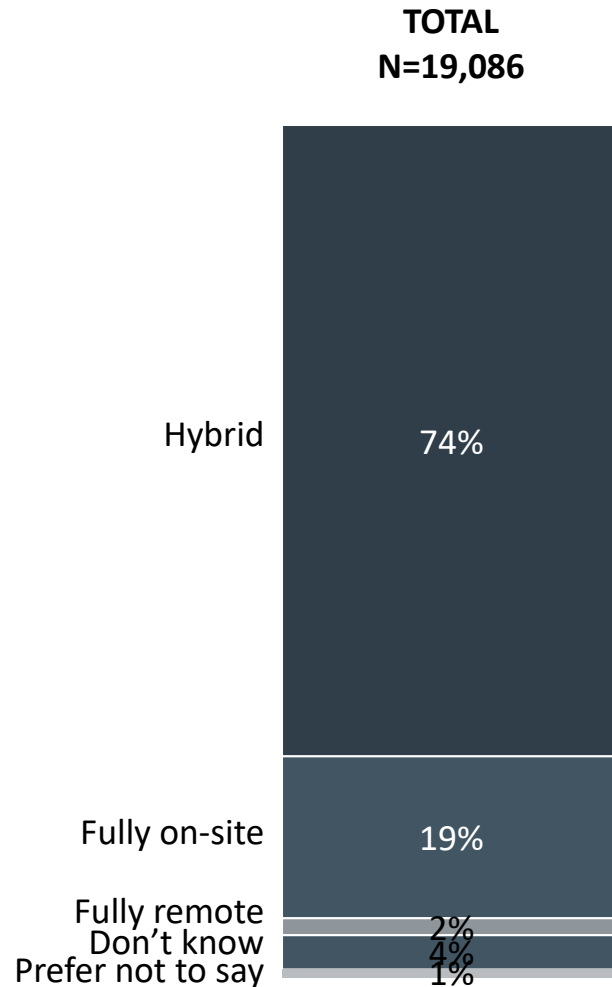
| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|-------------------|-------|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | 19086 | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| Hybrid | 74% | 80% | 72% | 82% | 78% | 74% | 68% | 63% | 56% | 88% | 42% |
| Fully on-site | 19% | 14% | 21% | 14% | 16% | 20% | 24% | 28% | 10% | 8% | 48% |
| Fully remote | 2% | 2% | 2% | 2% | 2% | 2% | 2% | 2% | 30% | 1% | 1% |
| Don't know | 4% | 3% | 4% | 2% | 4% | 4% | 5% | 6% | 4% | 2% | 8% |
| Prefer not to say | 1% | 1% | 1% | 1% | * | * | 1% | 1% | 1% | * | 1% |

Q10 Does your line manager or the person you report into work fully remote, hybrid or fully on-site?



The working patterns of divisional line managers reflects the broader work arrangement of each division.

Base: All respondents

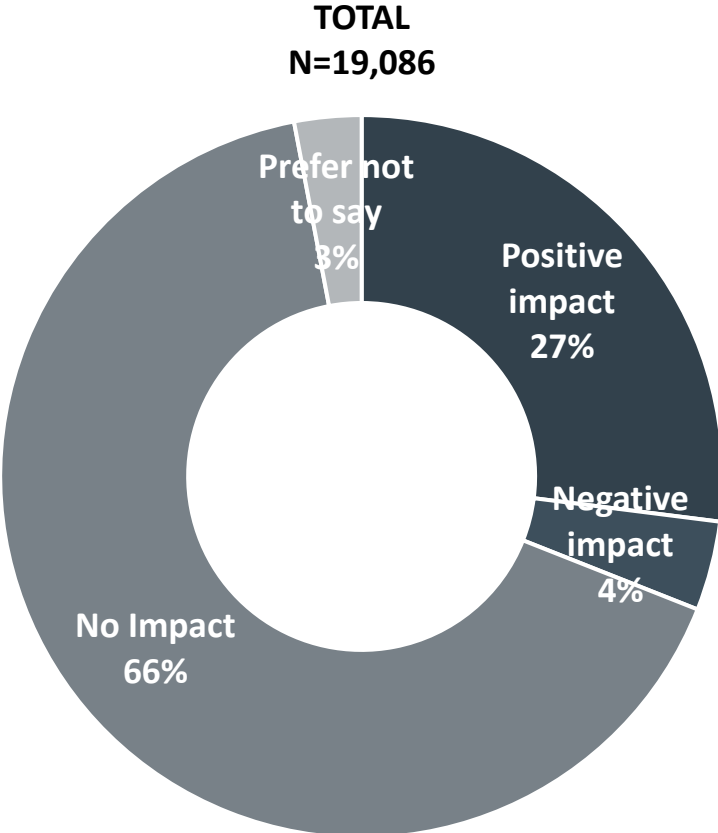


| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/trainee | Grade III/Non- Admin Public Facing | Grade IV+ | Professional/ Technical |
|-------------------|-------|---------------|------------------|------------------|-----------|--------------------------|---------------|---------------------------------------|-----------|----------------------------|
| | 19086 | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| Hybrid | 74% | 87% | 62% | 78% | 44% | 85% | 49% | 65% | 81% | 69% |
| Fully on-site | 19% | 10% | 26% | 18% | 50% | 9% | 46% | 30% | 14% | 20% |
| Fully remote | 2% | 1% | 3% | 1% | 2% | 4% | 1% | 1% | 2% | 2% |
| Don't know | 4% | 2% | 9% | 3% | 4% | 1% | 3% | 3% | 3% | 9% |
| Prefer not to say | 1% | * | 1% | 1% | 1% | * | - | 1% | * | 1% |

The working arrangement of line managers has a positive impact on 1 in 4 members (27%) however those with line managers who work fully remotely are more likely to feel this arrangement negatively impacts their day-to-day work.



Base: All respondents



Line Manager works

| | TOTAL | Fully remote | Hybrid | Fully on-site | Don't know | Prefer not to say |
|--|-------|--------------|--------|---------------|------------|-------------------|
| | 19086 | 358 | 14186 | 3653 | 776 | 113 |
| It positively impacts my day-to-day work | 27% | 31% | 26% | 32% | 7% | 19% |
| It negatively impacts my day-to-day work | 4% | 10% | 4% | 4% | 7% | 4% |
| It has no impact | 66% | 56% | 68% | 59% | 77% | 41% |
| Prefer not to say | 3% | 3% | 2% | 5% | 9% | 37% |

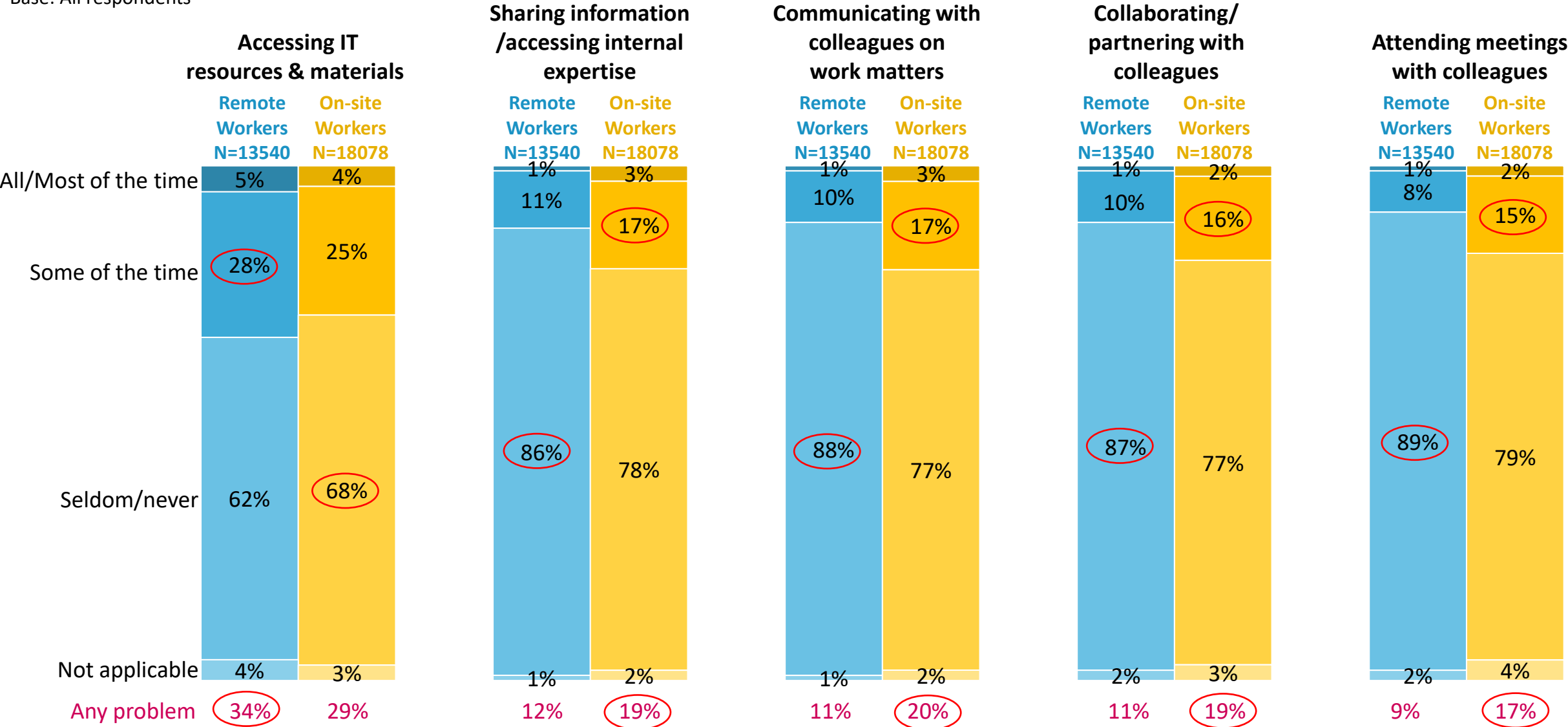
Day to Day Working



Other than accessing IT resources/other materials, members rate all aspects of day to day work as being more problematic when on-site than when working remotely.



