

# Coronavirus (Covid-19) **Index Insights** 2020/21



# Contents

4	Foreword
6	The big picture
8	Work patterns during the pandemic
10	Part 1: Job satisfaction and mental health
12	Job satisfaction
16	Mental health
20	Part 2: Confidence around mental health
22	Confidence looking after own mental health
26	Confidence supporting employees' mental health
30	Confidence promoting wellbeing
34	Part 3: Job security, working hours, and motivation
36	Job security
40	Hours worked
44	Motivation at work
48	Summary

# Foreword

Since the beginning of 2020, the coronavirus (Covid-19) pandemic has had a huge impact on our working lives. At the very least this has meant for many of us no longer working on site and having to work from home, while for others it has meant continuing to work on site and putting themselves at greater risk. And for many, it has meant not being able to work at all. These changes brought along their own difficulties and worries, from concerns about job security, to feeling isolated, to difficulty performing our tasks remotely.

Now in its fifth year, the Workplace Wellbeing Index is a benchmark of best policy and practice for supporting mental health at work. In our 2020/21 cycle, we took the opportunity to measure how staff felt these changes to their working lives had affected various aspects of workplace wellbeing and mental health. Over 42,000 staff from 114 organisations across the UK took part, allowing us to understand the impact of furlough and remote working across a range of organisations and industries. In this report we explore how the pandemic affected staff wellbeing, as well as how this relates to core workplace factors such as employer support, manager behaviours, and mental health training.

Overall, the results indicate that furlough and remote working affected us in different ways depending on what aspect of wellbeing we look at. The results confirmed some expected outcomes – those who were furloughed were more likely to say their feelings of job security got worse, and those working from home were more likely to say they worked more hours than those who worked on site. For most of the outcomes, however, a consistent theme is that the most important factors were how well the organisation supported the wellbeing and mental health of their staff, regardless of where or how often those staff were working.

The results demonstrate that the key ways that employers need to support staff wellbeing remain the same – ensuring staff feel that their employer supports their mental health, ensuring staff are trained effectively on how to look after their own mental health as well as that of their colleagues, and ensuring that managers encourage and role model positive wellbeing behaviours such as working sensible hours. They also show that employers need to consider the specific effects of changes in work circumstances such as furlough (reduced job security) or working from home (increased hours) on staff.

Looking forward, as we move towards a more remote or hybrid working approach, these findings will be essential for managing workplace wellbeing in the post-pandemic era.

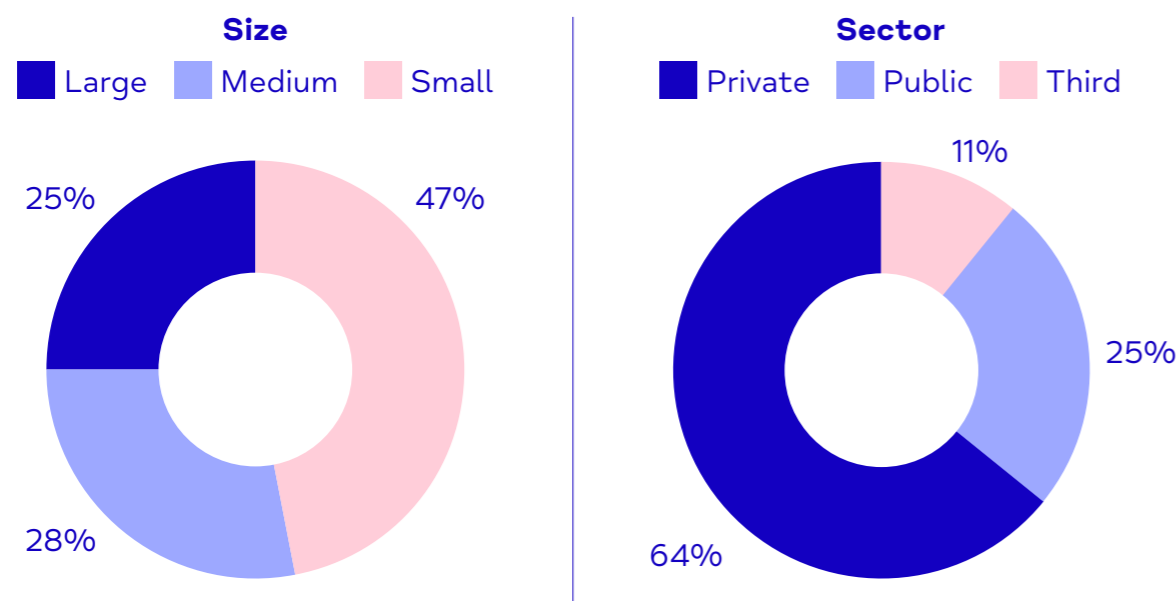


# The big picture

A total of 114 organisations got involved in our 2020/21 Index.

We listened to the views of 42,036 employees across a range of sectors and roles through in-depth interviews and surveys. Participants ranged from small voluntary organisations to large private sector companies.

You can see a snapshot of the data below.



Organisations from across 19 industries, from education to wholesale and retail trade, took part in the Index 2020/21.

The top 3 industries that took part were:

**Finance and insurance** (16 organisations)

**Education** (14 organisations)

**Human health and social work activities** (10 organisations)

Despite huge uncertainty surrounding the economy and job security combined with businesses having to quickly adapt, the numbers of organisations participating in the

Index continued to grow. This is an encouraging sign of how many businesses put employee wellbeing at the heart of their planning.



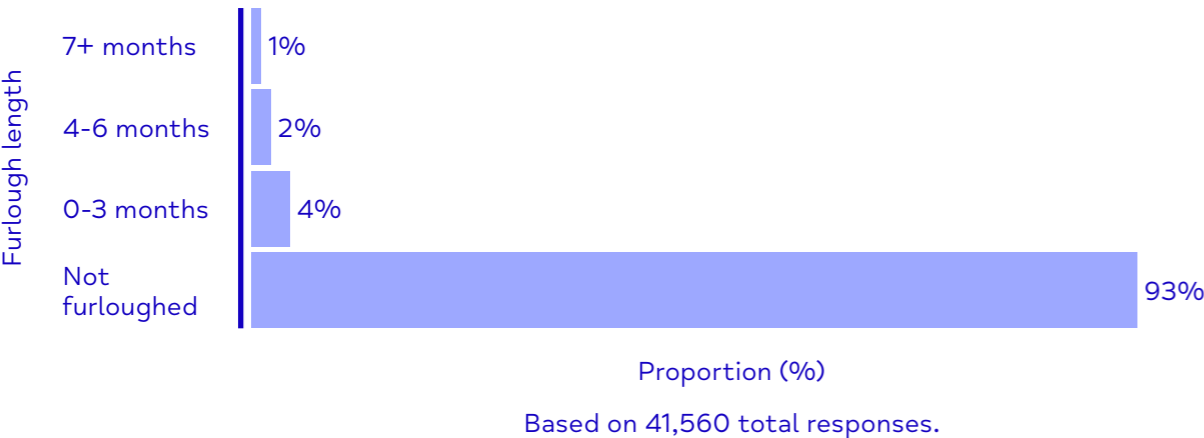
# Work patterns during the pandemic

When considering workplace wellbeing during the coronavirus pandemic, the most common impact that Covid-19 had was to change people’s work situation in some way. This has included redundancy, being on furlough, working at home, and continuing to work as normal but with a new set of challenges. While our survey did not include those made redundant during 2020/21, we are

able to look at the changes to work patterns of those who remained employed and determine how the effects of the pandemic on mental health and wellbeing have differed for those working in different ways.

Figures 0.1 and 0.2 below show how the pandemic affected furlough and work location for staff in Index participating organisations.

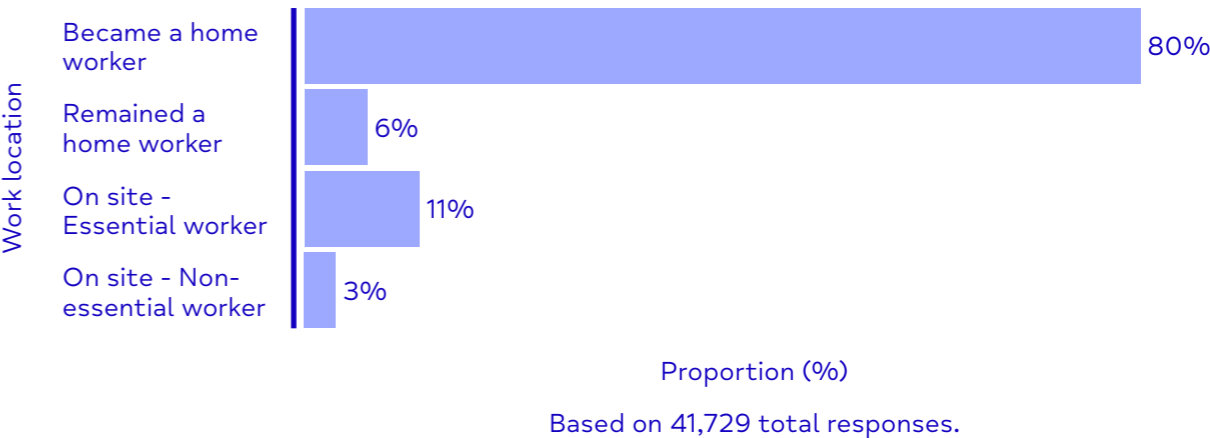
Figure 0.1: Furlough



The vast majority of respondents in the Index 2020/21 were not furloughed.



Figure 0.2: Working from home



The vast majority of respondents in the Index 2020/21 worked from home.

# Part 1:

## Job satisfaction and mental health



# Job satisfaction

In this section, we look at how job satisfaction varied across the different work patterns experienced during the coronavirus pandemic. We also compare this to the experiences of those who do feel like their organisation supports their mental health and those who do not.

Figure 1.1 below shows the group totals for each of our comparison groups. As we can see, there is little difference in changes to job satisfaction across the different work patterns, but a great deal of difference for those who felt their organisation did not support their mental health.

