



In partnership with



Evolving Together

Enabling the hybrid generation to flourish
Executive Summary

Executive summary

The term, the hybrid generation, refers to those who began their working life just as or just before the pandemic struck, or subsequently as lockdown measures began to influence working practices. To a large extent the entirety of their careers to date have been shaped by hybrid and remote working, even including those who have entered and remained in a traditional workplace setting.

BSI's 2025 Global Workforce Entrants Study, in conjunction with [ResPublica](#), explores how this early career experience has shaped expectations, attitudes and preferences, as well as how it has impacted progression and development, professional relationships and career prospects. This paper draws on analysis from a large-scale survey of young people, as well as secondary sources.

The evolution of the hybrid workplace

The report explores the origins of hybrid and remote working, noting that flexible arrangements began well before 2020, supported by the proliferation of digital tools. Despite this, by 2020 most organizations had not yet fully implemented formal hybrid policies.

The onset of Covid-19 significantly disrupted the global labour market, affecting job search behaviour and employment outcomes, including for new entrants, although there were significant regional differences. Since then, hybrid working has further reshaped the career landscape for all workers, presenting both opportunities and challenges.





27% career starters spent their first two years working remotely

Defining the hybrid generation

Areas explored in the report include:

- **Age:** During this period more than one in ten career starters spent their first two years working remotely (12%), however those who joined the workforce at a younger age (between 16 and 20) are more likely to have worked primarily or fully onsite.
- **Market variation:** There are some notable differences between countries. China and Japan have the lowest proportion of career entrants in remote / hybrid work today (both 27%) while Japan is the only country surveyed with a majority of new entrants who are fully site based (57%).
- **Sector variation:** Career starters in Technology were most likely to have worked either remotely (12%) or hybrid (43%) during their first two years of work. By comparison Retail (64%) and Healthcare (76%) are the sectors in which career starters are most likely to be site based. Size of company also has a bearing, with smaller firms having a higher share of the workforce working in either a remote or hybrid structure.

The longer trend

- **Current picture:** 2020 represents a high mark, with career starters during that year much more likely to have experienced hybrid or remote working. The proportion of new career starters in remote or hybrid work has dropped away somewhat as return to site directives have started to take effect. Notably, however, this has not reverted to the pre-pandemic position.
- **Preferred working structure:** A small majority of early career starters would prefer to work either remotely (16%) or hybrid (37%). Over a quarter (27%) say they want to be fully site based, while just 1 in 5 (20%) say they want to be primarily site based.
- **Colleague interaction:** Overall, a large minority (46%) of new career entrants express a preference for in-person meeting. While those who are primarily site based prefer face to face interactions (53%), remote and hybrid workers also appreciate this opportunity.

37% career starters who would prefer to work hybrid

- **Attitudes to work and expectations of work:** Workplace structures clearly have a bearing on decisions about whether to change jobs. 64% think that jobs requiring full-time presence onsite should be paid more. Half (51%) believe there are additional economic benefits with remote and hybrid working.
- **Efficiency:** Survey respondents were mixed when asked whether they were more efficient at work or at home. 59% of those who hybrid work now say they are more efficient on site. This compares with 69% among those who are primarily site based.

Experiences of work during the pandemic

- **Furlough:** New starters were immediately impacted by imposed working restrictions, with 16% being placed on furlough or some form of temporary unpaid or part-paid leave, across all markets and sectors.
- **Interactions at work:** 24% began a new job without meeting colleagues in person for at least three months. 17% worked in and slept from the same room. Those who started work during 2020/21 were more likely to have been isolated, with 29% not meeting colleagues in person for at least three months and 8% starting and leaving without meeting colleagues in person. Overall, only 26% coped well with their job.