Base: All respondents



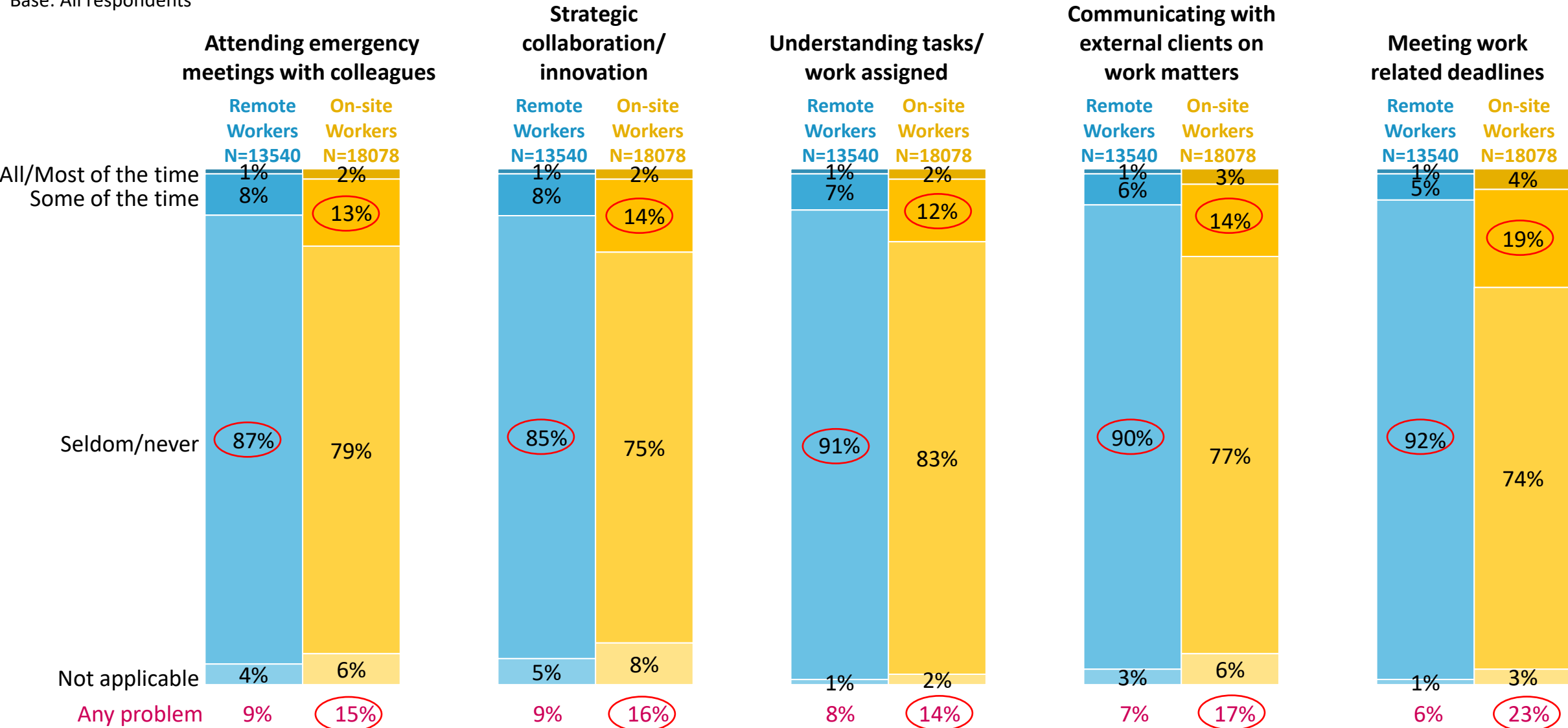
Q12a How often do you have problems/issues with the following when you work remotely?

Q12b w often do you have problems/issues with the following when you work on-site?

The greatest gap exists in terms of meeting work deadlines with just 6% citing this as a problem when working remotely compared to 23% who flag this as an issue when working on-site.



Base: All respondents



Q12a How often do you have problems/issues with the following when you work remotely?
 Q12b w often do you have problems/issues with the following when you work on-site?

Those who work fully on-site are more likely to select the initiatives evaluated as a means of improving day-to-day work performed remotely.



Base: All respondents

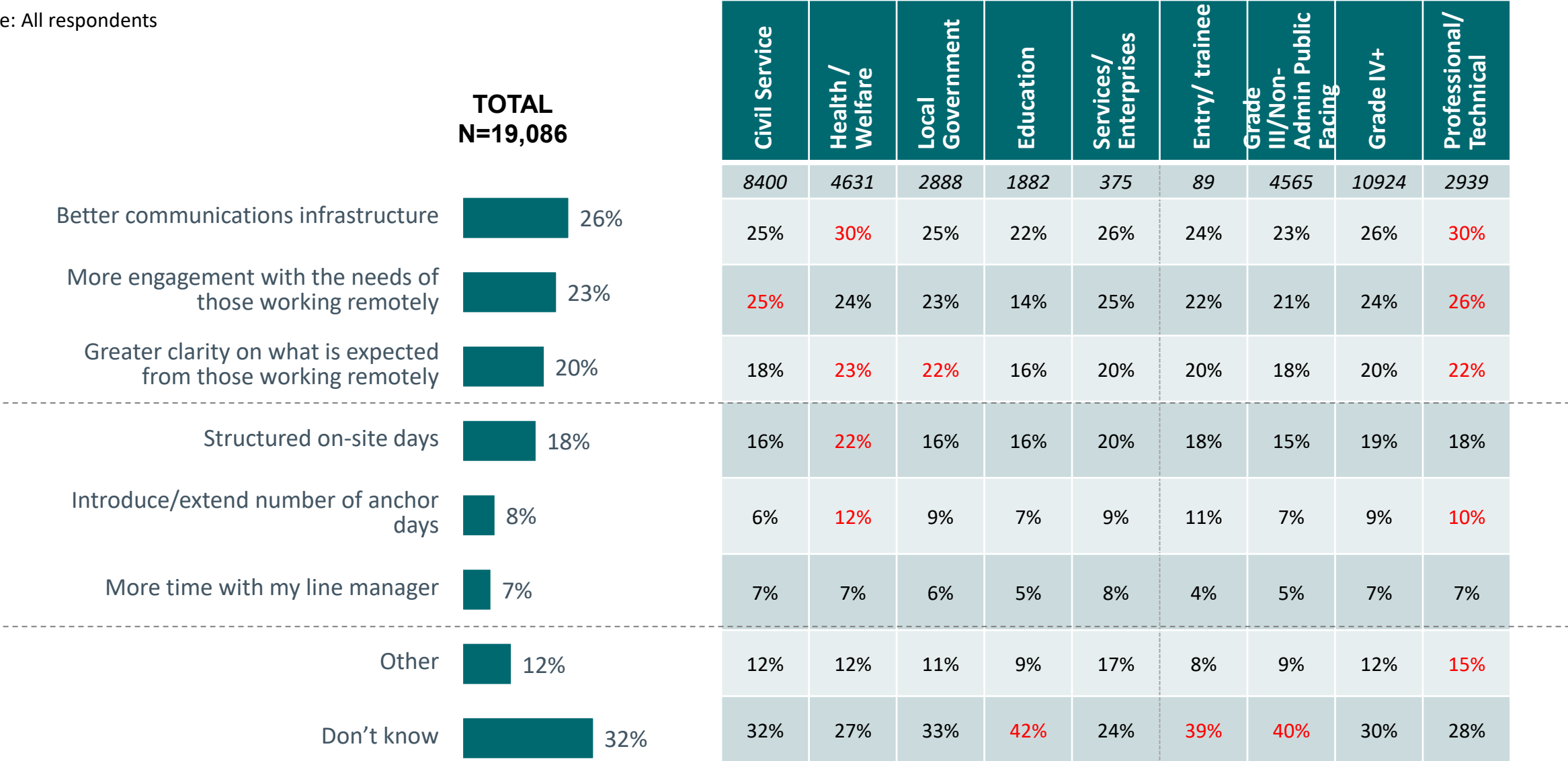
**TOTAL
N=19,086**

| | | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|---|-----|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| Better communications infrastructure | 26% | 28% | 25% | 30% | 27% | 24% | 25% | 20% | 22% | 24% | 31% |
| More engagement with the needs of those working remotely | 23% | 28% | 22% | 30% | 25% | 22% | 21% | 21% | 29% | 25% | 20% |
| Greater clarity on what is expected from those working remotely | 20% | 20% | 19% | 21% | 18% | 19% | 21% | 22% | 15% | 16% | 30% |
| Structured on-site days | 18% | 18% | 18% | 19% | 17% | 17% | 19% | 18% | 12% | 14% | 27% |
| Introduce/extend number of anchor days | 8% | 8% | 9% | 8% | 7% | 9% | 9% | 6% | 9% | 6% | 13% |
| More time with my line manager | 7% | 8% | 6% | 9% | 6% | 6% | 7% | 6% | 8% | 7% | 7% |
| Other | 12% | 11% | 12% | 11% | 12% | 12% | 11% | 10% | 19% | 13% | 8% |
| Don't know | 32% | 29% | 34% | 29% | 32% | 33% | 33% | 36% | 29% | 34% | 29% |

The remote working initiatives selected vary by Division and Grade, most likely reflecting the specific nature of work undertaken by each of these cohorts.



Base: All respondents



Q13 Which of the following measures or initiatives do you feel would improve day-to-day work performed remotely?