Figure 1.1: Group totals

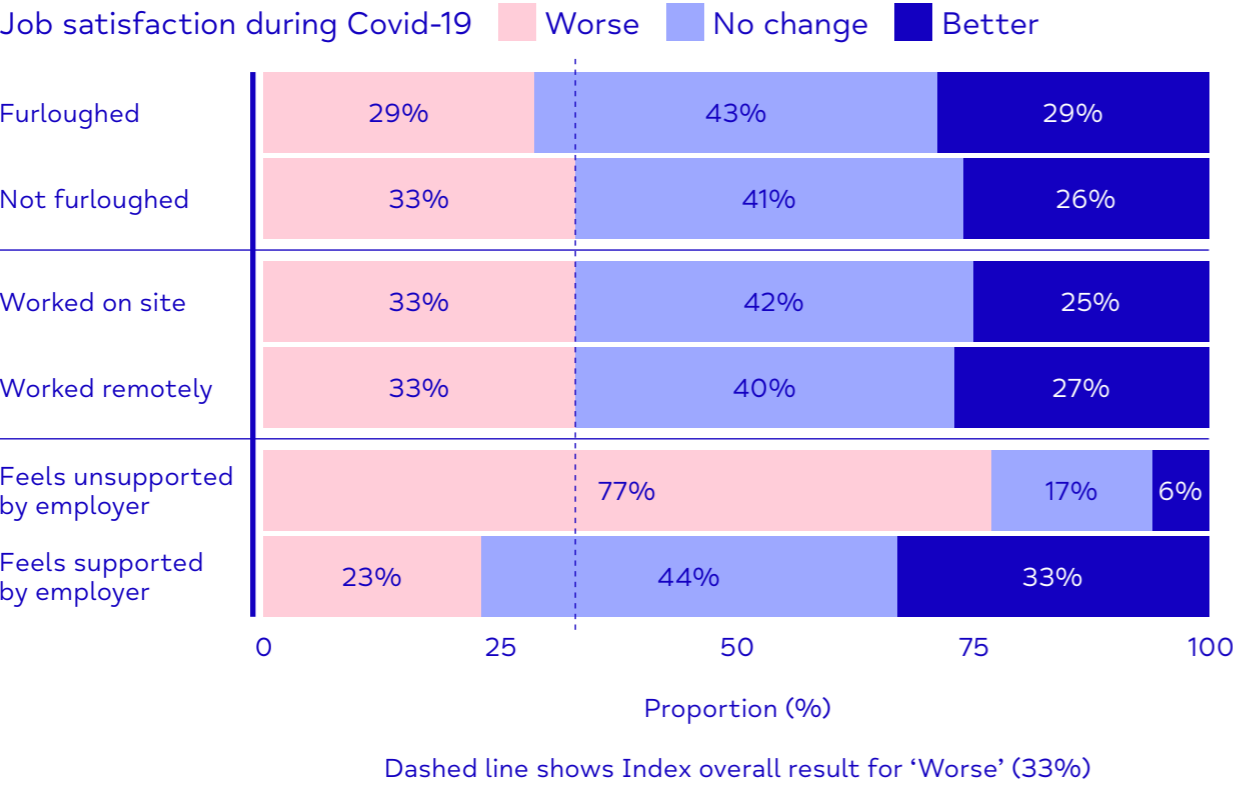


Figure 1.1 shows that there was no difference in job satisfaction between those working on site or remotely, while the proportion of staff who said their job satisfaction got worse was 4% higher for those not furloughed compared to those who were furloughed.

Out of these factors, feeling that employers supported their mental health had the biggest impact on job satisfaction.

Among those who felt unsupported by their employer, 77% stated their job satisfaction worsened during the pandemic. This was 54% more than those in the supported group and 44% above the Index average.



# Job satisfaction

## Employer support across work patterns

Overall, 71% of respondents in the Index 2020/21 felt supported by their employer.

Figure 1.2 shows job satisfaction for those who felt their organisation does not support their mental health, across the different work patterns.

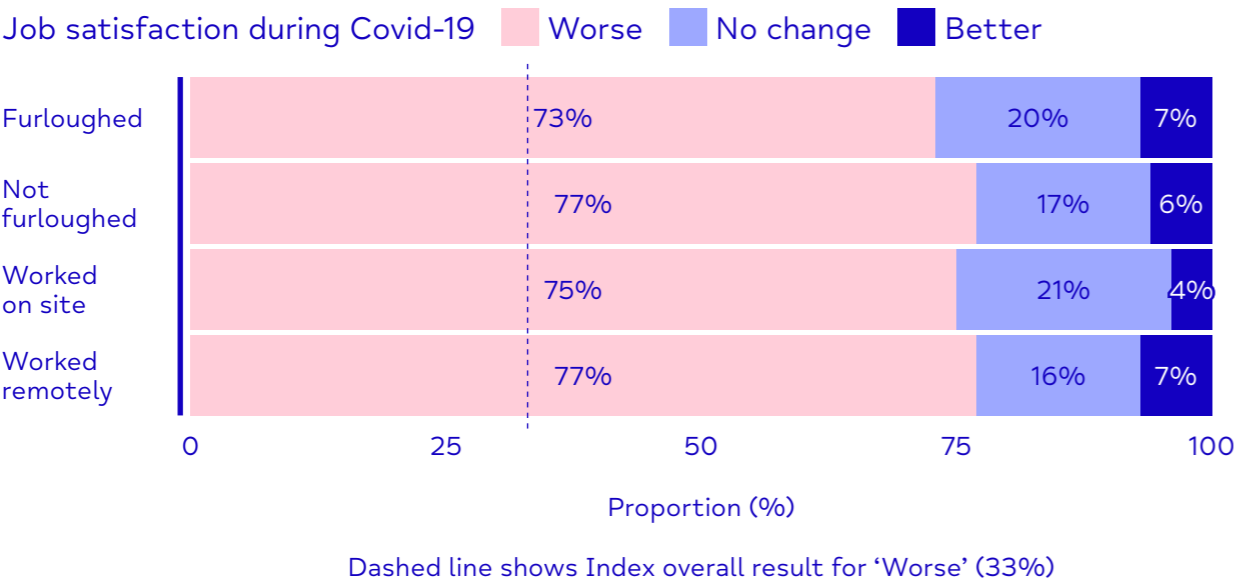
Figure 1.3 shows the same results for those who felt their organisation does support their mental health.

As we can see, regardless of the impact of the pandemic on how often we worked or where we worked,

feeling that our organisation supports our mental health made it much less likely our job satisfaction would get worse during the pandemic.

**“My employer has been excellent during the pandemic, and I cannot fault anything they have done for us. The things they are doing have given me more respect for my managers, and I feel lucky to be working for them.”**

Figure 1.2: Those who felt unsupported



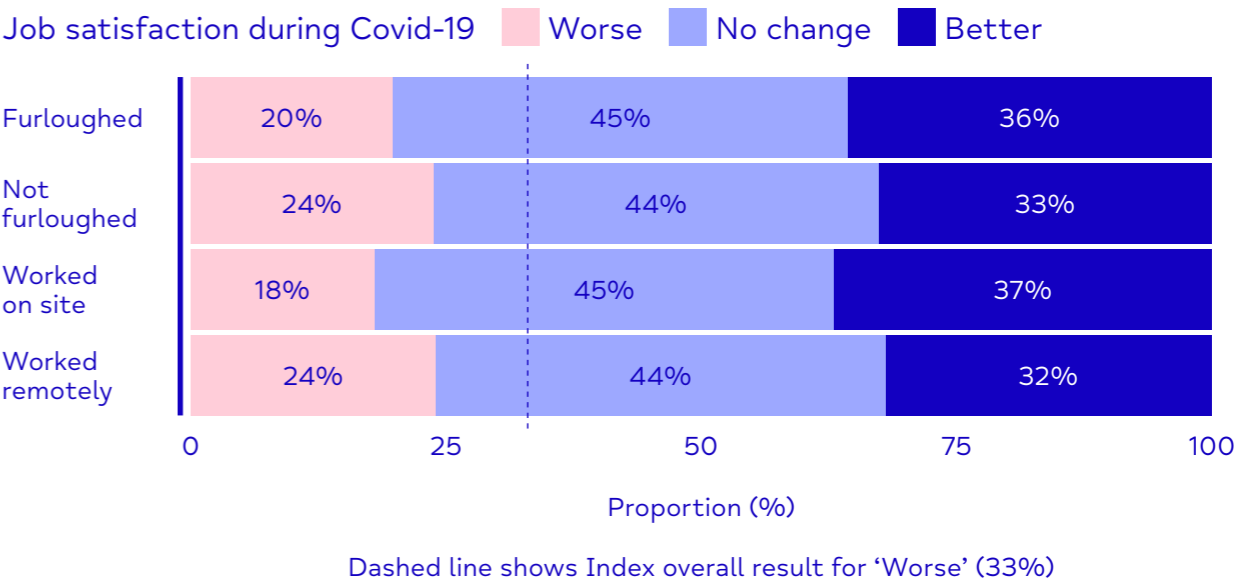
# Job satisfaction

## How we can help

[The Mental Health at Work Commitment](#) provides a simple framework for employers who recognise the importance of promoting staff wellbeing. The Mental Health at Work Commitment, and the standards which underpin it, are a roadmap to achieving better mental health outcomes for employees and equip employers to create an environment where employees can thrive.

It's free to sign up, and a free [Mental Health at Work Commitment guide for employers during coronavirus](#) has been designed to support organisations to tailor existing workplace interventions to support the mental health of your staff during the coronavirus pandemic using the Mental Health at Work Commitment as a framework.

Figure 1.3: Those who felt supported



# Mental health

In this section we look at how people’s mental health varied across the different work patterns experienced during the coronavirus pandemic, and how this compares between those who do feel like their organisation supports their mental health and those who do not.

Figure 1.4 below shows the group totals for each of our comparison groups. The results show some differences between work patterns, with a much higher likelihood of worsened mental health in those who felt their organisation did not support their wellbeing.

Figure 1.4: Group totals

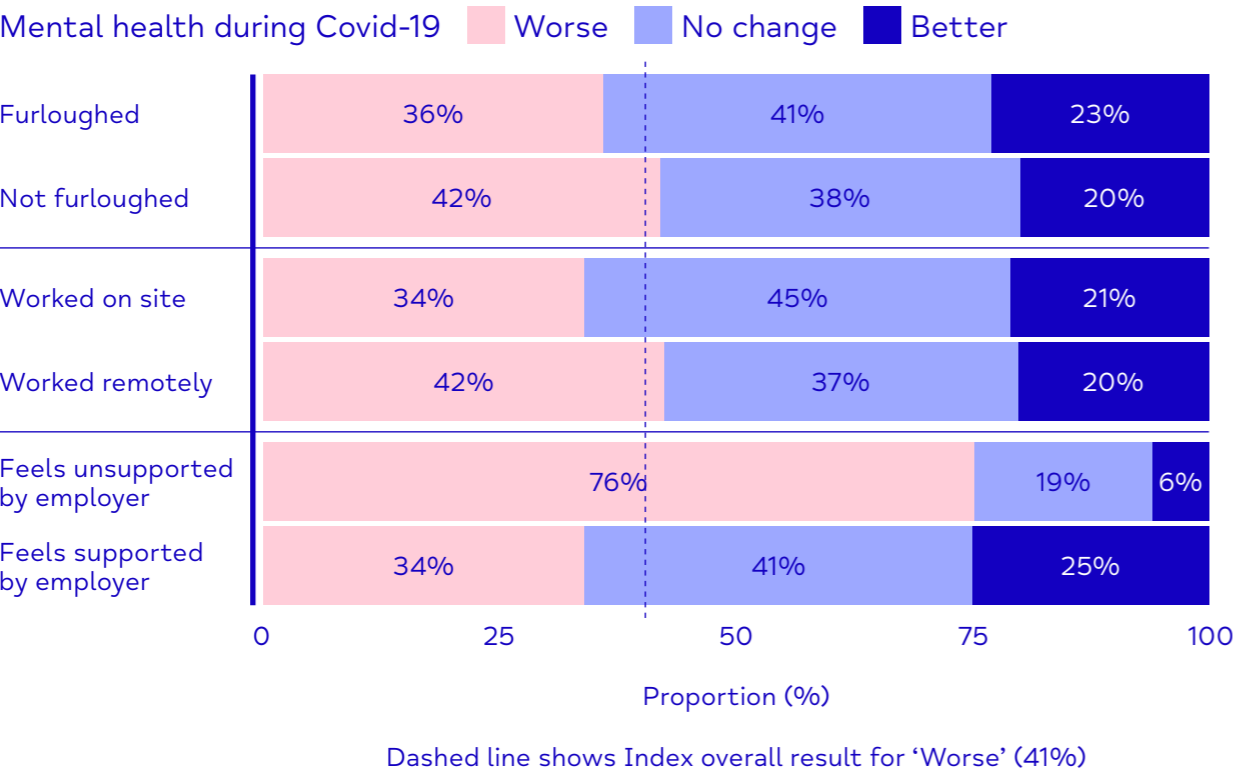


Figure 1.4 shows that a greater proportion of remote workers said their mental health got worse during the pandemic than those who continued to work on site. Additionally, those who were furloughed were less likely to say their mental health got worse.