70% career starters who report having been absent from work for 6 days or less in the last year
9% have taken off more than a month



- **Health and well-being:** It appears the pandemic had a moderate impact on health and well-being. Overall, 70% of all new career starters report having been absent from work for six days or fewer, over the last year, due to illness or mental health challenges. Those who are fully site based are less likely to be absent due to illness.
- **Mental health:** Relatively few (3%) report they lost or left their job because of their struggle with mental health. Of those working in hybrid roles 57% reported that their mental health was enhanced by this, but a third (34%) of hybrid workers said their mental health was negatively affected by working remotely during the pandemic. There is some indication hybrid roles might lead to, or reinforce, a sense of isolation or lack of workplace confidence. Almost a quarter (24%) of those currently in remote or hybrid roles say social anxiety would influence their decision to take a site based role.
- **Social activities:** Despite the restrictions, 73% of all new starters were able to make friends in their first job.
- **Progression and advancement:** Some of those who started their careers in 2020 and 2021, when lockdown restrictions were in force, felt that they missed out on a number of opportunities to advance their careers including, networking and training opportunities. At the same time, some felt the pandemic presented opportunities that might not otherwise have been available, particularly remote (15%) and hybrid (12%)

workers who took a job that they believe they would not otherwise have been able to.

- **Employment outcomes:** Those currently in remote or hybrid roles are less likely to have been continuously employed, although they have changed roles and have been promoted more frequently.
- **Ambitions:** While most feel loyal towards their employer (63%), they will prioritize their own careers over their employer's needs (63%). Over half (52%) expect to change career in their lifetime, while 50% expect to change career in the next 10 years.

Conclusions

- There are fundamental differences between the hybrid generation and those before, albeit that they want the same things out of their careers. In particular, work-life balance isn't a nice to have, it is an essential.
- The global shift toward remote and hybrid working arrangements is multifaceted and influenced by a variety of factors.
- A strong culture transcends a physical workplace – this, and sharing values with their employer, matters to today's career starters.
- Hybrid models can be a potential driver of productivity, well-being and economic rebalancing.

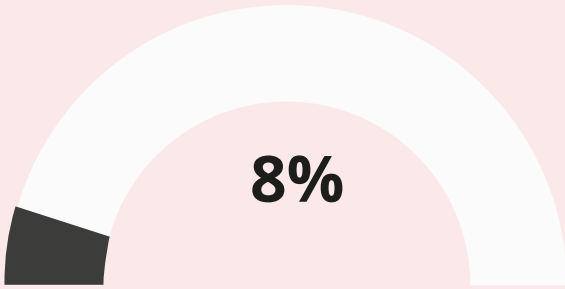
Recommendations

1. **Create a consistent culture of trust that treats employees with respect** – Empower individuals to work in the way that best suits them and meets their needs: fully trusting their commitment to work
2. **Consult and communicate** – Organizations need to know what their workforce wants before addressing it
3. **Embrace the best of both** – Balance site based roles with other flexibilities, and evolve workspaces into being connection hubs
4. **Future-proof your talent pipeline** – Hybrid models can be part of a strategy to utilize the skills of the wider population
5. **Offer development – beyond the linear career path** – To retain talent, organizations need to support squiggly careers and job redesign
6. **Meet technology needs** – Invest in professional collaboration tools that ensure all employees can engage equally, and be alive to the information and data security implications of remote work

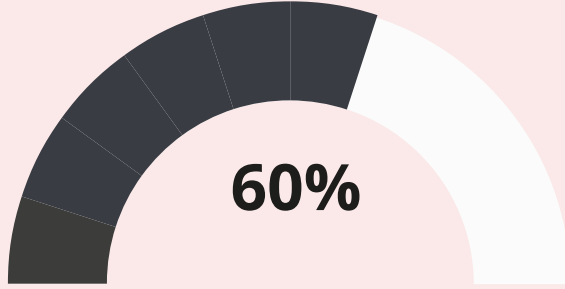


The hybrid generation in data

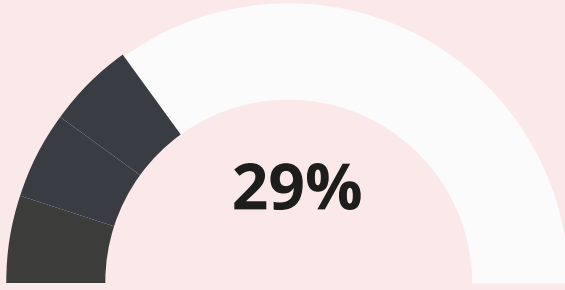
Preferred working structure in 2025								
Total	Australia	China	France	Germany	India	Japan	UK	US
16%	17%	8%	15%	15%	25%	14%	17%	21%
37%	37%	47%	39%	29%	30%	39%	43%	30%
20%	16%	29%	20%	30%	20%	20%	12%	13%
27%	30%	16%	26%	26%	25%	28%	28%	36%



