

From Surviving to Thriving in Hybrid Work

Comprehensive data and insights



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About this study

Unisys partnered with HFS Research to examine the intricacies of the hybrid work environment — where employees work from home and spend one to two days per week in the office. For this research, 2,000 employers and employees were surveyed across four countries (U.S., Germany, Australia and the U.K.) in 13 industries with enterprises with revenue of more than \$500 million (\$250 million for Australia).

We surveyed 668 employers, identified as managers and above, and 1,333 employees with non-managerial duties to understand the commonalities and tensions between the two groups.

This research study points to crucial actions employers can take to drive growth. This takes leveraging the full potential of the hybrid digital workplace, even as economic conditions likely become more challenging in 2023.

[Read the full report here.](#)

Target Industries

Banking	9%
Capital markets	6%
Consumer products	9%
Energy and resources	5%
Healthcare provider	9%
Industrial manufacturing	9%
Life sciences	6%
Logistics	8%
Media, entertainment and publishing	7%
Retail	9%
Technology	10%
Telecommunications	6%
Travel and hospitality	6%

Target Regions

U.S.	10%
U.K.	19%
Germany	19%
Australia	52%



Key findings

Page	Key Insight	Key Insights	Outcome
5	Most agree that hybrid work is effective ; however, employees demonstrate more confidence in hybrid work than their managers.	<ul style="list-style-type: none"> • 68% of employers have mandated a hybrid work policy. • Most employers anticipate changing their model within two years. • 56% of employees prefer a hybrid work model. • A salary increase could entice employees back to the office. • Hybrid work is effective (but how effective is debatable). • Adaptability and creativity rank high as key hybrid work skills. • Training and reliable technology rank as important for hybrid environments. 	Hybrid has set a new standard for the workplace, and employers need to determine how they're optimizing their model to best position employees for success.
13	Poorly functioning IT systems and lackluster tech support can lead to negative employee experience (EX) and considerable losses in productivity.	<ul style="list-style-type: none"> • IT issues cost employees one to five hours a week. • 92% of employees will share data to improve IT support . • 42% of employers don't measure lost productivity from IT support issues. 	Proactive IT support can save time and money, improve productivity and EX — if employers capitalize on employees' willingness to share data.
18	A disconnect exists between which technology employers are investing in versus what employees believe is helpful.	<ul style="list-style-type: none"> • Employees don't have access to most of the technologies they want. • Employees 26 to 45 years old are eager to collaborate but need better tools. • Employers plan to invest in productivity and collaboration technologies. 	Employers must prioritize the technology experience of the hybrid workplace.
21	Employers don't fully understand how to motivate their employees to perform in today's hybrid workplace or how to foster engagement.	<ul style="list-style-type: none"> • Employers and employees are aligned on most factors that motivate them to perform at work. • Salary and compensation and provision of tools and support rank as the top factors that have the most influence on whether to stay or leave an employer. 	Managers need to be more accessible to their employees and empower them to make decisions; they can do so by leveraging the right technology.
25	Employee experience programs directly impact employee engagement and productivity.	<ul style="list-style-type: none"> • As EX programs mature, employee engagement increases. • EX boosts productivity and helps attract and retain employees. • Employee experience initiatives are valued by employers and their employees alike. 	Employers should invest in optimizing their EX programs to drive engagement and productivity in the long run.
30	Enterprise security policies impede employees' ability to work, reducing productivity.	<ul style="list-style-type: none"> • Security policies negatively impact 33% of employees regularly. • Employers are also aware security policies negatively impact workforce productivity. 	Rather than implement an in-office mandate to combat cybersecurity concerns, employers should prioritize the modernization of outdated architecture and create adaptive security policies to meet the needs of different employee persona groups.



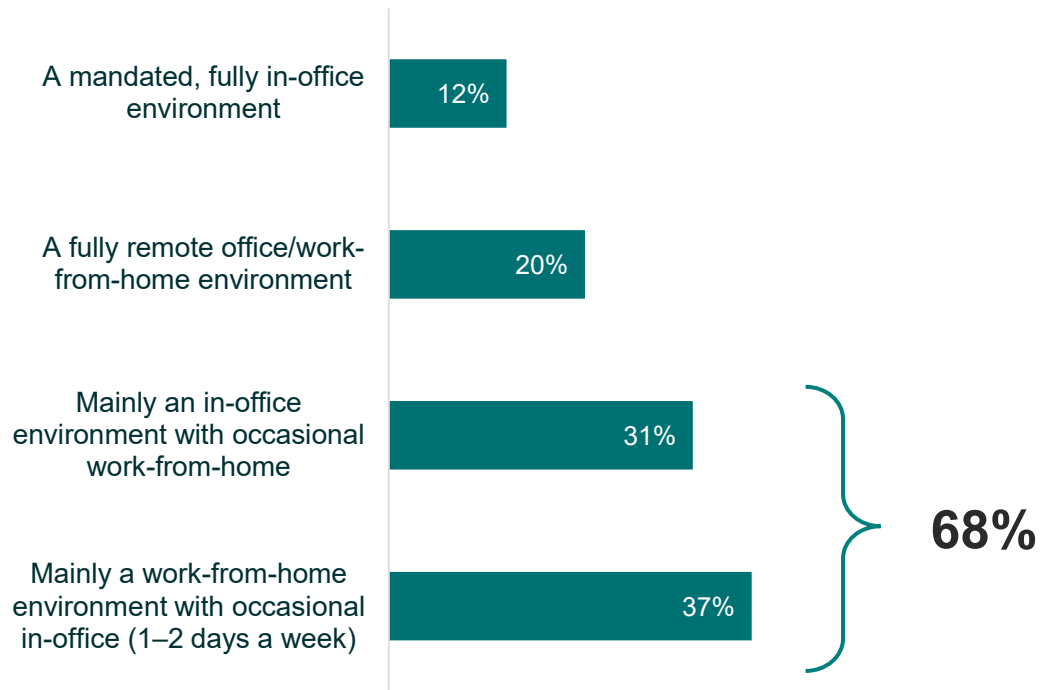
Hybrid work

Key finding: Most agree hybrid work is effective; however, employees demonstrate more confidence in hybrid work than their managers.

01

68% of employers have mandated a hybrid work policy

Employer Mandated Policy



Unisys insights

68% of employers have mandated a hybrid work environment, in which employees spend time working in both the traditional office and from home.

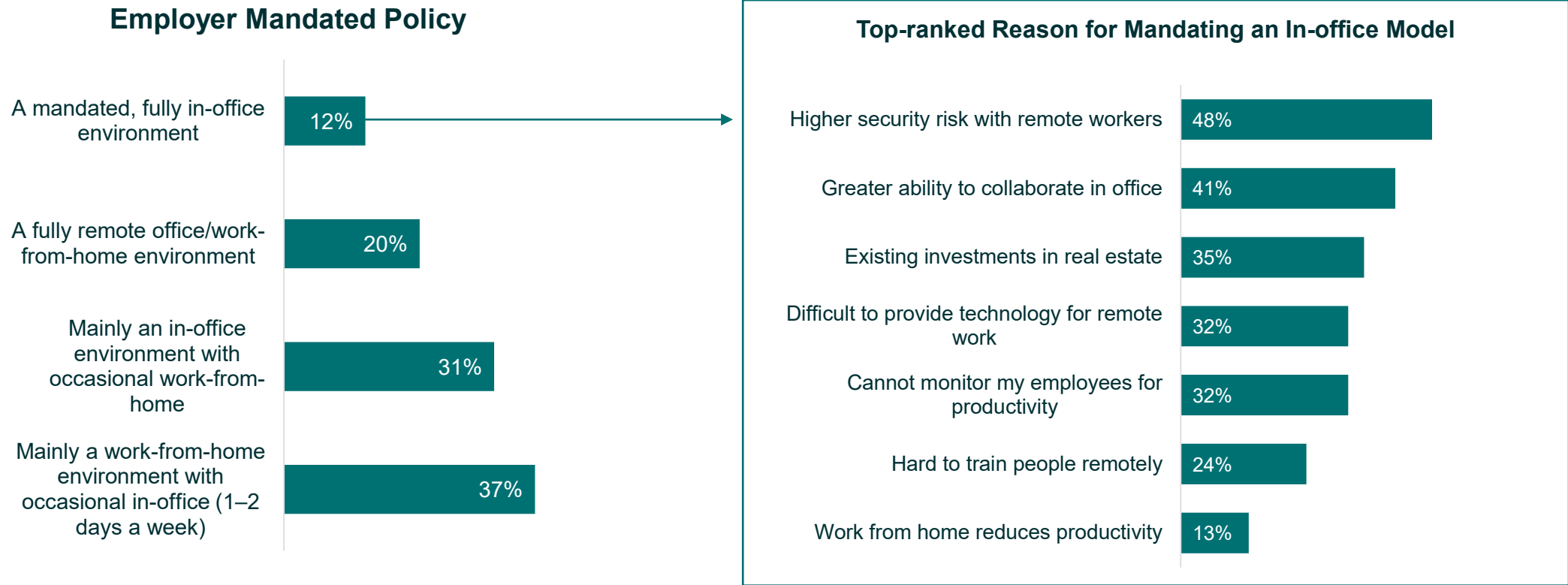
Across geographies surveyed, the U.S. is most likely to mandate a fully remote office compared to other regions surveyed.

Mandated Work Model	Australia	Germany	U.K.	U.S.
A fully remote office/work-from-home environment	14%	17%	16%	23%
A mandated fully in-office environment	13%	10%	10%	13%
Mainly a work-from-home environment with occasional in-office (1–2 days a week)	33%	56%	39%	32%
Mainly an in-office environment with occasional work-from-home	41%	17%	35%	32%



Q: What is your company’s current mandated policy for balance between in office and remote working?
Base: 668.

Security risks and collaboration ranked as top reasons for mandating an in-office model



Q: What is your company's current mandated policy for balance between in office and remote working?

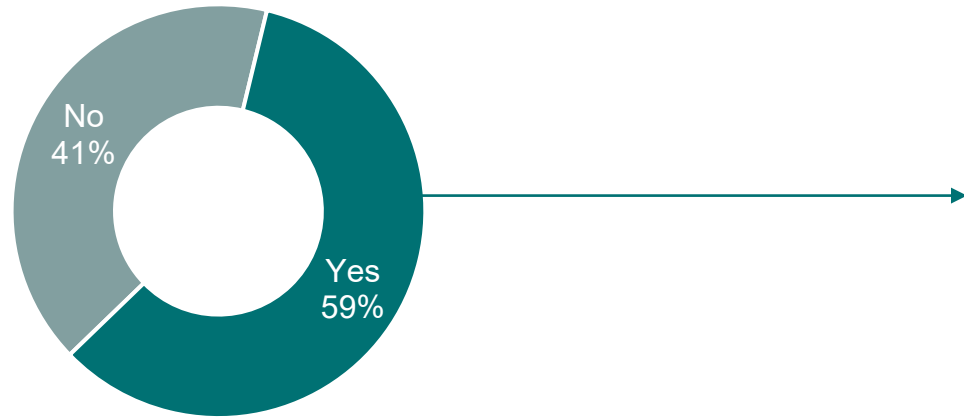
Q: Why has your organization chosen to mandate an in-office model? (Rank top 3)

Base: 668.

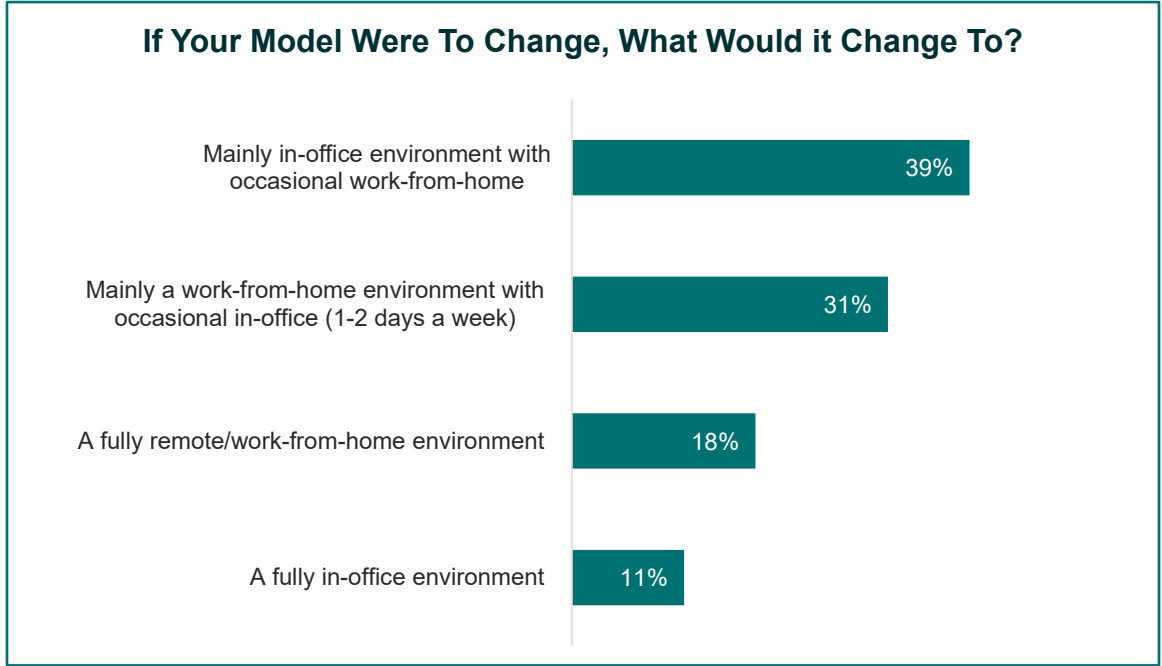


Most employers anticipate changing their model within two years

Do You Expect To Change Your Mandated Model/Policy To Approach a Balance Between In-office and Remote Working in the Next 1–2 Years?



If Your Model Were To Change, What Would it Change To?



Q Do you expect to change your mandated model/policy to approach a balance between in-office and remote working in the next 1–2 years?

Base: 668.