In contrast, there was a 42% difference in the proportion saying their mental health got worse between those who felt their organisation supported their mental health and those who did not.

In those who felt supported by their employer, the proportion who said their mental health got worse during the pandemic was 7% lower than the Index average.

Meanwhile, in those who felt their organisation did not support their mental health, the proportion of those who said their mental health got worse was 35% above the Index average.



Mental health  
Employer support across work patterns

Figure 1.5 shows changes to mental health for those who felt their organisation did not support their mental health, across the different work patterns.

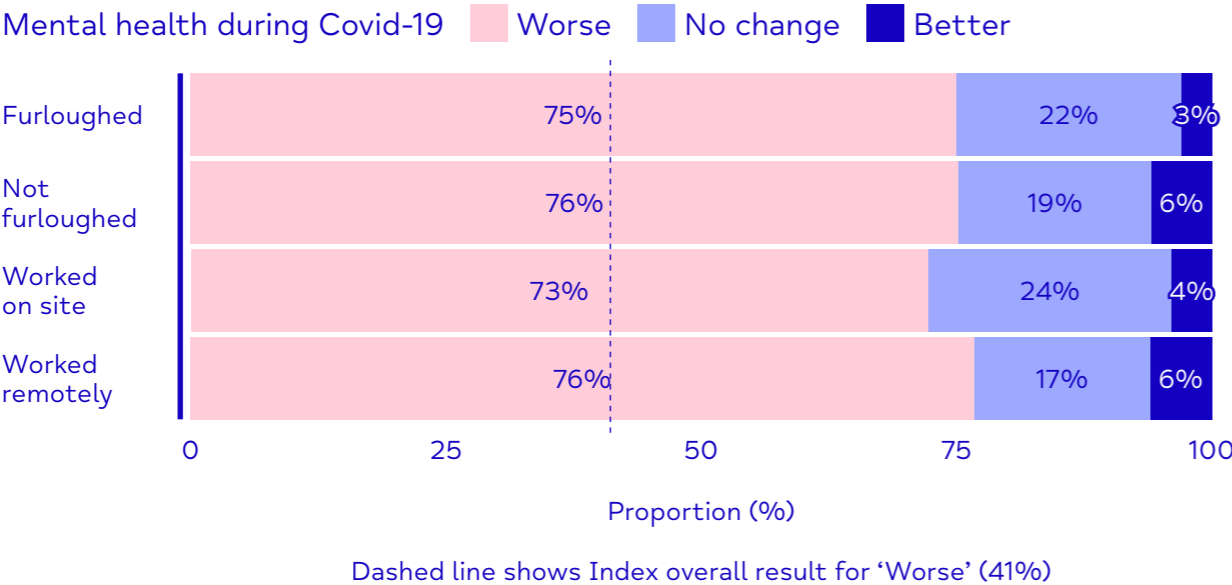
Figure 1.6 shows the same results for those who felt their organisation did support their mental health.

The results show that, regardless of work patterns, feeling supported by an employer had a huge positive impact on employees' mental health.

Among those who did feel supported, on site workers appeared to benefit the most from this support. They were the group least likely to report worse mental health.

**“I feel like my mental health was taken seriously and senior leadership understood that I couldn’t thrive or overcome my mental health issues in the situation I was. I am now so happy with my teams and feel fully supported.”**

Figure 1.5: Those who felt unsupported

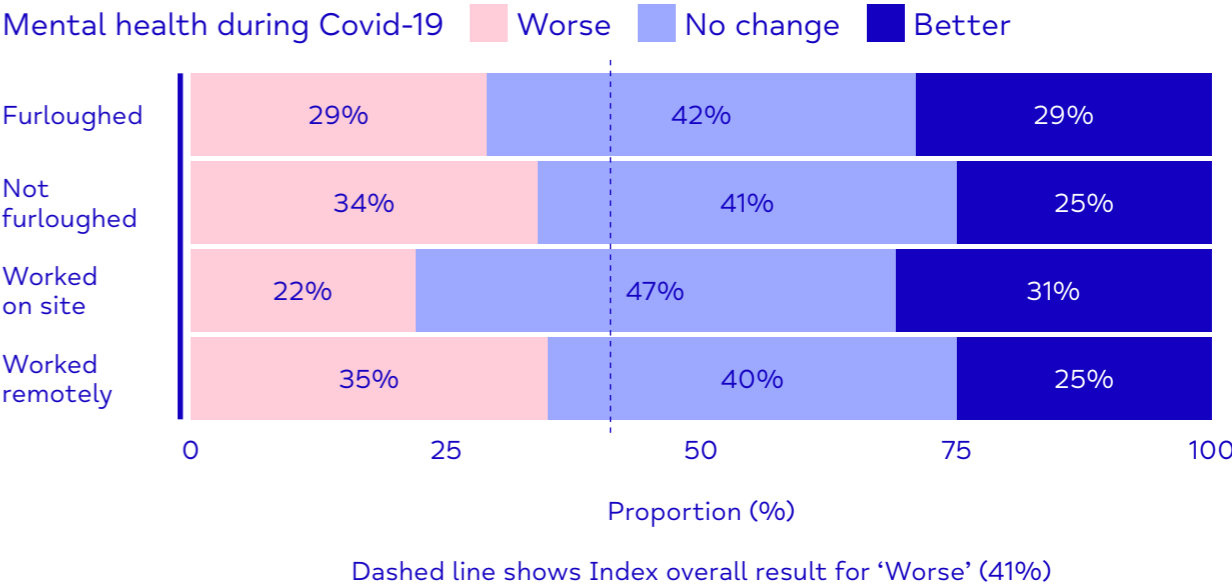


Mental health  
How we can help

The coronavirus pandemic brought about huge changes in the way we work. A recent YouGov poll commissioned by Acas found that 55% of British employers expect an increase in staff working remotely or working from home at least part of the week. Take a look at our [tips on how to create a mentally healthy hybrid workplace](#).



Figure 1.6: Those who felt supported



# Part 2: Confidence around mental health



# Confidence looking after own mental health

In this section we look at how confidence to look after our own mental health varied across the different work patterns experienced during the coronavirus pandemic, and how this is related to our organisation developing our skills and understanding of mental health.

Figure 2.1 below shows the group totals for each of our comparison groups. The results indicate little difference in people’s confidence in looking after their own mental health across work patterns, but training had a significant impact.

Figure 2.1: Group totals

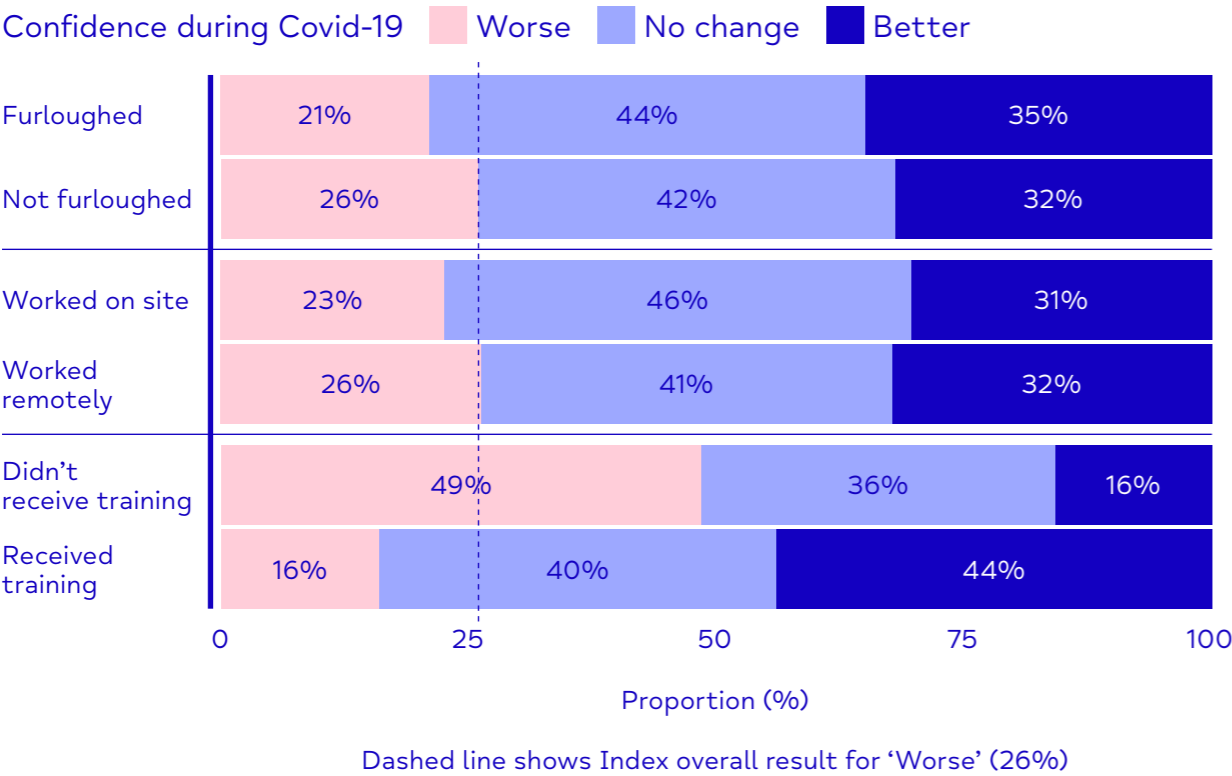


Figure 2.1 shows a 3-5% difference across the work experiences in confidence in looking after our own wellbeing.

Those who said their employer had built their skills to effectively look after their own wellbeing were much less likely to report their confidence getting worse during the pandemic. Overall, 54% of respondents in the Index 2020/21 felt their employer had contributed to their skills to look after their own mental health.

Meanwhile, for those who felt their employer had not built their skills, the proportion of those who said their confidence got worse was 23% above the Index overall result.

Also worth noting is that a third of employees across different work patterns and more than two-fifths of those whose employer had built their skills felt their confidence actually improved during the pandemic. More research is needed to understand why that might be the case.