started and left a job without meeting colleagues in person



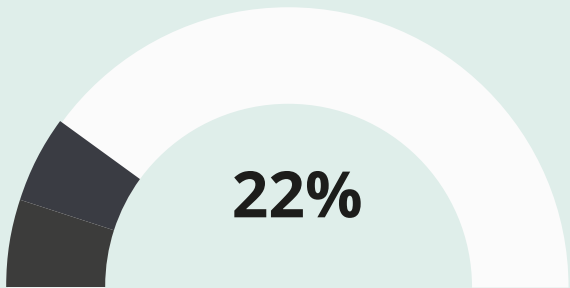
think that regardless of the organization’s official policy, their manager or boss prefers them onsite



2020/21 starters who began a job without meeting colleagues in person for at least three months

The hybrid generation in data

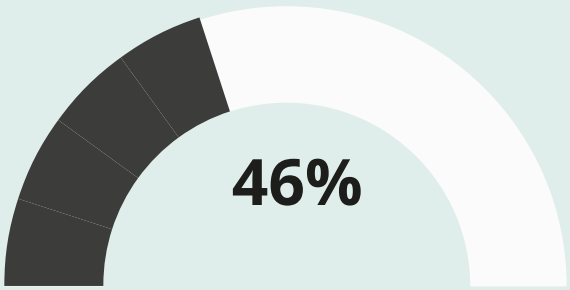
Jobs that require full-time presence onsite should be paid more								
Total	Australia	China	France	Germany	India	Japan	UK	US
64%	63%	73%	54%	55%	75%	61%	69%	65%
14%	16%	7%	21%	21%	15%	10%	13%	13%



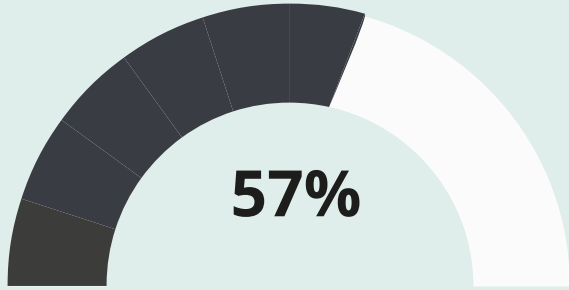
say social anxiety would influence whether they took a new job that was fully onsite



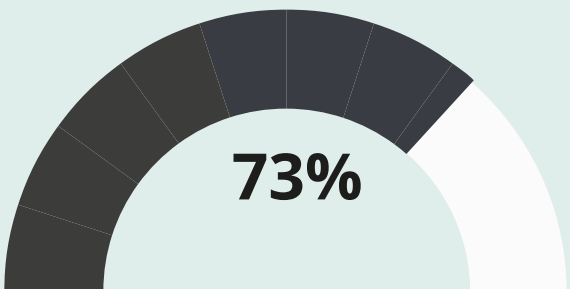
think they missed out on training opportunities due to Covid



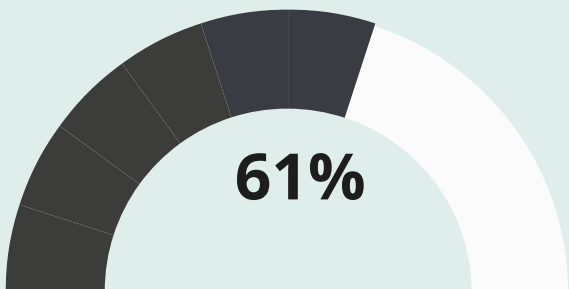
more confident in virtual meetings than physical ones



say their mental health is enhanced by working in a hybrid structure – rising to 70% of those who work hybrid today



made friends in their first job and 55% found a mentor



received sufficient management support during their first year of work

The hybrid generation in data

My first two years of work were a positive experience

	Total	Australia	China	France	Germany	India	Japan	UK	US
Agree	62%	66%	63%	64%	55%	79%	33%	73%	66%
Disagree	14%	13%	14%	13%	18%	9%	22%	10%	12%