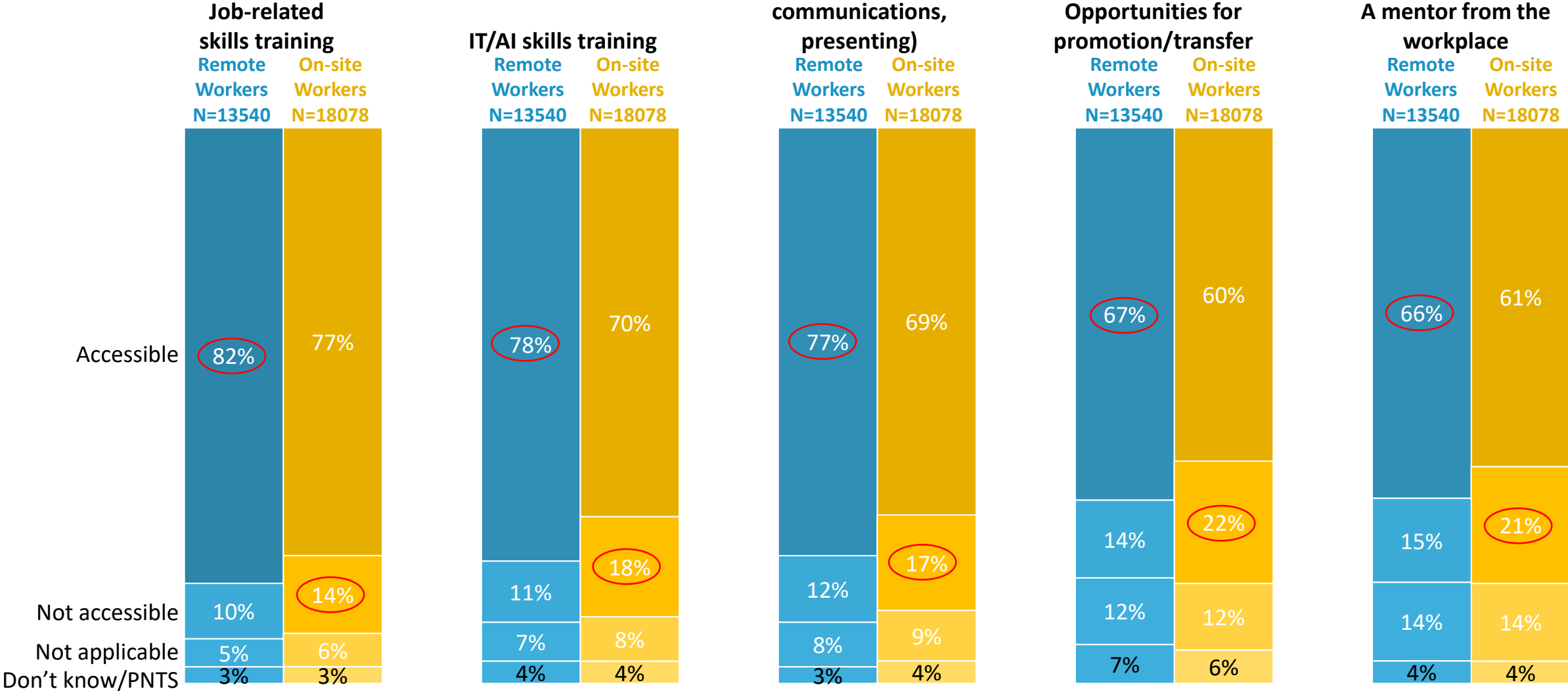
Career Development



Accessibility to career development is rated more highly when working remotely than when on-site.



Base: All respondents



Q14a How accessible are the following aspects of your career development when working remotely?
 Q14b How accessible are the following aspects of your career development when working on-site/in the office?

Career progression initiatives are most widely supported by 16-35 year-olds, i.e. those who are at the early stages of their career development.



Base: All respondents

**TOTAL
N=19,086**

| | | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Fully Remote | Hybrid | Fully On-Site |
|---|-----|------|--------|---------|---------|---------|---------|-----|--------------|--------|---------------|
| | | 4861 | 13786 | 2381 | 4821 | 7161 | 4139 | 264 | 338 | 13202 | 4876 |
| More internal knowledge sharing | 35% | 37% | 35% | 40% | 37% | 34% | 35% | 27% | 33% | 38% | 30% |
| Clear career paths for those working remotely | 32% | 37% | 31% | 41% | 35% | 30% | 30% | 25% | 45% | 34% | 28% |
| More online training for those working remotely | 31% | 33% | 30% | 38% | 32% | 29% | 28% | 27% | 33% | 33% | 26% |
| More frequent reviews/one-to-ones with line manager | 24% | 22% | 25% | 26% | 24% | 23% | 25% | 22% | 23% | 23% | 27% |
| Mentors for those working remotely | 23% | 23% | 23% | 25% | 23% | 23% | 24% | 21% | 28% | 24% | 22% |
| Structured on-site days | 21% | 21% | 21% | 21% | 19% | 20% | 23% | 21% | 14% | 17% | 31% |
| Introduce/extend number of anchor days | 9% | 9% | 9% | 8% | 8% | 10% | 10% | 11% | 6% | 7% | 14% |
| Other (please specify) | 5% | 6% | 5% | 5% | 5% | 6% | 6% | 5% | 7% | 6% | 5% |
| Don't know | 24% | 21% | 24% | 20% | 23% | 24% | 24% | 31% | 15% | 21% | 29% |

Grade IV+ (those who are most likely to have direct reports) and Professional/Technical members over-index on most of the career progression initiatives evaluated.



Base: All respondents

**TOTAL
N=19,086**

| | | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|---|-----|---------------|------------------|------------------|-----------|-----------------------|----------------|-----------------------------------|-----------|-------------------------|
| | | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| More internal knowledge sharing | 35% | 38% | 32% | 39% | 26% | 37% | 36% | 31% | 38% | 32% |
| Clear career paths for those working remotely | 32% | 35% | 34% | 28% | 24% | 40% | 31% | 29% | 34% | 32% |
| More online training for those working remotely | 31% | 33% | 27% | 34% | 25% | 26% | 29% | 29% | 33% | 27% |
| More frequent reviews/one-to-ones with line manager | 24% | 22% | 28% | 26% | 21% | 23% | 21% | 20% | 26% | 25% |
| Mentors for those working remotely | 23% | 26% | 25% | 20% | 15% | 22% | 22% | 19% | 25% | 25% |
| Structured on-site days | 21% | 18% | 27% | 19% | 21% | 23% | 19% | 17% | 22% | 23% |
| Introduce/extend number of anchor days | 9% | 7% | 13% | 10% | 8% | 10% | 11% | 7% | 9% | 11% |
| Other (please specify) | 5% | 6% | 5% | 5% | 5% | 9% | 3% | 5% | 6% | 7% |
| Don't know | 24% | 21% | 25% | 23% | 34% | 19% | 37% | 30% | 19% | 26% |

Q15 Which of the following measures or initiatives do you feel would improve career progression for those who work remotely?

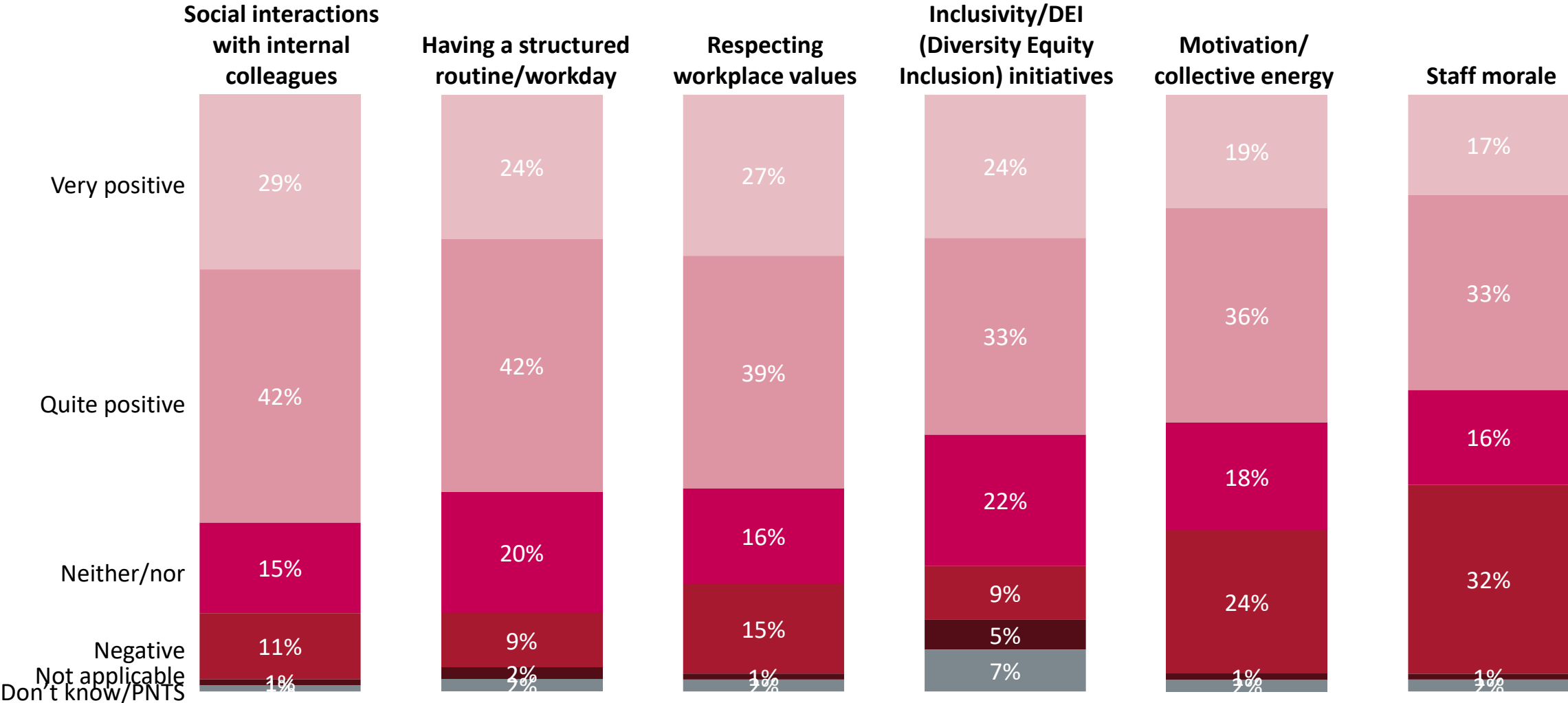
Workplace Culture



Despite rating many aspects of workplace culture positively, significant cohorts do not feel this is the case in terms of motivation (24%) or staff morale (32%) both of which peak in the Health/Welfare division (34% and 45% respectively).