# Confidence supporting self

## Effect of training across work patterns

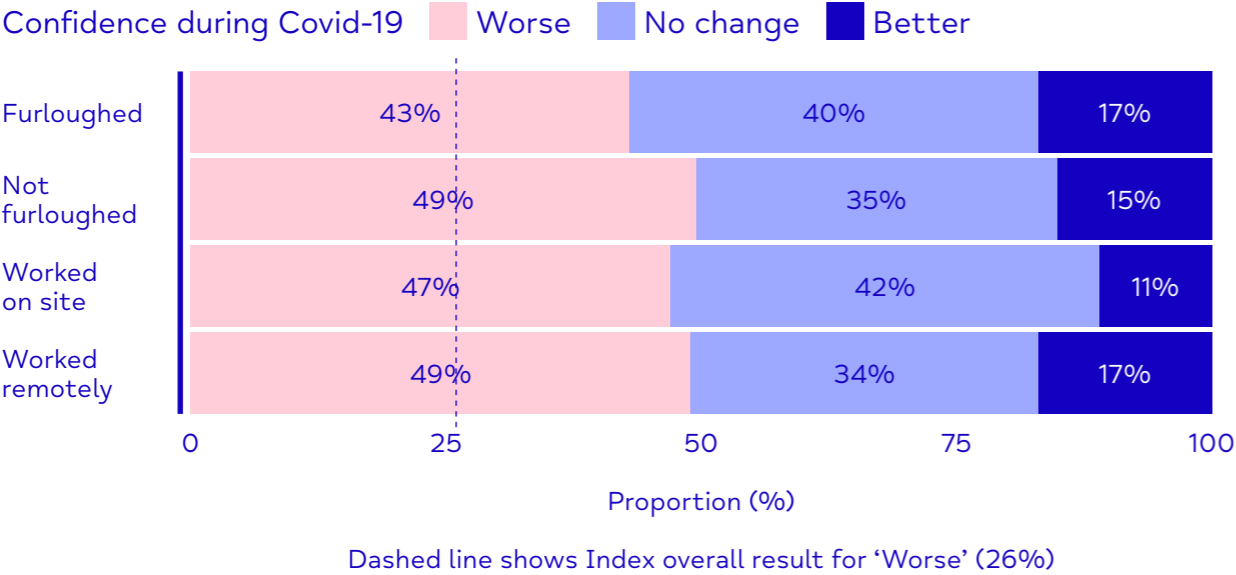
Figure 2.2 shows confidence in supporting oneself across the different work patterns and experience of furlough, where employees felt their organisation had not contributed to their skills and understanding of how to look after their own mental health. The results show that without training, just under 50% of employees felt their confidence to look after their own mental health got worse during the pandemic.

Figure 2.3 shows the same results for those who felt their organisation had contributed to their skills and understanding of how to look after their mental health. For those with

training, 80% or more of employees felt their confidence stayed the same or even improved during the pandemic, regardless of furlough or change in work location.

**“We receive ample resources on how to stay physically and mentally well. I am very grateful for the support and it has inspired me to take more time to look after my wellbeing. I think I am more well now than I ever have been.”**

Figure 2.2: Did not receive training



# Confidence supporting self

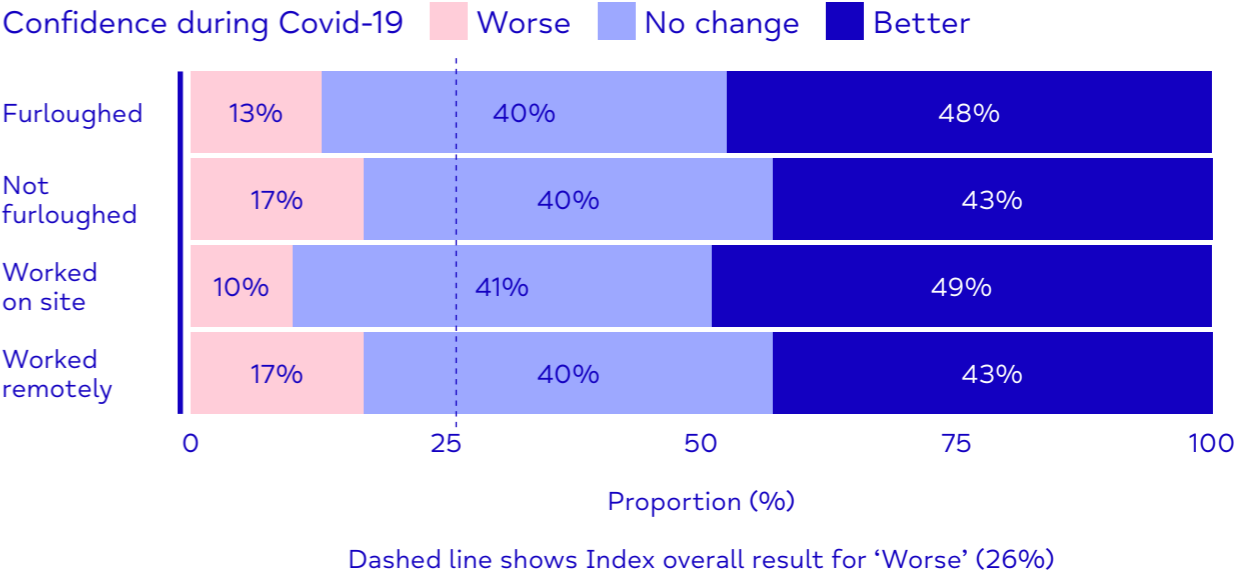
## How we can help

Many of us are struggling to maintain our mental wellbeing during the coronavirus pandemic. Visit our [website](#) to view information on how to help yourself cope. You can find information on:

- Tips for taking care of your mental wellbeing
- Looking after your practical needs
- Further advice and support



Figure 2.3: Received training



# Confidence supporting employees' mental health

In this section we look at how the confidence of line managers to support employees' mental health varied across the different work patterns experienced during the coronavirus pandemic, and how this compares to the different experiences of those who do feel like their employer had developed their skills to do so and those who do not.

Figure 2.4 below shows the group totals for each of our comparison groups. The results present a similar pattern to confidence supporting oneself, with a slightly smaller proportion of furloughed or on site managers feeling their confidence got worse, and a generally positive or neutral impact of the pandemic unless line managers felt their skills were undeveloped.

Figure 2.4: Group totals

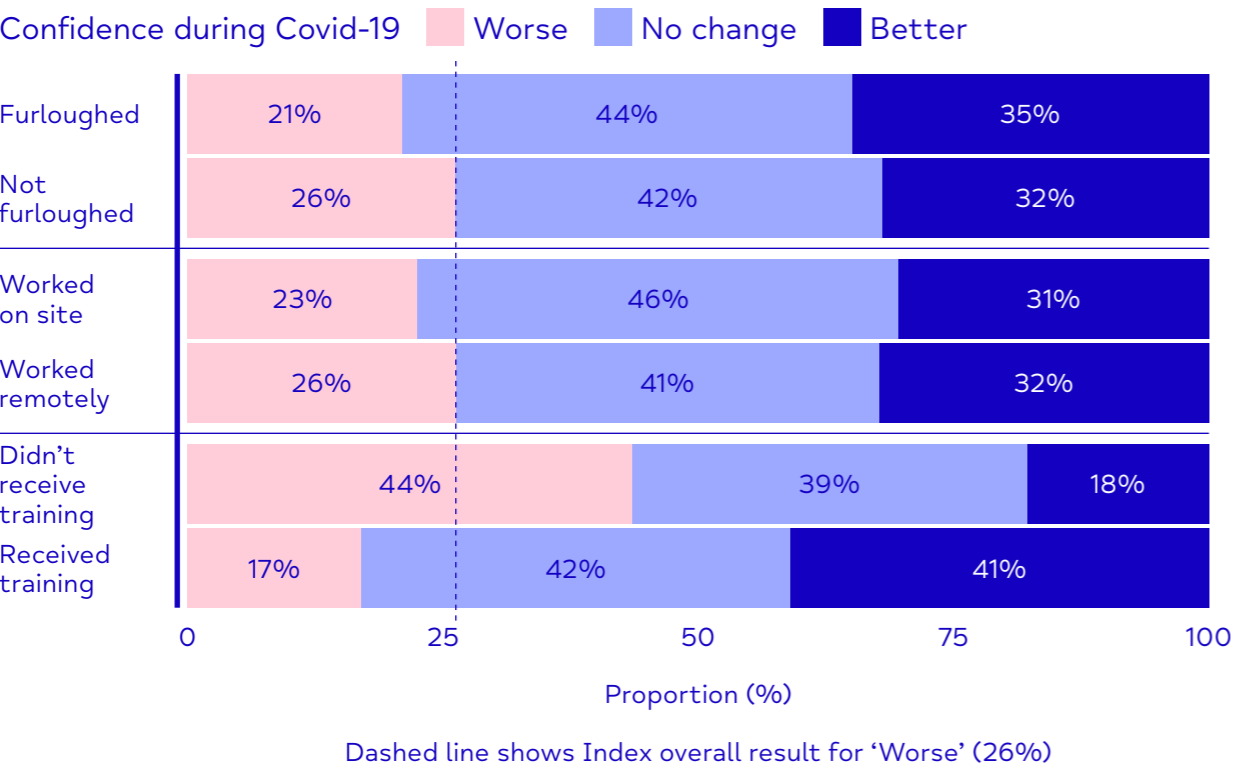


Figure 2.4 shows that overall, around three-quarters of line managers felt their confidence supporting the mental health of their staff stayed the same or got better during the pandemic. Overall, 40% of respondents in the Index 2020/21 felt their employer had contributed to their skills to support staff.

A slightly smaller proportion of on site line managers felt their confidence got worse than remote working line managers (-3% difference), as well as slightly fewer line managers who were furloughed compared to those who were not (-5% difference).

These differences are small, however, compared to the contrast between those who felt their employer had contributed to their skills supporting staff mental health and those who felt their employer had not (-27% difference), and may be attributable to other differences in the groups.



# Confidence supporting staff

## Effect of training across work patterns

Figure 2.5 shows that over two-fifths of line managers who felt their employer had not contributed to their skills supporting staff mental health experienced their confidence supporting staff get worse during the pandemic, regardless of work location or furlough.

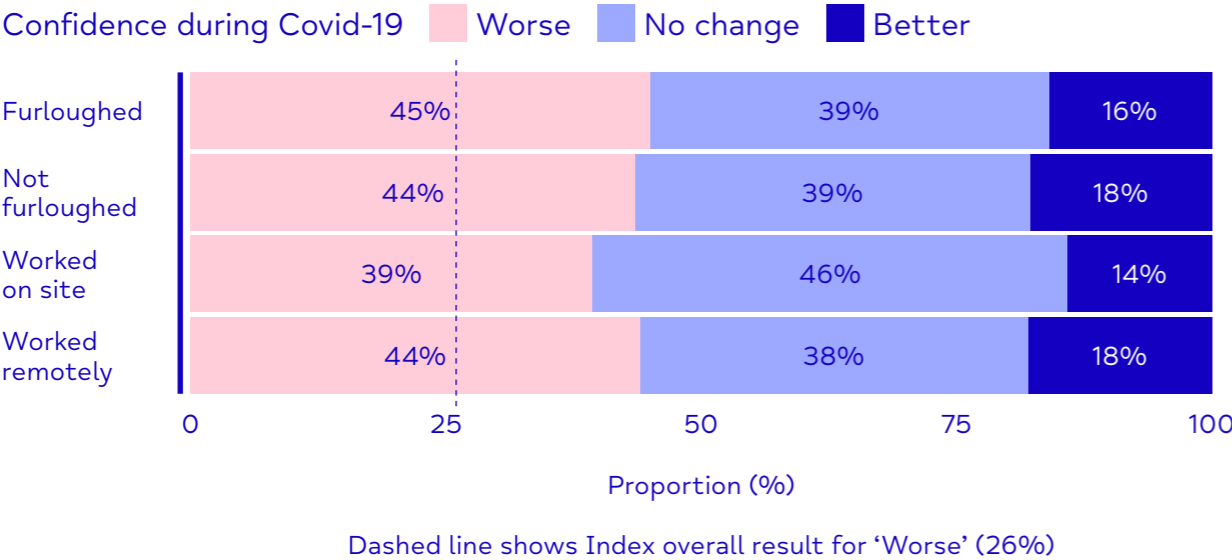
Figure 2.6 shows that this was less than one-fifth for those who felt their employer had contributed to their skills.

The proportion saying their confidence got worse was 5-6% higher for remote workers compared to on site workers regardless of skills

development, while the impact of furlough was not consistent across levels of development.

