



The future of flexible working

Lessons from the Covid-19 pandemic

May 2022

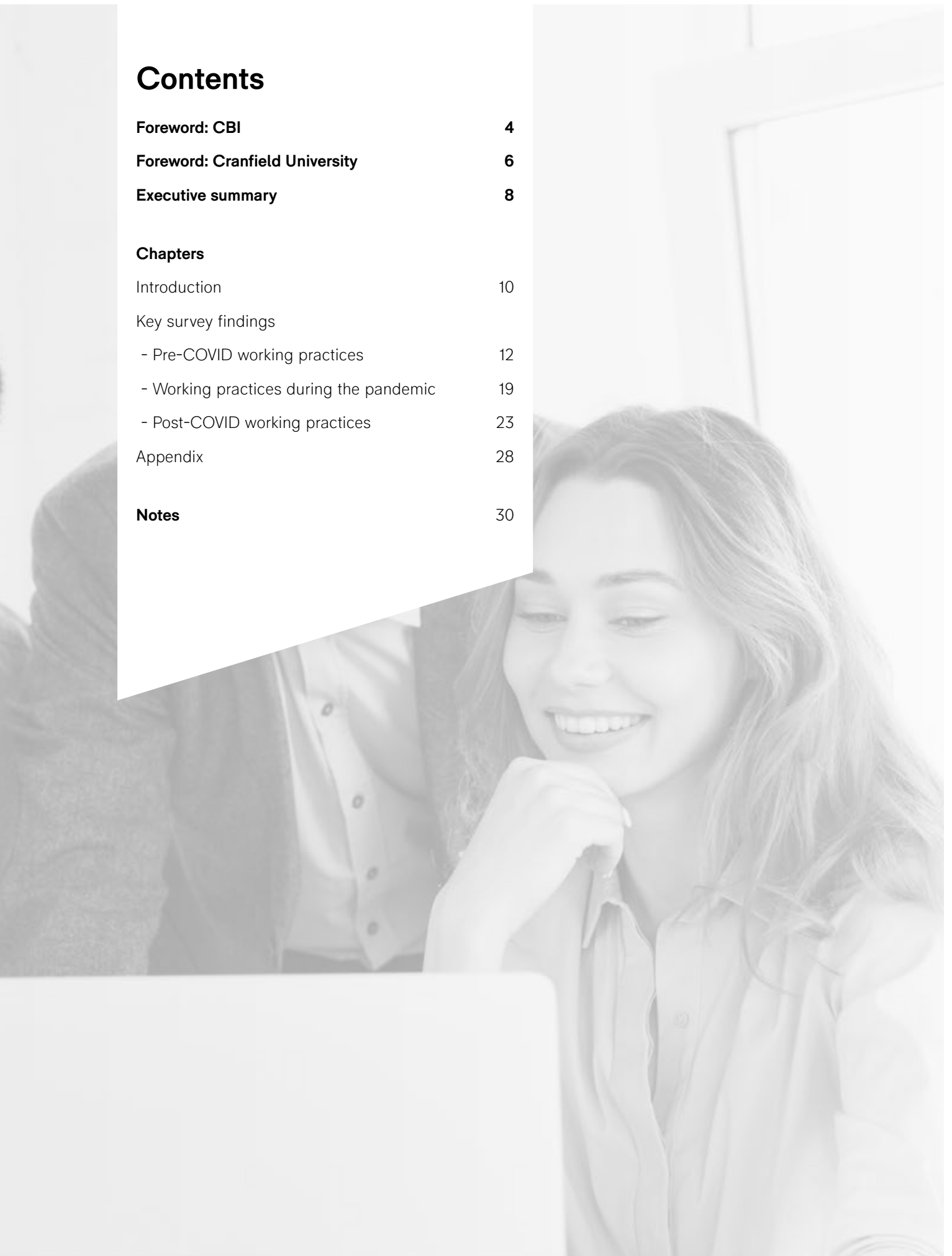
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Foreword CBI

The COVID-19 pandemic brought with it an unprecedented economic shock. Alongside the public health concerns, it raised the immediate question of the impact on peoples' jobs and employment prospects. Governments around the world acted swiftly to shore up their citizens' livelihoods – either through direct income support, or through employment protection schemes. The majority of such support in the UK took the form of the government's Coronavirus Job Retention Scheme (CJRS).

Through guaranteeing the wages of a vast swathe of the UK's workforce, the CJRS was the saviour of the UK labour market. Despite the scale of the economic shock from the pandemic, a large-scale rise in unemployment has largely been avoided. While it is still unclear what the legacies of COVID will be – both health and economic – the scheme has ensured that mass labour market "scarring" is unlikely to be one of them.

However, it's clear that the CJRS has been more than just a "bridge to the other side". Both the scheme and the pandemic itself have fostered (and, in some cases, accelerated) large shifts in the nature of work and attitudes towards it. For example, employees now place a greater priority on work-life balance and more flexibility around the location of work.

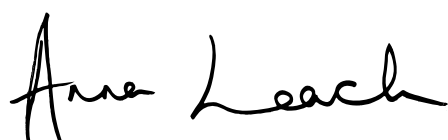
Businesses are conscious of this, and the future of work is a key priority for the CBI's members. As the government gradually lifted COVID restrictions, companies turned their attention to adapting their workplaces to meet both employee demands and business needs. Where business models allow, "hybrid" working now appears to be the norm. And we undoubtedly haven't seen the end of changes in working practices – the implications for areas such as the location of work and workplaces, recruitment and automation are profound.

As a result, this project with Cranfield School of Management – exploring whether use of the flexible version of the CJRS has shifted attitudes towards part-time working – is well-timed. Hard evidence on changes to working practices is still thin on the ground, so we're pleased to have collaborated with Cranfield to survey the business community and get their input.

The findings indicate early signs of a shift in attitudes towards part-time and other forms of flexible working, among both employers and employees. Part-time, flexible and remote working is only expected to grow, as employees place greater weight on work-life balance. In response, managers appear to be more willing to consider part-time work in their teams, and deploy a more flexible approach around working practices in the future.

It's also encouraging that this shift in attitudes was starting from a positive place. The survey shows that employers were already aware of the benefits of part-time working, such as attracting new and retaining existing employees, and promoting a more diverse workforce.

The broader issue around the future of work will remain at the forefront of both ours' and businesses' minds. This survey shows that changes in working practices, and attitudes towards them, are very much underway.



Anna Leach

Deputy Chief Economist, CBI



Foreword Cranfield University

Part-time working is an important feature of any labour market. It offers greater choice in working arrangements for employees and in particular enables participation from those who are unable to work full-time. It also offers many advantages for employers, including the ability to flex labour resource to meet variations in their needs, and allows them to attract and retain workers, which can be particularly important in a tight labour market.

While part-time working is often defined relative to a full-time norm, part-time jobs are by no means uniform and are becoming increasingly diverse. They can involve a bespoke design to meet the employer's needs, or to fit with employees' non-work demands to ensure a better work-life balance. The prevalence of part-time working also varies considerably across sectors, occupations and geography.

