

2022 Hybrid Work Report

*A look at how the
world worked in 2021*



HubSpot

Hybrid Work is Here to Stay. Here's What We Learned About How to Make it Future-Proof.

If you never heard the term 'hybrid work' before the pandemic, you aren't alone.

It wasn't until recently that most organizations adapted to having workforces that are both in-office and remote. Now, hybrid is here to stay and companies, including HubSpot, are figuring out how to make new ways of working sustainable for the long-term. As a hybrid company, we know employees want flexibility and a culture that helps them grow personally and professionally, regardless of where they work from. But we also know how challenging that is. That's why we're constantly trying to learn how we can build and scale a hybrid company that employees truly love.

To better understand the challenges, benefits, and opportunities of hybrid work, we surveyed over 4,000 full-time remote, in-office, and flex workers from companies in eight markets. We also analyzed sentiment and feedback from HubSpot's almost 6,000 hybrid employees who chose the following work preferences in 2021: 39% at home, 18% in the office, and 43% selected

the @flex option, a combination of the two. Our 2022 Hybrid Work Report shares the key findings from our survey fielded in December 2021, and insights on building a company where people can do their best work.

There's no one-size-fits-all approach to being a hybrid company. It will look different based on what your employees need to do their best work. At HubSpot, we're still learning how to get it right. That being said, we believe there are some critical ingredients that will help companies win on the future of work: flexibility, empathy, effective communication, and inclusion. Whether you're an employer considering taking a hybrid-approach, or an employee navigating a new workplace, we hope the data in this report will help you better understand what's working and what the opportunities are for a hybrid workforce.

SURVEY METHODOLOGY

SAMPLE SIZE AND MARKETS:

N = 4,008

U.S., UK, Ireland, France, Germany, Canada, Japan, Australia

AUDIENCE:

Full-time employees over the age of 18 across three working preferences:

Remote workers: 1,124 (28%)

In-office workers: 1,767 (44%)

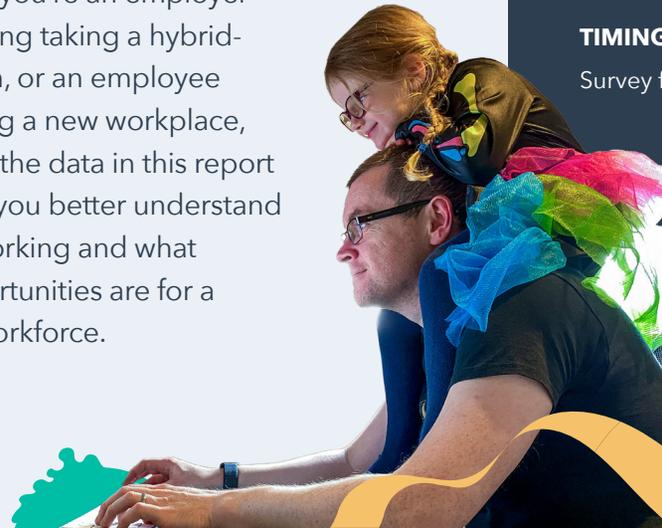
Flex workers (*splitting time between working remotely and in an office*): 1,117 (28%)

ETHNICITY:

White, Hispanic or Latin American, Black or African American, Asian/Pacific Islander, Arabic/Middle Eastern

TIMING:

Survey fielded in December 2021



Collaboration and Connection is a Challenge with a Hybrid Workforce

At the start of the pandemic, employees around the world acclimated to the “new normal” of work. This meant collaborating with colleagues remotely, and often without any guidelines or expectations in place. As some offices opened back up in 2021, employees globally felt disconnected from their teams, regardless of work preference.

40% of remote workers

miss spontaneous, in-person connections with their colleagues, despite feeling that the benefits of working from home (more time for family, exercise and household chores) outweigh their desire to return to an office.

49% of in-office workers

found staying motivated and staying connected with their team to be the biggest challenges in the transition from remote work to in-office last year.

31% of flex workers

cited relationship-building as a difficulty, with more women reporting feeling this way than men.



