

C|B|I|



# Membership sector survey

The evolution of member associations

2021

In partnership with



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# Introduction

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The CBI (Confederation of British Industry) is a confederation of members, including more than 180 sector trade associations, and the relationship that the CBI has with these associations is absolutely critical in ensuring that all businesses are represented. This was never more notable than during the pandemic when, guided by member views and working hand in hand with the government, we ensured coronavirus initiatives and measures were designed and implemented with businesses in mind. As we look to recovery, the CBI has launched a vision for the economy, Seize the Moment, looking at UK business-led growth opportunities in the decade ahead and what it will take to capture them. The perspective of Trade Associations, and their ability to reach businesses of all sizes, across all sectors, will be integral to this.

For over 20 years Memcom has been the hub that connects senior leaders from membership organisations and the wider not-for-profit sector together to collaborate, innovate and impact change in society. By harnessing the skills and lessons learned in the sector, we save time, money and resources - and we help ensure best practice. Our roundtables and workstreams foster debate and stimulate new ideas, and our networking events encourage new partnerships to flourish. Our annual conference brings together sector leaders to learn together, and the Memcom excellence awards celebrate outstanding contributions and innovation – all of which is essential as our membership organisations lead their members forward in a post-pandemic world.

The CBI and Memcom partnered to bring the voice of these two communities, encapsulating the broadest constituency of associations of all kinds, together for the first time. The objective was, firstly, to look at how membership and trade associations have coped with and responded to the pandemic, to share perspectives on how they supported their members and tackled challenges unique to the sector. It was also to provide shared views on the purpose and health of the sector in the future as we move beyond recovery.

This survey captured some fascinating headlines. Many of these mirror what the CBI and Memcom have heard from across memberships around their short-term concerns, and long-term vision.

Like any other business, associations are looking at the future of work, hybrid working and office space. Associations want to reap the benefits of what they have learnt through the pandemic, using technology to find smarter ways to work that positively impacts their productivity, cost efficiency and staff wellbeing. There can be no one-size-fits-all solution. Every association is unique and the right solutions must meet the needs and preferences of the organisation and the membership.

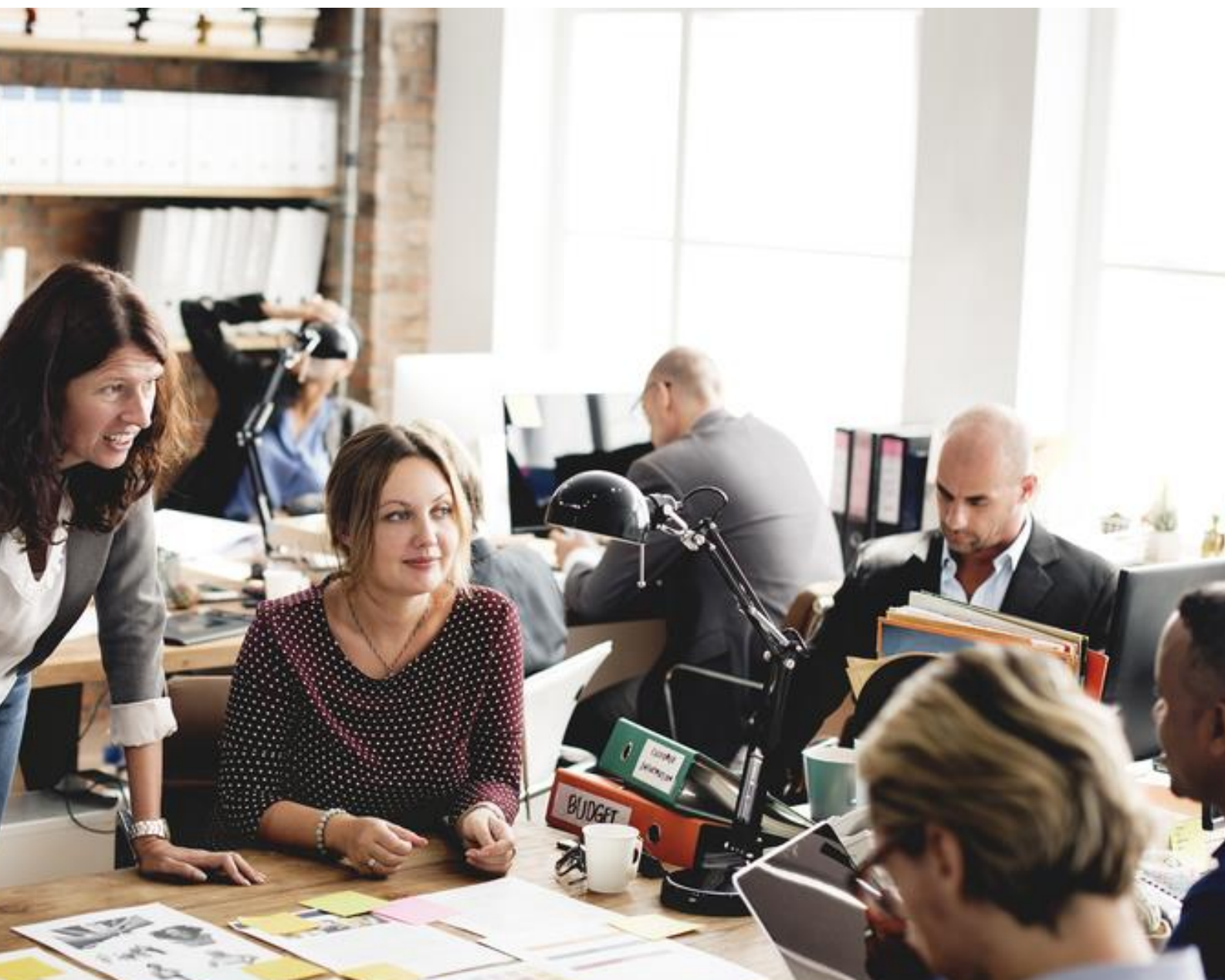
All associations have evolved and made it through an exceedingly difficult year whilst still supporting the membership. This has been recognised in a strong-looking performance. The role of associations has never been more important. 70% of respondents said that their public affairs activity was higher than normal last year, and it was expected to continue at that level. Membership associations are optimistic about their futures and, looking to capitalise on their relevancy as well as broaden their services and invest in staff and IT.