Before the COVID-19 pandemic, there was already much discussion about the future of work. The rise of the "gig economy" and advances in technology had set a trend of greater flexibility in working practices, including in part-time working. The experiences of employers and employees during the pandemic has accelerated this shift to greater flexibility and in attitudes to work and working.

For many businesses in the UK, lockdown meant that it was the first time that they experienced having large numbers of their employees working from home. Likewise, the "flexible furlough" element of the Coronavirus Job Retention Scheme, where companies could furlough their employees on a part-time basis, essentially marked a "forced experiment" in part-time working for many employers that had little previous experience of part-time working.

Our project was designed to understand whether and how employers' perceptions of part-time working were influenced by their experience of the flexible furlough scheme. Following a review of evidence and interviews with a wide range of businesses, we have collaborated with the CBI to run a survey of companies to gather further evidence about this issue.

Encouragingly, the initial findings do indeed suggest some shift in perceptions about the feasibility of part-time and other forms of flexible working. Line managers' experiences of using the flexible furlough scheme has helped them learn and design part-time working more effectively and has raised their willingness to consider requests from employees for part-time working. This extends to remote working too, with managers now deploying a more flexible mindset around the location of work, and the scheduling of working hours.

This is welcome, given the wide-ranging changes to working practices that are expected to come in the future: the survey found that companies expect substantial increases in part-time, remote and other forms of flexible working over the next two years. This implies considerable reform in the labour market post-COVID. This project, of which the survey is a key component, serves to add to the evidence base about the changes taking place and will inform policy debates and practice.



Professor Karen Holford, CBE FREng
Chief Executive and Vice-Chancellor,
Cranfield University



Executive Summary

This report outlines the findings from a survey of UK employers designed and run by the CBI and Cranfield School of Management. The survey explored whether and how the COVID-19 pandemic and the flexible element of the Coronavirus Job Retention Scheme have changed attitudes towards part-time and other forms of flexible working. This measure was introduced in July 2020, and enabled employers to bring staff back to work on a part-time basis, and for them to be furloughed for the remainder of the time.

The use of part-time and other forms of flexible working is expected to increase

Post pandemic, attitudes towards part-time and flexible working have markedly changed. Almost half of survey respondents expected part-time working to increase over the next two years, while just over half expected remote working and flexibility of hours to increase.

Flexible furlough had a positive impact on perceptions of part-time working

Although part-time working was used by a quarter of the working population before the pandemic, it was less common among more senior employees. Employers were more likely to use part-time working to retain, rather than attract, employees: 80% said that responding to employee requests from existing employees was an important reason for using part-time working, while only 42% said the same about attracting workers.

Use of the flexible furlough scheme has changed attitudes towards part-time working. Just under half of survey respondents who had used the flexible furlough scheme said that it had helped line managers to design and manage part-time working more effectively. 60% of line managers said that they were more willing to consider employees' requests for part-time working as a result of using the flexible furlough scheme.

Perceptions of worker demand for part-time working

Perceptions of worker demand for part-time working are critical for understanding employer provision of part-time working. The divergence of views reported by survey participants may reflect the differing impact of the pandemic on different sections of the working population. Just over half of respondents said that the pandemic had increased the number of workers wanting to work fewer hours.

However, at the same time, there was a perception that some workers were less likely to want to work part-time, because they could save time by working from home and avoiding the commute: this view was more common among line managers (just over two thirds) than among whole-organisation representatives (just over a third).

Increased openness to other forms of flexible working

In addition to part-time working, the survey considered flexibility of location and hours.

Enforced working from home has led to a major change in attitudes towards location of work: 96% of line managers said that they had become more flexible about employees' location of work.

On flexibility of hours, again there was greater overall openness: 87% of line managers said that they had become more flexible about how employees schedule their working hours.



Introduction

The COVID-19 pandemic has had a profound impact on the workforce and working practices, both in the UK and across the world. With widespread restrictions placed on social interaction and mobility, numerous businesses had to pivot towards working remotely almost overnight – for many, it was their first experience in doing so.

For those companies that faced a significant downturn in demand, the government's Coronavirus Job Retention Scheme allowed them to "furlough" as much of their workforce as necessary – i.e. keeping them employed but not working, with the government covering 80% of employees' wages (up to £2500 per month). But for a large swathe of businesses, remote working was not something that their operating models allowed for, at least not for all staff.¹

A later innovation in the scheme, introduced on 1 July 2020, was the introduction of part-time or "flexible" furlough, which allowed businesses to furlough employees on a part-time basis – enabling companies to respond more flexibly to rapidly evolving demand conditions.

Businesses have had to adapt working practices and innovate at speed and, now that the bulk of restrictions have lifted, focus has turned to how much of this will persist. To explore this issue, CBI Economics have partnered with Cranfield School of Management, Cranfield University to conduct a survey of businesses, exploring whether use of the flexible furlough scheme has changed attitudes towards part-time and other flexible working practices more generally.

The survey is part of a broader project by Cranfield, funded by the ESRC, designed to inform both organisational and government policy.² The study was guided by a steering group of experts (upon which representatives of the CBI also sit), to shape the research and ensure impact among policymakers and employers. Alongside the survey, qualitative data has also been gathered through semi-structured interviews with managers in selected sectors of the economy.

The survey gathered information from two different groups: participants who could answer on behalf of their organisation on staffing issues – generally a manager within the company's human resources (HR) team, or a manager with responsibility for HR-related issues – and individual line managers or team leaders, who were able to respond on behalf of their team or unit. More detail about the composition of the survey sample can be found in the Appendix at the end of this report.

Findings from the survey are presented in three sections:

- **Pre-COVID working practices:** exploring the prevalence of part-time and other flexible working before the pandemic, attitudes towards both and factors that prevented businesses from offering such working options.
- **Working practices during the pandemic:** examining how businesses responded to the onset of the pandemic, in terms of redundancies and furloughing staff (on both a full- and part-time basis).
- **Post-COVID working practices:** focusing on changes in attitudes towards part-time and other flexible working within businesses, and expected changes to the workforce in the years ahead.



Key survey findings

Pre-COVID working practices

Key findings:

Before the pandemic, part-time working was widespread, but less so among senior and managerial employees. Overall perceptions of it were generally positive, with more than three quarters of respondents saying that it was beneficial for retaining and attracting employees. However, there was also some acknowledgment of the practical difficulties of implementing part-time working, particularly matching preferred part-time working patterns with business needs and facilitating the organisation of work within teams. Both the ability to work from home and flexibility of working hours were also prevalent before the pandemic, particularly within larger companies in the sample, but to a lesser extent than part-time working.