**“I would have liked more line management training for myself and my reports who line manage to give them confidence about what is their responsibility, what isn’t and how to help staff/where to direct them if they are struggling mentally or physically.”**

Figure 2.5: Did not receive training



# Confidence supporting employees' mental health

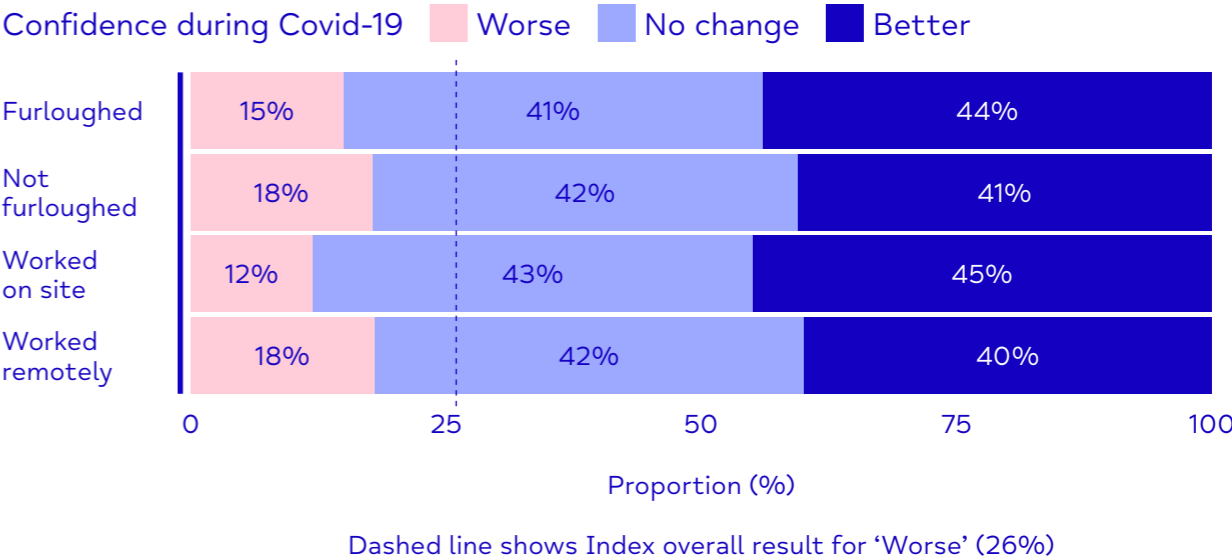
## How we can help

Our Managing Mental Health at Work eLearning course is for people managers and emphasises the importance of looking after your own and your employees' mental health. Each of the 4 modules encourages greater awareness of mental health in the workplace and builds confidence in supporting staff at different stages. Each section promotes and equips learners to be proactive, effective and responsible when managing people.

The course lasts approximately 1.5 hours in total, with each module lasting between 15 to 25 minutes. All modules can be hosted on your learning management system, or we can provide access through our managed learning management system. We recommend modules be completed sequentially and that learning from each is implemented before moving on to the next.

Find out more information in our [eLearning brochure](#).

Figure 2.6: Received training

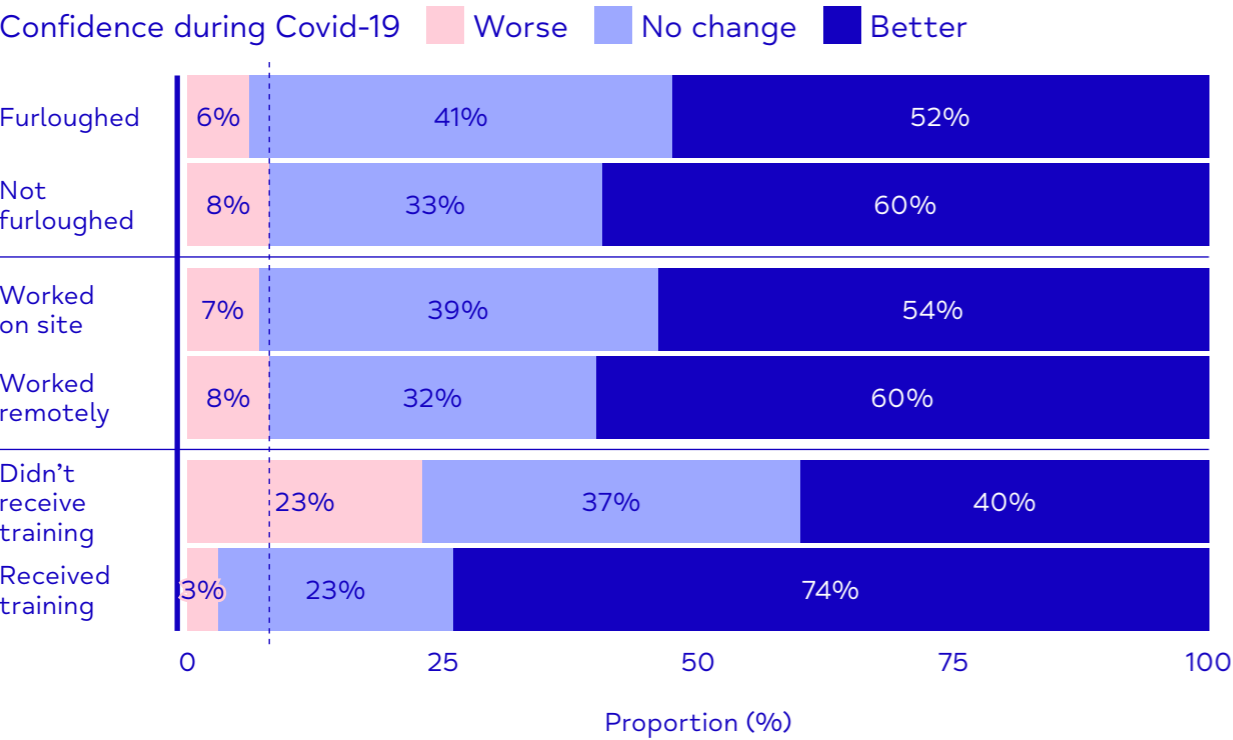


# Confidence promoting wellbeing

In this section we look at how the confidence of line managers in promoting wellbeing varied across the different work patterns experienced during the coronavirus pandemic, and how this compares to the different experiences of those who do feel like their employer had developed their skills to do so and those who do not.

Figure 2.7 below shows the group totals for each of our comparison groups. The results show that across groups, the majority found their confidence in promoting wellbeing stayed the same or improved during the pandemic, with up to 97% of line managers saying so.

Figure 2.7: Group totals



Dashed line shows Index overall result for 'Worse' (8%)

Figure 2.7 shows that less than 10% of line managers said their confidence promoting wellbeing got worse during the pandemic, with a maximum of 2% difference across work patterns and furlough.

Only 3% of line managers who felt their employer had built their skills to promote wellbeing said their confidence got worse during the pandemic, compared to 23% of those who felt their employer had not built their skills. Overall, 59% of respondents in the Index 2020/21 felt their employer had contributed to their skills to promote wellbeing.

In all but the undeveloped skills group, the majority response was that confidence promoting wellbeing grew during the pandemic.



# Confidence promoting wellbeing

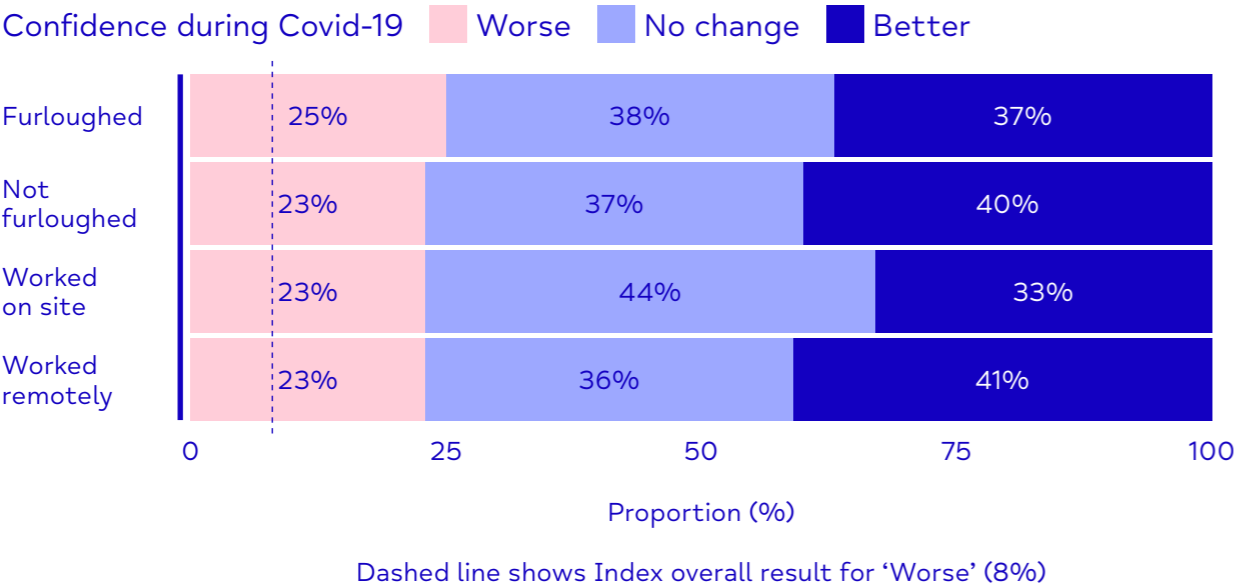
## Effect of training across work patterns

Figures 2.8 and 2.9 show very consistent results for the ‘skills developed’ and ‘skills not developed’ groups.

Regardless of work pattern or furlough, close to one-quarter (23-25%) of line managers who said their employer had not developed their skills reported that their confidence promoting wellbeing got worse. Meanwhile, this was less than 5% for those who said their skills were developed by their employer.

**“Promoting and supporting the wellbeing of staff seems to be very dependent on how each line manager/team head approaches it. Because of that it really seems to differ across teams, and as a line manager and team head myself I doubt whether I’m doing enough to support my staff because there’s a lack of consistency.”**

Figure 2.8: Did not receive training



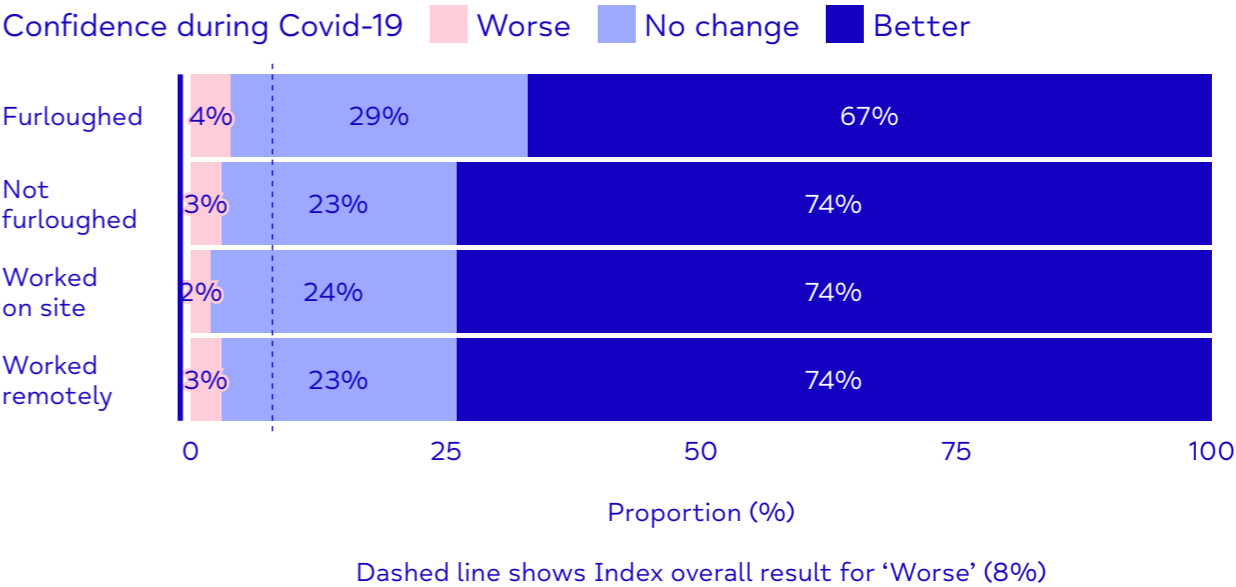
# Confidence promoting wellbeing

## How we can help

Our training offers the perfect opportunity for managers and employees to improve their understanding and knowledge of mental health. You can take part via face-to-face, Zoom, or other online platforms where suitable.