That mirrors a surprising statistic the CBI has picked up; that trust in business actually went up in 2020 – that never happens. It shows how businesses and membership organisations have stepped up to look out for their members and people when they needed it most.

It was clear that the government was ravenous for sector intelligence and many associations felt that their purpose, to offer guidance and support to members, co-ordinate sectors and build political relationships, was never more relevant and recognised.

There is an increased appetite to work together on areas of common interest, sharing best practice and on how the membership offer continues to evolve.

Whilst immediate priorities and adaptation have been driven by the twin challenges of COVID-19 and Brexit, the ongoing and future challenges, including responding to D&I issues and net zero, offer an opportunity to build on the reinvigorated profile and purpose. This is an opportunity for member associations to collaborate, continue to support their members, tackle real world societal issues and achieve significant economic prizes.



# Executive summary

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The survey was conducted to gather responses from senior leaders across the CBI and Memcom's communities of trade associations, professional bodies and membership associations. The purpose of the survey was to inform this joint CBI and Memcom report to help association leaders understand the sector landscape and inform decisions for a commercially sustainable future.

203 membership associations responded to the initial survey. This includes a range of business sizes, sectors and regions.

- The survey was in the field from the 29 April 2021 to 10 May 2021.
- Both CBI members and Memcom members took part.
- There was a broad-based sectoral coverage, including the key sectors of the UK economy.
- Data is for respondents, and not weighted to be representative of all UK Trade Associations and Professional Bodies.



# Headline findings

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**40%**

**40%** of Trade Associations expect the number of members to increase over the coming year, relative to last year.



**77%**

**77%** of Trade Associations are adopting a growth strategy for the year ahead.



**71%**

**71%** of Trade Associations have increased their public affairs activities over the past year.



**86%**

From January 2022, **86%** of events will be continue to be in in hybrid form.



**43%**

**43%** of Trade Associations expect their office space to decrease once the economy has fully re-opened.



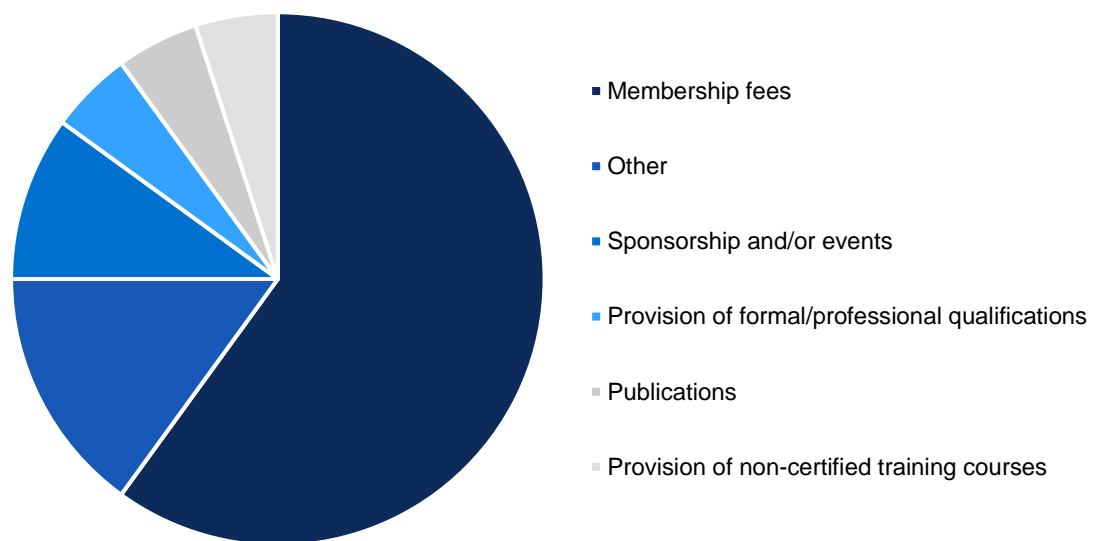
Net-Zero, changes to the economy arising from Covid-19, and sector-specific issues will be key topics as we move through the year.