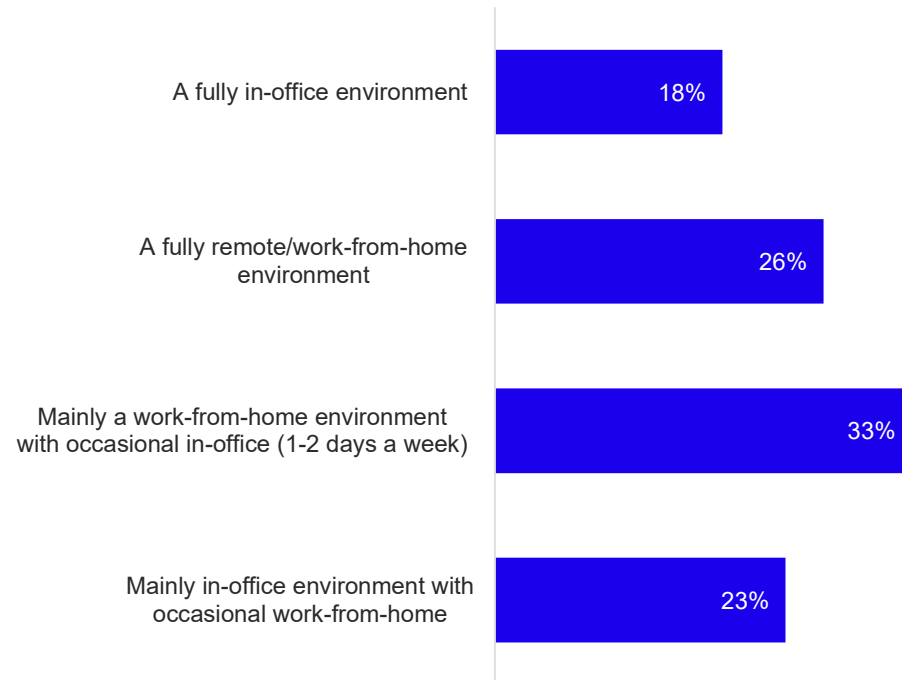
Q: Why has your organization chosen to mandate an in-office model? (Rank top 3)

Base: 394.



56% of employees prefer a hybrid work model

What Is Your Preference for the Balance Between In-office and Remote Working?



Unisys insights

56% of employees prefer a hybrid work environment (mainly working from home or mainly in-office).

Across the two age groups surveyed, respondents aged 26–45 years old are significantly more likely to prefer a fully remote office compared to those under 25 (28% compared to 18%).

Work Model Preference	Under 25	26–45
A fully in-office environment	22%	17%
A fully remote office/work-from-home environment	18%	28%
Mainly a work-from-home environment with occasional in-office (1–2 days a week)	34%	33%
Mainly an in-office environment with occasional work-from-home	25%	23%

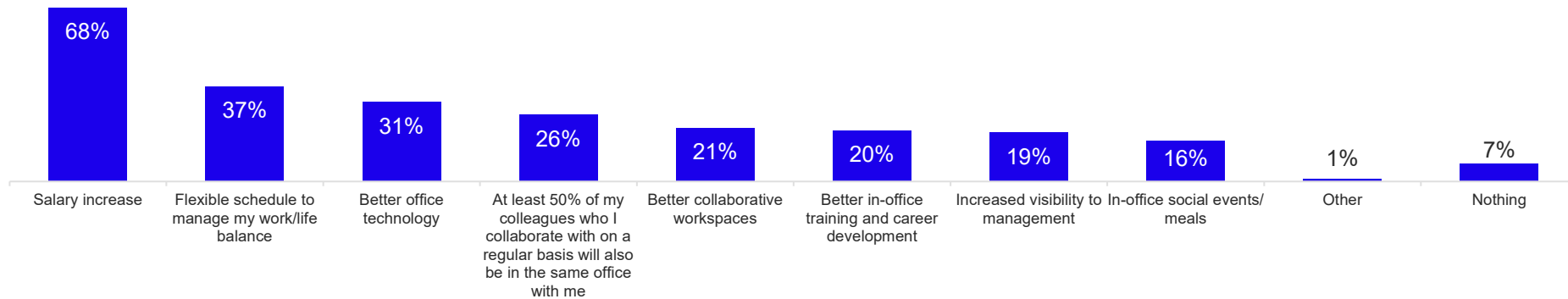


Q: What is your preference for the balance between in office and remote working?
Base:1333.

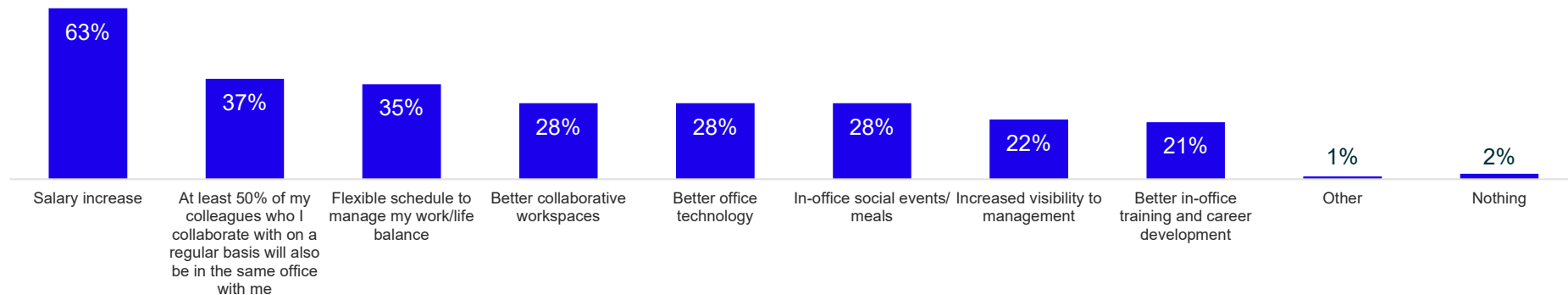
A salary increase could entice employees back to the office

Which of the Following Would Incentivize You To Work in an In-office or Hybrid Model?

Employee Prefers Working 100% Remotely
n=351



Employee Prefers Working Mainly From Home (Hybrid)
n=441



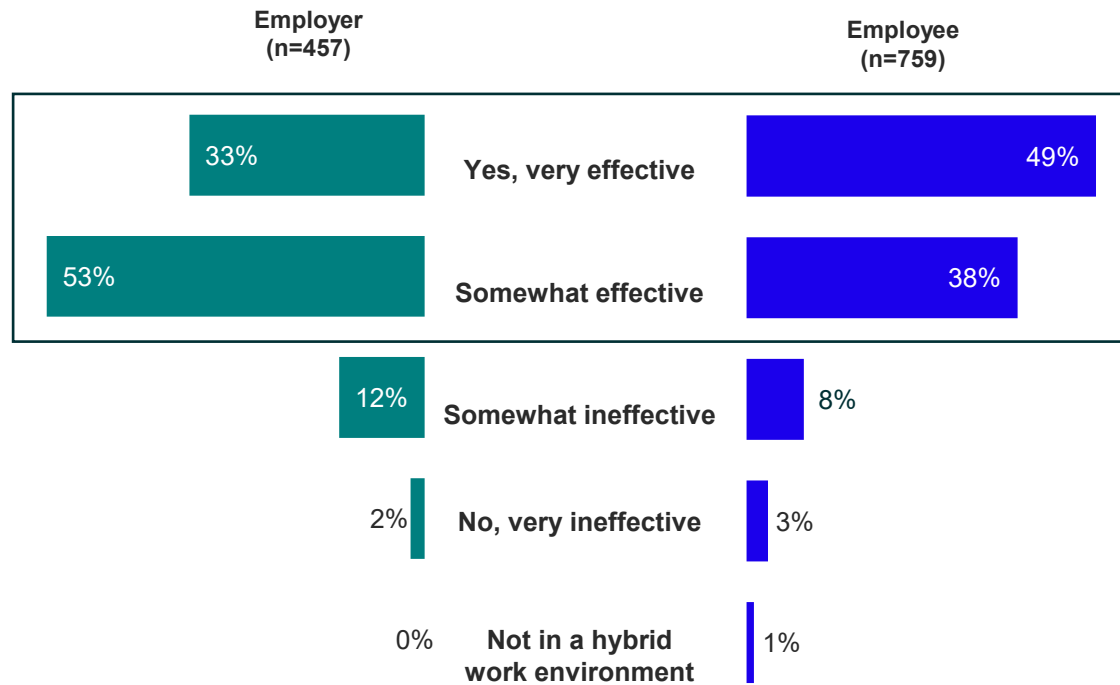
Q: IF PREFERENCE FOR FULLY REMOTE: Which of the following would incentivize you to work in an in-office/hybrid model?

IF PREFERENCE FOR MAINLY WFH: Which of the following would incentivize you to come into the office more?

Base: Varies.



Hybrid work is effective (but how effective is debatable)



Unisys insights

There is a consensus between employers and employees on the effectiveness of hybrid work. 86% of employers and 87% of employees indicate it is “very” or “somewhat” effective.

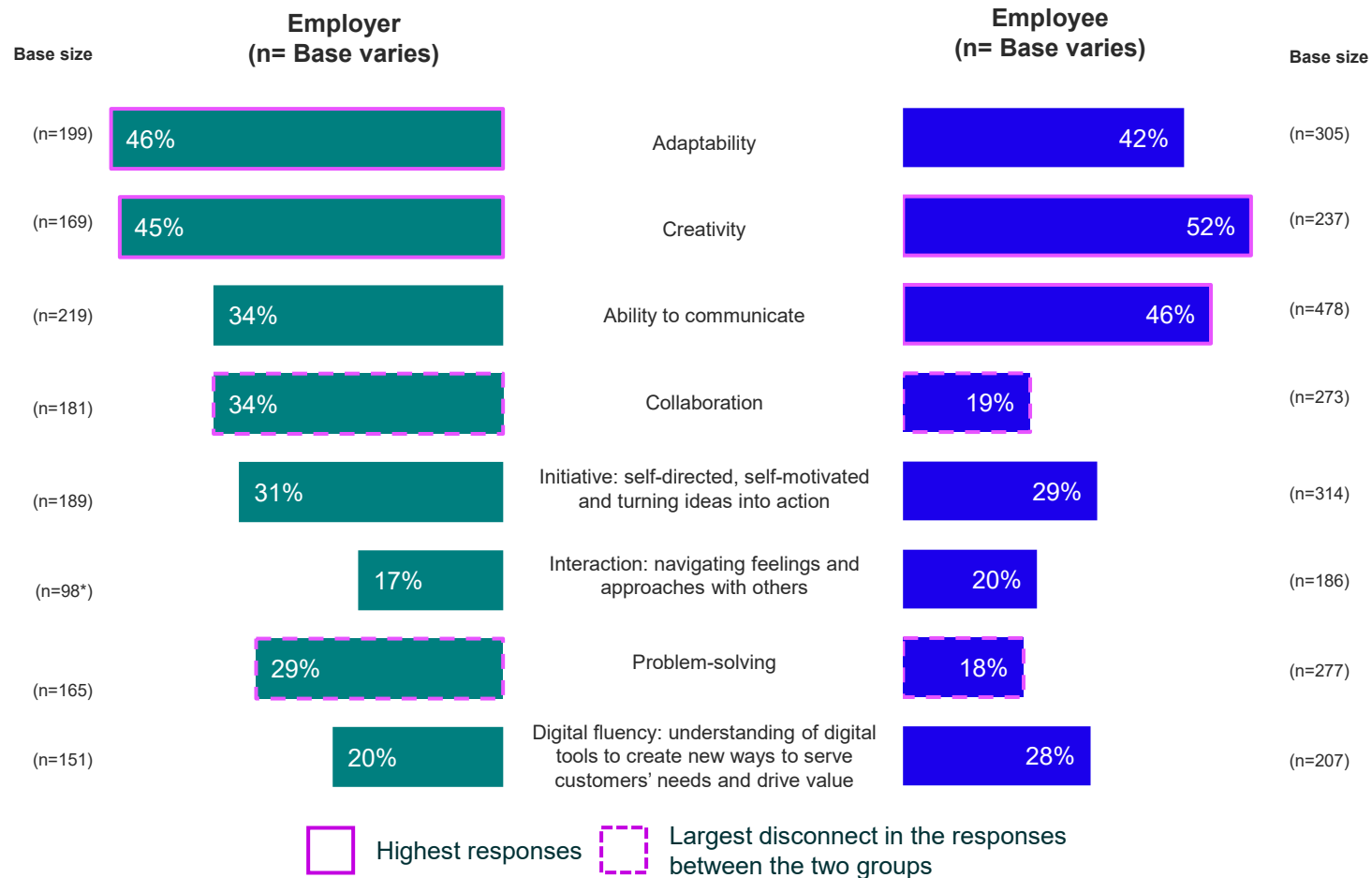
Merging both the employer and employee responses across the regions surveyed, respondents in Australia and the U.K. are more likely to believe in the effectiveness of hybrid work compared to those in Germany and the U.S.

	Australia	Germany	U.K.	U.S.
No, very ineffective	1%	2%	1%	3%
Somewhat ineffective	6%	17%	6%	10%
Somewhat effective	49%	42%	45%	44%
Yes, very effective	44%	39%	48%	43%



Employer Q: Do you believe you have achieved an effective hybrid work environment?
 Employee Q: Do you believe your hybrid work environment operates effectively? ((only ask if they have indicated they have hybrid work)

Adaptability and creativity rank highly important as hybrid work skills



Unisys insights

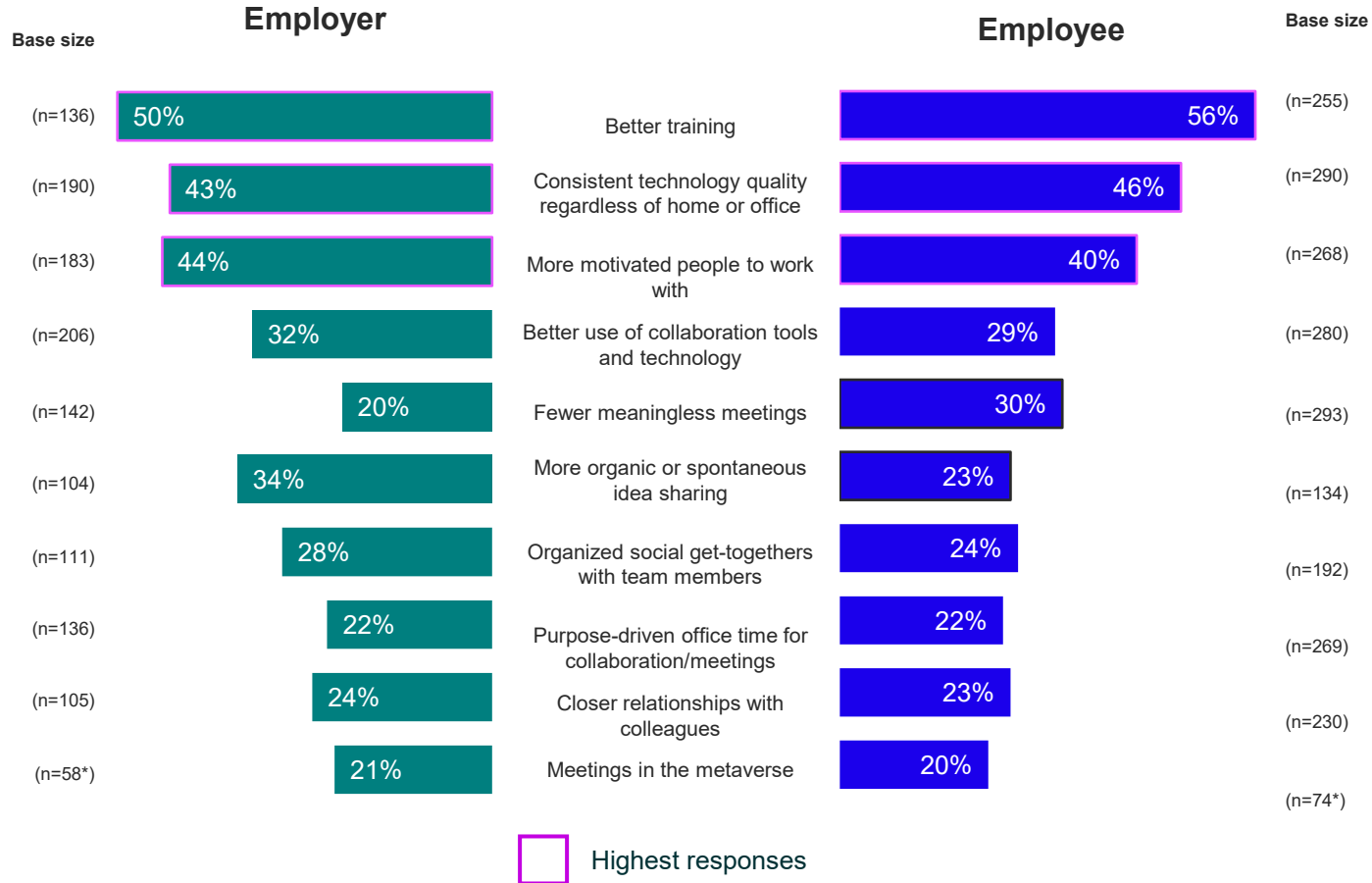
Employers rank adaptability and creativity as the most important attributes/skills needed for hybrid work, while employees rank creativity and ability to communicate as the most critical attributes.