“My team is working effectively in a hybrid environment.” *

U.S.	UK	Canada	Australia	Germany	France	Ireland	Japan
49%	56%	50%	61%	49%	49%	50%	47%

* Only asked of flex workers

89% of HubSpot employees agree!

Visit the dentist monthly or work five days a week from the office?

36% surveyed would rather make a regular trip to the dentist's chair:

U.S.	UK	Canada	Australia	Germany	France	Ireland	Japan
27%	39%	43%	39%	29%	14%	49%	47%



Despite the obstacles:

57% of employees across all work preferences made a connection with a coworker last year, with 41% reporting that they disclosed a personal struggle.

Culture Thrives When it's Tied to Employee Experience, Not Location



Read our learnings about what it takes to create a remarkable culture in a hybrid world.

This year proved that prioritizing the employee experience and helping employees stay connected to their company culture virtually is challenging, but critical.

40% of flex workers

see differences in the in-office and remote employee experience as an obstacle to success.

47% of those surveyed

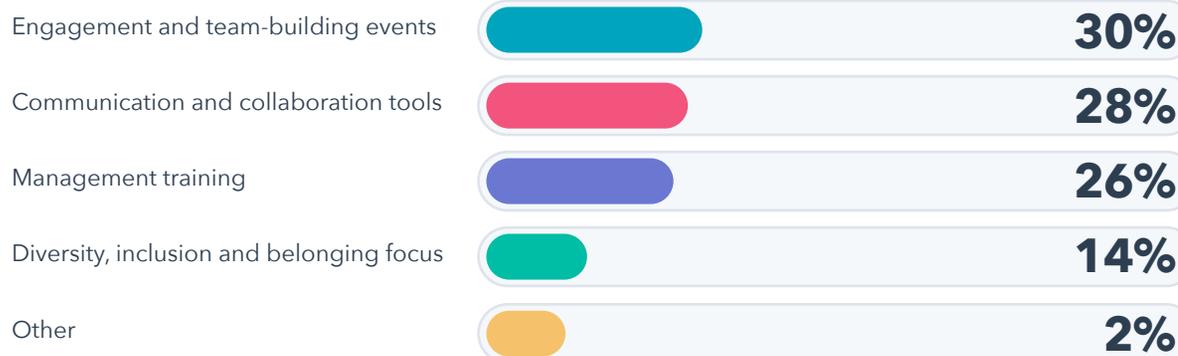
ranked work/life balance as the most important aspect of company culture.

31% of survey respondents

said that opportunities to provide feedback anonymously would help them feel more supported and included at work, especially respondents who identified as Black or African American.



Where would you like to see your company invest to foster a strong culture?



If it were possible, which of the below would you prefer?

A four-day workweek

U.S.	UK	Canada	Australia	Germany	France	Ireland	Japan
45%	49%	42%	48%	54%	41%	54%	35%

A salary increase

U.S.	UK	Canada	Australia	Germany	France	Ireland	Japan
55%	51%	58%	52%	46%	59%	46%	65%

Effective Communication Needs Improvement for Long-Term Productivity

Enabling employees to do their best work requires the right systems and tools for collaborating remotely. But, the tools only go so far in a hybrid world. More guidance around workplace communication is needed to stave off meeting fatigue and drive long-term productivity.

32% of survey respondents

have received guidelines around using unified communication and collaboration tools.

49% of flex workers

go into the office to more efficiently communicate with colleagues.

70% of those surveyed

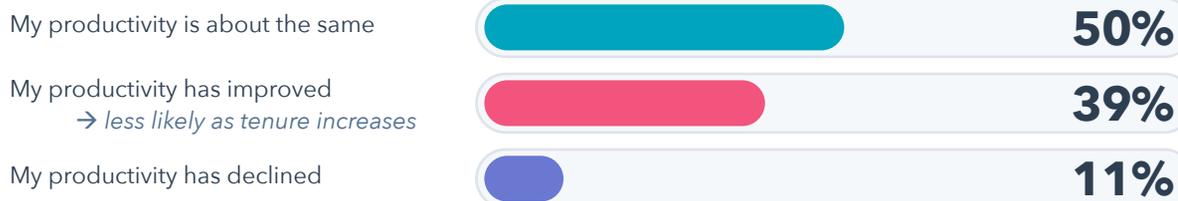
said that too many calls and meetings are disruptive to their concentration and **58% feel at least half the meetings they joined** could have been emails, instead.