Part-time working was somewhat prevalent before the pandemic

The survey indicated a moderate prevalence of part-time working in the sample before the onset of COVID-19. The typical prevalence in the organisations surveyed broadly chimes with economy-wide data on working practices before 2020, with Office for National Statistics (ONS) data showing that, on average, just over a quarter (26%) of UK workers were working part-time in 2019.³



But part-time working was less common among employees at management level

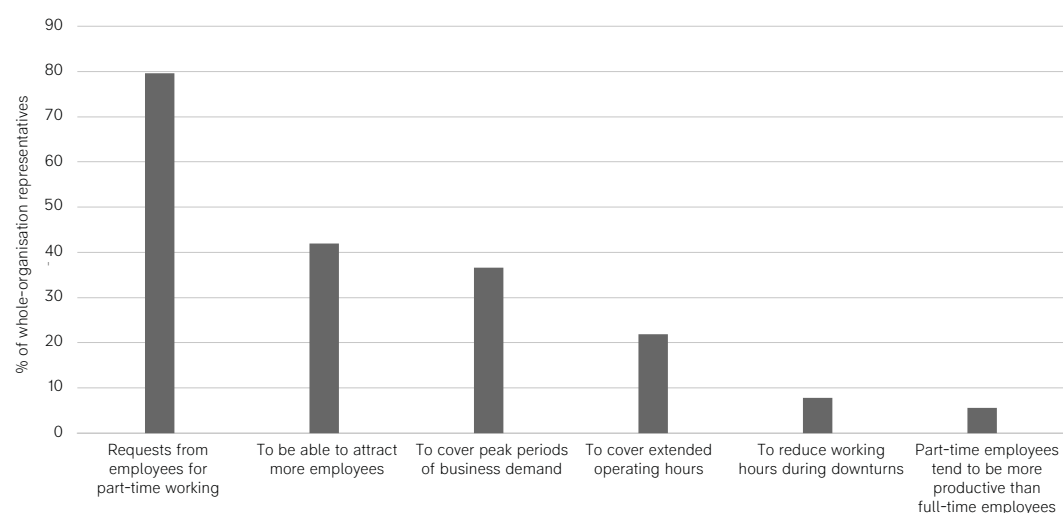
Part-time working was also found to be less prevalent among senior and managerial employees before the pandemic. Half of whole-organisation representatives said that no senior employees in their business worked part-time, and an additional 42% said that only up to 10% of senior staff worked part-time. By sector, the one slight outlier was professional services. But even here, over two-thirds of businesses said that they had either none or only a small minority (less than 10%) of managers working part-time.

Furthermore, whilst incidences of part-time working were similar among all employees across different firm sizes, this appeared to be concentrated among non-managerial employees within SMEs (i.e. those businesses with between 1 and 249 employees): 71% of whole-organisation representatives within large firms reported having up to 10% of part-time senior and managerial employees, compared to just 28% for SMEs.

Most employers took a reactive, rather than proactive, approach to part-time working

The survey also examined the reasons behind offering part-time working before the pandemic. By far the most important factor was to accommodate requests from employees, cited by 80% of whole-organisation representatives as “important”. This also held true among line managers, with 85% citing it as an important influence behind using part-time working practices.

Figure 1 Factors influencing decisions to use part-time working (% of whole-organisation respondents that cited the factor as “important”)



As shown in **Figure 1**, the ability to attract more employees was also an important factor, cited as such by 44% of whole-organisation respondents. At the headline level, this seems to align with the tightness in the UK labour market in the years prior to the pandemic – with the vacancies-to-unemployment ratio hitting a record high (at the time) in mid-2019 – which would have contributed to the high importance placed on attracting employees.

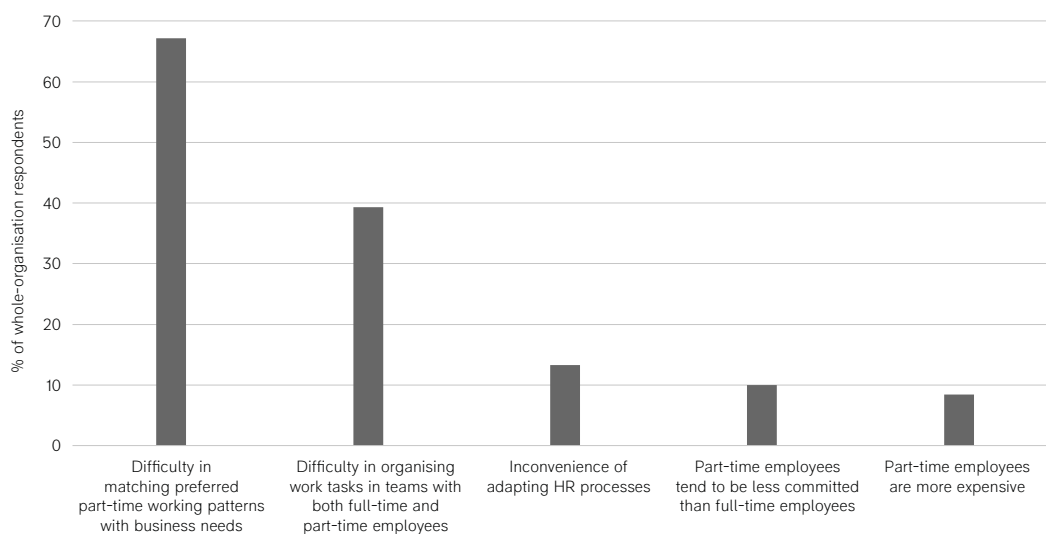
Business needs constrained part-time working for some

For whole-organisation representatives whose businesses didn't offer part-time working prior to the pandemic, the overwhelming reason was difficulty in matching part-time working preferences with business needs – cited by around two-thirds (67%) as an important factor.

A further barrier to part-time working flagged by these respondents was the difficulty in organising tasks in teams with both full-time and part-time employees. However, it was encouraging to see that only 10% of whole-organisation respondents believed that part-time employees tend to be less committed than full-time employees.

There was broad agreement between line managers and whole-organisation representatives on issues around business needs, once again cited by roughly two-thirds of line managers (65%) as an important factor.

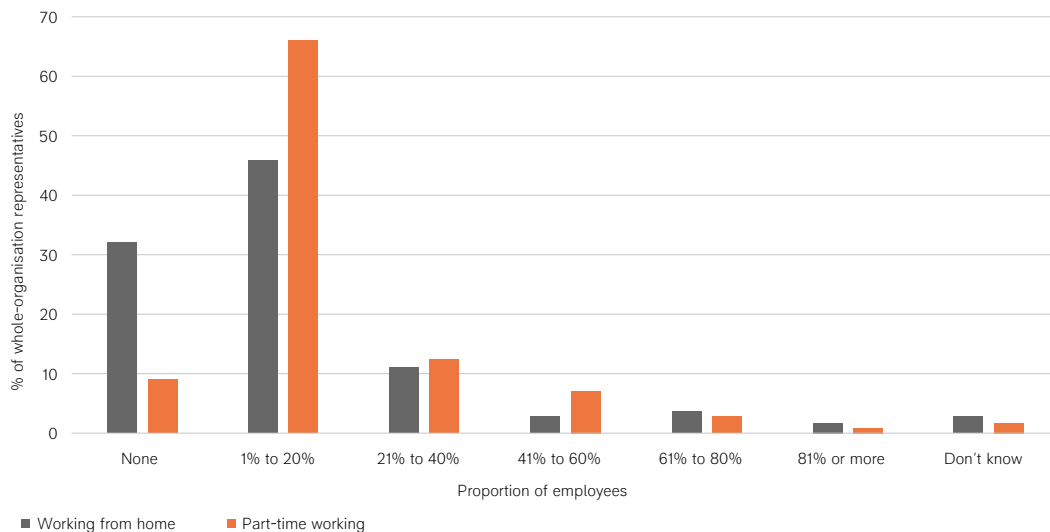
Figure 2 Factors influencing decisions to not use part-time working (% of whole-organisation respondents that cited the factor as "important")