- Our core courses are:
- Managing Mental Health at Work
  - Mental Health Awareness at Work
  - Customer Support and Mental Health
  - Mental Health and How to Support Someone
- To find out more information, visit our [workplace wellbeing training webpage](#).

Figure 2.9: Received training



# Part 3:

## Job security, working hours, and motivation



# Job security

In this section, we look at how job security varied across the different work patterns experienced during the coronavirus pandemic, and how this compares to the different experiences of those who do feel like their organisation supports their mental health and those who do not.

Figure 3.1 below shows the group totals for each of our comparison groups. As we can see, being furloughed had the biggest impact on job security during the pandemic.

Figure 3.1: Group totals

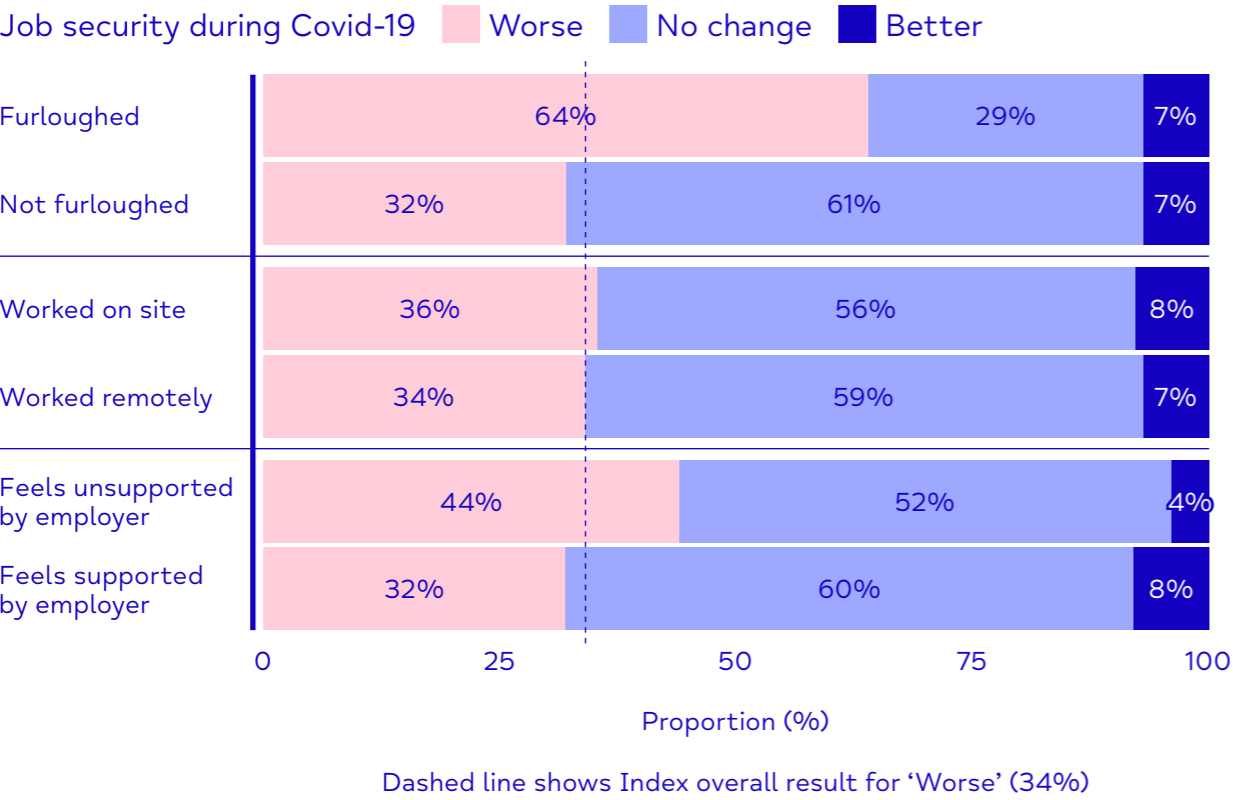


Figure 3.1 shows very little difference in the impact of the pandemic on job security between remote workers and on site workers, and a 12% difference between those who felt their employer supported their mental health and those who did not.

Out of this group of factors, being furloughed clearly had the biggest impact on whether employees felt their job security got worse during the pandemic.

The proportion of staff who felt their job security got worse in the furloughed group was double that of the non-furloughed group and 30% higher than the overall Index result.



Job security  
Employer support across work patterns

Figure 3.2 shows job security for employees who felt their organisation did not support their mental health, across the different work patterns.

The results show that although having an unsupportive organisation made things consistently worse, being furloughed was still the main factor in feelings of job security.

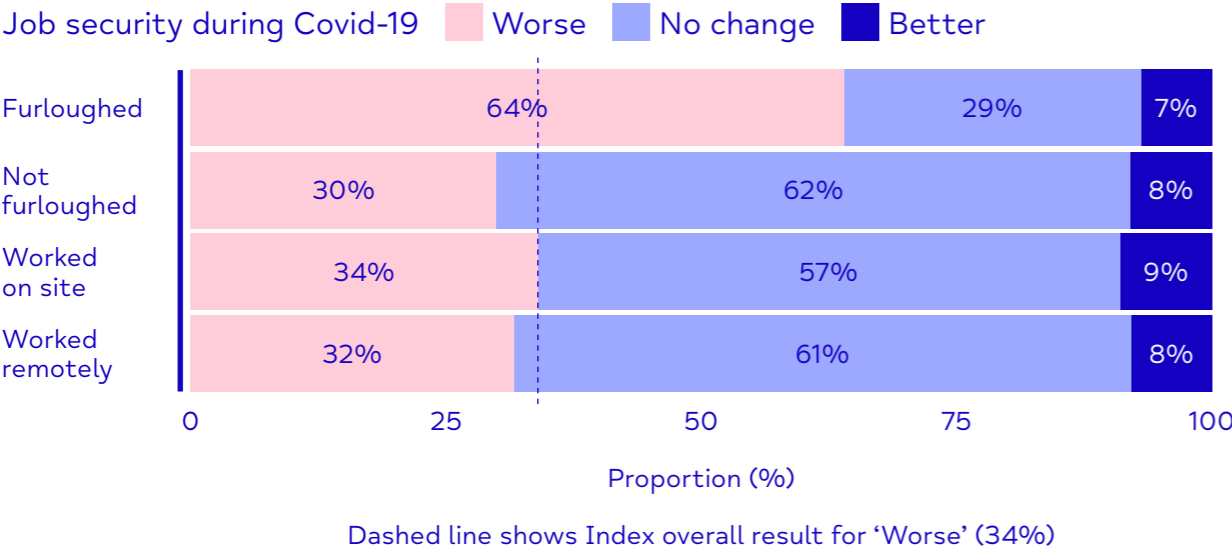
Figure 3.3 shows the same results for those who felt their organisation did support their mental health.

Comparing the 2 figures shows that those who felt supported were less

likely to be more worried about their job security during the pandemic; however, if staff were furloughed this had little impact.

**“Just after I came back to work, the employer announced a restructuring of the company and potential redundancies, of which was incredibly stressful as I didn’t believe I had any job security having been someone who was furloughed for so long.”**

Figure 3.2: Those who felt unsupported

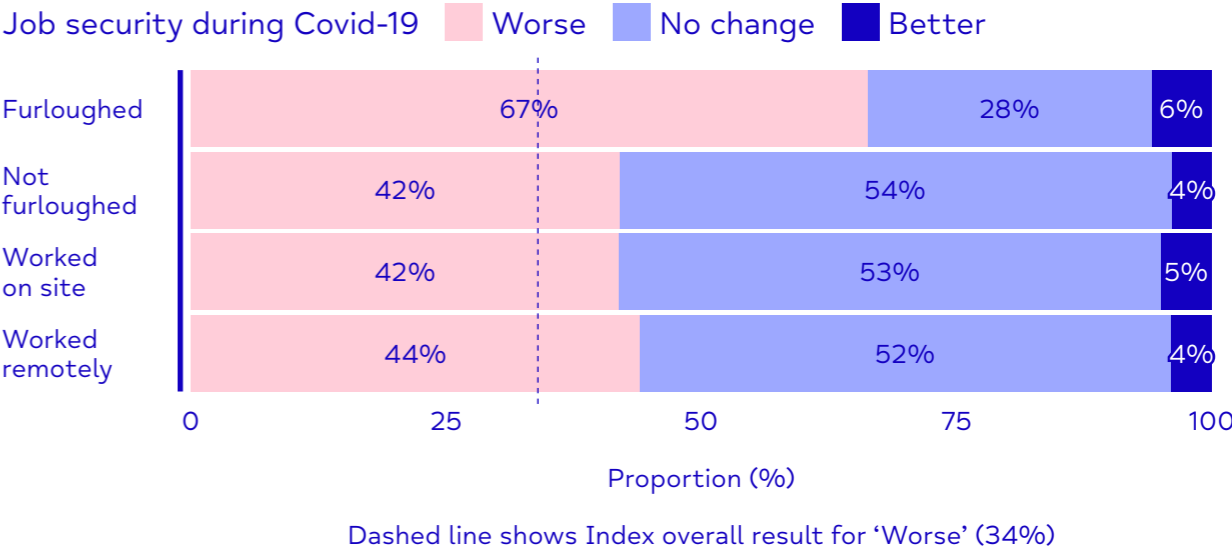


Job security  
How we can help

The coronavirus pandemic has resulted in a massive period of transition. Uncertainty about job security has been challenging and created added pressure for many people. Our [workplace conversations in challenging times toolkit](#) provides recommendations for employers on how best to navigate their way through challenging conversations.



Figure 3.3: Those who felt supported



# Hours worked

In this section, we look at how hours worked varied across the different work patterns experienced during the coronavirus pandemic, and how this compares to the different experiences of those who do feel like their organisation supports their mental health and those who do not.

Figure 3.4 below shows the group totals for each of our comparison groups. As we can see, remote workers were more likely to work more hours.