There is a disconnect in the perceived importance of collaboration and problem-solving skills between the two groups surveyed.



Employer Q: What are the most important skills/ attributes your organization needs from employees to effectively work in a hybrid environment? (Top ranked)
 Employee Q: What are the most important skills/ attributes you feel you need to develop to be effective in a hybrid environment? (Top ranked)
 Base: Variable.

Training and reliable technology rank high for ideal hybrid environments



Unisys insights

Employers and employees agree that better training, consistent technology and motivated colleagues are the most critical factors to building an ideal hybrid environment.

However, the most prominent disconnect is around the frequency of meaningless meetings and spontaneous idea sharing.



Only 26% of employers have pivoted management styles to meet hybrid staff needs



Q: To what extent do you agree or disagree with the following?
Base: 457.

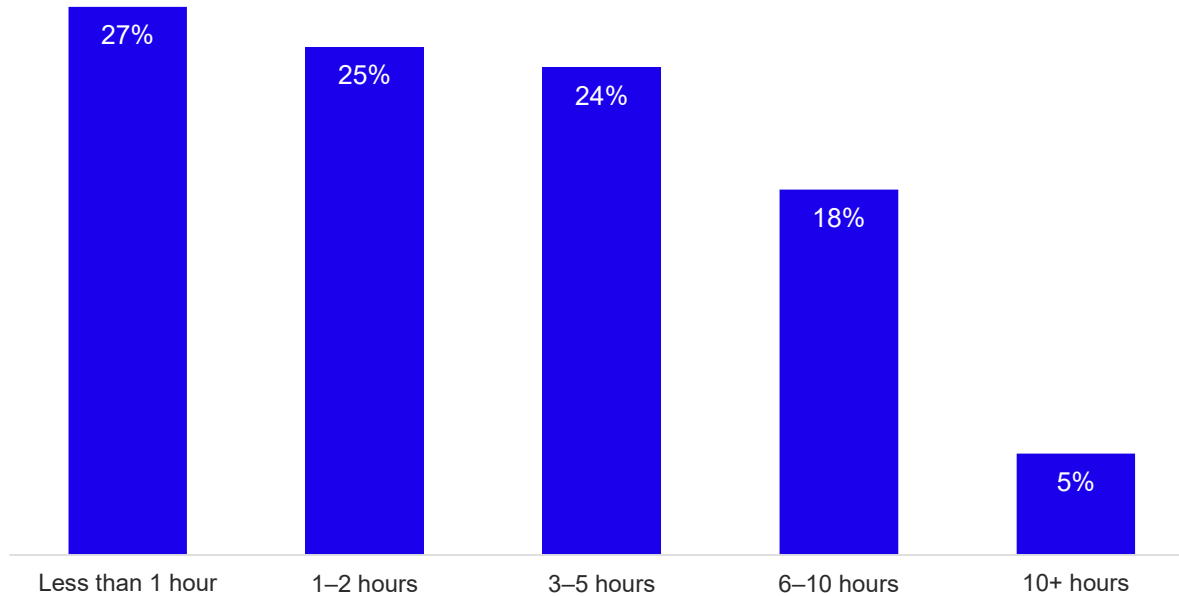
IT support

Key finding: Poorly functioning IT systems and lackluster tech support can lead to negative employee experience and considerable losses in productivity.

02

IT issues cost 49% of employees one to five hours a week

Employee Average Time Lost per Week



Unisys insights

49% of employees surveyed are losing between one and five hours weekly dealing with IT issues.

Of the four regions surveyed, German employees claim a higher percentage of time lost dealing with IT issues while U.K. employees report the fewest hours lost.

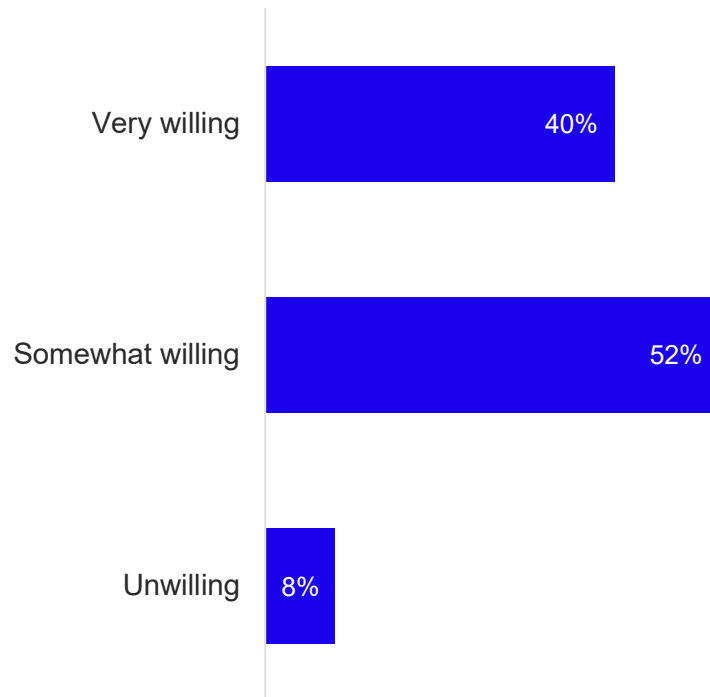
Hours lost	Australia	Germany	U.K.	U.S.
10+	5%	7%	5%	5%
6-10	18%	28%	9%	17%
3-5	27%	26%	22%	24%
1-2	25%	21%	31%	24%
Less than 1	25%	19%	33%	29%



Q: How many hours per week do you estimate you lose dealing with IT issues?
(e.g., authentication or access issues, data backup issues, hardware failures, software failures etc.)

92% of employees will share data to improve IT support

Willingness To Share Employee Data



Unisys insights

92% of employees are “very” or “somewhat” willing to share data.

Regionally, Australia is the least willing to share data compared to other regions surveyed, and Germany is the most likely to be “very willing” to share data.

Willing To Share Data	Australia	Germany	U.K.	U.S.
Very willing	44%	48%	31%	39%
Somewhat willing	46%	46%	60%	53%
Unwilling	10%	6%	9%	7%

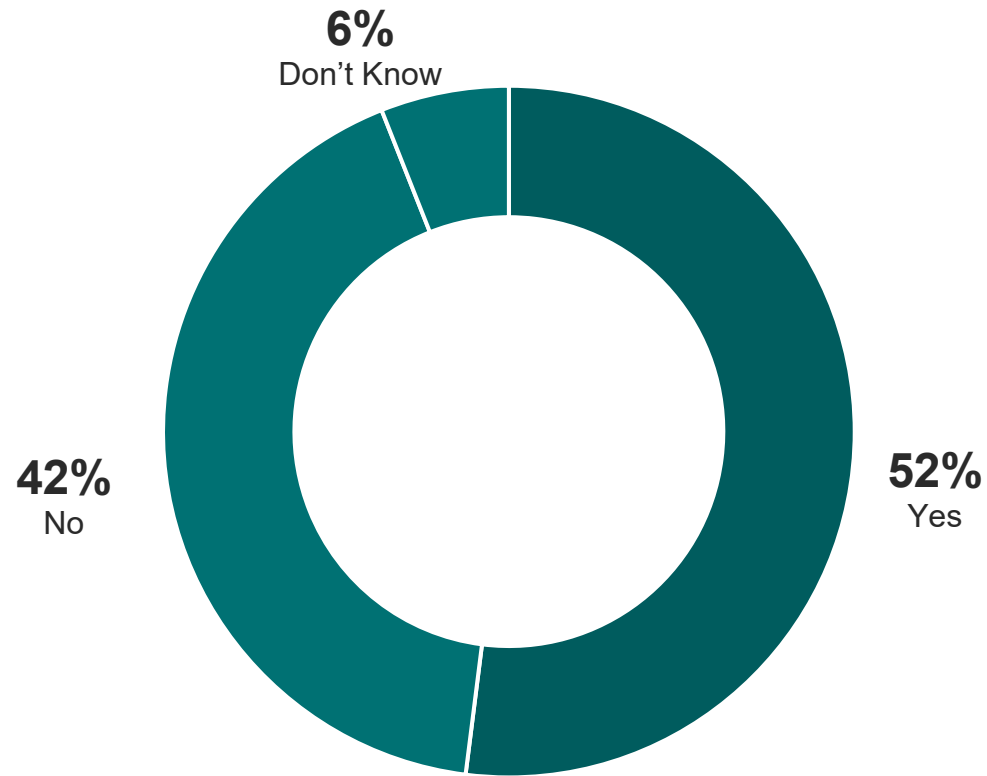
Millennials are more willing to share data compared to Gen Z, and customer-facing employees are more willing to share data than non-customer-facing employees.

Willing To Share Data	Under 25	26–45	Willing To Share Data	Customer Facing	Non-customer Facing
Very willing	33%	41%	Very willing	47%	29%
Somewhat willing	59%	51%	Somewhat willing	48%	58%
Unwilling	7%	8%	Unwilling	4%	12%

Q: Thinking about your technology support experiences, how willing are you to share information (such as your app/device/network usage and performance), in order to be provided with more predictive support, i.e. technology issues resolved proactively?
Base: 1333.

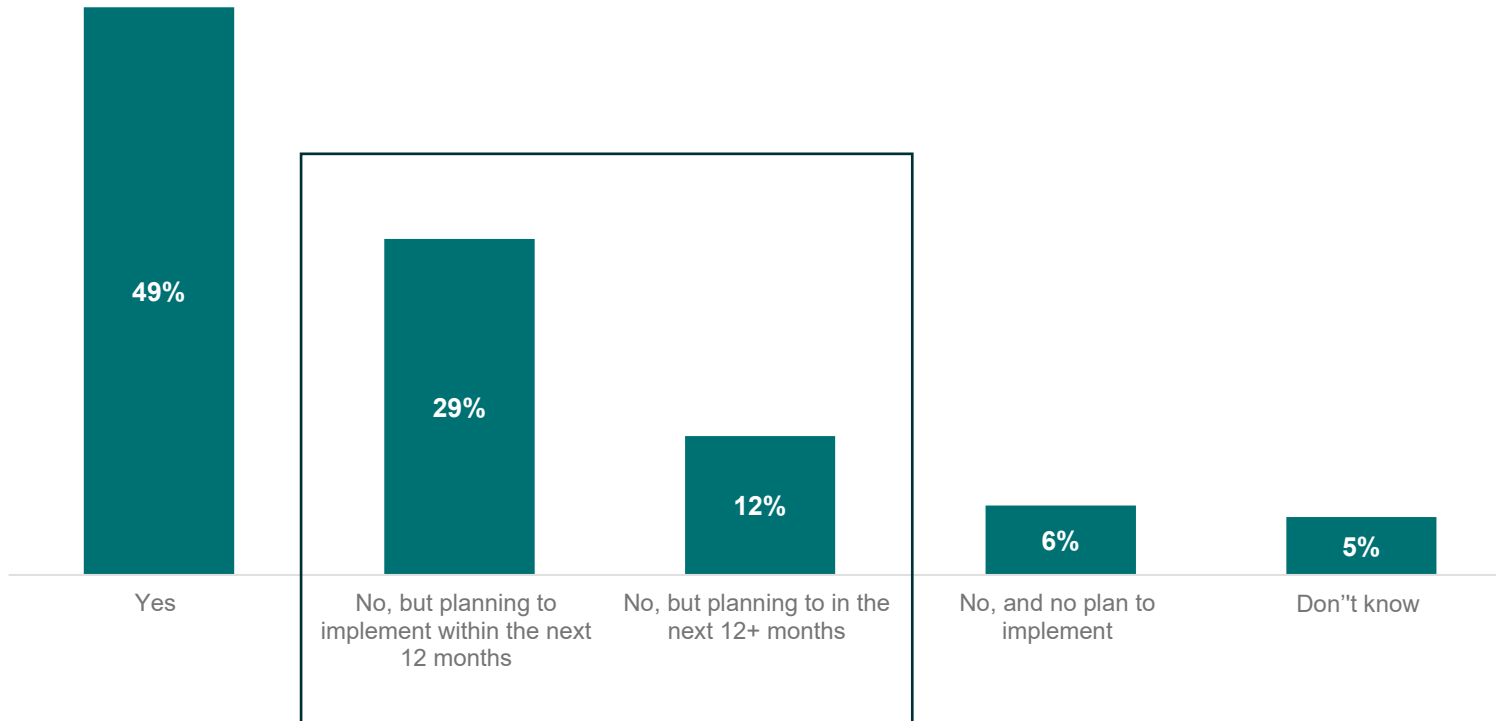


42% of employers don't measure lost productivity resulting from IT support issues



Q: Do you measure productivity loss due to IT support issues?
Base: 668.