Base: All respondents

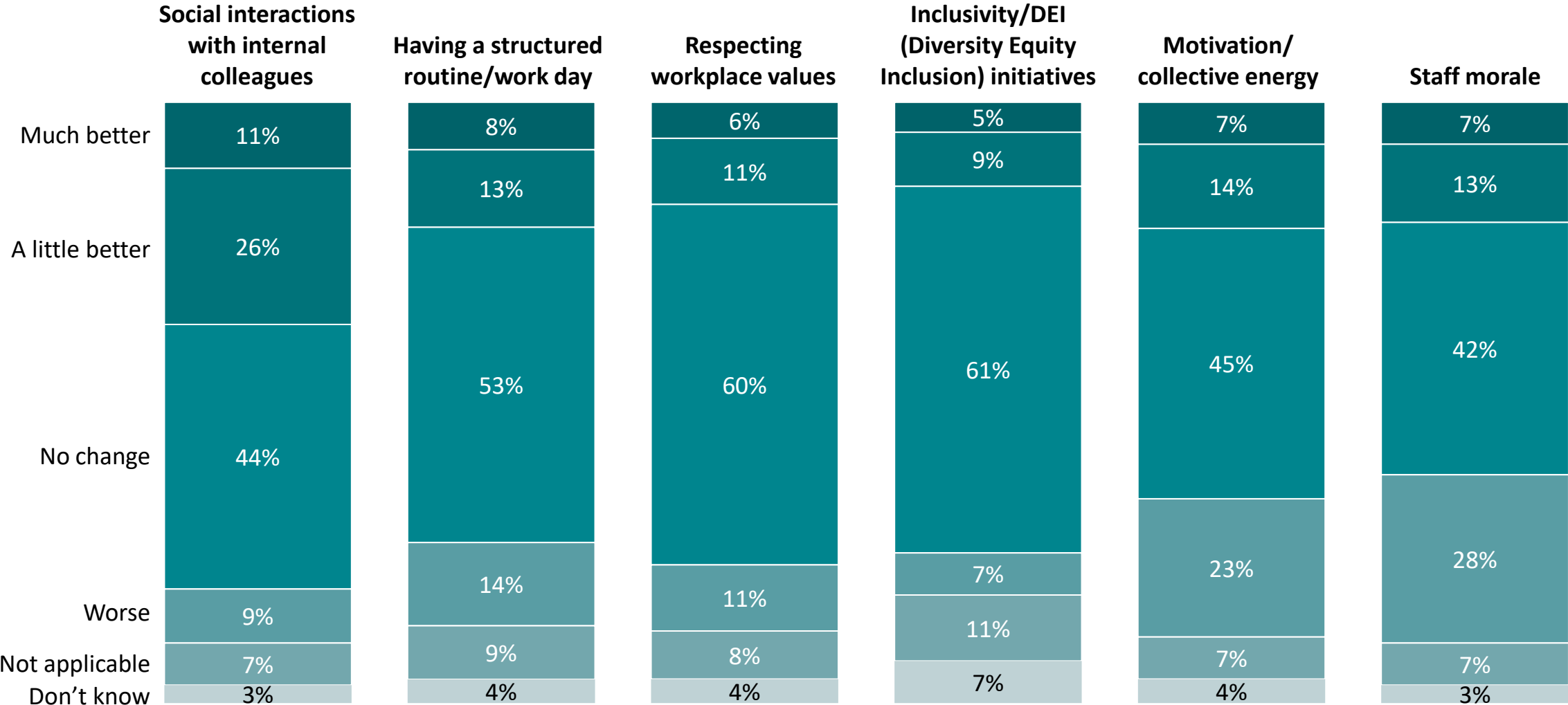


Q16a How would you rate the following aspects of the workplace culture in your place of work

Overall, increased on-site attendance would have a net negative impact on motivation and morale (-2% and -8% respectively) but this was viewed more positively amongst Health/Welfare members (+11% and +6%).



Base: All respondents

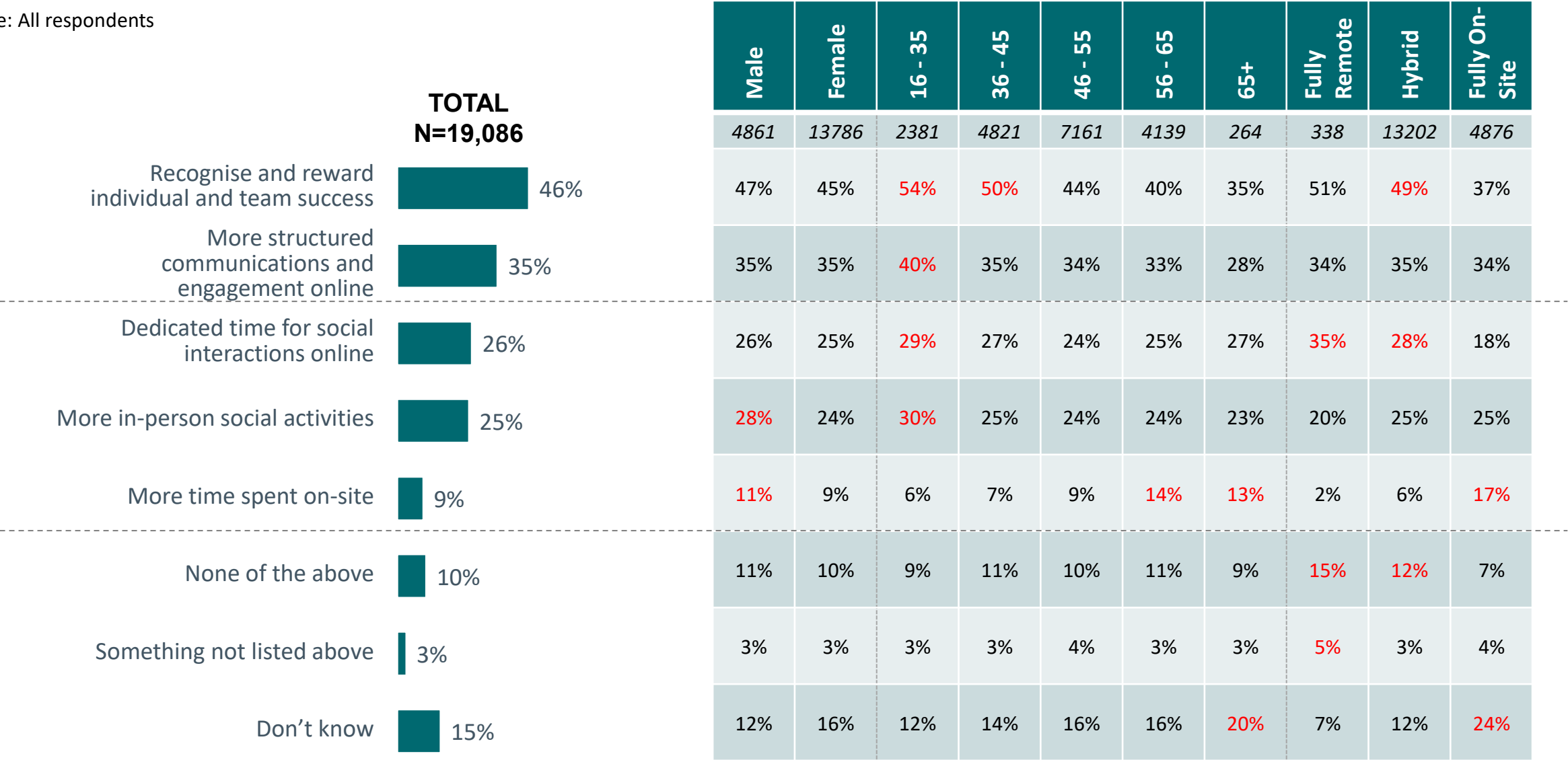


Q16b To what extent would the following aspects of your workplace culture be improved by increased on-site attendance?

Almost half of members indicated greater recognition of and rewards for success would improve workplace culture for those who work remotely and this may be linked to the low motivation and morale ratings.



Base: All respondents



Q16c Which of the following measures or initiatives do you feel would improve workplace culture for those who work remotely?

There are some variations in workplace improvement initiatives by division and grade.



Base: All respondents

**TOTAL
N=19,086**

| | | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|--|-----|---------------|------------------|------------------|-----------|----------------------|----------------|-----------------------------------|-----------|-------------------------|
| | | 8400 | 4631 | 2888 | 1882 | 375 | 89 | 4565 | 10924 | 2939 |
| Recognise and reward individual and team success | 46% | 48% | 45% | 47% | 36% | 47% | 46% | 41% | 48% | 44% |
| More structured communications and engagement online | 35% | 35% | 37% | 36% | 29% | 38% | 36% | 29% | 37% | 36% |
| Dedicated time for social interactions online | 26% | 29% | 22% | 23% | 22% | 31% | 27% | 22% | 28% | 23% |
| More in-person social activities | 25% | 25% | 25% | 24% | 24% | 38% | 33% | 21% | 26% | 29% |
| More time spent on-site | 9% | 7% | 12% | 8% | 11% | 13% | 10% | 7% | 9% | 13% |
| None of the above | 10% | 11% | 9% | 12% | 11% | 9% | 4% | 12% | 11% | 8% |
| Something not listed above | 3% | 3% | 4% | 3% | 3% | 5% | 4% | 2% | 3% | 5% |
| Don't know | 15% | 12% | 17% | 14% | 24% | 9% | 17% | 20% | 12% | 17% |

Q16c Which of the following measures or initiatives do you feel would improve workplace culture for those who work remotely?