Figure 3.4: Group totals

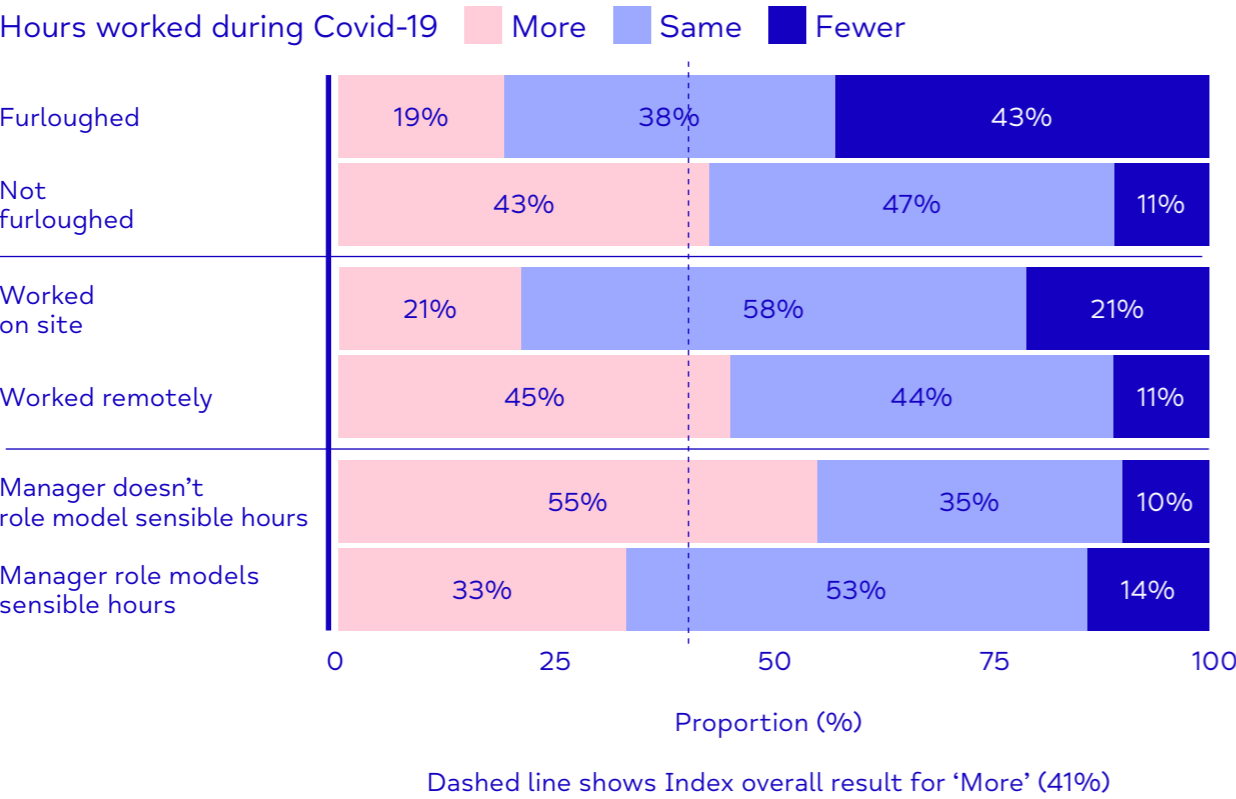


Figure 3.4 shows that changes in hours worked during the pandemic varied across circumstances.

Overall, two-fifths of employees who took part in the Index said they worked more hours than usual during the pandemic.

Remote workers and those not furloughed were more likely to work more hours than usual, with over 40% of employees in those groups reporting this was the case. This is double the proportion of those who worked on site or were furloughed.

A similar difference of just over 20% can be seen between those whose line manager role modelled working sensible hours and those whose line manager did not. Overall, 46% of respondents in the Index 2020/21 said their line manager role modelled working sensible hours.



# Hours worked

## Effect of line manager's example

Figures 3.5 and 3.6 show a consistent difference between those whose line manager role modelled working sensible hours and those whose line manager did not, across the different work patterns and furlough.

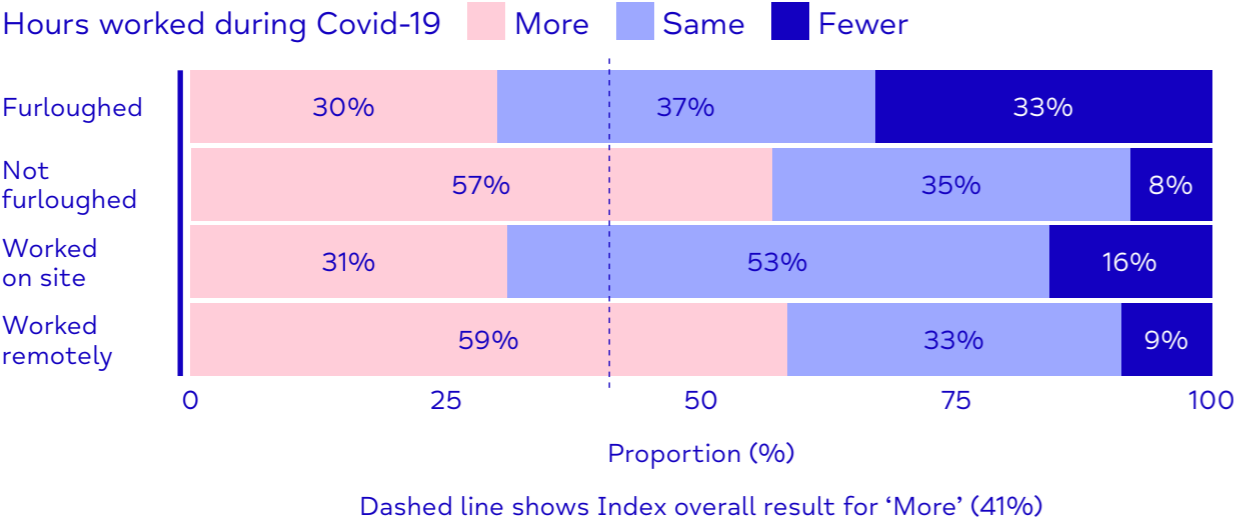
Fewer hours were worked on average by those with managers who role modelled working sensible hours. However role modelling did not affect the difference between those who worked on site compared to those who worked remotely, or those who were furloughed compared to those who were not.

While the difference between the furloughed and not furloughed group may be due to factors beyond personal control such as hours available or

making up time for staff who were furloughed, the difference between remote and on site workers seems to support [other research](#) indicating that remote working can lead to blurred boundaries between home and work life (CIPD, September 2000).

**“My manager has been fantastic at trying to make sure I look after myself (and for the rest of the team) but that has been incredibly difficult for her to do with the pressures from above, and she herself has worked RIDICULOUS hours with minimal to no leave.”**

Figure 3.5:  
Line manager does not role model sensible hours



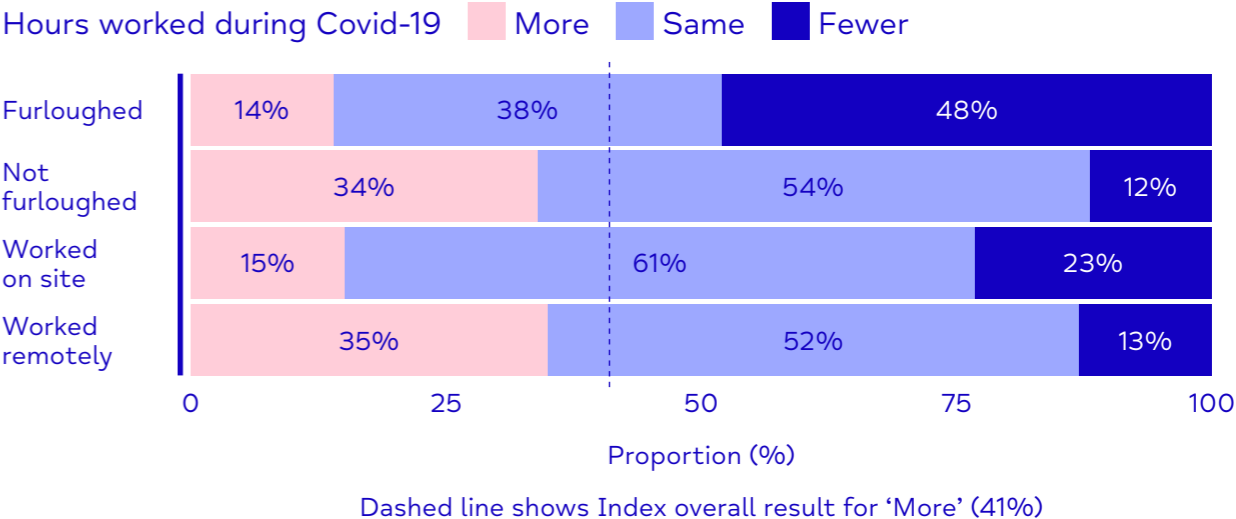
# Hours worked

## How we can help

Blurred boundaries between home and work during the coronavirus pandemic have made it much harder to switch off and realise when we are headed for burnout. Visit our [website](#) for more information on coping with potential burnout.



Figure 3.6:  
Line manager role models sensible hours



# Motivation at work

In this section we look at whether staying motivated at work varied across the different work patterns experienced during the coronavirus pandemic, and how this compares to the different experiences of those who do feel like their manager supports their mental health and those who do not.

Figure 3.7 below shows the group totals for each of our comparison groups. The results show that staying motivated during the pandemic was fairly consistent across groups.

Figure 3.7: Group totals

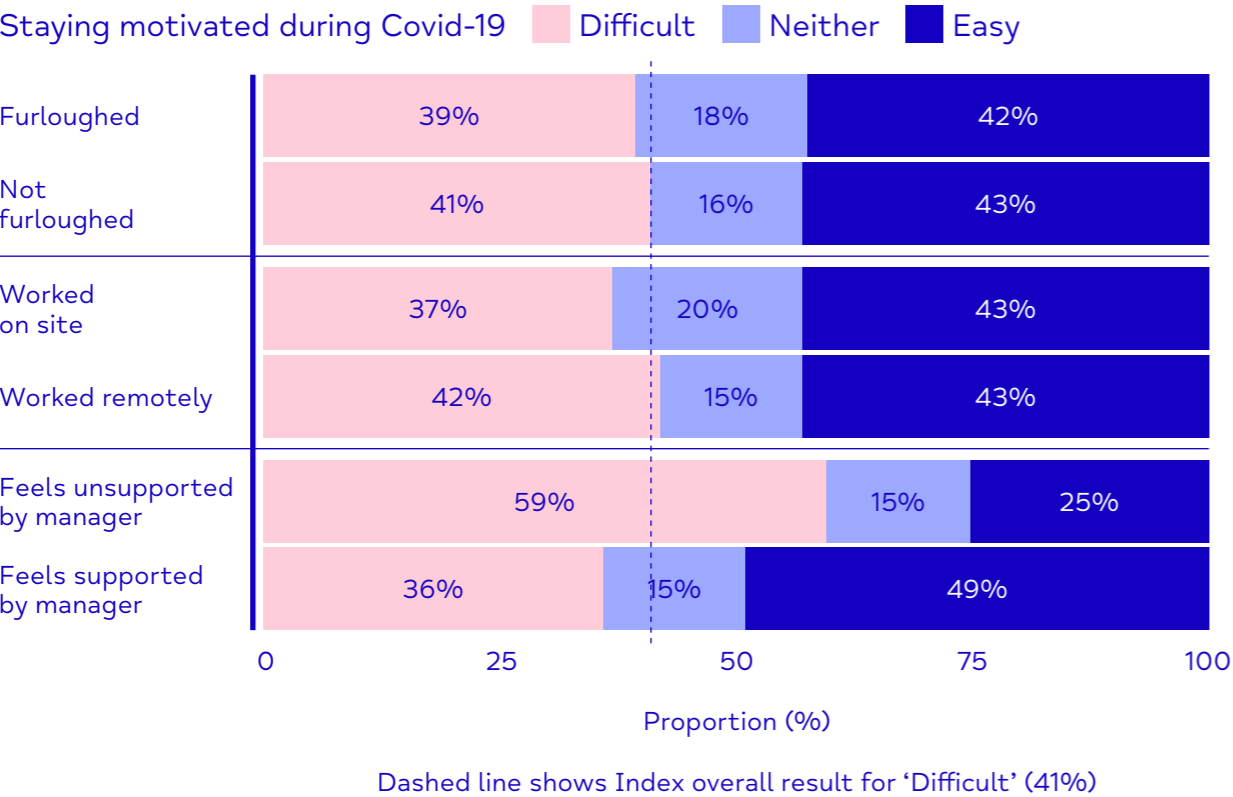


Figure 3.7 shows that, generally, two-fifths of employees found it difficult to stay motivated during the pandemic, and two-fifths found it easy.