# Survey findings

## 1. The overall membership offering

Membership fees still make up the majority of membership associations income, although the majority of organisations also reported that they also receive income through offering non-certified training courses, formal or professional qualifications, publications, and events and sponsorship opportunities.

**Exhibit 1:** The proportion of income has derived from the following areas:



The pandemic saw a fall in income due to cancelling of flagship events and having to keep up payments of additional business overheads.

80% of large organisations over the past year have derived the majority (at least 51%) of their income from membership fees.

50% of medium-sized organisations derived the majority of their income in the past year from membership fees, however these organisations struggled the most to derive income from other means such as courses or qualifications. Only 13% of medium-sized organisations reported income from means other than membership fees.

33% of small organisations were able to utilise courses and qualifications to generate income, perhaps reflecting their specialist nature and the desire of members to continue to improve their own employment prospects during the pandemic.

Medium sized organisations expect their income from means other than membership fees to increase by 12% next year, possibly due to remaining uncertainty around COVID-19.

Obviously, membership associations vary across sectors in the membership categories that they offer but over the past year one quarter of associations introduced a new category to their offering, such as student, affiliate or international, thinking creatively about their offer to current and future members and to align with the changing ways in which membership value is consumed and delivered. This was also partly driven by a need to protect membership income at all costs, especially in the light of falling revenues elsewhere.

## 2. Membership

### **A majority of the membership associations recruited and retained either in line with or above expectations, with a similar theme projected in the year ahead**

Initially expectations were that membership numbers might decrease as members felt the economic impact of the pandemic. However, the COVID-19 pandemic created panic amongst most businesses, with such complexity and uncertainty. As a result, many membership organisations were able to capitalise on this uncertainty and offer support and expertise to their membership to unpick the key intelligence needed for their sector. Further measures such as flexible payment terms or freezes, reduced rates and the introduction of new categories meant that membership rates held across the sector, with many organisations reporting an overall increase in membership. The higher-than-expected rate of member recruitment and retention is expected to continue into next year.

60% of large organisations saw higher member recruitment and retention in the past year than expected.

*“(we) Have become more of a trusted curator of advice. Scanning for and signposting members to key relevant information they need at critical times.”*

*“Increased profile dramatically”*

*“We have become more vital as members looked for guidance”*

*“We are clearer on what matters most to members and are changing our offer, messaging in line with this to increase awareness and satisfaction”*

Unsurprisingly the communications and marketing sector fared the best in terms of recruitment and retention of members, with 75% of sector organisations reporting higher than expected rates in the past year. This may be due to the heightened public interest in digital marketing during the height of COVID-19.

Additionally, the construction sector also fared well in regard to member recruitment and retention with 62% of sector organisations reporting higher than expected rates in the past year.



32% of medical sector organisations reported higher than expected member recruitment and retention in the past year, perhaps due to the strain on members of dealing first-hand with COVID-19 and needing the support of their professional body.

Organisations whose membership was seen as 'less critical' saw the biggest attrition in membership fees as members made difficult spending choices. In particular, 40% of research sector organisations reported lower than expected member recruitment and retention in the past year, although there is hope for improvement in the coming year with 70% of the sector expecting higher rates of member recruitment and retention.

**Our data shows membership associations members' will begin to shift towards seeking intelligence around net zero, diversity and inclusion as well as changes to the economy from COVID-19 and sector specific issues**

The data showed members were seeking advice and intelligence on every issue stated in the survey, from COVID-19 support to labour market issues. However, the most sought-after intelligence was, perhaps unsurprisingly, around COVID-19 guidance, Brexit, sector-specific issues and changes to the economy resulting from the pandemic.