41% of employers plan to deploy technology to proactively identify and quantify IT issues



Unisys insights

41% of employers plan to deploy technology to proactively identify and quantify IT issues, with most planning to deploy within the next 12 months.

49% of respondents surveyed already have technology in place to identify and quantify IT issues before they impact users.



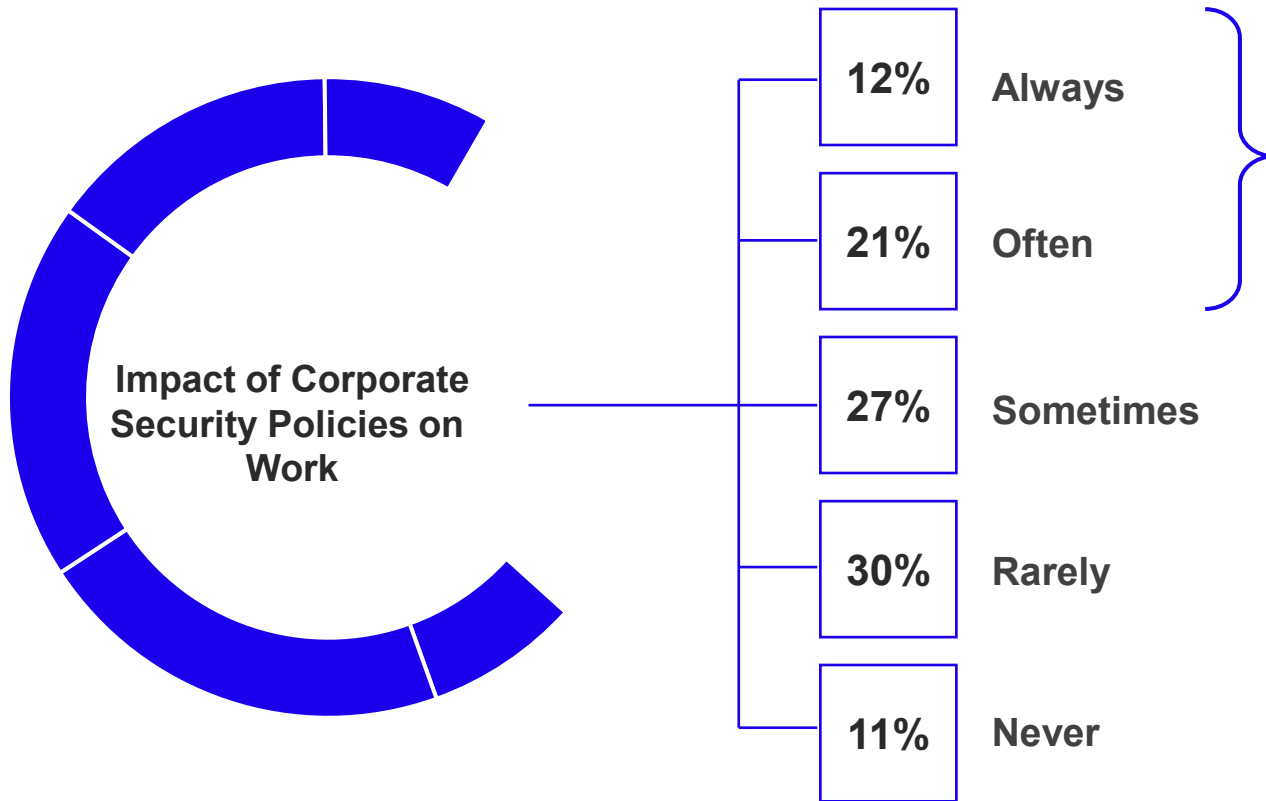
Q: Does your organization have systems and technology in place that can proactively identify and quantify IT issues before they impact users?
Base: 668.

Security

Key finding: Enterprise security policies impede employees' ability to work, reducing productivity.

03

Security policies negatively impact 33% of employees regularly



Unisys insights

Security policies “always” and “often” negatively impact 33% of employees regularly.

Customer-facing employees are also more impacted than non-customer-facing employees.

Frequency of Impact	Customer Facing	Non-customer Facing/Back Office
Always	17%	4%
Often	25%	16%
Sometimes	25%	30%
Rarely	26%	36%
Never	8%	14%

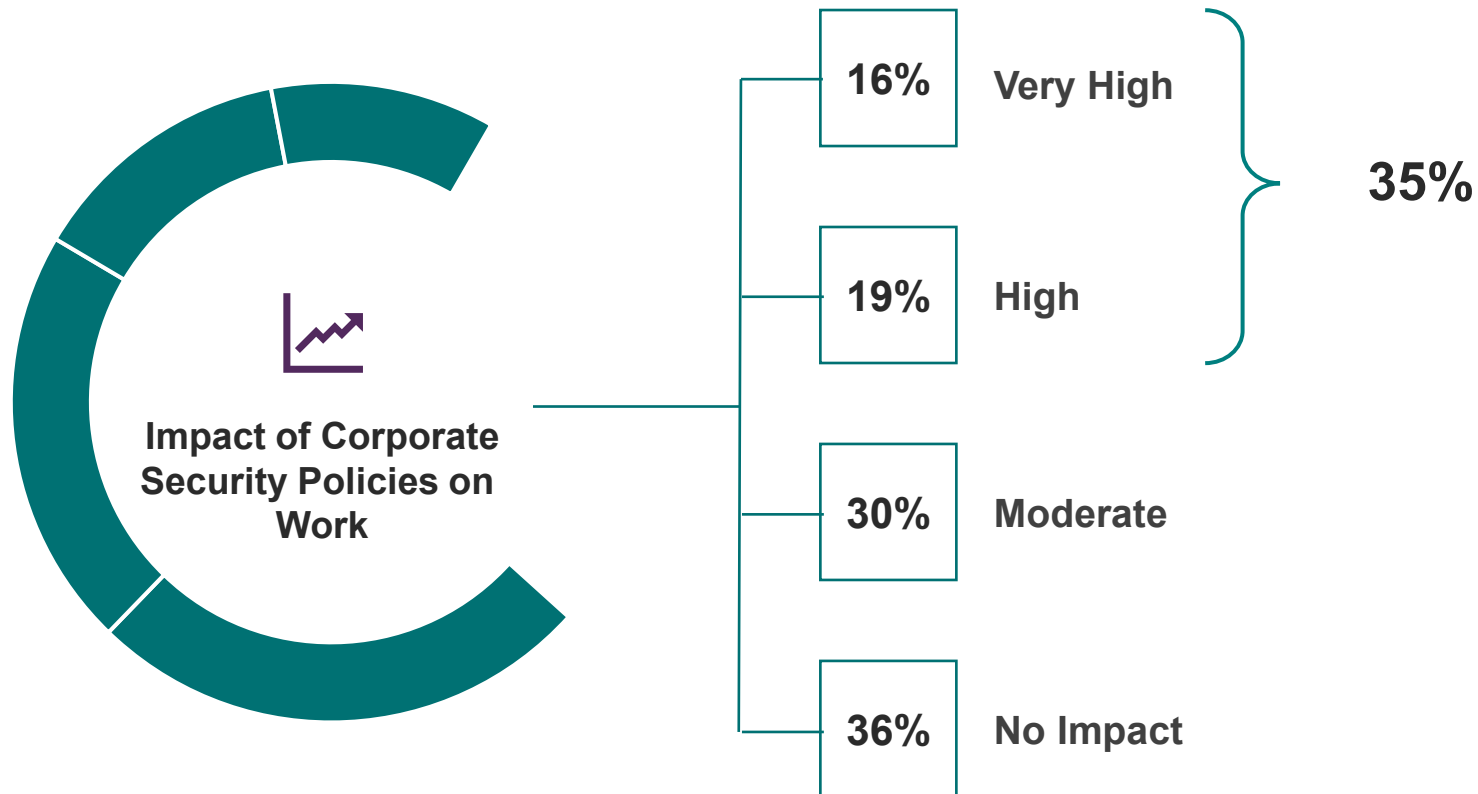
Employees aged 26–45 claim a higher impact than those under 25.

Frequency of Impact	Under 25	26–45
Always	6%	13%
Often	26%	20%
Sometimes	29%	26%
Rarely	32%	30%
Never	6%	11%

Q: How often do your company security policies have a negative impact on the ability to work effectively — for example, to share files or sign into systems easily?
 Base: 1333.



Employers also believe security policies negatively impact work



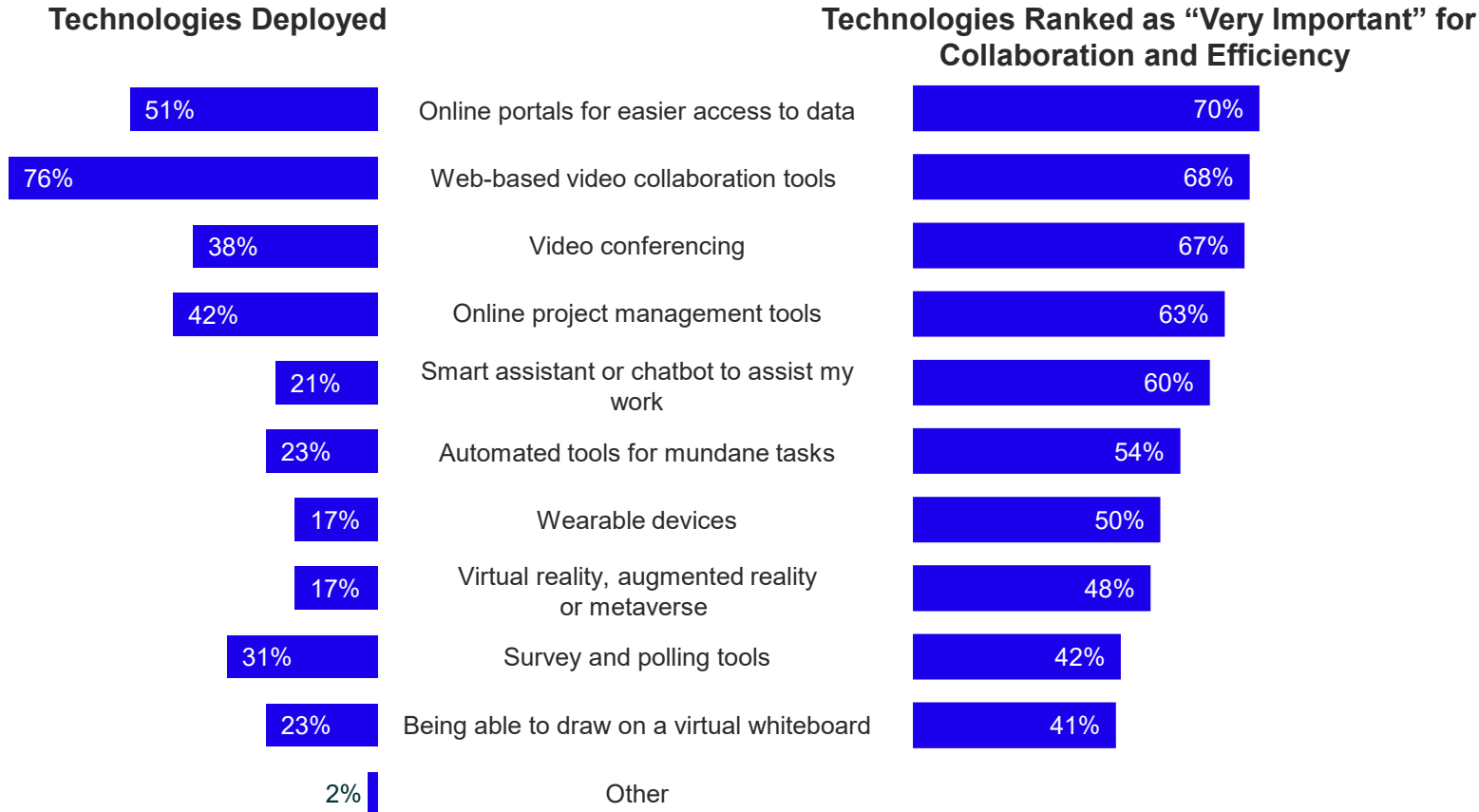
Q: To what degree do your organization's mandated corporate security policies have a negative impact on your employees' ability to work effectively, for example, to share files or sign into systems easily?
Base: 668.

Technology

Key finding: A disconnect exists between the technology employers are investing in and which technologies employees find helpful.

04

Employees want more in technology tools than employers provide



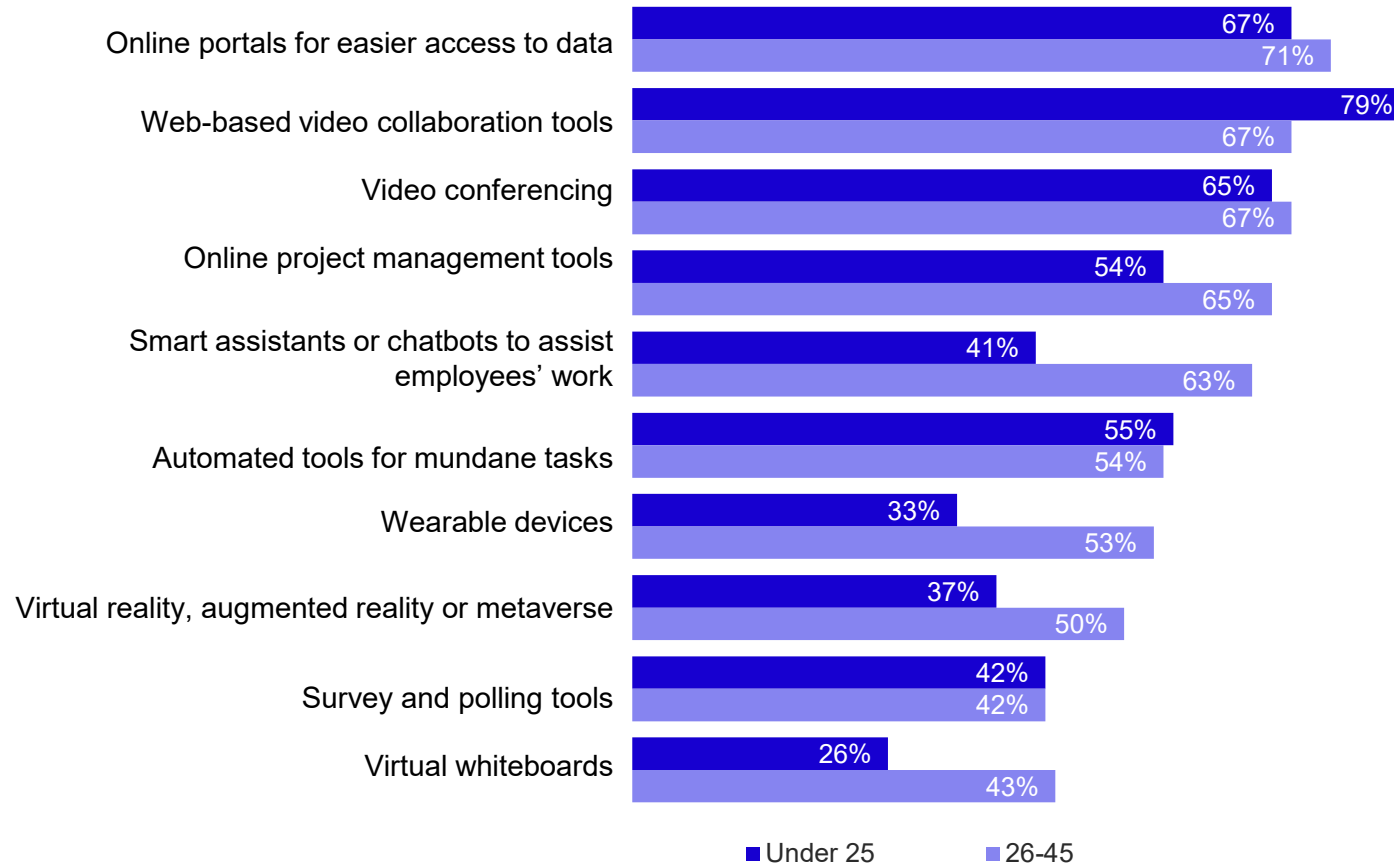
Unisys insights

Employers most often deploy online portals for data access and web-based video collaboration tools, which employees rank the highest in terms of importance for collaboration and efficiency. However, employers have room for improvement — employees’ ranking of importance far surpasses the employers’ rate of deployment for nearly every tool.



