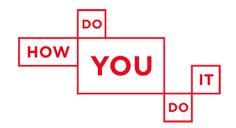
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Research sources for the future of work and hybrid working

- 1. EY Work Reimagined Survey ey-2021-work-reimagined-employee-survey-executive-summary.pdf. 16,264 respondents from 16 countries and 23 industries with millennials representing more than half of respondents. Useful source of data of flexible working expectations and potential attrition risk. 9 out of 10 employees want flexibility in where and when they work. One third of employees want their employer to offer shorter working weeks. 54% are likely to quit if they aren't offered the flexibility they want.
- 2. McKinsey, Future of Work research including the links to the business case for diversity e.g. Getting real about hybrid work | McKinsey and Why diversity matters | McKinsey. Highlights how post pandemic, employees are re-evaluating their relationship with work which may reduce willingness to work longer hours, and may result in attrition.
- 3. Deloitte Millennial and Gen Z Survey <u>Deloitte Global Millennial and Gen Z Survey reveals two generations pushing for social change and accountability</u>. An annual survey that has been undertaken for the last 10 years which highlights the importance placed on flexible work by millennials and Gen Z.
- 4. Microsoft Work Trend Index 2021 (the study is also quoted in here <u>The Great Resignation:</u> <u>Microsoft Predicts 41% Attrition (forbes.com)</u>)
- 5. PWC The Future of work Australian based research into Hybrid working The Future of Work | Changing Places: How hybrid working is rewriting the rule book | PwC Australia. Individual wellbeing at work is a high consideration and impacts not only where we work but when and how much we work.
- 6. WAF project, University Kent great source of research into work autonomy, flexibility and work-life balance with pan-European data. WAF project and links to articles such as this one Blog: Fostering a better work-life balance for your employees in 2021 People Matters
- 7. Universities of Kent and Birmingham research in the future of work and the role of managersmanagerial-experiences-during-covid19-2020-accessible.pdf (birmingham.ac.uk). Shows need to support managers.
- 8. Cranfield School of Business and Working Families research in the Flexible Working and Performance Working Families | Flexible Working and Performance Working Families. Qualitative research demonstrating a positive relationship between flexible working and individual performance.
- 9. Timewise the business case for flexible working <u>The business case for flexible working Timewise</u>.
- 10. Future Forum up-to-date research about hybrid working Working Families | Flexible Working and Performance Working Families. Pulse survey of 10,000 workers undertaken in June 2021 found that 93% of respondents wanted flexibility in when they work.
- 11. Modern Families Index 2021 <u>Modern Families Index 2021 | Research | Bright Horizons</u>
 <u>Work+Family Solutions</u> has up-to-date families based data on what people want post Covid.