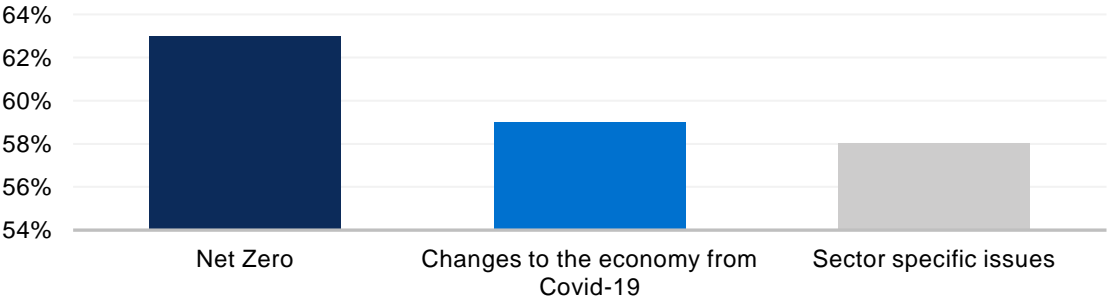
Unsurprisingly too the key policy areas focused on by the different organisations is particularly varied according to sector (for example, 100% of the hospitality sector is focused on economic changes due to COVID-19, which particularly impacted this industry).

To a lesser, but still significant, degree, net zero and diversity and inclusion intelligence were also sought. The reason for this was summed up in the following quote:

*“Strategic decision making and planning went largely out of the window for 12 months. Necessary reactive response to new and evolving circumstances over the last 12 months.”*

Now that we are moving out of the pandemic and the fallout from Brexit is beginning to settle, membership associations have begun thinking about their future role, and the above issues are all becoming more pressing with more than 50% of organisations surveyed suggesting a focus on Net Zero in particular:

**Exhibit 2:** Post-pandemic policy focus topics



### 3. Member engagement

There has been a noticeable shift across every sector, even globally, to utilising more digital forms of communication. Traditionally membership associations take advantage of the benefits of meeting in-person. Whilst COVID-19 restrictions halted the ability to do this, it brought advantages too. Content, in most cases became more accessible, via digital platforms and events, allowing associations to hear from a more diverse range of voices which might have previously been restricted by geography, mobility, childcare or other restrictions - or even the confidence to contribute to in-person events.

*“The networking and sharing opportunities presented by membership have become very much more valued by members. They are relying on us more to guide them through dealing with the various Covid-19 support needs”*

We expect to see a hybrid approach to member engagement in the future, taking the positive elements best suited to each piece of content or event. The importance of analysis, to understand how content has been consumed and engaged with will be paramount.

However, the in-person element has been sorely missed by many organisations.

*“Due to growth, we have increased our office space and are seeking to increase our regional presence/visibility too - we expect our members to want to use these spaces for meetings and events even more in the future”*

### 4. 2021 growth strategies

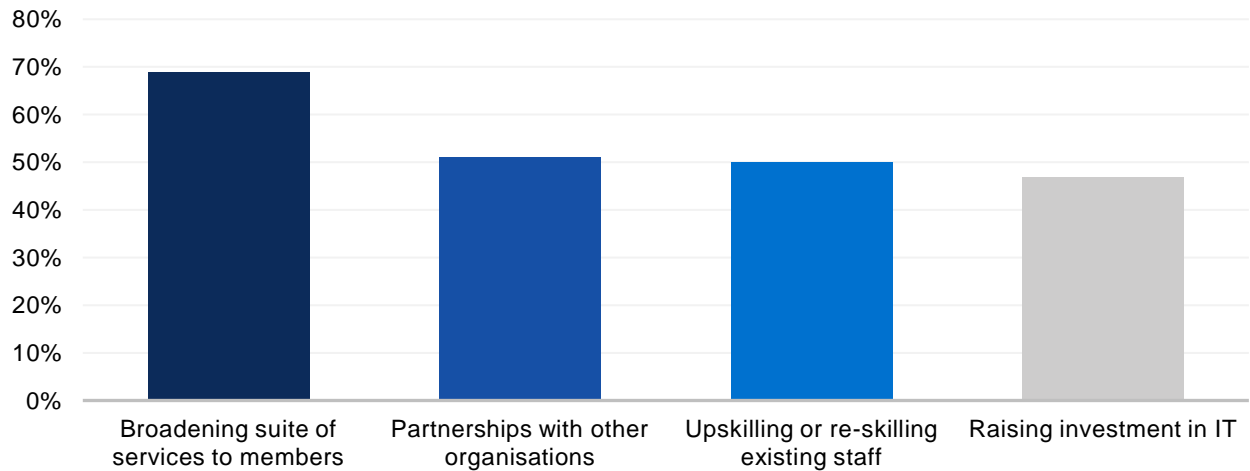
Associations and their members have been in crisis mode, adapting to the daily changes and uncertainty COVID-19 and Brexit brought. More recently they have had resource tied up in responding to a raft of consultations and new policy as the economy has begun to reopen. As we begin to move out of the pandemic priorities and strategies are beginning to change.