Q: Which of the following technologies has your company provided for your use?
 Base: 1333.
 Q: For the technologies you’ve selected, please indicate how important it is to collaboration and efficiency.
 Base: Varies.

Employees 26 to 45 years old are eager to collaborate but need the tools



Unisys insights

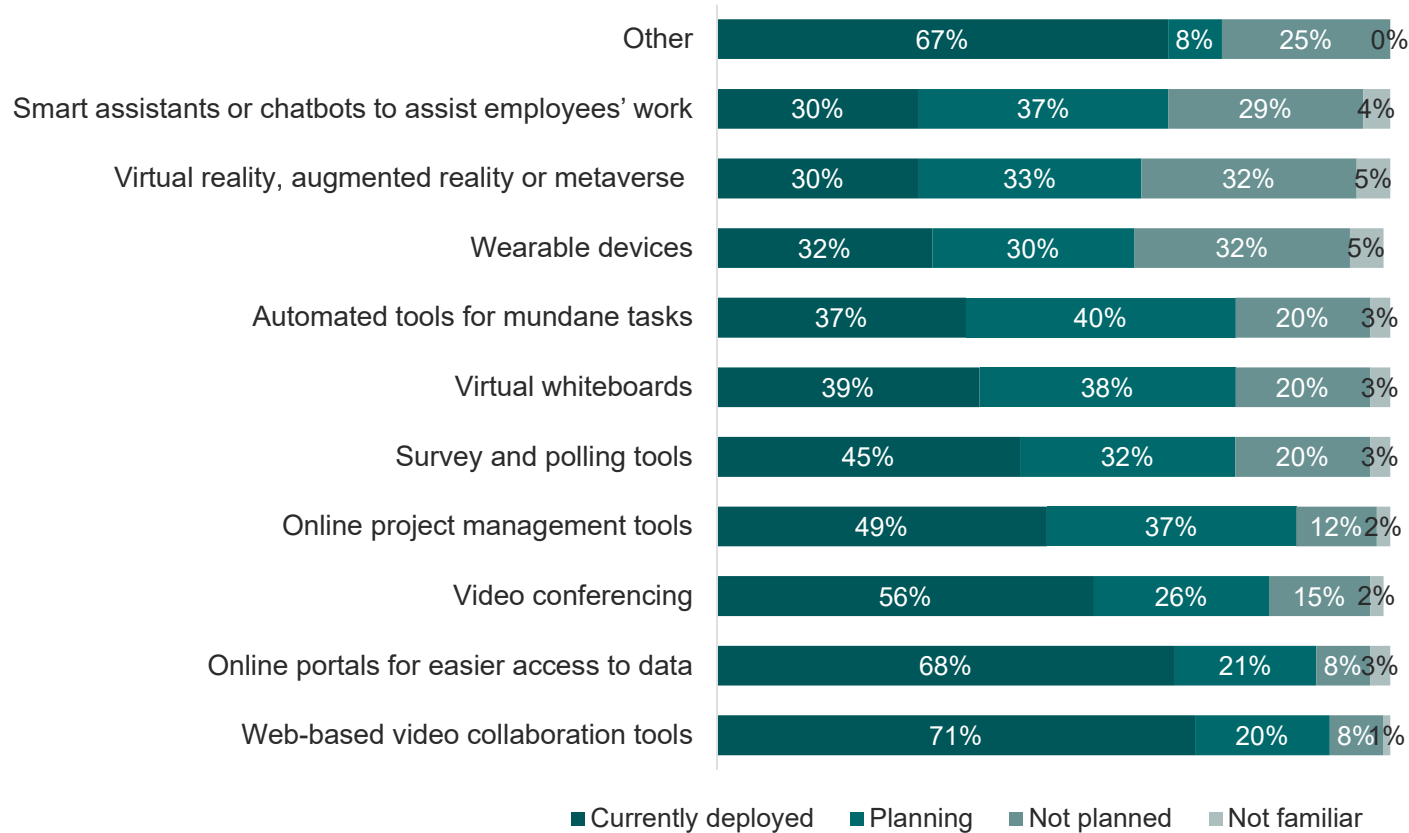
Millennials (ages 26–45) see value in integrating emerging technologies into the workplace, such as wearable devices, virtual and augmented reality, and virtual whiteboards.

Employees under 25 (Gen Z), however, are less inclined than their older peers to find novel technology solutions important. Instead, they are more adamant about having access to reliable foundational technologies that foster digital collaboration and streamline efficiencies but don't strive to replace in-person communication.



Q. For the technologies you've selected, please indicate how important it is to collaboration and efficiency (% very important).
Base: Varies.

Employers plan to invest in productivity and collaboration technologies



Unisys insights

Employers plan on investing in automated tools, virtual whiteboards, smart assistants and online project management tools.

Q: What technologies does your company plan on investing in to support productivity and collaboration in your organization.
 Base: 668.
 Data less than 2% not labeled.

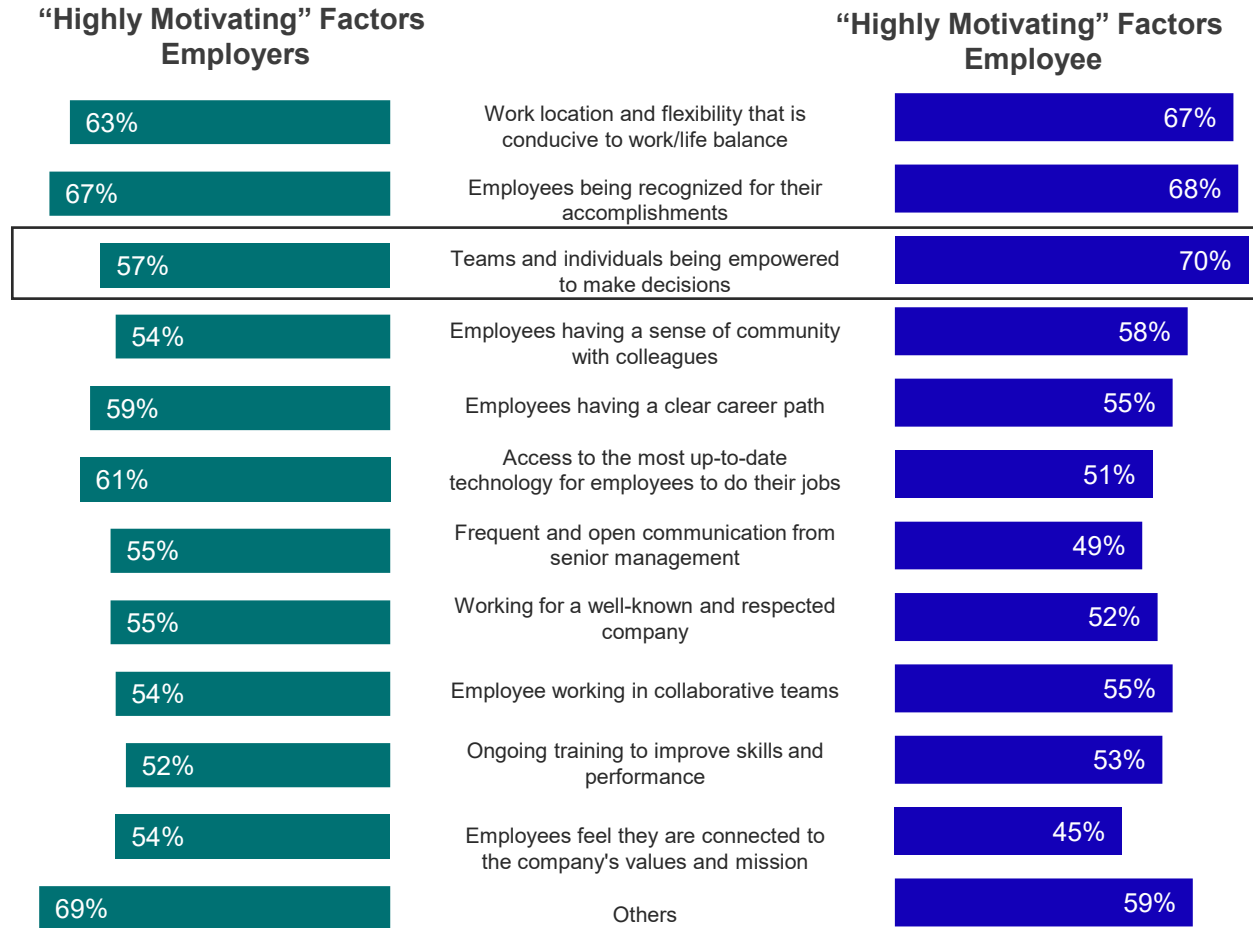


Motivation and engagement

Key finding: Employers don't fully understand how to foster engagement and motivate employees to perform in today's hybrid workplace.

05

Employee empowerment and recognition are highly motivating



Unisys insights

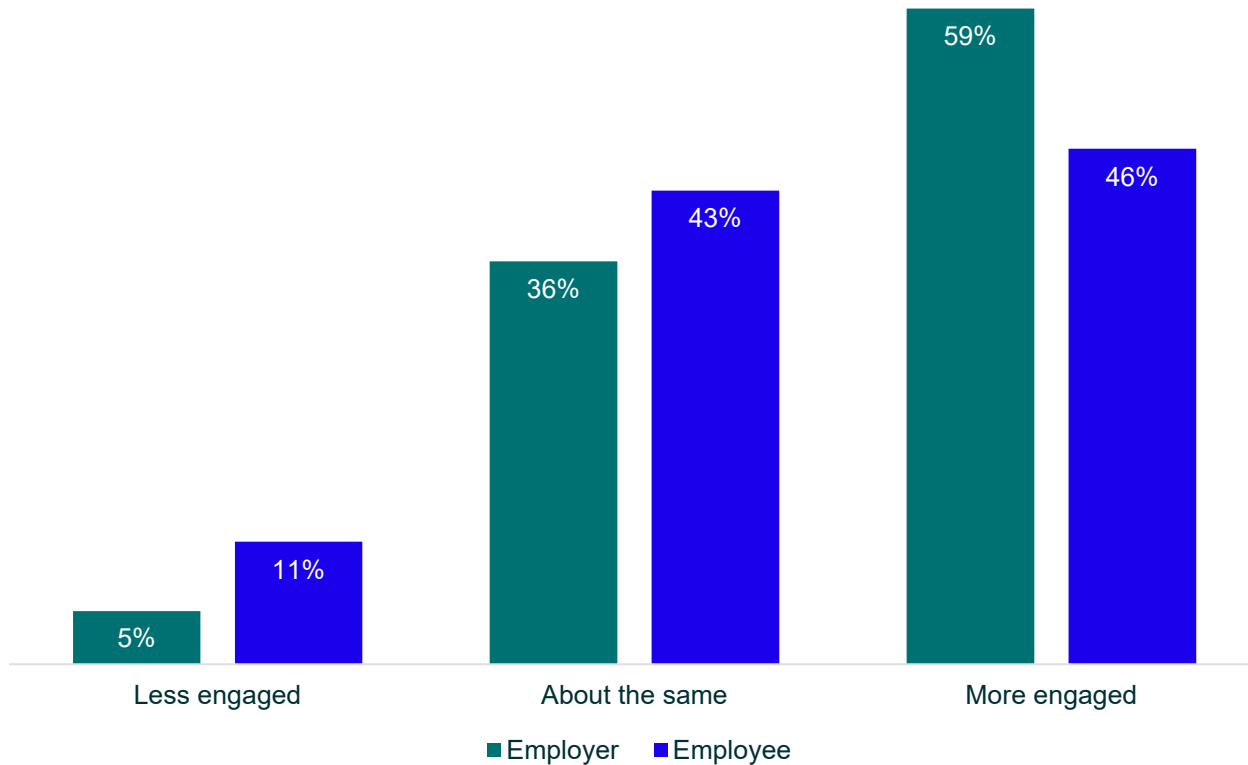
Employers and employees diverge on the importance of empowerment for decision-making as a motivational factor for work performance. Nearly three-fourths (70%) of employees see decision-making as a key motivation, versus only 57% of employers.



Employer Q: In your recent experience, how important are the following factors in motivating your employees to perform at work? n = 668.

Employee Q: How important are the following factors in motivating you to perform at work? n = 1,333.

Employees are more engaged with their jobs



Unisys insights

89% of employees indicate they are just as engaged or more engaged with their jobs compared to six months ago. But employers also underestimate the proportion of disengaged employees, with employees twice as likely to report being less engaged than employers perceive them to be (11% to 5%, respectively).

Employees in Australia and the U.K. are more likely to be disengaged than the other regions surveyed. Respondents in Germany are more likely to report being more engaged than those in the other regions.

Engagement Levels (Employees)	Australia	Germany	U.K.	U.S.
Less engaged	13%	5%	18%	10%
About the same	39%	40%	43%	44%
More engaged	48%	54%	39%	46%

Additionally, employees 26-45 cite being less engaged than their colleagues under 25.