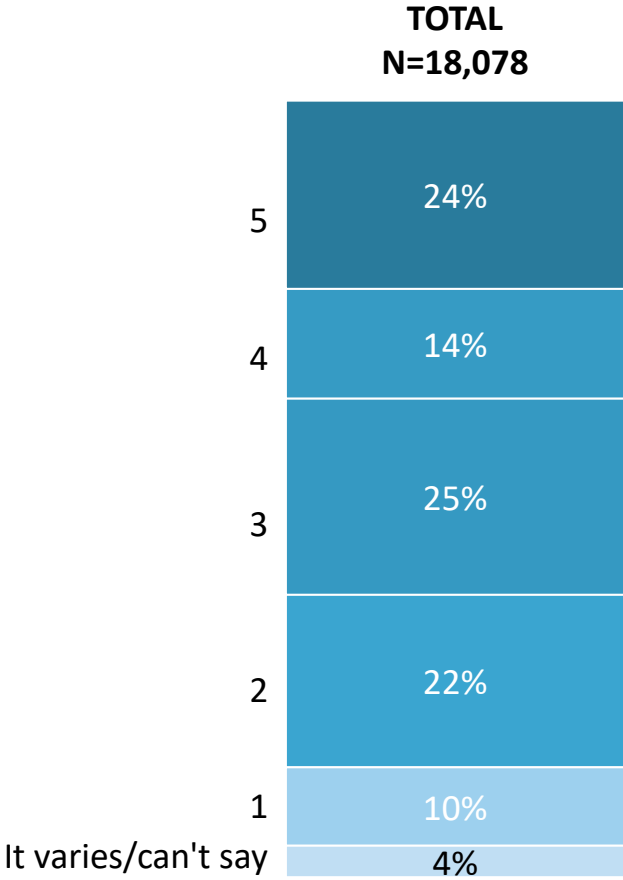
Work/Life Balance



The number of days members travel to their workplace in a typical week aligns broadly with weekly attendance requirements.



Base: All who work on-site

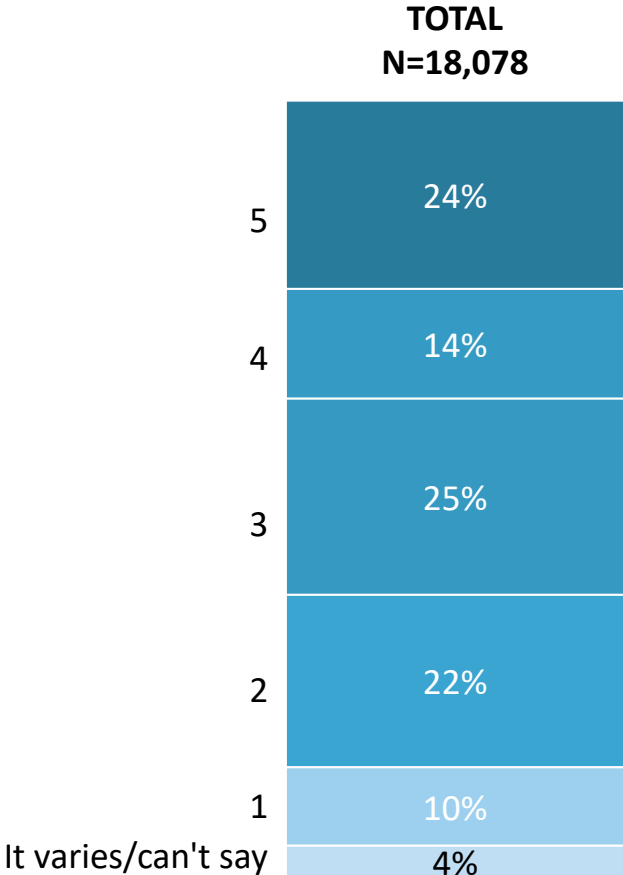


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Hybrid | Fully On-Site |
|---------------------|-------|------|--------|---------|---------|---------|---------|-----|--------|---------------|
| | 18078 | 4643 | 13021 | 2299 | 4555 | 6777 | 3917 | 233 | 13202 | 4876 |
| 5 | 24% | 22% | 25% | 23% | 22% | 23% | 29% | 35% | 2% | 83% |
| 4 | 14% | 12% | 15% | 12% | 13% | 16% | 15% | 9% | 16% | 10% |
| 3 | 25% | 26% | 25% | 26% | 25% | 27% | 23% | 27% | 33% | 5% |
| 2 | 22% | 25% | 21% | 27% | 24% | 21% | 19% | 17% | 30% | 1% |
| 1 | 10% | 11% | 10% | 10% | 11% | 10% | 11% | 8% | 14% | * |
| It varies/can't say | 4% | 4% | 4% | 3% | 4% | 4% | 3% | 3% | 5% | 1% |

Health/Welfare, Education, lower grades & professional /technical roles (i.e. those who are more likely to work fully on-site) are most likely to travel to work 5 days a week.



Base: All who work on-site

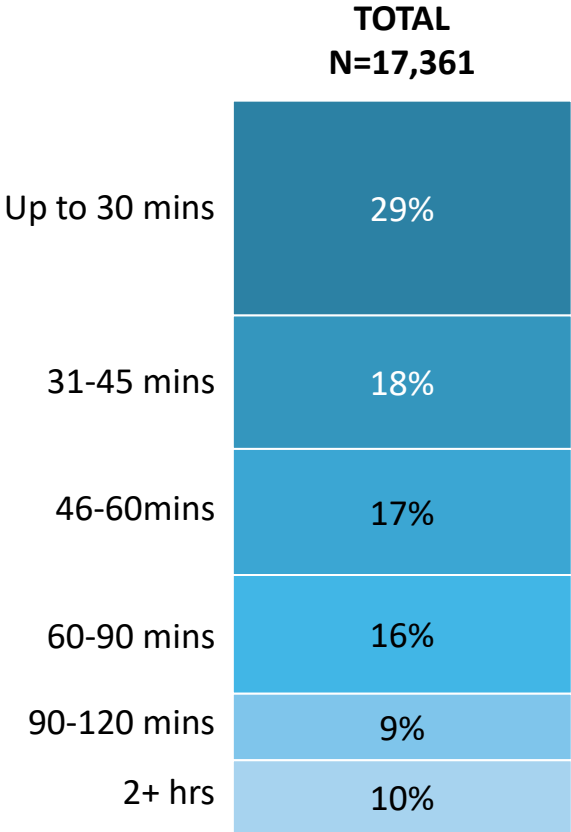


| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/trainee | Grade III/Non- Admin Public Facing | Grade IV+ | Professional/ Technical |
|---------------------|-------|---------------|------------------|------------------|-----------|--------------------------|---------------|---------------------------------------|-----------|----------------------------|
| | 18078 | 8144 | 4213 | 2781 | 1739 | 350 | 80 | 4321 | 10429 | 2731 |
| 5 | 24% | 12% | 40% | 19% | 50% | 13% | 60% | 35% | 17% | 32% |
| 4 | 14% | 9% | 22% | 22% | 11% | 10% | 14% | 12% | 13% | 21% |
| 3 | 25% | 21% | 20% | 48% | 19% | 28% | 15% | 20% | 28% | 23% |
| 2 | 22% | 35% | 9% | 7% | 14% | 32% | 6% | 17% | 27% | 13% |
| 1 | 10% | 19% | 3% | 1% | 2% | 9% | 4% | 14% | 11% | 4% |
| It varies/can't say | 4% | 4% | 5% | 2% | 3% | 8% | 1% | 2% | 4% | 5% |

One third of commuters (35%) spend more than an hour travelling to and from work everyday.



Base: All commuters

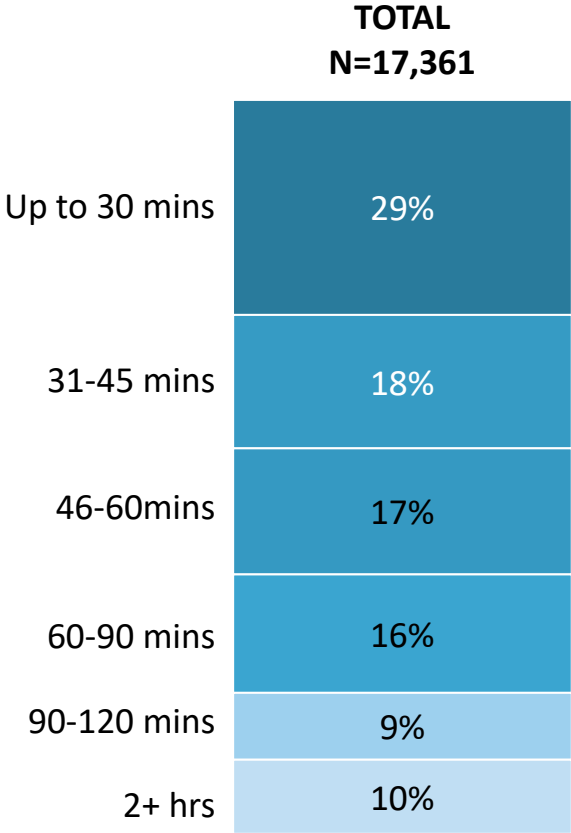


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Hybrid | Fully On-Site |
|------------------|-------|------|--------|---------|---------|---------|---------|-----|--------|---------------|
| | 17361 | 4439 | 12534 | 2228 | 4361 | 6503 | 3777 | 225 | 12550 | 4811 |
| Up to 30 minutes | 29% | 25% | 31% | 16% | 24% | 33% | 36% | 41% | 24% | 43% |
| 31 - 45 minutes | 18% | 17% | 19% | 16% | 18% | 18% | 19% | 15% | 18% | 19% |
| 46 – 60 minutes | 17% | 17% | 17% | 18% | 17% | 17% | 17% | 16% | 18% | 16% |
| 60 - 90 minutes | 16% | 17% | 16% | 20% | 17% | 15% | 15% | 13% | 17% | 12% |
| 90 – 120 minutes | 9% | 10% | 9% | 13% | 11% | 8% | 7% | 9% | 11% | 6% |
| 2+ hours | 10% | 14% | 9% | 17% | 12% | 8% | 6% | 4% | 12% | 4% |

Civil Service and Services/Enterprise members (divisions where hybrid working is more prevalent) have longer than average commute times when they travel to/from work.