Working from home was less common than part-time working

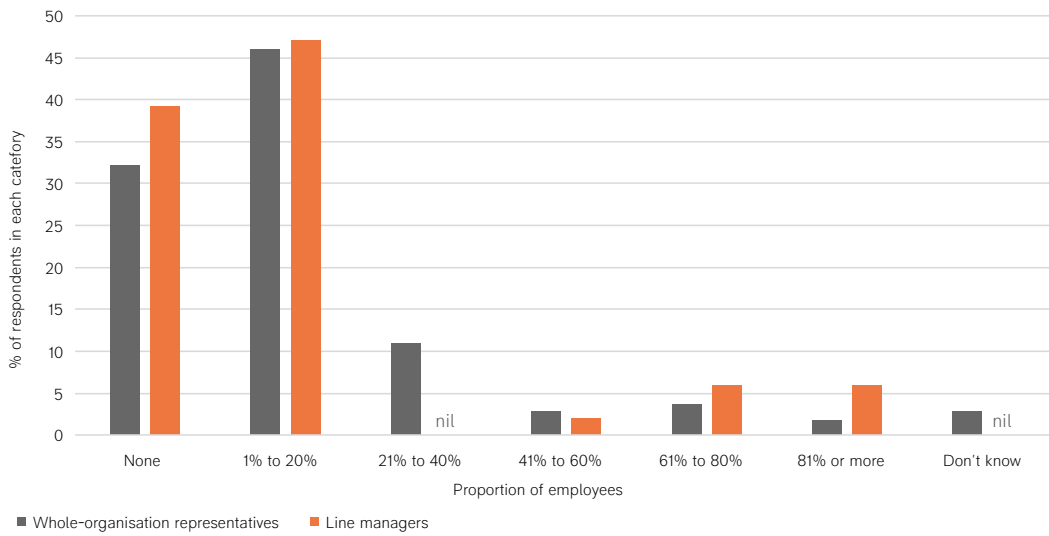
Similarly to part-time working, the flexibility to work from home was somewhat prevalent before COVID-19. Almost half (46%) of whole-organisation representatives said that up to 20% of their employees worked from home for at least one day a week (or equivalent). However, almost a third said that their business did not have any employees working from home (**Figure 3**). This suggests that working from home was far less common than part-time working before the pandemic – by comparison, only 9% of whole-organisation representatives said that none of their staff worked part-time.

Figure 3 Estimated proportion of employees working from home vs. part-time working (% of whole-organisation representatives)



Responses from line managers painted a similar picture. However, there were some variations by sector. For example, over half of line managers in financial services claimed there was no working from home at all in their teams, and three-quarters of managers in “other” services reported no home-working.

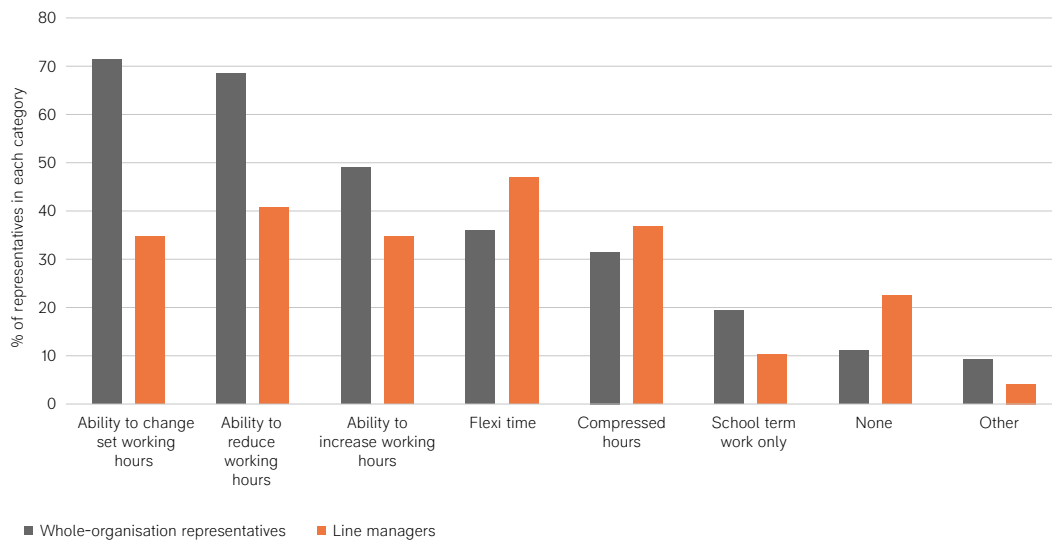
Figure 4 Estimated proportion of employees working from home (% of whole-organisation representatives and % of line managers)



Other flexible working options were used widely before the pandemic...

The survey also recorded which other flexible working arrangements were in use by any employee within the organisation or department. There were different perceptions of use from whole-organisation representatives and line managers. It might be expected that whole-organisation representatives would report higher levels across an organisation than line managers would in their departments. This is indeed the case for the ability to change set working hours, reduce working hours and increase working hours. However, for flexi time and compressed hours, line managers reported slightly higher usage than whole-organisation representatives, which might imply that line managers agree such options informally.