#### **The data showed over 77% of the membership associations will be adopting a growth strategy in 2021**

The most prevalent growth strategies membership associations will be adopting are broadening their suite of services to members, partnering with other organisations, upskilling or re-skilling their existing workforce and raising investment in their IT resources.

This links to our earlier findings of the commercial opportunity derived from expanding their membership offering and/or membership categories.

### Exhibit 3: Growth strategies



Unsurprisingly little focus is on investing in physical spaces, with only 5% of very large organisations focusing on physical spaces in line with a growth strategy.

50% of small organisations are focusing their growth strategies on building partnerships with other organisations, while 80% of large organisations are focusing on broadening the services they offer to members.

50% of small organisations expect to conduct the majority of their events using a hybrid method of digital and in-person methods from January 2022, while 80% of large organisations expect to utilise hybrid methods. It is worth noting perhaps that larger organisations have the resources to adapt more readily than smaller organisations, and the potential returns of hybrid models make investments easier to justify for a larger organisation.

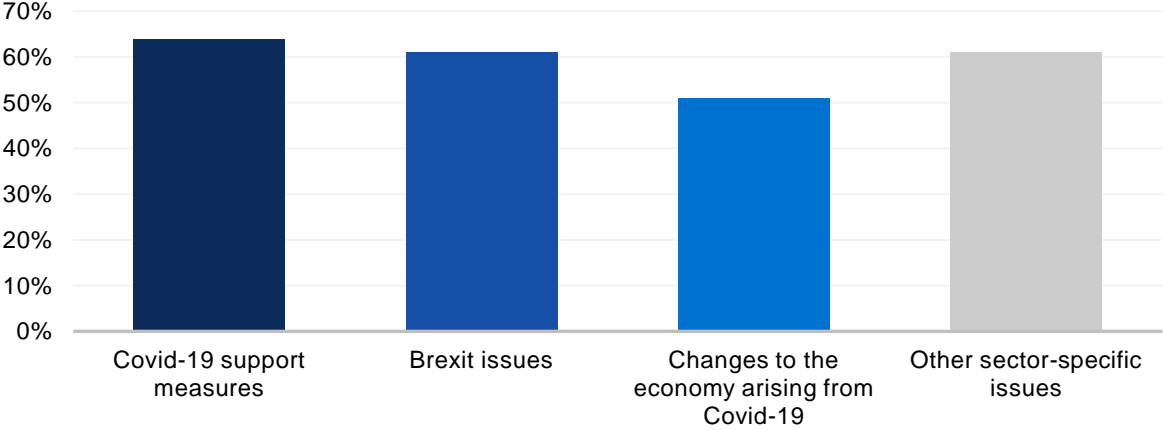
## 5. Policy and lobbying

One of the key characteristics of many membership associations, and trade associations in particular, is the representation of the collective interests of their members. The relationship such associations have with the government is key to good policymaking to help their sector.

**The data shows over two-thirds of the membership associations provided the government with a higher amount of intelligence than expected and increased their public affairs activities over the past year.**

When we look into the policy areas the associations members' sought expertise, guidance or lobbying on over the past year, there is a large focus on COVID-19 and Brexit related issues as well as longer term changes to the economy arising from COVID-19. Just over 40% of membership associations' members sought information on net zero/climate change and diversity and inclusion.

**Exhibit 4:** 2020 expertise, guidance and lobbying topics



During the pandemic the situation was evolving at pace, especially for businesses. The requirements and guidance were complex and difficult to unpack. Associations were vital in translating the complex language into easily digestible, and actionable information for their sector. There was a huge amount of noise and firms looked to their association to communicate the situation into government. In several cases new associations were formed to better represent sectors who previously had not had such an urgent need to engage with government, particularly beyond home departments.

*“Our purpose and role has become even more important and our membership has also recognised the need for support, information and guidance”*

Some respondents do expect the demand for intelligence and public affairs activity to decrease as we move away from crisis mode. However, there is clearly a recognition from most respondents of the imperative for their association to build on the enhanced relationships with the government and to continue to diversify their policy offering and support to members as a core part of their value proposition.

*“Reduced our first objective - networking. Increased our second objective - lobbying on behalf of membership”*

Both Brexit and the pandemic highlighted the interconnected nature of sectors, and the importance of membership associations working together to coordinate industry positions. Associations have learnt the value of a united business voice and there are opportunities for more cooperation and collaboration on shared issues across sectors, particularly with

regards to Net Zero - with a focus on supply chains, for example, Skills and issues of digital poverty, equality, diversity and inclusion.

## 6. Additional overheads

**The data shows over 60% of the membership associations are reviewing their office requirements and overhead costs and over 43% of the membership associations expect their office space to decrease once the economy has fully re-opened.**

Enforced working from home has not resulted in the dip in productivity that many businesses might have expected. The complexities of returning to the office, and indeed the lack of appetite from many staff to do so, has enabled organisations to review their requirements. There are potential cost savings of associated overheads and reinvestment opportunities associated with this.