Base: All commuters

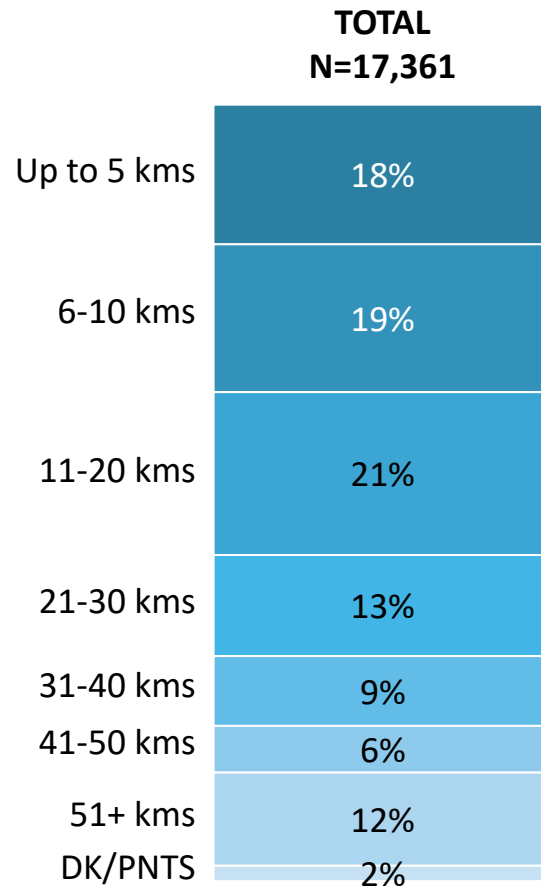


| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/Technical |
|------------------|-------|---------------|------------------|------------------|-----------|----------------------|---------------|-----------------------------------|-----------|------------------------|
| | 17361 | 7853 | 3987 | 2723 | 1682 | 318 | 79* | 4213 | 10026 | 2577 |
| Up to 30 minutes | 29% | 24% | 31% | 33% | 49% | 23% | 39% | 38% | 26% | 25% |
| 31 - 45 minutes | 18% | 17% | 20% | 20% | 18% | 13% | 16% | 19% | 18% | 19% |
| 46 – 60 minutes | 17% | 17% | 19% | 17% | 13% | 16% | 16% | 16% | 17% | 18% |
| 60 - 90 minutes | 16% | 18% | 15% | 15% | 11% | 18% | 19% | 14% | 17% | 18% |
| 90 – 120 minutes | 9% | 11% | 8% | 9% | 5% | 13% | 5% | 7% | 10% | 10% |
| 2+ hours | 10% | 14% | 7% | 6% | 4% | 17% | 4% | 6% | 12% | 11% |

While distance to work and travel time are not necessarily linked, those who over-index on travelling 51+ kms are consistent with those who spend 2 or more hours getting to/from work in a typical day.



Base: All commuters

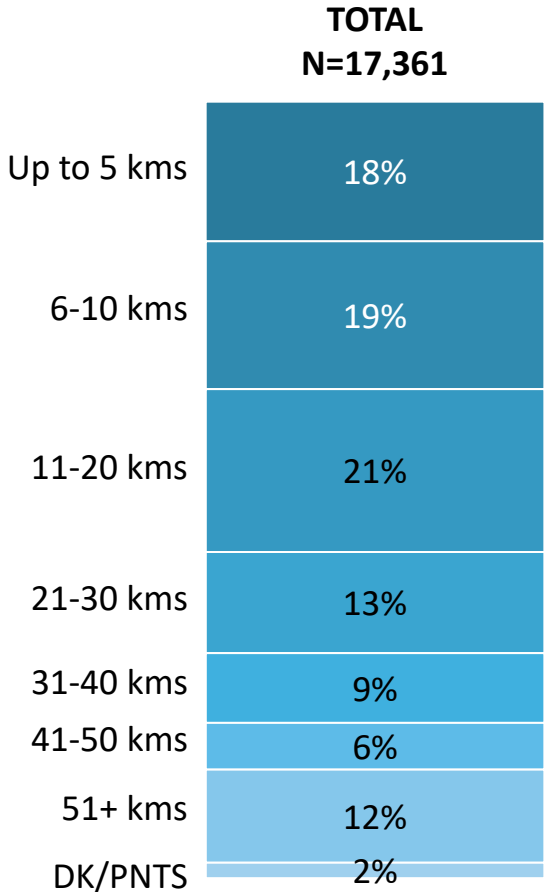


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Hybrid | Fully On-Site |
|------------------------------|-------|------|--------|---------|---------|---------|---------|-----|--------|---------------|
| | 17361 | 4439 | 12534 | 2228 | 4361 | 6503 | 3777 | 225 | 12550 | 4811 |
| Up to 5 kilometres | 18% | 18% | 18% | 16% | 15% | 18% | 23% | 35% | 15% | 26% |
| 6-10 kilometres | 19% | 19% | 19% | 20% | 19% | 19% | 21% | 17% | 19% | 20% |
| 11-20 kilometres | 21% | 19% | 21% | 17% | 19% | 21% | 23% | 20% | 21% | 20% |
| 21-30 kilometres | 13% | 12% | 14% | 12% | 13% | 14% | 12% | 10% | 14% | 12% |
| 31-40 kilometres | 9% | 9% | 9% | 9% | 11% | 9% | 8% | 5% | 10% | 8% |
| 41-50 kilometres | 6% | 6% | 6% | 6% | 7% | 6% | 5% | 5% | 6% | 5% |
| 51+ kilometres | 12% | 16% | 10% | 17% | 14% | 11% | 8% | 7% | 14% | 7% |
| Don't know/prefer not to say | 2% | 1% | 2% | 4% | 2% | 1% | 1% | 2% | 2% | 2% |

Education members have the shortest distance to travel to work and the shortest travel time (49% take 30 mins or less to get to their workplace).



Base: All commuters



| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/Technical |
|------------------------------|-------|---------------|------------------|------------------|-----------|----------------------|---------------|-----------------------------------|-----------|------------------------|
| | 17361 | 7853 | 3987 | 2723 | 1682 | 318 | 79* | 4213 | 10026 | 2577 |
| Up to 5 kilometres | 18% | 16% | 17% | 19% | 30% | 14% | 24% | 23% | 17% | 16% |
| 6-10 kilometres | 19% | 20% | 19% | 18% | 21% | 23% | 28% | 20% | 20% | 18% |
| 11-20 kilometres | 21% | 20% | 21% | 21% | 20% | 20% | 22% | 20% | 21% | 19% |
| 21-30 kilometres | 13% | 13% | 14% | 16% | 10% | 12% | 3% | 14% | 13% | 13% |
| 31-40 kilometres | 9% | 9% | 10% | 10% | 7% | 8% | 9% | 8% | 9% | 10% |
| 41-50 kilometres | 6% | 6% | 7% | 6% | 4% | 4% | 4% | 5% | 6% | 7% |
| 51+ kilometres | 12% | 14% | 11% | 9% | 7% | 19% | 9% | 7% | 13% | 15% |
| Don't know/prefer not to say | 2% | 2% | 1% | 1% | 2% | 1% | 3% | 3% | 1% | 1% |

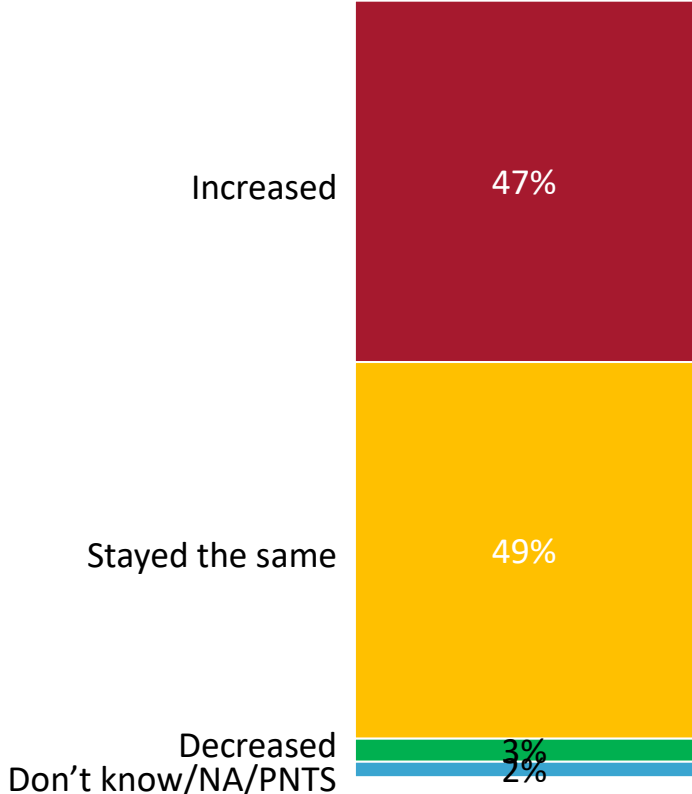
Q17b Is the distance from your home to your place of work

Travel time to/from work has increased in the past 12 months for half of commuters.