Figure 5 Flexible working-time arrangements used by employees before the pandemic (% of whole-organisation representatives and % of line managers)



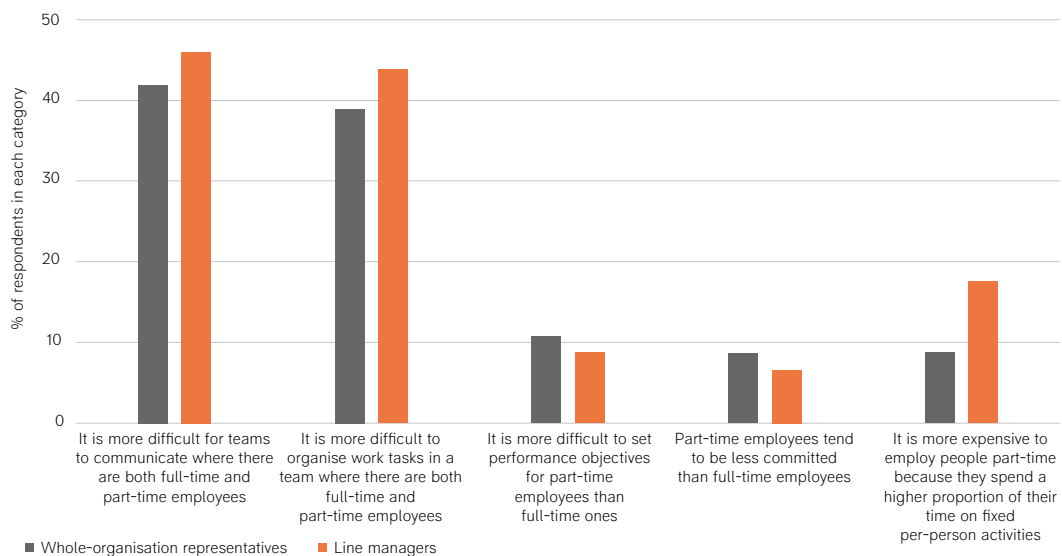
Part-time working was considered to be beneficial, but not without drawbacks

Whole-organisation representatives found part-time work to be beneficial in many areas: in particular, retaining existing employees (which 85% of whole-organisation respondents agreed with), attracting more employees (80%), and attracting a more diverse workforce (78%). Views among line managers were similarly positive: 84% agreed that offering part-time work helped in retaining existing employees and 78% said that it helped attract more employees. In addition, 75% of line managers in the sample said that offering part-time work helped to attract a more diverse workforce.

However, alongside the benefits in offering part-time work, whole-organisation representatives and line managers acknowledged some practical difficulties in its implementation (**Figure 6**). Views were similar on whether it was more difficult to organise tasks in teams with both full-time and part-time employees (around two-fifths of whole-organisation representatives each agreed and disagreed with this statement). The difficulty held somewhat more strongly for such respondents within SMEs.

Furthermore, some whole-organisation representatives (42%) also agreed that teams with both full-time and part-time employees had more difficulties in communicating. This view was also echoed by line managers (with 46% in agreement), though communication issues appeared to be more of an issue for line managers within SMEs (58% in agreement) compared to large firms (39%).

Figure 6 Views on potential disadvantages of part-time working for employers (% of whole organisation representatives and % of line managers that agreed with each statement)



Working practices during the pandemic

Key findings:

Businesses in the sample largely coped with the onset of the pandemic by furloughing staff under the government's Coronavirus Job Retention Scheme, rather than resorting to mass redundancies. Use of the flexible furlough scheme – which allowed employees to be furloughed part-time – was also reasonably widespread. The proportion of employees furloughed – as reported by businesses – varied considerably by sector, though views differed between whole-organisation representatives and line managers around the extent to which the scheme was used in their business and within individual teams.

Redundancies during the pandemic were limited...

The COVID-19 pandemic brought with it a huge economic shock, both in the UK and the rest of the world. As governments took measures to curtail the spread of the virus through shutting down parts of their economies and restricting mobility and social interaction, the resulting hit to activity was the largest in generations. A key concern at the time was the knock-on impact on people's livelihoods, with the economic hit expected to lead to large-scale unemployment. As a result, policymakers across the globe took concerted action to protect their labour markets – either by job protection schemes (such as that in the UK), or via benefit systems and income support to households.

Whole-organisation respondents suggested that while redundancies during the pandemic were significant, they were limited to a minority of their employees. While half of whole-organisation representatives reported redundancies, in most cases these were limited to less 20% of their workforce.

A slightly greater proportion of line managers (59%) reported no employees being made redundant in their teams, compared to whole-organisation representatives (51%).

...as businesses made use of the Coronavirus Job Retention Scheme

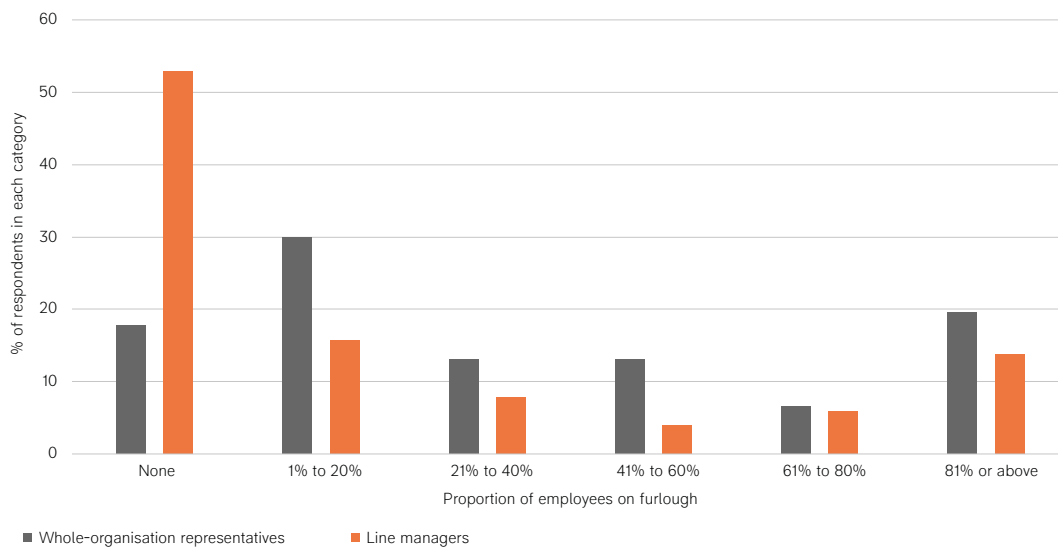
The Coronavirus Job Retention Scheme (CJRS) was introduced by the government as a grant to employers which covered up to 80% of the wages of employees who would have otherwise been made redundant.

The CJRS was widely used by the organisations in the sample during the pandemic. Responses from whole-organisation representatives suggest that firms coped with the COVID-19 downturn largely by furloughing staff: only 18% cited that their organisation did not furlough any staff.

The percentage of staff furloughed varied widely across firms: 30% of whole-organisation representatives cited up to a fifth of their workforce being furloughed, but significant numbers also cited greater use of the CJRS (**Figure 7**). Use of the CJRS was more widespread among large firms in the survey sample.

Line managers in the sample held a somewhat different perspective, with a greater proportion (53%) saying that none of their team members were furloughed, compared to whole-organisation representatives (18%). Once again, this could reflect the latter group having greater oversight of the use of the CJRS across their organisation.