The proportion of remote workers who found it difficult to stay motivated was 5% higher than those who worked on site, and 2% higher for those who were not furloughed.

The proportion of employees who felt their manager supported their mental health and still found it difficult to stay motivated remained close to two-fifths (36%), while three-fifths (59%) of those who felt unsupported found it difficult to stay motivated.

The proportion of supported employees who found it easy to stay motivated (49%) was almost double that of those who felt unsupported, however (25%). Overall, 66% of respondents in the Index 2020/21 felt their manager supported their wellbeing.



Motivation at work

Effect of line manager’s support

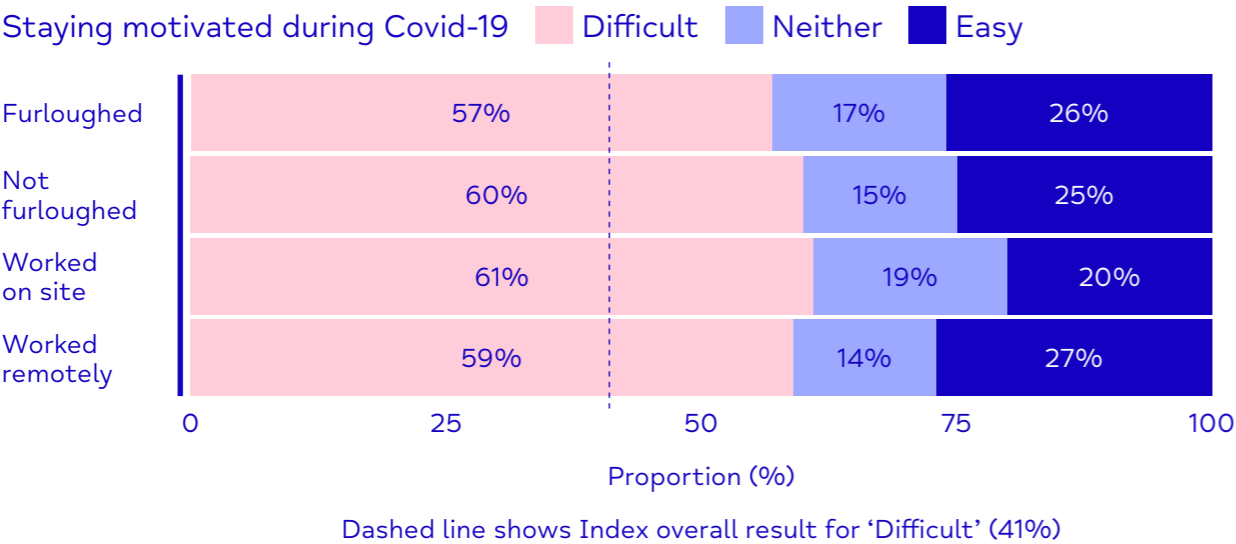
Figure 3.8 shows that around 60% of those who felt their manager did not support their mental health found it difficult to stay motivated, and this was consistent across work location and furlough groups. There was only a 3% difference between furloughed and unfurloughed groups and a 2% difference between remote and on site workers who felt unsupported.

Figure 3.9 shows that for employees who felt their manager supported their mental health, the proportion who found it difficult to stay motivated was around one-third, with the exception of on site workers. On site workers who felt supported were up to 8% less likely

to find it difficult to stay motivated than other groups. Meanwhile, the proportion of those who found it easy to stay motivated during the pandemic was consistently around half (48-52%) across work locations and furlough groups, compared to 20-27% of those who felt unsupported.

“I was in a very low state of mind just before the pandemic, and my manger was amazing. During the pandemic, the support continues. I can honestly say I feel much better.”

Figure 3.8: Those who felt unsupported



Motivation at work

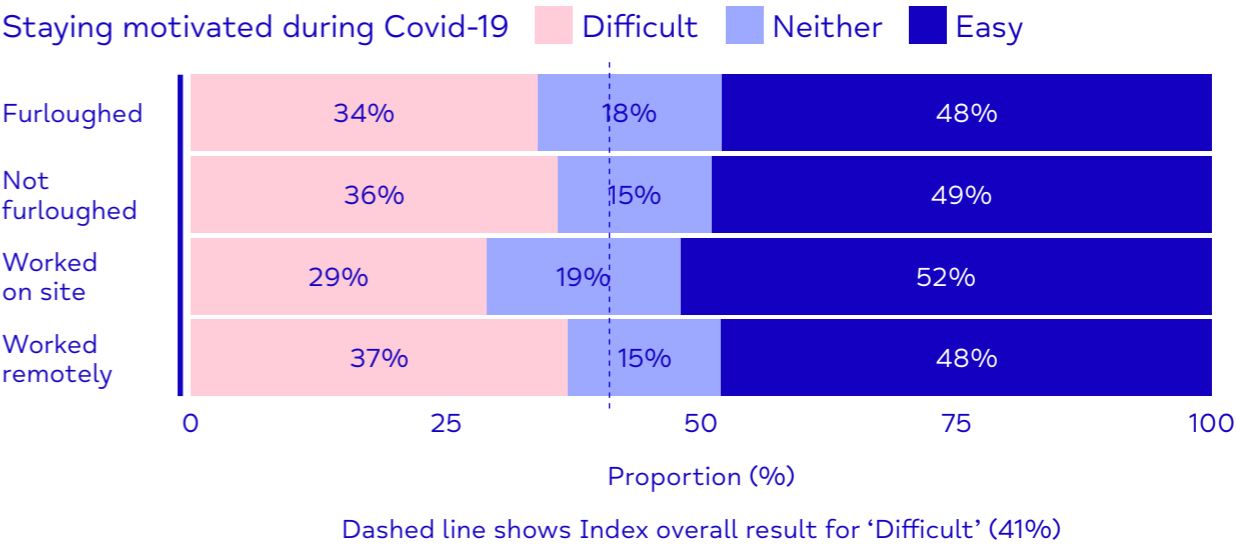
How we can help

Wellness Action Plans are a great tool to help us identify what keeps us well at work, what causes us to become unwell, and how to address a mental health problem at work should you be experiencing one. It also opens a dialogue with your manager or supervisor, in order for them to better understand your needs and experiences and ultimately

better support your mental health, which in turn leads to greater productivity, better performance and increased job satisfaction.

Take a look at our [Wellness Action Templates](#) for people working remotely, working in a physical workplace and working in a hybrid manner.

Figure 3.9: Those who felt supported



# Summary

In this report we looked at how employees felt their mental health and wellbeing changed during the coronavirus (Covid-19) pandemic compared to other years. In order to do this, we looked at 3 areas of wellbeing – job satisfaction and mental health, confidence around mental health, and job security, working hours, and motivation. We also explored how these related to established factors such as feeling supported and receiving training.

## Job satisfaction and mental health

Here we found that, overall, one-third (33%) of employees said their job satisfaction got worse during the pandemic. This result was the same for those who worked on site and those who worked remotely, while slightly fewer (29%) of those who were furloughed said their job satisfaction got worse. The majority of respondents said their job satisfaction stayed the same, regardless of furlough or work condition.

Comparing this to whether or not staff felt supported by their employer, we can see that this has a much greater impact on whether or not staff felt their job satisfaction changed during the pandemic. Of those who felt unsupported by their employer, 77% said their job satisfaction got worse, compared to 23% who felt their employer did support their mental health. Across work locations and furlough status, those who felt unsupported were most likely to say their job satisfaction got worse, while those who felt supported were most likely to say their job satisfaction stayed the same.

In terms of self-reported mental health, overall 41% said their mental health got worse during the pandemic. This was slightly lower for those who were furloughed (36% said it got worse) than those who were not furloughed (42%), as well as for those who worked on site (34%) compared to those who worked remotely (42%). Again, the biggest difference was found between those who felt supported by their employer (34% said their mental health got worse) compared to those who felt unsupported by their employer (76% said their mental health got worse).

The impact of a supportive employer was largely consistent across work location and furlough status. However, the group least likely to report worsening mental health was those who worked on site and felt supported (22%), while those who worked remotely and felt supported remained higher, at 35% saying their mental health got worse.

## Confidence around mental health

Next, we explored the impact of work location and furlough status on confidence supporting ourselves and our colleagues, looking at how training provided by our employer influenced this relationship. Overall, 26% said that their confidence looking after their own mental health got worse during the pandemic. This was largely consistent across work location and furlough groups, although slightly lower for those who were furloughed (21%) and those who worked on site (23%). 49% of those who hadn't received training said their confidence got worse during the pandemic, compared to 16% of those who did receive training. Of those who didn't receive training, the proportion saying their confidence got worse was largely consistent, with the largest difference being that the proportion saying their confidence got worse was 6% lower for those who were furloughed than those who were not furloughed. In those who had received training, staff were actually most likely to say their

confidence supporting themselves got better during the pandemic than any other outcome, with the best outcome being for those who worked on site and received training, with 90% saying their confidence got better or did not change.

The results for line managers' confidence supporting staff mirror the results for confidence looking after our own mental health. Meanwhile, line managers' confidence promoting wellbeing seemed to get better during the pandemic for all groups. All but those who hadn't received training on promoting wellbeing showed a majority of responses reporting improved confidence promoting wellbeing during the pandemic. The results suggest that an increased focus on wellbeing during the pandemic encouraged line managers to promote mental health and wellbeing with more confidence.

## Job security, working hours, and motivation

When it comes to job security, the primary factor associated with worsened job security was being furloughed, with 64% saying their job security got worse. This effect was even greater than that for feeling unsupported by our employer (44% saying their job security got worse). Comparisons between supported and unsupported groups also show an impact of furlough regardless of whether staff felt supported or not.

In terms of worked hours, those who worked remotely were most likely to say they worked more hours during the pandemic (45%) – 24% higher than those who worked on site. Although overall those whose line manager role modelled sensible hours were less likely to say they worked more hours themselves, there remained at least a 20% difference between remote workers and on site workers in the proportion working more hours during the pandemic.

For motivation at work, the proportion who said they found it difficult to stay motivated was 5% lower for those who worked on site than those who worked remotely, although the same proportion of staff reported finding it easy to stay motivated during the pandemic whether working on site or working remotely (43%). The difference in those finding it difficult also only remains for those who felt supported by their manager, while those who felt unsupported by their manager were actually more likely to say they found it easy to stay motivated if they worked remotely (27%) than if they worked on site (20%).

For further help and support, or to find out about our workplace products and services, please visit [www.mind.org.uk/workplace](http://www.mind.org.uk/workplace)





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