Engagement Levels (Employees)	Under 25	26-45
Less engaged	7%	12%
About the same	41%	43%
More engaged	52%	46%

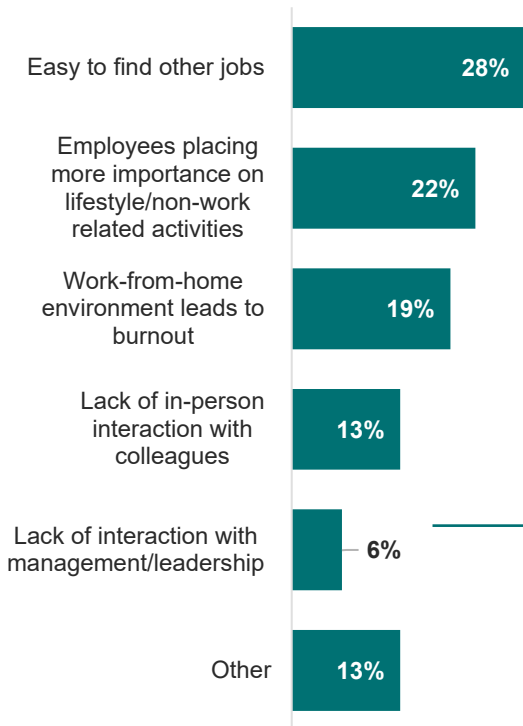


Employee Q: Are you more or less engaged with your job than six months ago?
 Employer Q: Are your employees more or less engaged with their jobs than six months ago?

Employers don't know the top reason for low engagement

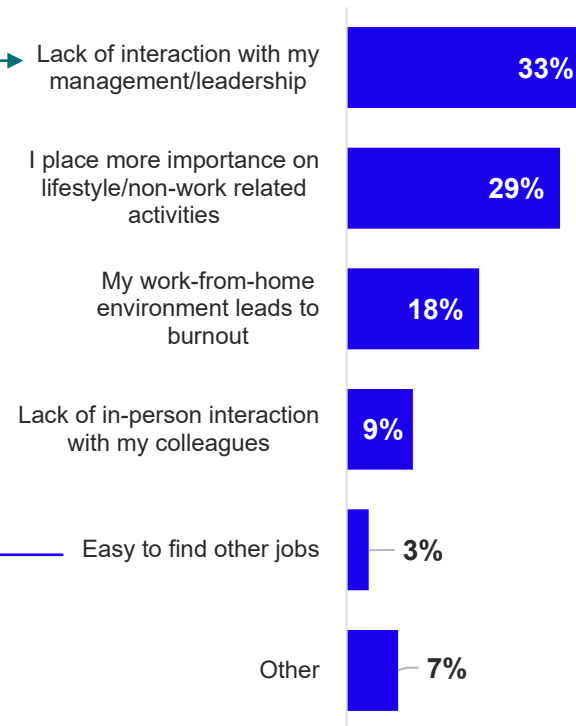
Employers' Perceived Reasons Employees Are Less Engaged

(Top Ranked)
n=32



Employees' Reasons for Being Less Engaged

(Top Ranked)
n=147



Unisys insights

Approximately 33% of less-engaged employees say the main reason is a lack of interaction with management and leadership, and only 3% cite the ease of finding other jobs.

However, employers indicate they believe the opposite: 28% attribute lack of workforce engagement to the ease of finding jobs, and only 6% identify lack of interaction with management as the most influential factor.

Employer Q: Are your employees more or less engaged with their jobs than six months ago?
Employer Q: What are the main reasons your employees are less engaged?
Base size: 668.

Employee Q: Are you more or less engaged with your job than six months ago?
Employee Q: What is the main reason you are less engaged?
Base size: 1333.



Salary and tech tools motivate employees to stay



Unisys insights

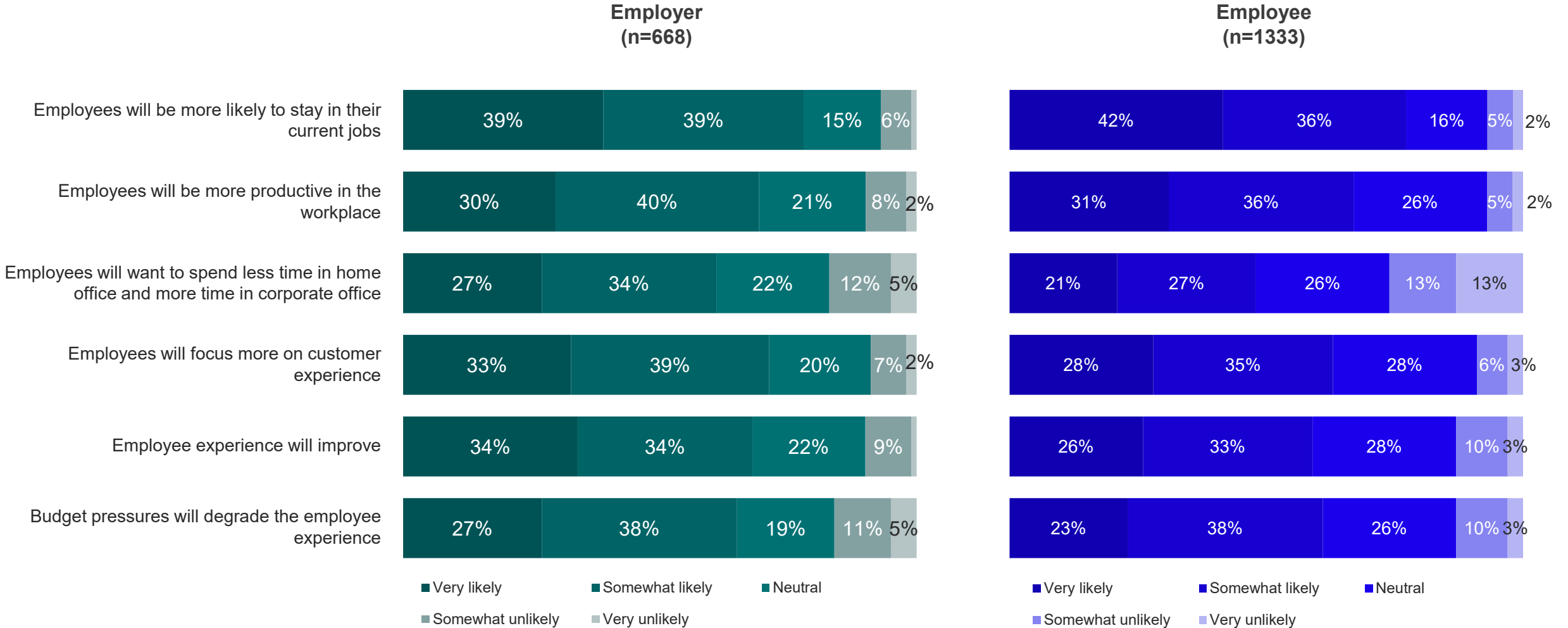
Salary and compensation and provision of tools and support to help employees do their jobs effectively rank as the top factors with the most influence on whether to stay or leave an employer.

As employees claim significant time is lost dealing with IT issues, it is critical to re-examine your enterprise's approach to technology provisioning and IT support.



Q: Which of the following factors have the most influence on whether to stay with your employer or leave your employer? (top ranked)
Base: Varies

Potential results of an economic downturn

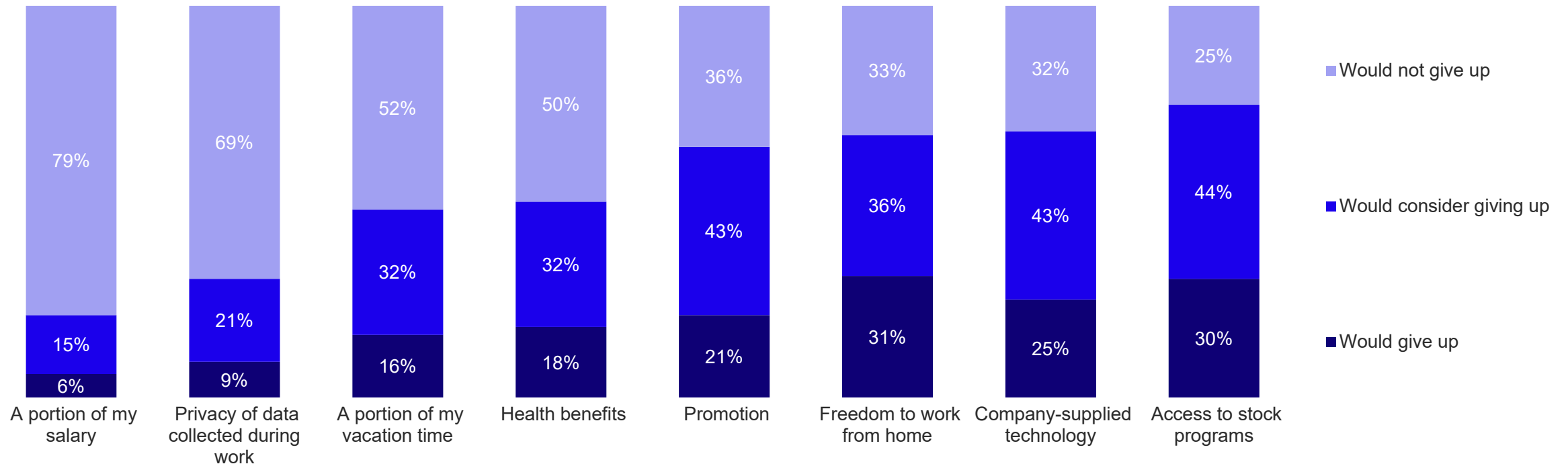


Q: In the face of economic downturn, how likely are the following outcomes are for you? / In the face of economic downturn, how likely do you believe the following outcomes are to emerge?



Employees are willing to give up certain perks for job security, but not salary or privacy

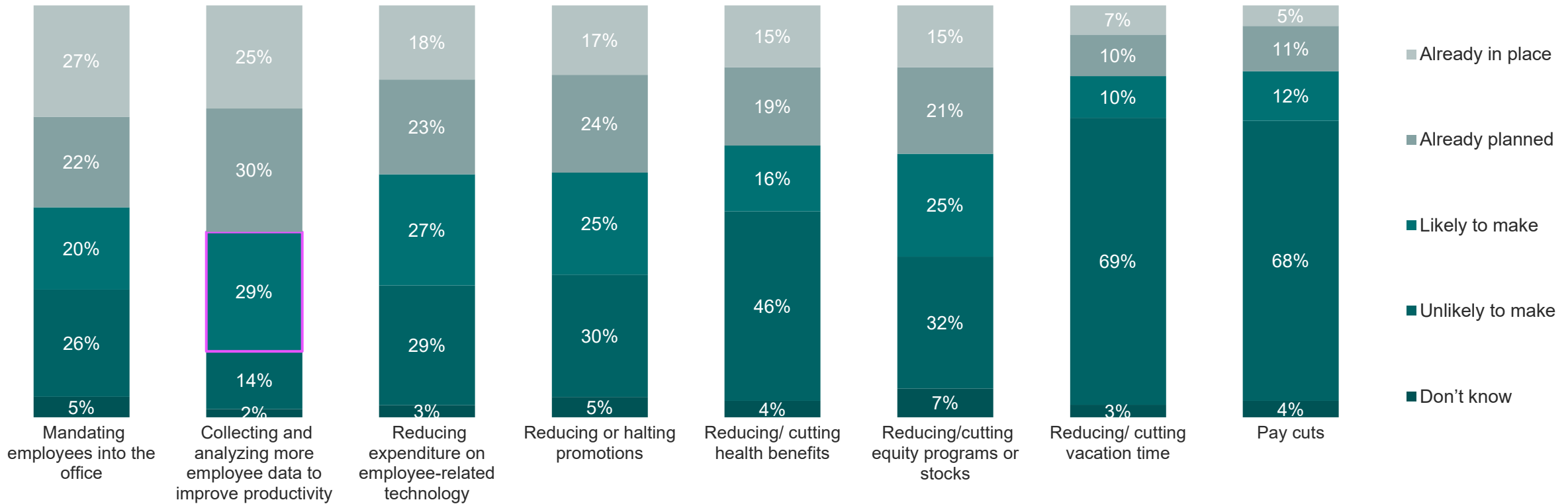
Q: In the face of an economic downturn, would you be willing to give up the following for job security?



Q: In the face of an economic downturn, would you be willing to give up the following for job security?
 Base size: 1333.



Employers likely to collect more employee data to improve productivity during economic downturn



Q: In the face of economic downturn, what is the status of the following actions?

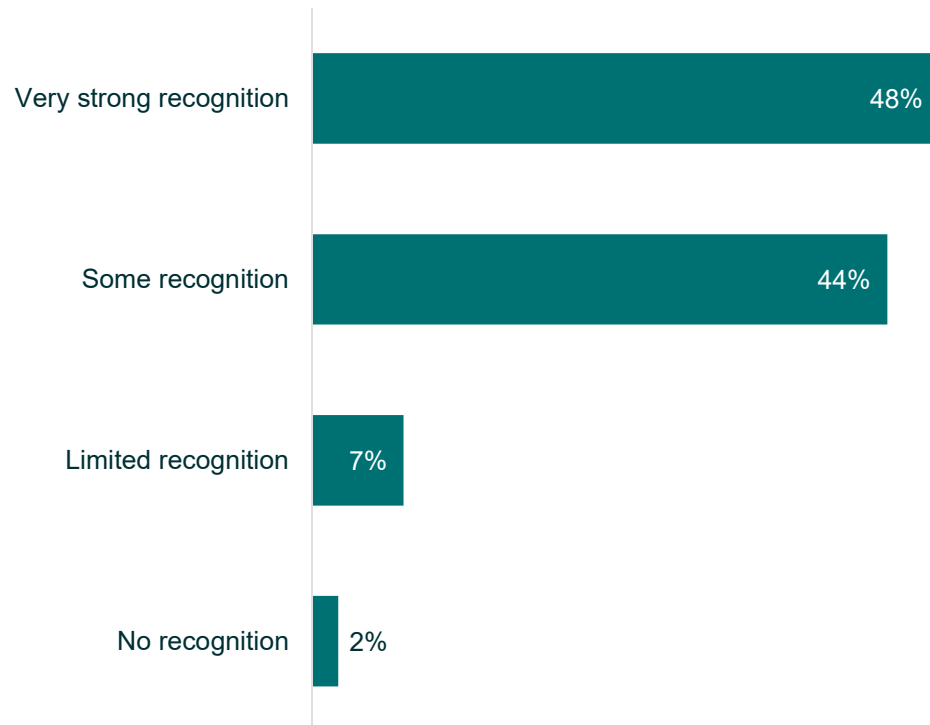
Employee experience

Key finding: Employee experience programs directly impact employee engagement and productivity.