Figure 7 Estimated proportion of workforce on furlough (% of whole-organisation representatives and % of line managers)

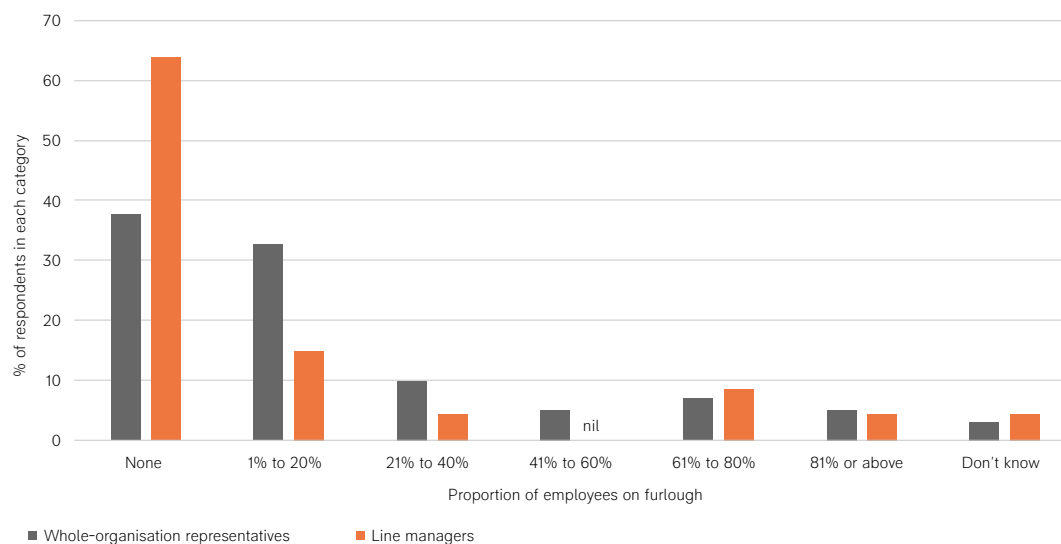


Use of flexible furlough was significant...

The flexible furlough scheme introduced the ability to bring furloughed employees back to work part-time, as the government moved to re-open the economy from mid-2020. The survey shows that use of flexible furlough was reasonably significant – a third of whole-organisation representatives in the sample cited up to 20% of furloughed employees placed on the flexible version of the scheme. The proportion was significantly higher in the transport & storage sector (63%).

By contrast around two-thirds (64%) said that no furloughed employees were on the flexible version of the CJRS, compared to around one-third of whole-organisation representatives.

Figure 8 Estimated proportion of workforce on flexible furlough (% of whole-organisation representatives and % of line managers)



In addition to the breadth of employees on furlough, the survey also asked about the length of time that employees were placed onto the scheme. Use of the scheme was relatively polarized: most whole-organisation representatives (39%) cited that the scheme was used on either a short-term basis (from Spring-Autumn 2020) or for its entire duration (27%).

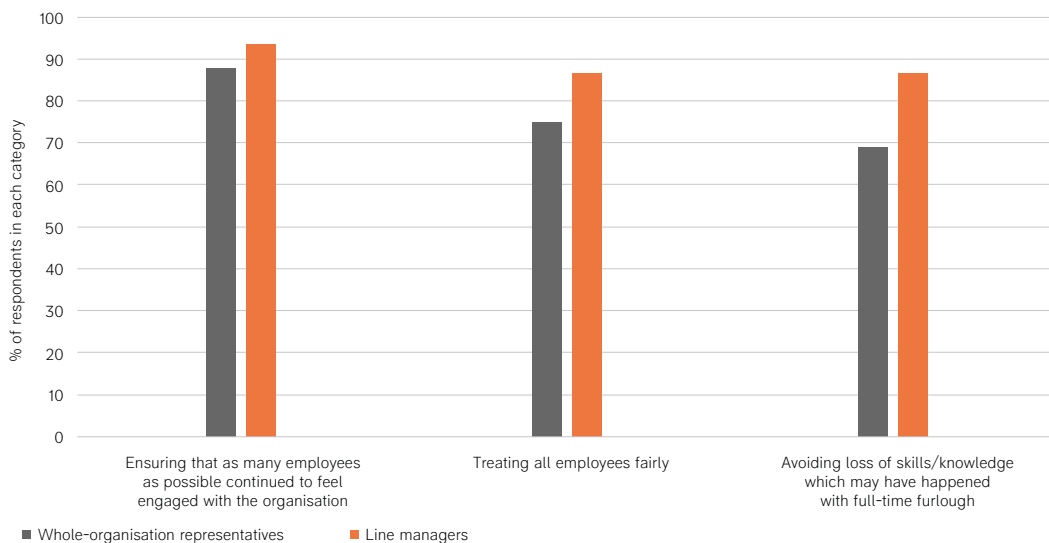
...allowing businesses to maintain employee engagement, and avoid a loss of skills

The CJRS has been widely credited with the UK's success in avoiding a mass rise in unemployment. This was reflected in the survey, where whole-organisation representatives overwhelmingly said that avoiding redundancies was the most important factor in using the scheme (93%).

In terms of using flexible furlough, all three motivations surveyed were considered important to a large degree: maintaining employee engagement, treating all employees fairly, and avoiding a loss of skills arising from full-time furlough.

For those companies that did not use flexible furlough, the dominant reason was there not being a business case for doing so (cited by 76% of whole-organisation representatives). However, the majority of transport & storage firms that did not use the furlough scheme also noted difficulties in coordinating work and communication, when team unit members were working different schedules.

Figure 9 Factors influencing the decision to use flexible (rather than full-time) furlough (% of respondents in each category)



Post-COVID working practices

Key findings:

As working practices settle into a “new normal”, there are indications that the shock caused by the pandemic, as well as use of the furlough scheme and adoption of more flexible working during the pandemic, will have lasting changes on working practices going forward. The survey reveals a mindset of greater adaptability, with line managers more willing to consider requests for part-time and other forms of flexible working. This bodes well, given that both employers and employees expect an increase in part-time and other flexible working practices going forward.

As the furlough scheme came to an end in September 2021, official labour market data from the ONS showed that employment continued to grow, implying that most furloughed workers had returned to work either upon or prior to the scheme ending. Corroborating this, unemployment also continued to fall after the scheme ended, building on the decline that had commenced in early 2021.

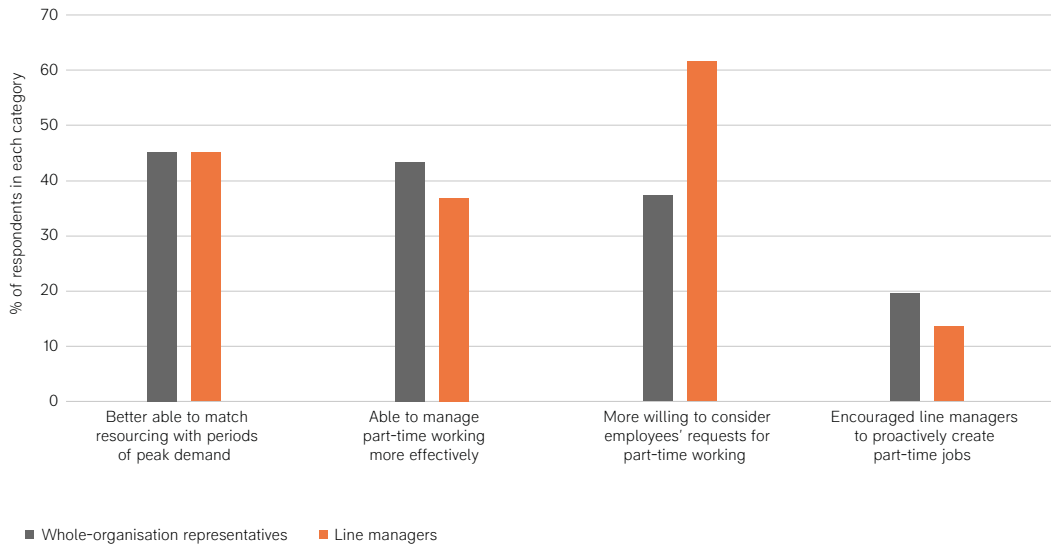
But there are indications that the scheme has had lasting impacts on perceptions around working practices. Our survey shows that businesses’ experience of using the CJRS – both the full and flexible versions – has shifted views on part-time and other forms of flexible working, and how teams operate. This has wide-reaching implications for working practices beyond the pandemic.