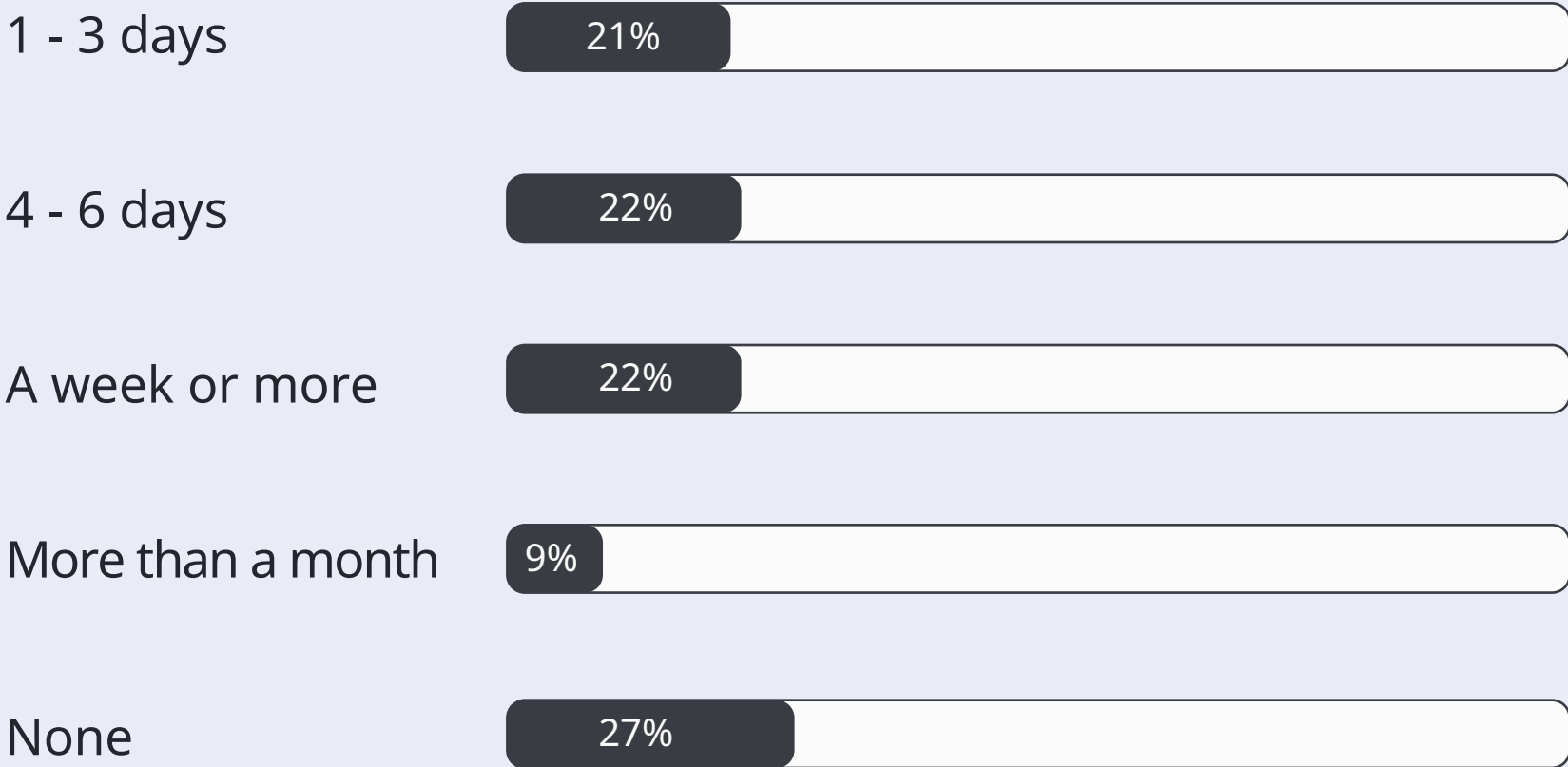
I expect to change career in my working lifetime

Agree	52%	61%	40%	54%	43%	58%	49%	57%	57%
Disagree	21%	14%	33%	22%	24%	20%	14%	18%	18%

I like my current employer but will prioritize my own career over its needs

Agree	63%	67%	73%	62%	57%	71%	48%	68%	62%
Disagree	12%	10%	5%	14%	18%	9%	14%	10%	13%

Days off for illness or mental health in the last year



Making people a priority – building your future workforce



It is clear from our report that creating a work environment that is fit for the future requires organizations to create a culture of trust that maintains flexibility, supports autonomy and promotes continual learning and development. BSI has a range of services to support your organization in creating an engaged and high performing team.