*“We have closed our office space and moved to permanent homeworking.”*

*“We will be looking to share an office with another trade association or similar.”*

And some associations are committing fully to permanent home working, in order to realise both the cost savings and the investment opportunities which result. The situations largely seem to depend on whether or not organisations own their buildings, the location, the running costs and the potential to make or save money.

However, some organisations have highlighted serious downsides to purely remote working since the start of the crisis, and there is clearly not a one-size-fits all approach to future working.

For many young people especially, learning face-to-face in the workplace is an unbeatable way to build skills and confidence when starting a new job, although again, many young people will readily have adapted to a new way of learning.

Whilst some workers have thrived from the opportunity to work from home, not everyone has the space or peace and quiet required to work effectively at home. And isolation, worries and the mental health challenges triggered by the pandemic will be all too real for many employees in the months and years ahead, especially as the pandemic looks set to continue well into 2022 and beyond.

It is the joint opinions of both the CBI and Memcom that the office still has a pivotal role to play in collaboration, idea generation, relationship building/maintaining, onboarding and training staff, team/cross-organisational meetings, and in maintaining a company culture and good levels of mental health and staff awareness.

## 7. Events

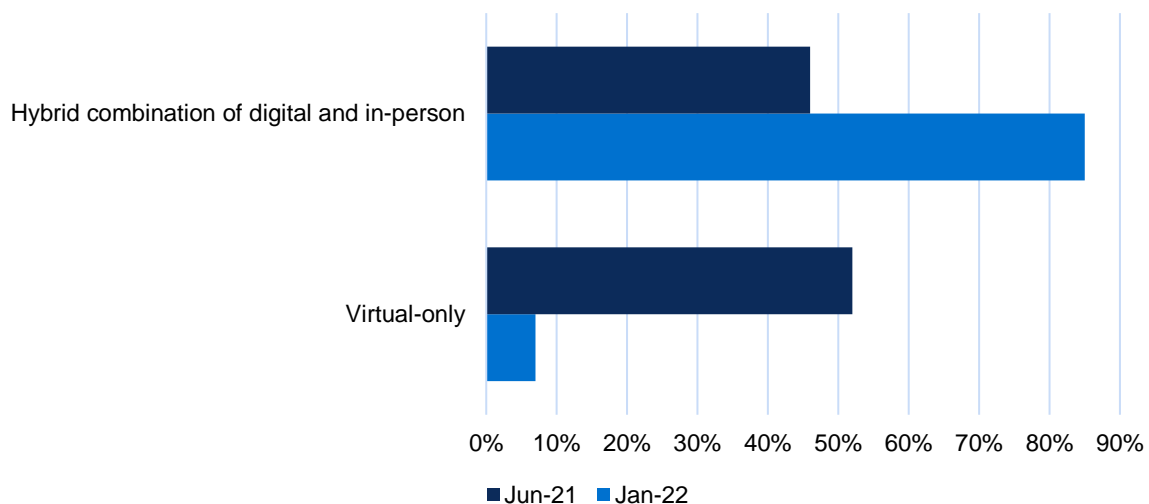
In person events have always been a major way to bring members together to discuss key topics and to collaborate with colleagues from across the industry.

The data shows over 50% of membership associations offer an events programme which they monetise. Unsurprisingly, only 4% of income overall was derived from events in the past year.

The past year has shown the extended reach and engagement hosting virtual events and conferences has had. We expect to see a hybrid approach to events moving forward, with the data showing the majority of membership associations conducting events in a virtual-only or hybrid combination of both digital and in-person in the six months from June 2021.

However, as we progress further into next year, we expect to see a significant reduction in the amount of virtual-only events and over 85% of events to be hosted in a hybrid combination of both digital and in-person from January 2022 onwards.

### Exhibit 5: Hybrid vs. virtual-only events



As previously mentioned, over the past year many membership associations have seen the benefits of hosting events virtually, including:

- Increased audience engagement by utilising short sessions and different media formats to create engaging and flexible content.
- Using a digital event platform presents the opportunity for delegates to engage with the content, pre, during and post event.
- A more diverse range of voices has been heard and events have been more accessible to people in varying locations.
- Attendee numbers have often been higher, increasing the potential sponsorship reach.

- It has been easier to secure speakers and guests.
- And even, increased event revenue, due to the low running costs and higher attendance at online events

However, the main draw towards the phasing in of in-person events is the networking opportunities, a deliverable that digital events struggle to replicate. Another concern is the plethora of free events and the increasing talk of 'Zoom fatigue', etc.