Use of flexible furlough has led to more openness around part-time working...

Almost half of whole-organisation representatives were of the view that use of flexible furlough has helped line managers to learn how to design and manage part-time working more effectively (with 45% agreeing with this statement). They also believed that line managers have learnt how to better match resourcing with periods of peak demand for their business’ activity (46% in agreement).

There was also a much greater willingness among line managers to consider employee requests for part-time working (62%) than was indicated by whole-organisation representatives (39%).

Figure 10 How use of flexible furlough changed views and practices of line managers (% of whole-organisation representatives and % of line managers in agreement with each statement)



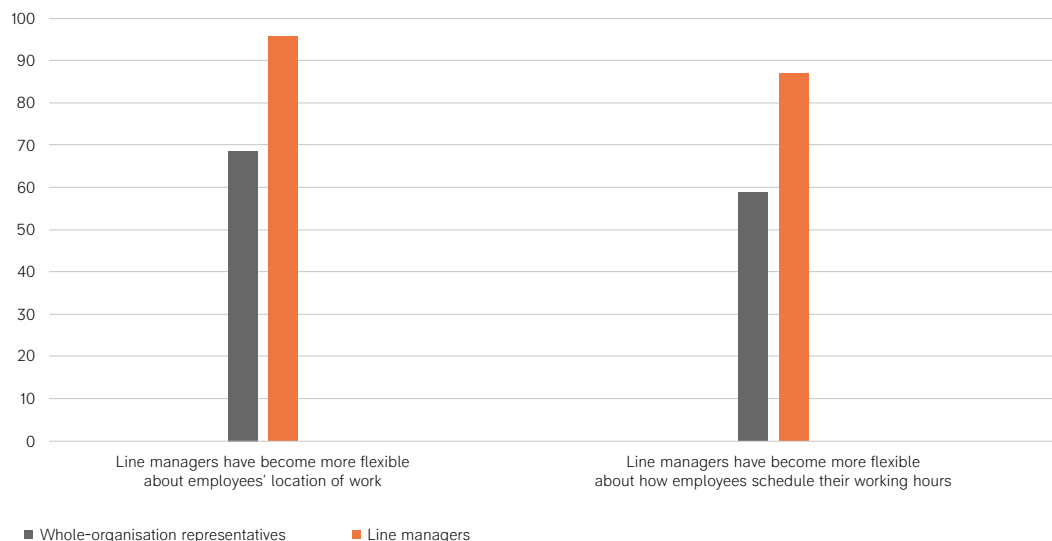
...and line managers are also more open to other forms of flexible working

No doubt influenced by the need for mass working from home, there has been a major change in attitudes towards location of work. 96% of line managers said that they had become more flexible about employees' location of work. There has also been a transformation of attitudes to how employees schedule their working hours, with 87% of line managers saying that they have become more flexible about how employees schedule their working hours.

Interestingly, the views of whole-organisation representatives about line manager openness are less positive, with only 69% of whole-organisation representatives reporting that line managers had become more flexible about employees' location of work, and 59% reporting that line managers have become more flexible about how employees schedule their working hours.



Figure 11 Change in attitudes to other forms of flexible working
(% of whole-organisation representatives and % of line managers in agreement with each statement)

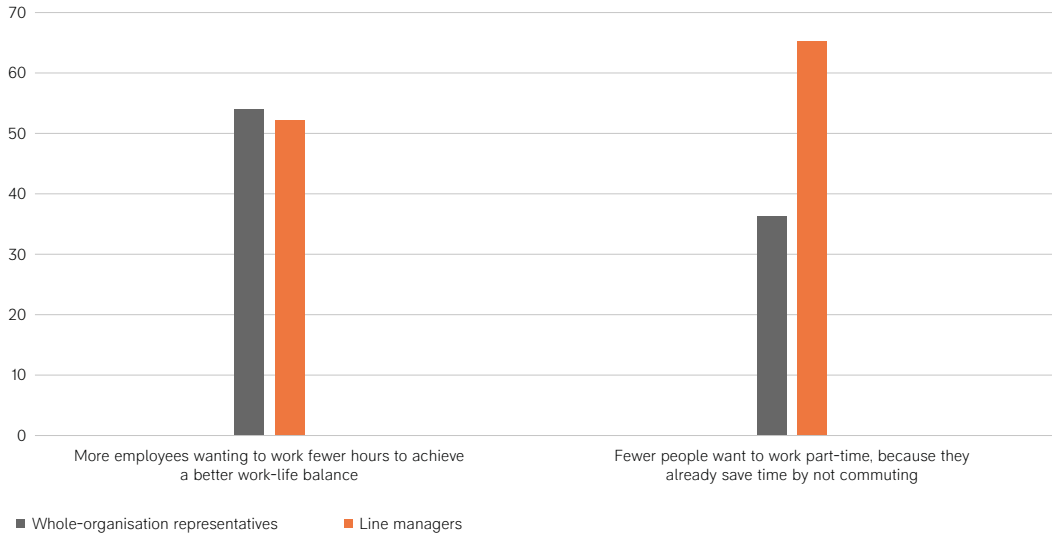


Perceptions of worker demand for part-time working

Employer perceptions of worker demand for part-time working are critical in understanding their openness to part-time working. Survey participants reported both that more people wanted to work part-time, and that, at the same time, people who were now working from home were less likely to want to work part-time. Specifically, half of respondents, both line managers and whole-organisation representatives, said that the pandemic had increased the number of workers wanting to work fewer hours. However, at the same time, there was a perception that some workers were less likely to want to work part-time, because they could save time by working from home and avoiding the commute: this view was more common among line managers (just over two thirds) than among whole-organisation representatives (just over a third).

These divergent views may reflect the distinct impact of the pandemic on different sections of the working population. Some workers suffered financially and needed to maintain or increase their working hours, while others have benefited from the increased ability to work from home, which might save time on commuting and allow them more flexibility of hours, which in turn would obviate the need for part-time working. However, other workers might have re-evaluated their life priorities as a result of their experience of the pandemic, or of the furlough scheme, and be more keen to work part-time.