Assurance services

We exist to have a positive impact on society. One of the ways we do this is by providing independent expertise to your training and auditing needs. Our specialists have a deep understanding of the unique needs of industries, regulations and best practice that's why we're best placed to help you understand and create long-term value for your organization. Our assurance offerings include training courses, professional qualifications, gap assessments, auditing, and certification.

BSI provides assurance services that recognize that ways of working have changed. Our hybrid audits and remote training solutions each combine our capabilities with our integrated technology to provide a seamless, full-service experience with a more consistent, flexible approach while reducing carbon emissions. These provide a more sustainable and streamlined approach to audit and training delivery.

Combining physical face to face audits and remote audits and remote and on-demand training with our integrated technology enables BSI to optimize and deliver the best solutions for your organization and people.

We offer assurance services against key standards supporting organizations with prioritizing their people and their own impact in areas such as:

Health, Safety and Well-being

- [Occupational Health & Safety at Work \(ISO 45001\)](#)
- [Psychological Health and Safety at Work \(ISO 45003\)](#)

Digital Trust and Business Continuity

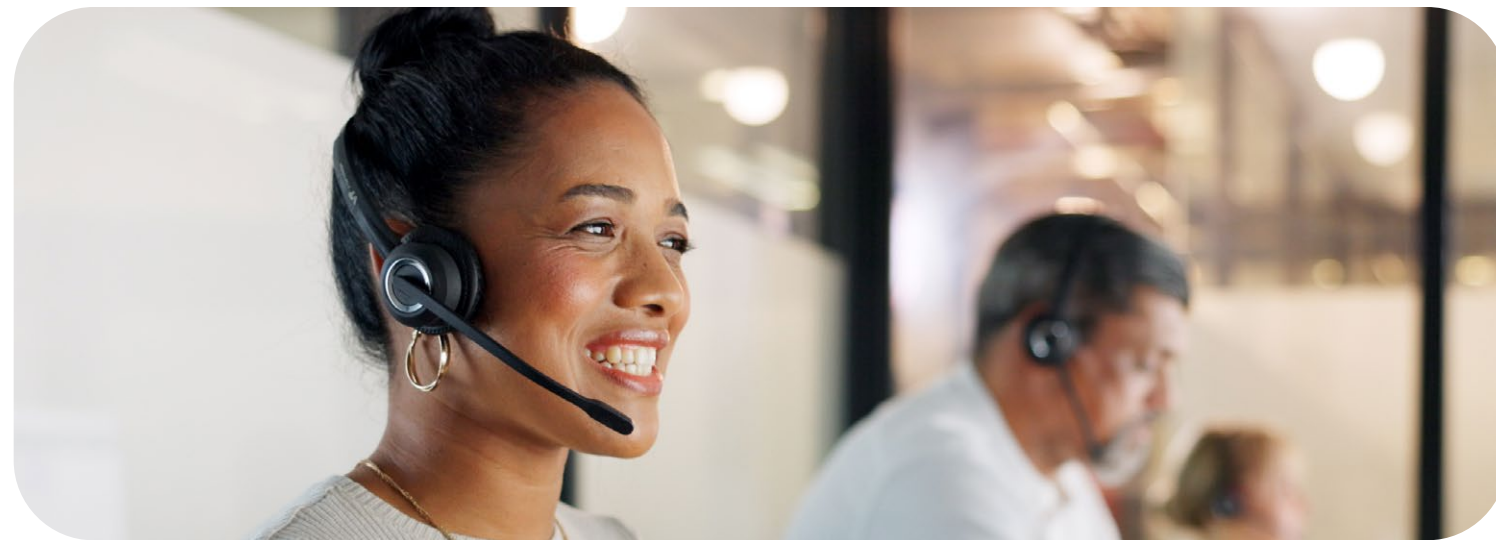
- [Information Security Management System \(ISO 27001\)](#)
- [Business Continuity Management Systems \(ISO 22301\)](#)

And more, from industry audit schemes to bespoke solutions.