"With many employees across industries also wanting hybrid work, we'll need to continue to invest in ways to communicate virtually and build connections. Conversational tone and conversational platforms are here to stay."

Kelsey Balintas

Global Manager, Customer Experience
HubSpot

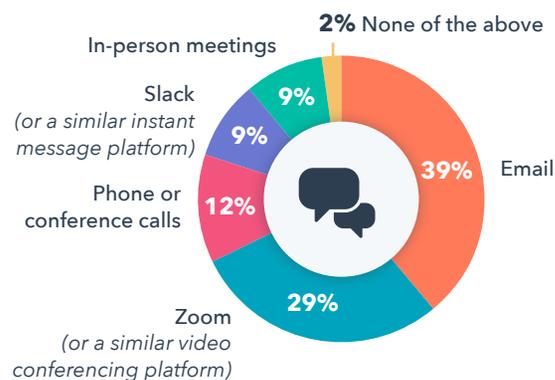
Over the last year, how has your productivity been affected?



"My company sets the right guidelines and expectations around communicating in a hybrid world."

U.S.	UK	Canada	Australia	Germany	France	Ireland	Japan
43%	44%	43%	45%	34%	43%	42%	22%

If you had to communicate at work using only one platform for the upcoming year, which would you choose?



Addressing Burnout and Mental Health Requires a Holistic Approach

Prioritizing work-life fit is more important than ever in building a future-proof hybrid workplace. That starts with providing opportunities for workers to truly unplug and investing in mental health and career development resources. And for many employees, ambiguity about hybrid work policies and a lack of upward mobility are contributing to feelings of stress and burnout.

90% of survey respondents

are dealing with some level of burnout and **75% cited feeling overworked** or unsupported as drivers for wanting to change their career.

57% of respondents

struggle to set boundaries between personal and work life.

26% of remote workers

are spending the time they are not commuting to an office doing work and **60% of parents and caregivers** feel pressured to be "always on" during working hours, despite their current situation at home.

76% of respondents would rather have unlimited vacation than one day a week of no meetings, especially women.

 **Meaghan Williams**
@Suburbandogmom

Thankful to work for a company that not only encourages me to take a week off (to do nothing), but also greets me on my first day back with messages that say "Returning can be daunting, I'm here if you need me!"

Lucky to work for you @HubSpot!

#hubspotlife

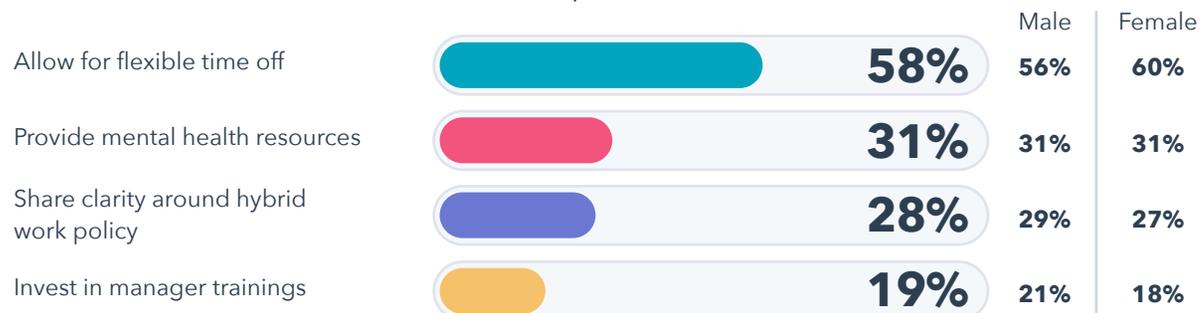
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"My work/life balance has improved over the past year."

U.S.	UK	Canada	Australia	Germany	France	Ireland	Japan
36%	42%	34%	40%	35%	27%	41%	22%

What actions would you like to see your employer take to help alleviate stress and reduce burnout? (select top two)



57% of workers reported they are to some degree likely to look for a new job in 2022 due to feelings of burnout, but **54% would stay with their current company** if they had more opportunities for upskilling.