Organisations need to assess each event on its merits as to the best delivery method in the future. There is clearly an opportunity for continued learning and support for how to deliver an engaging events programme for member associations.

## **8. Opportunities and threats**

When we step back and assess the cross-sector landscape there are key threats which have commonality between all of the membership associations.

The biggest threat facing the membership associations as an industry is the loss of income due to the pandemic. Membership of trade associations is often seen as a discretionary business cost, whereas membership costs of belonging to a professional body is often met by the individual themselves. Since so many sectors have been negatively affected by the pandemic, this could still impact long-term future revenues. Associations need to be clear on their specific proposition when member budgets are under review and the marketplace in certain sectors is incredibly crowded.

Linked to membership is perhaps the second biggest threat to associations: relevance. As we recover from or learn to live with the pandemic, the immediacy of crisis mode, the impactful work and policy needs that membership associations have concentrated on may decline, resulting in members no longer seeing the benefit of membership. There is also the threat that the sector the membership associations represent may have decreasing relevance in the economy.

Membership associations are often portrayed as 'traditional' institutions. Post pandemic and with the shift to reliance on digital technologies, those associations who have not been able to implement modern technology and digital engagement channels are less likely to thrive. It remains to be seen what exactly members will want from their association post-pandemic, and how they will wish to engage. It will be more important than ever to be able to translate and deliver the member proposition and outcomes of membership.

Uncertainty and rushed policy making may have an impact on specific sectors. An excess of policy consultations from the government potentially risks leading to rushed policy making, indecision and uncertainty. Membership associations often lack recognition for the important work they do, but proved their value in providing insight and expertise in the pandemic. Membership associations need to work closer together to promote the value of their work to key stakeholders, including the government.

Looking forward there are some key opportunities highlighted in the data, all of which can be implemented no matter the size of the membership association.

Technology transformation and data will be a fundamental opportunity in growing membership associations and enabling more engagement with their members. But the time is right to do so, having enhanced reputations and relationships during the pandemic.

*“Having a much more engaged and appreciative membership should offer opportunities for recruitment through member testimonials and word of mouth. We expect that our events will be more popular...”*

The opportunity is there to deepen the relationship and value proposition for membership, whilst using technology to enhance member engagement and member services. Investing in or implementing innovative technology could help analyse member data and make smarter, more cost-effective decisions. The investment could also help improve internal business processes, such as creating a better member profile and tracking engagement through CRM systems.

Building back events revenue is vital. Collaboration and joint investment in digital/hybrid event platforms will allow for a better member experience and engagement and can extend the reach to international markets.

Extending the membership offer to provide more services or include additional membership categories will allow members to engage and seek more support from their association. The data showed some associations will be offering more non-certified and certified training courses, as membership associations have the sector and policy expertise facilitating this training for their members or wider sector would be a commercial opportunity. Additionally, coupled with the new ways of working and the opportunity for collaborations and joint investment, the membership associations who are able to pivot toward digital learning technologies rapidly will become sector leaders and may reach new markets.

As we move out of crisis mode, forecasting future policy will allow membership associations to begin thinking about sector reform to be in a favourable position to advise members on key policy and sectoral topics. There are opportunities for associations to drive business activation in new, less traditional areas that are moving up the priority list in the boardroom, such as EDI, net zero and mental health.



# The evolving role of member associations

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## The power of purpose

In general, the past year has not impacted membership associations existentially as some feared, but their role has had to adapt. The increased demand for intelligence from members, and the value to government in providing sector specific knowledge and reach into the business community, has meant that many associations have thrived. They have also had to be an extended arm/resource for their members, who leant on them in times of crisis to unpack complex language and regulation provided by the government. What is often unrecognised is the contribution of association staff and the amount of personal effort put in to deliver this value in often challenging personal circumstances of their own.

Membership associations are now not only expected to be sectoral experts, but also enablers of change. Whilst the government has always drawn on this expertise to help shape long-term policymaking the pandemic showed the agility of associations to react and raised their profile with government stakeholders.

*“There has been a higher demand for everything we do and less funds to pay for it. Early on, we played a key role in 'translating' the support that was being made available to our members”*

*“Our purpose and role has become even more important and our membership has also recognised the need for support, information and guidance.”*

*“Covid-19 has given us renewed purpose and forced us to accelerate changes that may have been a decade away.”*

*“An increasing focus on being a purpose-led industry, focusing on our core values of being inclusive, dynamic, influential, open and diverse.”*

Ultimately, the role of membership associations this past year has been vital in helping member businesses survive. Generally, there is a sense of optimism in the sector and, as we move through the year and the uncertainty begins to settle, associations can continue to be experts on the policy challenges ahead and help their members to thrive by collaborating, working together and using their collective voice in the best interests of UK businesses and tackling the economic and societal challenges the country faces.