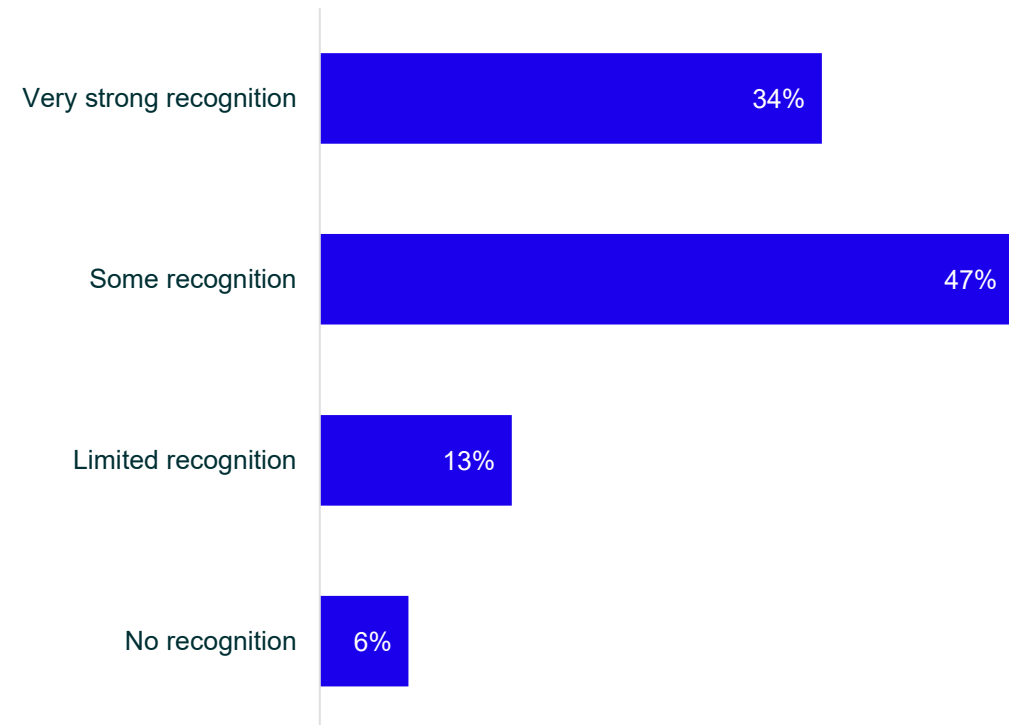
06

Recognition of the criticality of an EX program

Recognition of the Criticality of an Employee Experience Program by Leadership (Employer)



Recognition of the Criticality of an Employee Experience Program by Leadership (Employee)



Employer Q: Does your leadership recognize that an employee experience program is critical to the business?

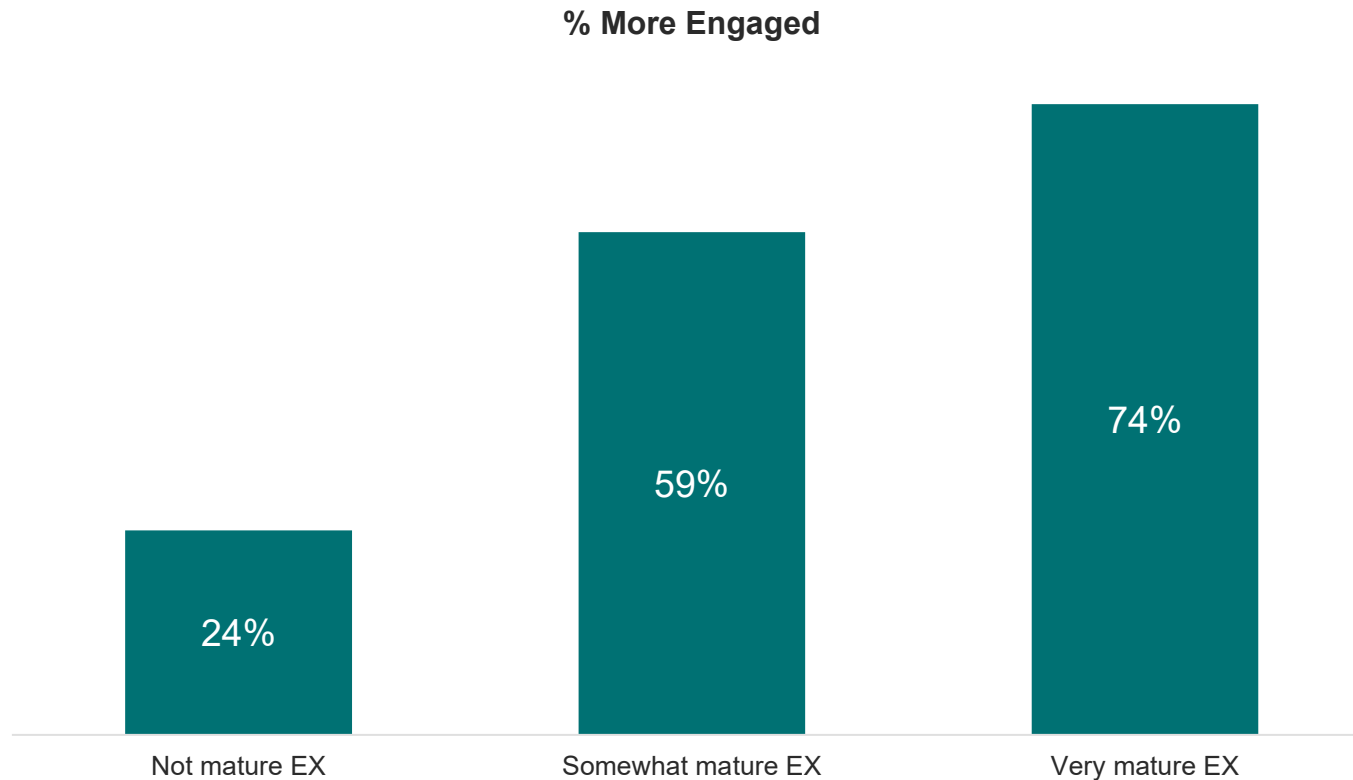
Base size: 668.

Employee Q: Does your leadership recognize that an employee experience program is critical to the business?

Base size: 1333.



As EX programs mature, employee engagement increases



Unisys insights

EX programs are a game changer for employee engagement. Companies with very mature EX programs find their employees more engaged today than six months ago at a rate of 74%, compared to those with immature EX programs at a rate of 24%.



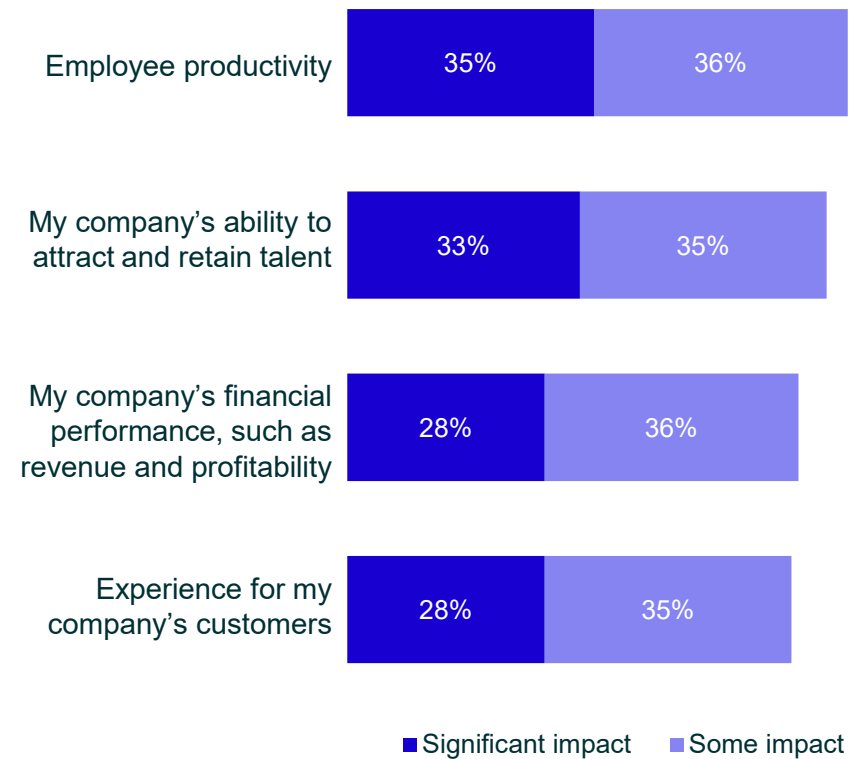
Q. Are your employees more or less engaged with their jobs than six months ago?
N=668.

EX boosts productivity and helps attract and retain employees

Impact of EX on Business Outcomes (Employer)



Impact of EX on Business Outcomes (Employee)



Employer Q: What impact does an employee experience program have on the following business outcomes?

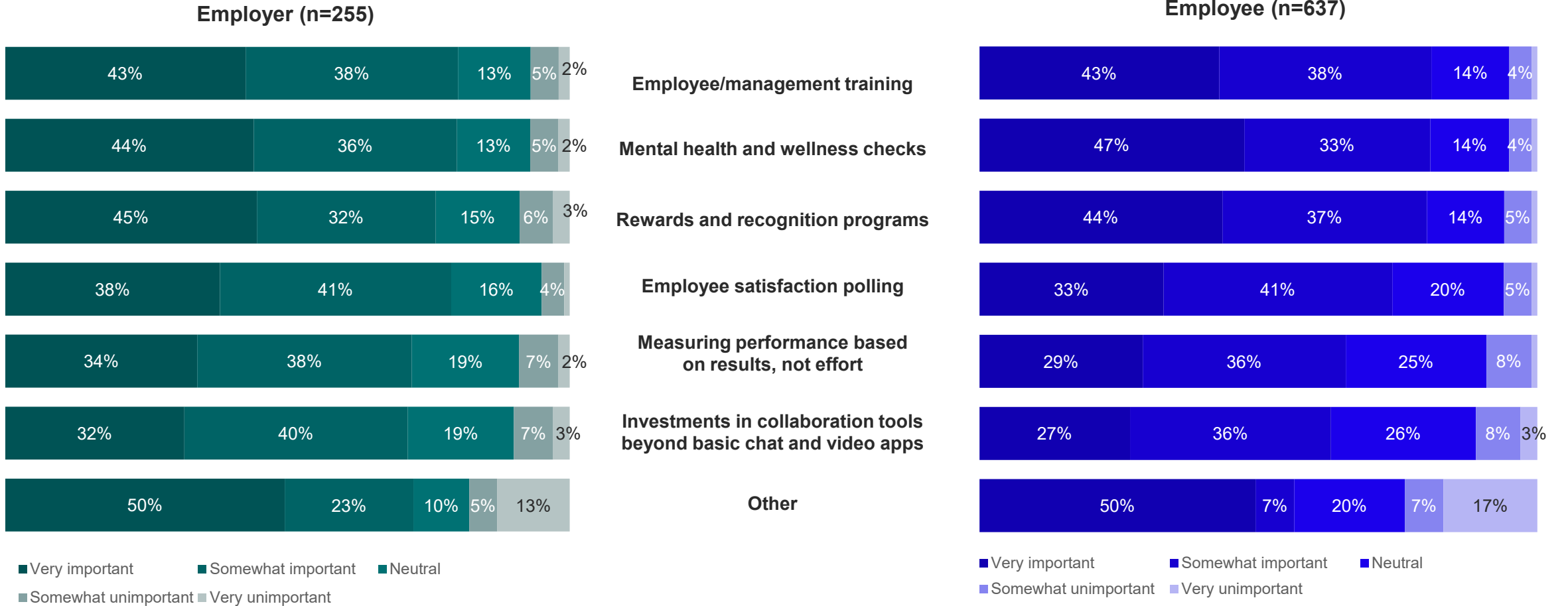
Base: 668.

Employee Q: What kind of impact do you feel a company's employee experience program has on the following business outcomes?

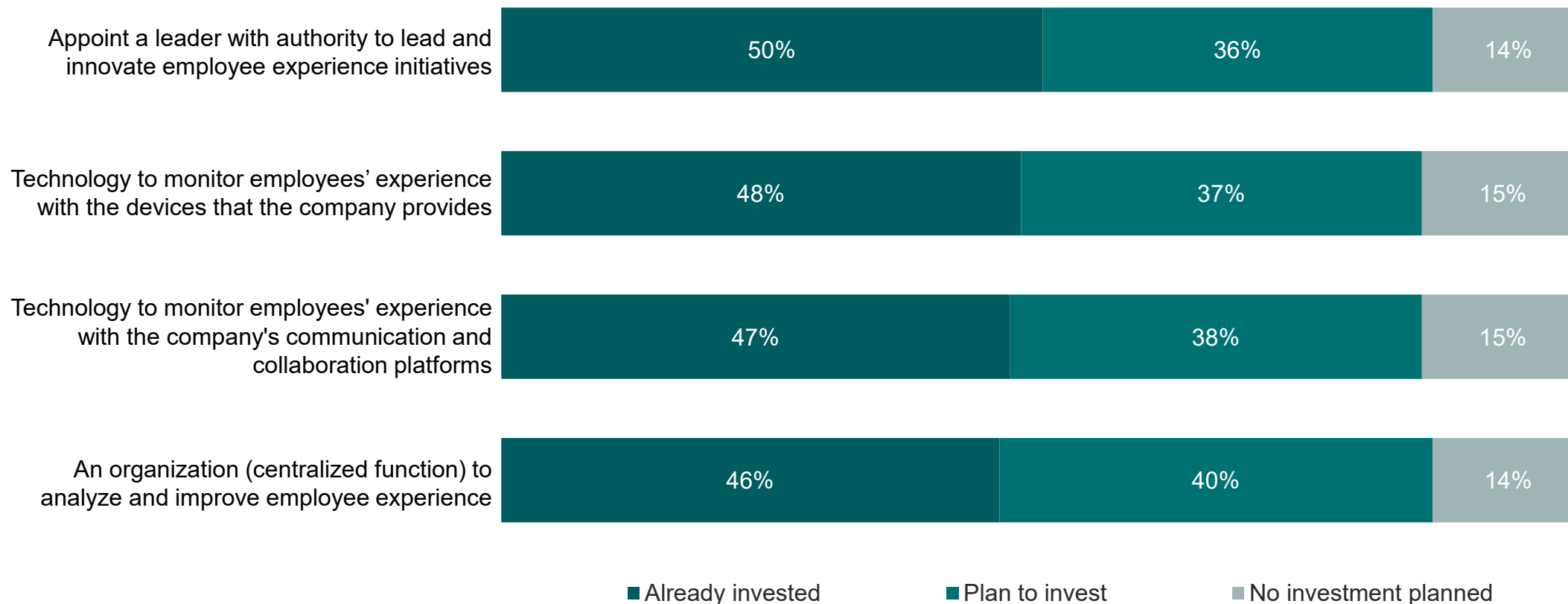
Base: 1333.