Base: All commuters

TOTAL
N=17,361

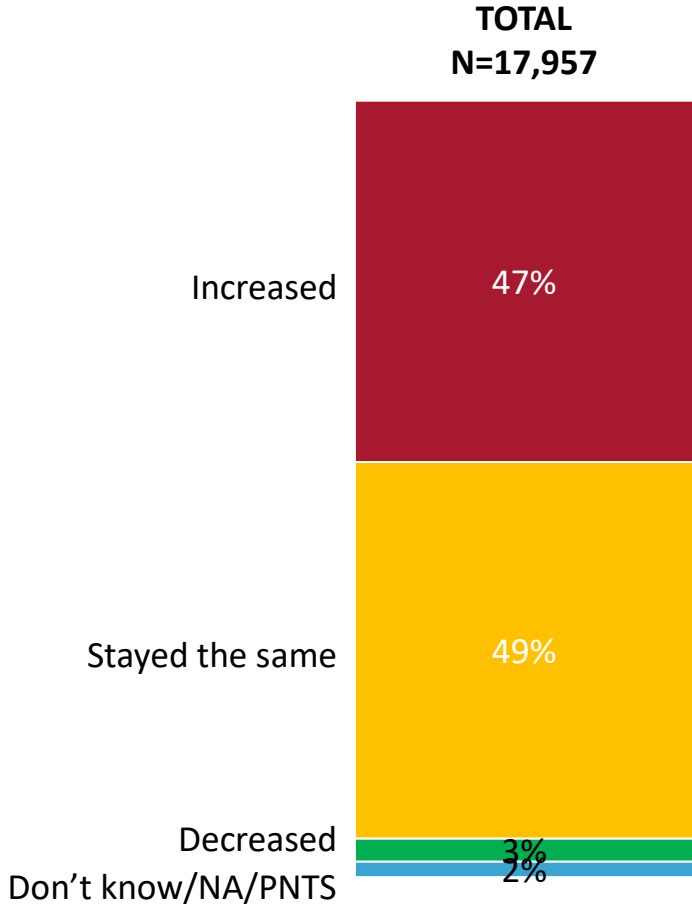


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Hybrid | Fully On-Site |
|---------------------------------|-------|------|--------|---------|---------|---------|---------|-----|--------|---------------|
| | 17361 | 4439 | 12534 | 2228 | 4361 | 6503 | 3777 | 225 | 12550 | 4811 |
| Increased | 47% | 47% | 47% | 52% | 49% | 46% | 43% | 36% | 48% | 43% |
| Stayed the same | 49% | 49% | 49% | 40% | 45% | 50% | 54% | 61% | 47% | 53% |
| Decreased | 3% | 3% | 3% | 4% | 4% | 3% | 2% | 1% | 3% | 2% |
| Don't know/NA/prefer not to say | 2% | 1% | 1% | 3% | 2% | 1% | 1% | 1% | 1% | 2% |

Health/Welfare and Grade IV+ members are more likely than average to experience increased commute times in the past 12 months.



Base: All commuters



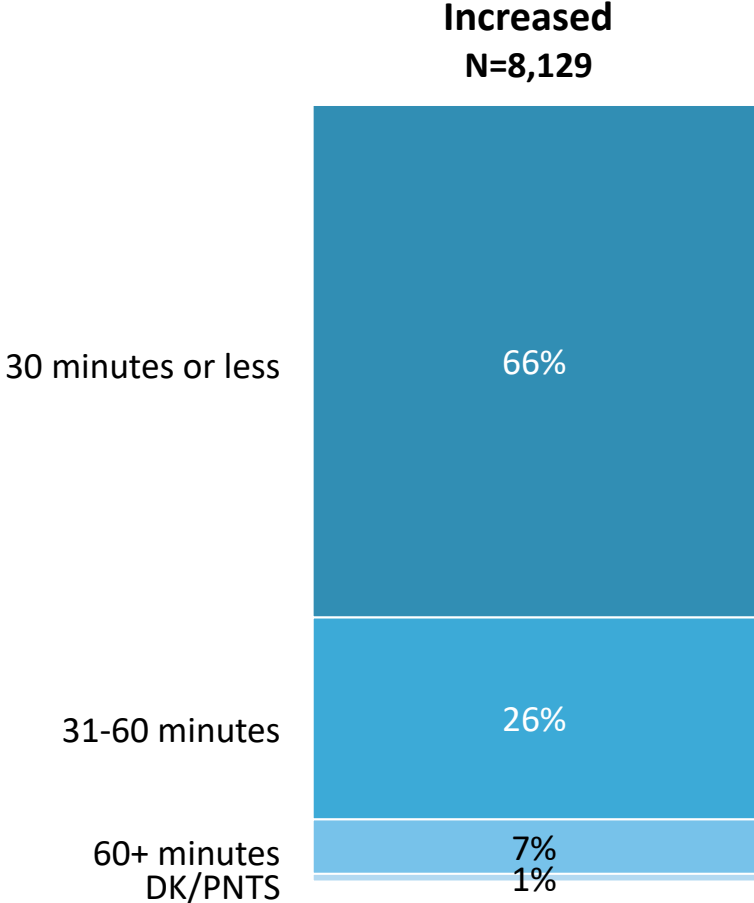
| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/Technical |
|---------------------------------|-------|---------------|------------------|------------------|-----------|----------------------|---------------|-----------------------------------|-----------|------------------------|
| | 17361 | 7853 | 3987 | 2723 | 1682 | 318 | 79* | 4213 | 10026 | 2577 |
| Increased | 47% | 45% | 53% | 46% | 42% | 46% | 37% | 39% | 50% | 48% |
| Stayed the same | 49% | 50% | 43% | 49% | 55% | 49% | 54% | 56% | 46% | 48% |
| Decreased | 3% | 3% | 3% | 3% | 1% | 3% | 5% | 3% | 3% | 2% |
| Don't know/NA/prefer not to say | 2% | 2% | 1% | 1% | 1% | 2% | 4% | 2% | 1% | 1% |

Q17c Has your typical commute time to work increased, stayed the same or decreased in the past 12 months?

Increases in commute times may account for a significant proportion of the total time taken to get to/from work.



Base: All whose commute time has increased

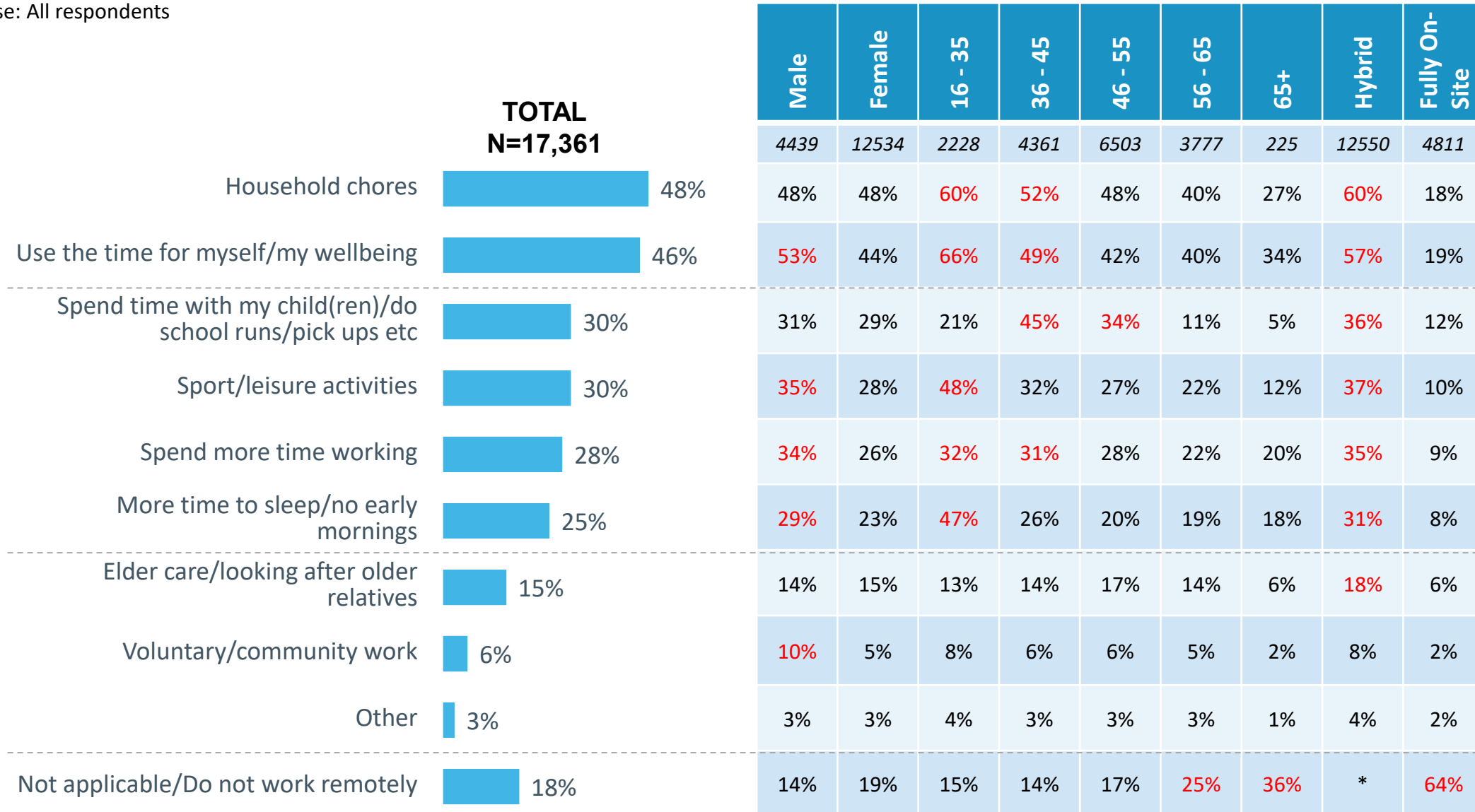


| | TOTAL | Up to 30 minutes | 31-60 minutes | 60-90 minutes | 90-120 minutes | 120+ minutes |
|------------------------------|-------|------------------|---------------|---------------|----------------|--------------|
| | 8129 | 1279 | 2967 | 1663 | 1038 | 1173 |
| 30 minutes or less | 66% | 89% | 77% | 62% | 52% | 33% |
| 31-60 minutes | 26% | 9% | 21% | 29% | 38% | 46% |
| 60+ minutes | 7% | * | 2% | 8% | 10% | 21% |
| Don't know/prefer not to say | 1% | 2% | 1% | * | 1% | * |



The time gained as a result of working remotely is spent on a range of activities with men, the under 45s and hybrid workers over-indexing on all responses.