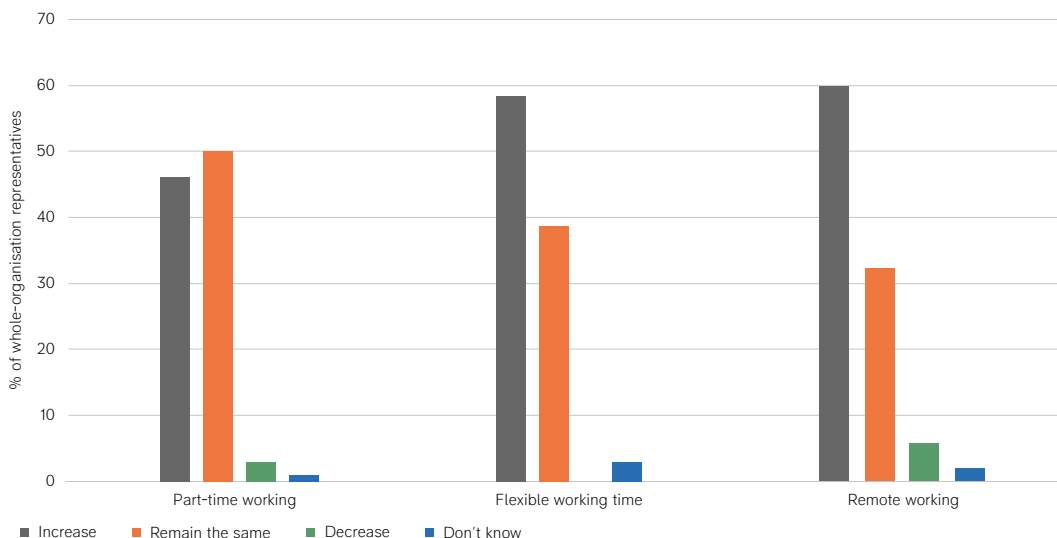
Figure 12 Perceptions of worker demand for part-time working (% of whole-organisation representatives and % of line managers in agreement with each statement)



Greater flexibility in the nature of work is expected over the next two years

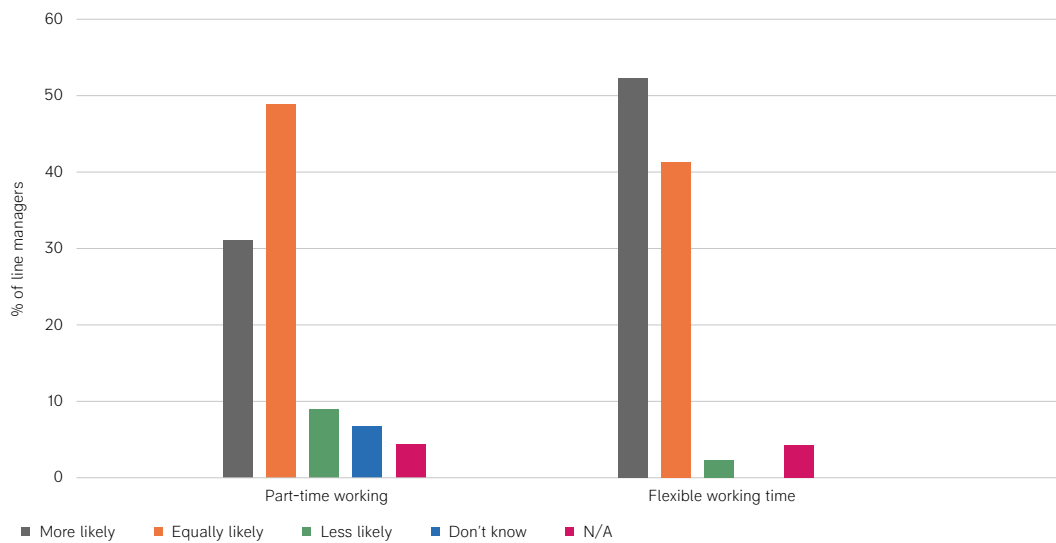
Looking ahead to the post-pandemic work environment, substantial increases in different modes of working are expected over the next two years. A majority of whole-organisation representatives in the sample expect an increase in both remote working and flexible working (60% and 58% respectively). A significant proportion (46%) also expect an increase in part-time working over the next two years.

Figure 13 Expected changes to part-time and other flexible working over the next two years (% of whole-organisation representatives)⁴



Expectations were similar among line managers, who cited a higher likelihood of considering part-time and (in particular) other forms of flexible working in their teams going forward (**Figure 14**). However, there was little change in likelihood of considering part-time working requests among SMEs.

Figure 14 Likelihood of line managers allowing part-time and other flexible working, relative to pre-pandemic norms (% of line managers)



Alongside changes in the mix of working practices, whole-organisation representatives expect the overall level of employment to rise too – with the degree of increase expected to be larger among SMEs than large firms.



Appendix

Survey methodology and sample characteristics

The survey went into field over the second half of February 2022, and was designed by both CBI Economics and Cranfield School of Management. The survey was administered entirely online, and was distributed to a range of HR and whole-organisation representatives, employees at line manager grade or above and the CBI's regular survey panel. The survey collected responses from 208 businesses, of which 63% were whole-organisation representatives, and 37% were individual line managers or team leaders.

CBI Economics sent the survey to panels consisting of HR professionals and employees within businesses at management level. In addition, it was also distributed to the CBI's regular survey panel, which consists of both CBI members and non-member companies.

Overall, almost half (49%) of companies surveyed had less than 200 employees. In the general UK business population, this same proportion is roughly 99%.⁵

Overall, 68% of survey respondents were in the services sector (compared to 78% of UK Gross Value Added (GVA) made up by the sector⁶), while 28% were in production (compared to 14% of GVA). The bulk of respondents in the latter sat within the manufacturing sector (24%, compared to 10% of GVA).

Most whole-organisation representatives (70%) reported the current economic situation of their organisation to be either "very good" or "good". The bulk of these respondents either expected their businesses' economic situation to improve over the next two years (56%) or remain roughly the same (38%).



Notes

1. Subsequent versions and extensions of the scheme "tapered" the government's contributions to employees' wages, in the run-up to the scheme's planned termination upon COVID restrictions lifting
2. This research is funded by the Economic & Social Research Council (ESRC) as part of UK Research & Innovation's rapid response to Covid-19 (ES/W001306/1, The Coronavirus Job Retention Scheme and Employer Perceptions of Part-time Working: the implications for economic recovery and future working).
3. ONS (March 2022), Labour Market Overview, UK
4. In this question, part-time working was defined as an employee working less than 30 hours per week. Examples of flexible working time specified in the survey question were flexible working hours, flexi time, annualised hours contracts, term-time working, compressed working time, etc.
5. ONS (October 2021), UK business: activity, size and location
6. ONS (March 2022) National Accounts data



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This report was produced by CBI Economics and commissioned by Cranfield School of Management.

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