Product certification services

BSI has a variety of established Kitemark(TM) certifications that organizations can undertake to improve their [innovation](#), enable [inclusive services](#), and demonstrate the [carbon neutrality](#) of their products and services.

Consulting services



Our focus on health, safety and workplace well-being empowers our clients to meet the needs of any workforce during every life stage. This in turn will manifest in a highly engaged, more productive workplace culture reducing absenteeism, increasing talent retention, and protecting brand reputation. Workplace health is organizational wealth.

Related Services:

- Well-being and Total Worker Health® solutions
- Strategy and culture transformation
- Ergonomics solutions
- Industrial hygiene and indoor air quality programs
- Customized training solutions

[Find out more](#)



Evolving together: Enabling the hybrid generation to flourish

Standards services



Build your brand leadership, tackle a complex challenge, or meet an industry need, by discovering, shaping and leveraging consensus-based standards.

[Find out more](#)

Health, Safety and Well-being

- Occupational health and safety management systems (BS ISO 45001:2023)
- Occupational health and safety management
 - Psychological health and safety at work
 - Guidelines for managing psychosocial risks (BS ISO 45003:2021)
- Occupational health and safety management
 - Guidelines on performance evaluation (BS ISO 45004:2024)
- Ergonomic principles related to mental workload
 - Part 2: Design principles (BS ISO 10075-2)
- Provision of lone worker services. Code of practice (BS 8484:2022)
- Ergonomics – General approach, principles and concept (BS ISO 26800:2011)

BS ISO designates the British implementation of an ISO standard, published by the UK's national standards body.



Diversity and Inclusion

- Design for the mind – Neurodiversity and the built environment – Guide (PAS 6463)
- Guidelines for promotion and implementation of gender equality and women’s empowerment (BS ISO 53800)
- Menstrual and menopausal health in the workplace – guide (BS 30416)
- Diversity, equality, and inclusion in the workplace – Code of Practice (PAS 1948)
- Human resource management – Diversity and inclusion (BS ISO 30415:202)

Human Resources

- The human-centered organization – Guidance for managers (BS ISO 27501:2019)
- Human resource management – Guidelines on recruitment (BS ISO 30405:2016)
- Human resource management – Employee engagement – Guidelines (BS ISO 23326:2022)
- Human resource management – Learning and development (BS ISO 30422:2022)
- Human resource management – Organizational culture metrics cluster (BS ISO/TS 24178:202)
- Human resource management – Occupational health and safety metrics (BS ISO/TS 24179:2020)
- Human resource management – Compliance and ethics metrics cluster (BS ISO/TS 30423:2021)
- Human resource management – Skills and capabilities metrics cluster (BS ISO/TS 30428:2021)
- Human resource management – Leadership metrics cluster (BS ISO/TS 30431:202)
- Ergonomics principles in the design of work systems (BS ISO 6385:2016)

Built Environment

- Lighting of workplaces – Part 1: Indoor (BS ISO 8995-1:2002)
- Lighting of workplaces – Part 3: Lighting requirements for safety and security of outdoor workplaces (BS ISO/IEC 8995-3:2018)
- Building environment design – Indoor environment – General principles (BS ISO 16813:2006)
- Design of an accessible and inclusive built environment – External environment. Code of practice (BS 8300-1:2018)
- Design of an accessible and inclusive built environment – Buildings. Code of practice (BS 8300-2:2018)

Disclaimer:

Please note, to safeguard our impartiality, BSI is unable to provide consulting services to clients to whom we provide certification services. Likewise, we are not able to provide certification services to clients to whom we are currently providing consultancy services until three years after our consultancy services have ended.





Your partner
in progress

PT BSI Group Indonesia
Talavera Office Suite 20th Floor
Jl. TB Simatupang Kav 22-26,
Cilandak, 12430
+62 21 509 67619
info.indonesia@bsigroup.com
bsigroup.com