The business imperative for associations to have a clear and recognised purpose is vital to show value to members, and the ability to be able to mobilise and activate members to meet the challenges ahead, whether that be on the road to net zero or around EDI, is vital in ensuring their hard-won relevance to the government is maintained.

*“Be proud, delineate effective communication and partnership with government from bad lobbying, and also communicate to the public the role of business... Be prouder of the hard work that associations do, compare it to their role in other countries...”*

Associations have adapted well to the changes that have been thrust upon them, because they have had no choice but to do so. Indeed, it has been a change that their members were themselves experiencing, so could accept the requirement to also adapt. How associations, some very traditional in nature, adapt to the new way of working to remain relevant to the needs of a new generation of members will be vital. For some this has been relatively easy, particularly in smaller organisations. Examples of innovation and inclusion should be learnt from organisations of different sizes and from across different sectors, whether that be around delivering innovative hybrid events, or ensuring that associations support their staff in the transition to hybrid working.

*“An increasing focus on being a purpose-led industry, focussing on our core values of being inclusive, dynamic, influential, open and diverse.”*

There are prizes to be won by learning from the changes brought about by the pandemic, and risks associated with returning to methods no longer best suited to delivering the value proposition of the future.

## Conclusion: Supporting our teams



***Julian Smith, Executive  
Director, Memcom***

After the turbulent times the sector has experienced over the last 18 months, it is no small comfort to discover that 77% of the 200+ associations which fed into this report are adopting a growth strategy for 2022. And it is even more edifying to read that a lot of these strategies consist of hiring new staff as well as retraining and upskilling existing staff to perform new functions.

One of Memcom's acknowledged specialisms is recruitment and retention, and through our networks, workstreams and recruitment activities, we're well placed to offer insight into some of these areas which might help (or otherwise hinder) your organisation's planned growth.

Firstly, the recruitment market has taken an unexpected turn, and far from being an employers' market, there are fewer candidates than ever looking for work right now. A recent British Chambers of Commerce survey found that more than 70% of businesses were struggling to recruit and expect their recruitment woes to continue into 2022. CBI data from May-July 2021 showed that vacancies were at a record high and the number of payrolled employees had returned to pre-pandemic levels.

This potential staff shortage means organisations looking to expand now need to think about employer brand, profile, flexibility and the benefits they offer. They need to make sure that job descriptions are clear and concise and translate easily to a wide audience. Salary becomes more important than ever in a candidate-shortage market, and the need for speed is crucial, since good candidates are ending up with several job offers within days of entering the market.

The power dynamic has completely changed. Staff loyalty appears to be more transient, and your best employees can easily take calls from head-hunters or attend virtual interviews at almost any time of the day.

Even organisations not looking to expand should think carefully before insisting everyone returns to the office. Our research and activities provide anecdotal evidence that team members who have enjoyed working from home don't want to go back to the office more than is absolutely necessary, and the number one question asked by candidates is whether or not they can be homebased.

Employers moving towards a longer-term homeworking trend are perceived as being more flexible, a quality which now appears to be prized higher than salary. Remember that in a market where the candidate is king, there is always an employer out there willing to match candidate expectations...

Successful recruitment, although critical to growth, is just one part of the growth equation. The past 18 months have seen a record change in the way organisations perform

inductions, train and manage staff, and carry out appraisals. In a world which has moved towards a more output based culture, rather than pure presenteeism, nothing is quite the same.

Cracks have appeared, even in the best run organisations. Many organisations are experiencing a ‘them and us’ culture, where there are two sides to everything, and neither side sees eye-to-eye with the other. Good mental and physical health are becoming higher on the risk register of many employers, Employee Assistance Programmes (EAPs) have reported record rises in their resource usage, and a recent report on ‘pleasanteeism’ highlights the fact that 26% of staff are struggling to cope at work but are worried about revealing it to their employers – and worryingly, 51% of staff feel like they need to “put on a brave face for their colleagues”.

Although there are many factors outside of their control, the best employers are finding ways to increase or at least maintain that ‘team feeling’ and finding ways to make coming into the office seem a little bit more fun. Starting each Zoom call with a quick catch up on last night’s Netflix won’t exactly replicate those water cooler moments, but it might make staff more at ease. And organisations keen to demonstrate that they trust colleagues to work flexibly and from home don’t bombard them with messages if they don’t email back straightaway and respect agreed flexible working patterns.

In conclusion, purpose is important, but it’s nothing without the people, and they need looking after more than ever before. The last 18 months have just been the beginning, and the next 18 are likely to throw up a new set of challenges in terms of possible performance issues, mental or physical health concerns and perhaps employee disputes that none of us saw coming.

And finally, if recruitment is critical to your organisational growth or even recovery, start early, simplify the process as far as possible – and be as flexible as you can.

To share your views on this topic or ask us a question, contact:

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