Managers Need More Resources to Better Support Their Teams

It's often said that employees leave a workplace because of their manager, not their job. When it comes to leading a team distributed across work preferences and locations, empowering managers with the appropriate resources, support, and training is crucial to setting them up for success.

44% of managers surveyed

believe they have the right tools to be an effective manager in a hybrid environment, but 31% remain uncertain.

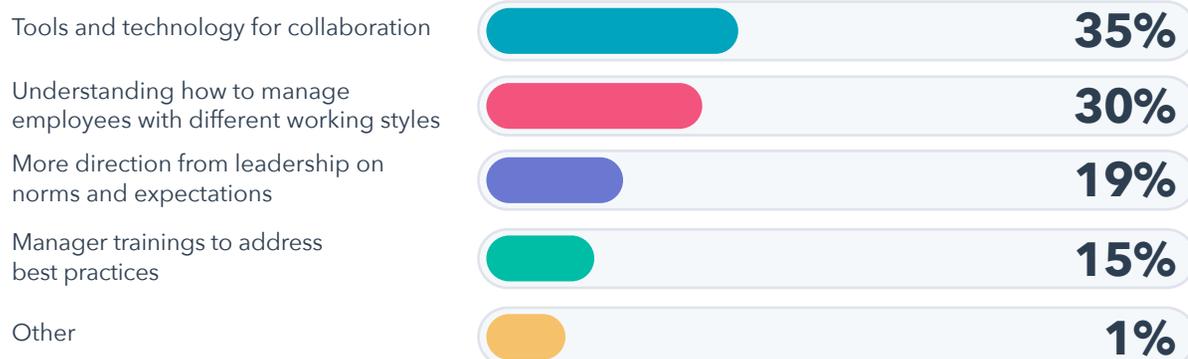
23% of flex workers

described management of remote employees as the biggest challenge of working with a hybrid team.

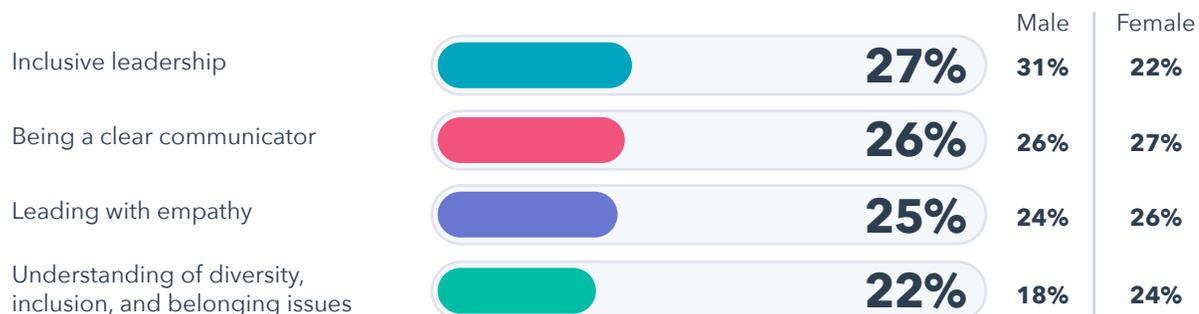
Communication breakdowns are a top concern for managers, especially in Japan.

U.S.	UK	Canada	Australia
36%	39%	42%	46%
Germany	France	Ireland	Japan
39%	39%	48%	61%

What would help improve your management skills in a hybrid environment?



What skills are most important to you to develop as a manager?



Hear from a HubSpotter on best practices for managing a distributed team.



As the pandemic continues to evolve, so does the way we work. If 2021 was the year we transitioned to a hybrid model, 2022 will be about making long-term bets for a more sustainable future of work.

The companies who find success will be proactive and strategic about implementing a flexible way of working, with the right tools and guidelines to support people to do their best work, regardless of location. Thank you for taking the time to read our report, we hope the insights are helpful as we all navigate the new world of hybrid work.

Learn more about how we're betting on a hybrid model and evolving our company and culture for the future of work:

hubspot.com/hybrid