Employee experience initiatives are valuable to all



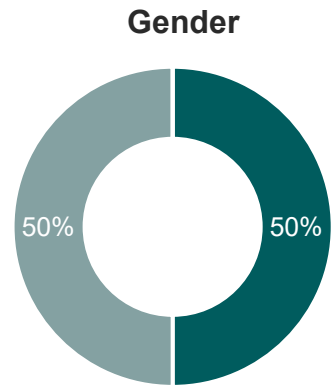
Existing and planned investments for EX programs



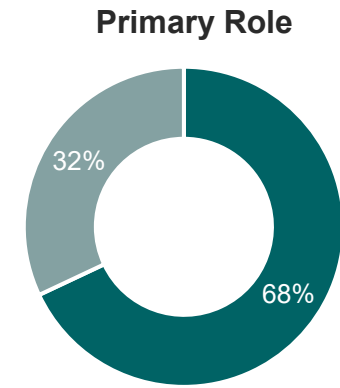
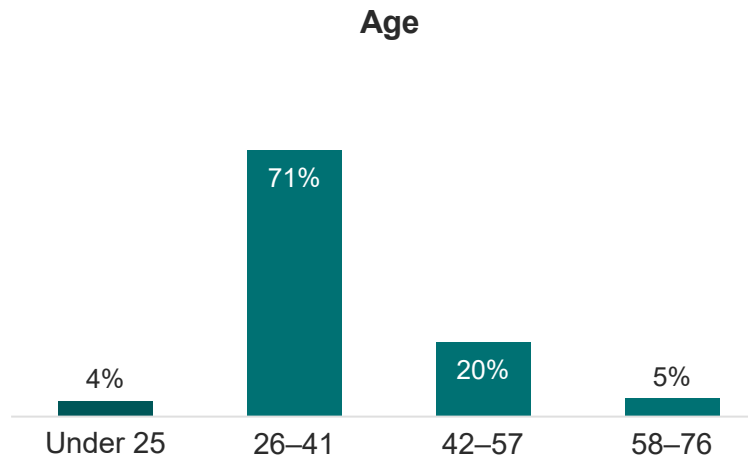
Appendix

07

Employer demographic overview

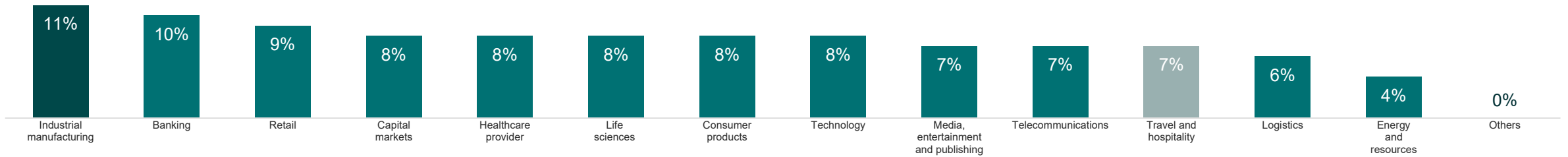


■ Female ■ Male ■ I prefer not to say



■ Customer facing ■ Non-customer facing/back office

Company Industry

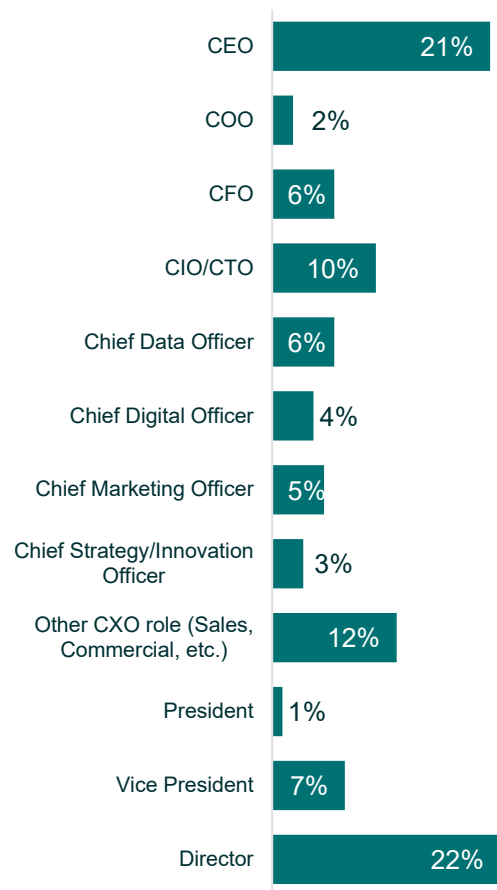


D1: Please select your gender.
 D2: How old are you?
 D3: Please specify your company's industry.
 D10: Would you describe your role as primarily?
 Base: 668.

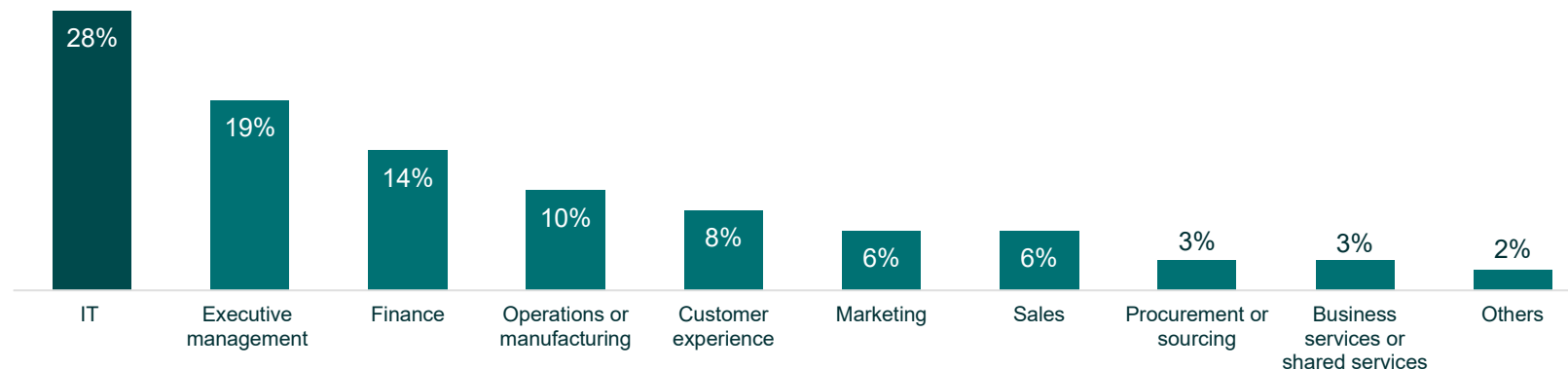


Employer demographic overview

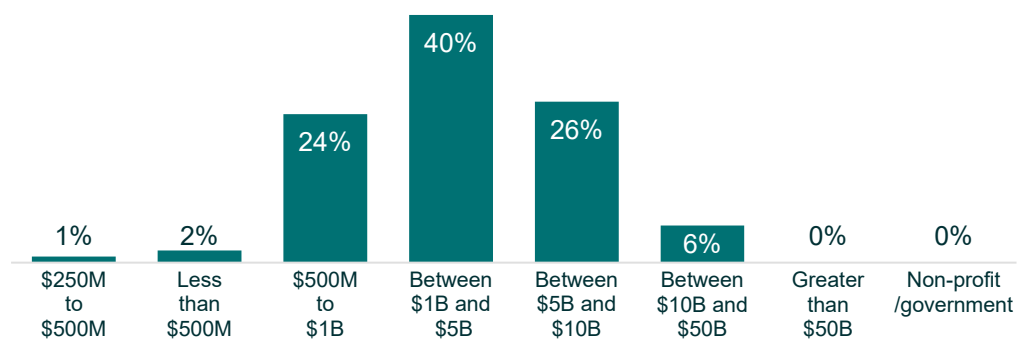
Title



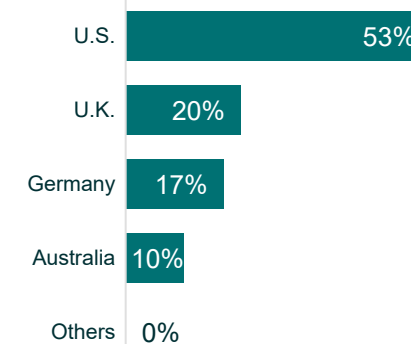
Primary Focus of Current Role in Organization



Company Annual Revenue



Working Organization Headquarter Region

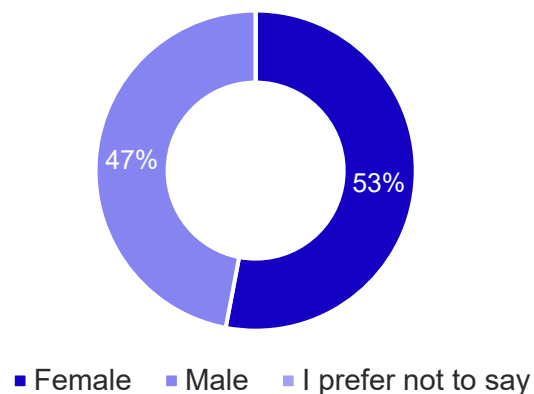


D4: What is your company's annual revenue?
 D5: In which region is the organization you work for headquartered?
 D7: What title best describes you?
 Base: 668.

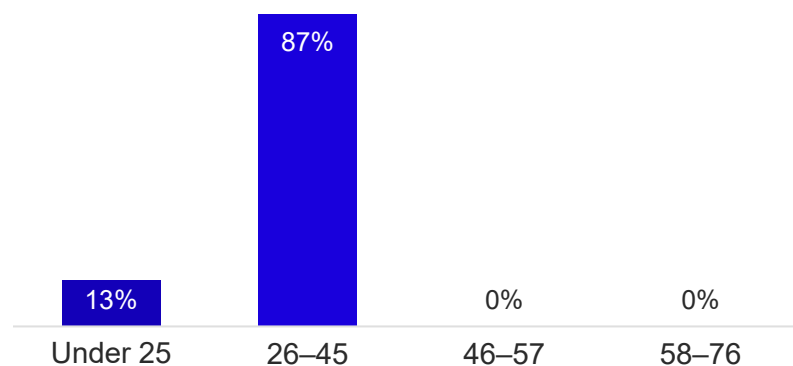


Employee demographics

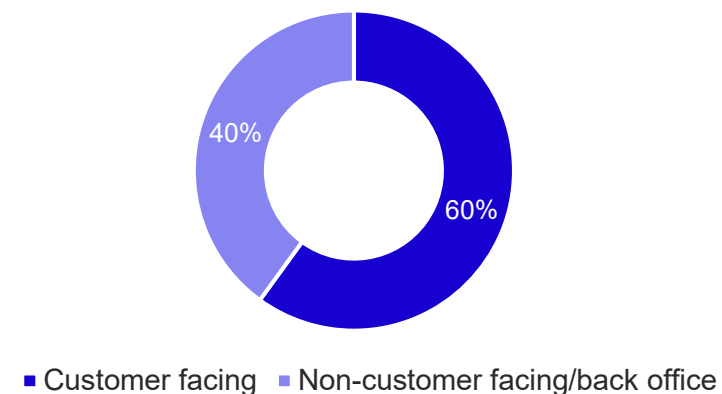
Gender



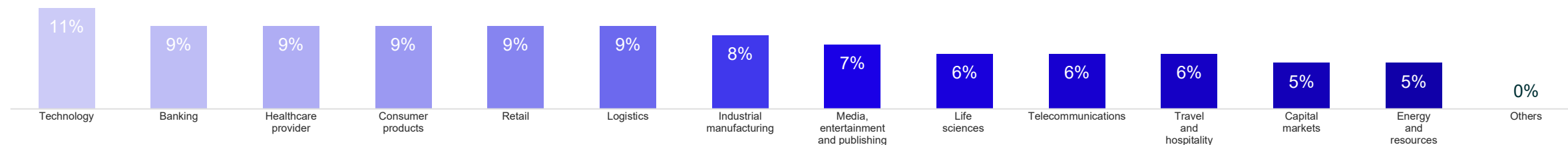
Age



Primary Role



Company Industry



D1: Please select your gender D2: How old are you?

D3: Please specify your company's industry.

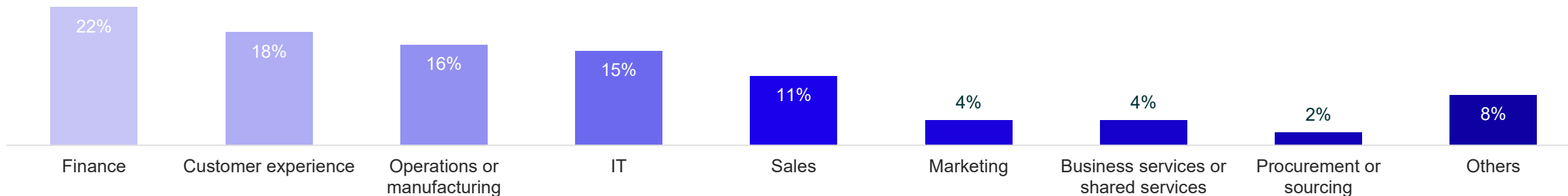
D10: Would you describe your role as primarily?

Sample: Total = 1333.

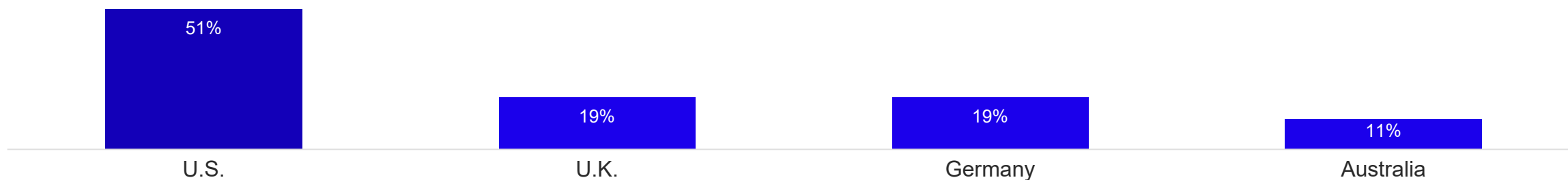


Employee demographics

Primary Focus of Current Role in Organization



Working Organization Headquarter Region



D4: What is your company's annual revenue? Sample: 457.

D5: In which region is the organization you work for headquartered? Sample: 077.

D7: What title best describes you?



Thank you