Base: All respondents



Q18 What do you do with the time you save when you work remotely?

3 in 10 claim to spend more time working, peaking amongst those in Services/Enterprises, Grade IV+ and professional/technical roles.



Base: All respondents

**TOTAL
N=17,361**

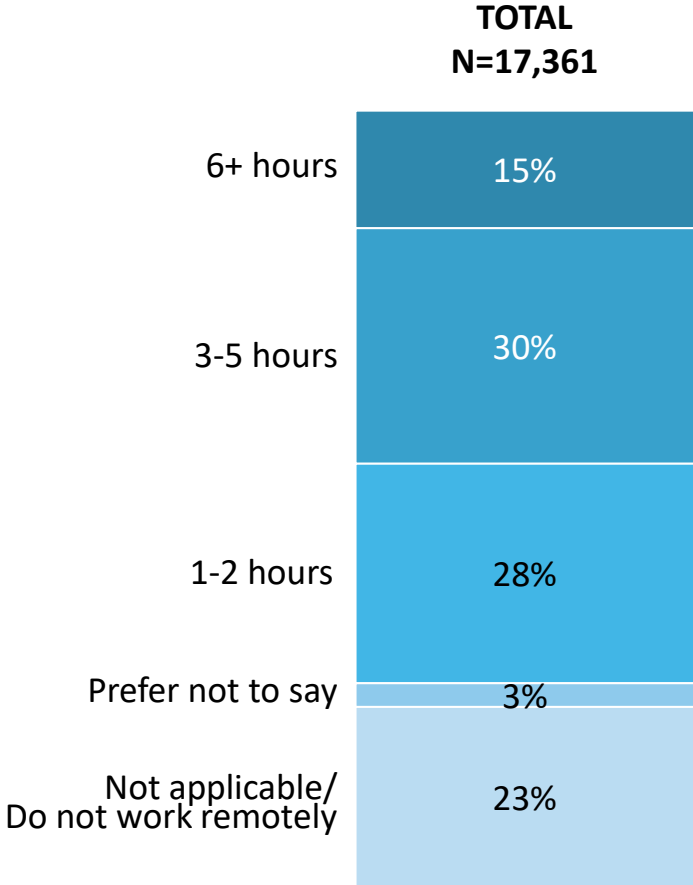
| | Civil Service | Health / Welfare | Local Government | Education | Services/Enterprises | Entry/ trainee | Grade III/Non-Admin Public Facing | Grade IV+ | Professional/ Technical |
|---|---------------|------------------|------------------|-----------|----------------------|----------------|-----------------------------------|-----------|-------------------------|
| Household chores | 7853 | 3987 | 2723 | 1682 | 318 | 79* | 4213 | 10026 | 2577 |
| | 56% | 37% | 52% | 33% | 52% | 35% | 41% | 53% | 44% |
| Use the time for myself/my wellbeing | | | | | | | | | |
| | 55% | 35% | 47% | 28% | 50% | 29% | 42% | 50% | 41% |
| Spend time with my child(ren)/do school runs/pick ups etc | | | | | | | | | |
| | 32% | 27% | 33% | 19% | 29% | 14% | 23% | 32% | 32% |
| Sport/leisure activities | | | | | | | | | |
| | 36% | 22% | 30% | 17% | 37% | 20% | 23% | 33% | 28% |
| Spend more time working | | | | | | | | | |
| | 31% | 26% | 26% | 19% | 35% | 18% | 16% | 32% | 32% |
| More time to sleep/no early mornings | | | | | | | | | |
| | 30% | 17% | 24% | 14% | 36% | 23% | 20% | 28% | 22% |
| Elder care/looking after older relatives | | | | | | | | | |
| | 18% | 11% | 15% | 11% | 15% | 4% | 14% | 17% | 11% |
| Voluntary/community work | | | | | | | | | |
| | 8% | 4% | 7% | 3% | 10% | 1% | 5% | 7% | 6% |
| Other | | | | | | | | | |
| | 4% | 3% | 3% | 2% | 4% | 3% | 3% | 3% | 3% |
| Not applicable/Do not work remotely | | | | | | | | | |
| | 8% | 30% | 14% | 42% | 11% | 42% | 28% | 11% | 24% |

Q18 What do you do with the time you save when you work remotely?

Half (45%) of commuters who work remotely gain 3+ hours each week by not travelling to/from work.



Base: All commuters

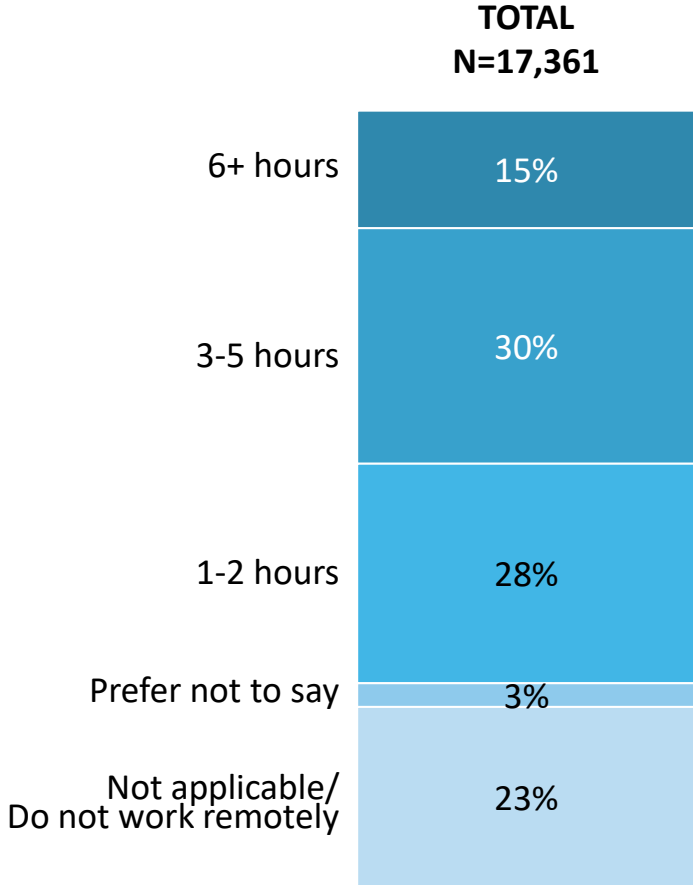


| | Total | Male | Female | 16 - 35 | 36 - 45 | 46 - 55 | 56 - 65 | 65+ | Hybrid | Fully On-Site |
|-------------------------------------|-------|------|--------|---------|---------|---------|---------|-----|--------|---------------|
| | 17361 | 4439 | 12534 | 2228 | 4361 | 6503 | 3777 | 225 | 12550 | 4811 |
| 6+ hours | 15% | 21% | 13% | 24% | 19% | 14% | 10% | 8% | 20% | 3% |
| 3-5 hours | 30% | 33% | 29% | 37% | 33% | 29% | 26% | 19% | 39% | 6% |
| 1-2 hours | 28% | 25% | 30% | 18% | 26% | 32% | 31% | 29% | 36% | 9% |
| Prefer not to say | 3% | 3% | 3% | 2% | 3% | 3% | 4% | 5% | 4% | 1% |
| Not applicable/Do not work remotely | 23% | 18% | 25% | 19% | 19% | 22% | 29% | 39% | 1% | 81% |

However 1 in 4 members do not see any time benefit because of the on-site nature of their job.



Base: All commuters



| | TOTAL | Civil Service | Health / Welfare | Local Government | Education | Services/ Enterprises | Entry/trainee | Grade III/Non- Admin Public Facing | Grade IV+ | Professional/ Technical |
|-------------------------------------|-------|---------------|------------------|------------------|-----------|--------------------------|---------------|---------------------------------------|-----------|----------------------------|
| | 17361 | 7853 | 3987 | 2723 | 1682 | 318 | 79* | 4213 | 10026 | 2577 |
| 6+ hours | 15% | 23% | 8% | 9% | 7% | 18% | 10% | 11% | 19% | 11% |
| 3-5 hours | 30% | 37% | 21% | 30% | 19% | 43% | 11% | 26% | 34% | 25% |
| 1-2 hours | 28% | 26% | 29% | 40% | 22% | 26% | 24% | 24% | 30% | 29% |
| Prefer not to say | 3% | 3% | 2% | 4% | 2% | 1% | 3% | 4% | 3% | 2% |
| Not applicable/Do not work remotely | 23% | 10% | 40% | 18% | 49% | 13% | 52% | 34% | 15% | 33% |



info@amarach.com



01 410 5200



www.amarach.com



amarach.research



@AmarachResearch

