



Evolving Together: Enabling the hybrid generation to flourish

Healthcare practitioners and pharmaceuticals /
life sciences



Context

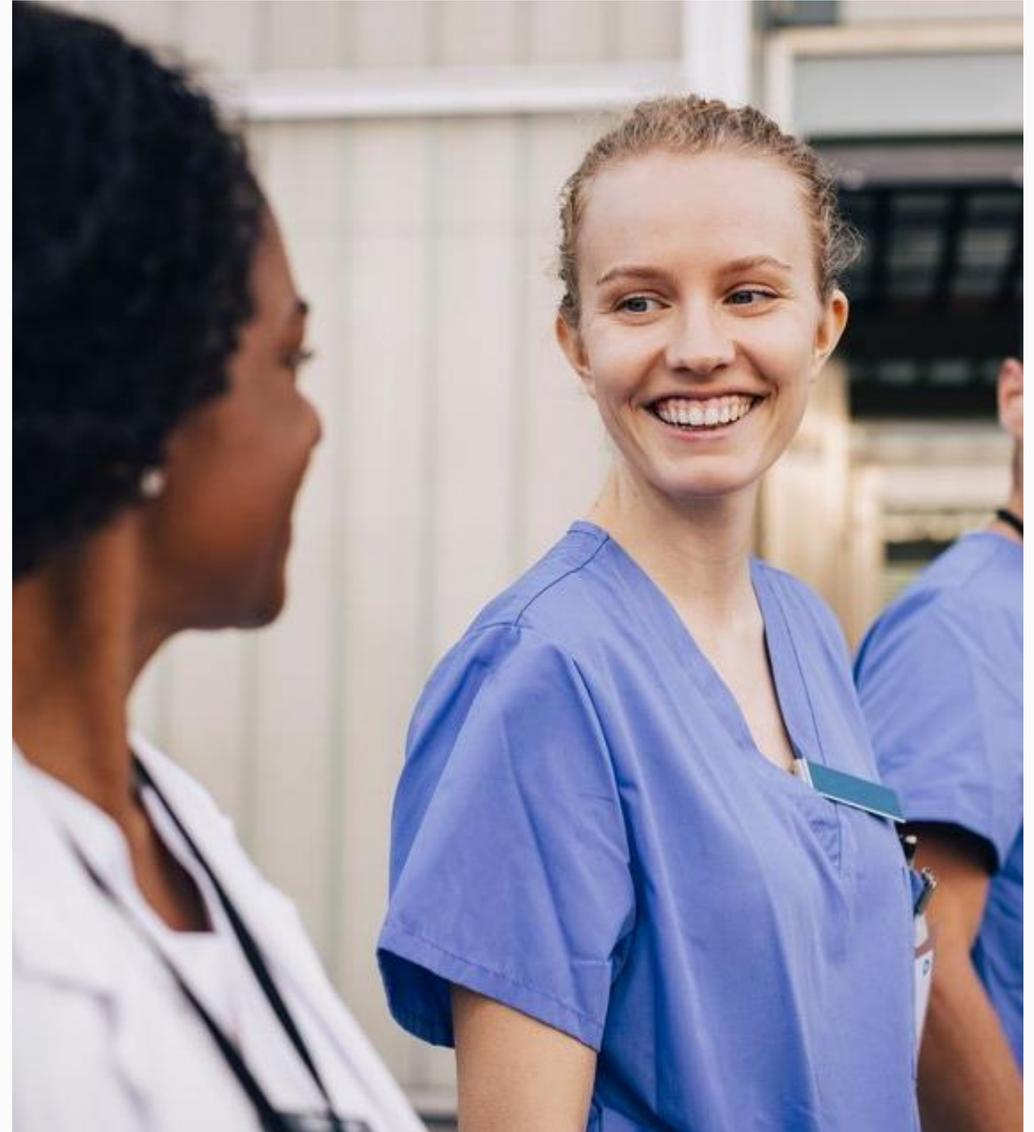
The pandemic thrust many early-career healthcare workers into high-pressure, frontline roles, often leading to accelerated promotions and rapid upskilling. The long-term effects are now surfacing, with burnout, exhaustion, and deteriorating psychological safety all serious considerations across the sector.

Covid-19 also shifted awareness of the pharmaceutical sector's role and contribution. Although research jobs stayed site-based, many other roles shifted to remote or hybrid.

Across both healthcare and pharmaceuticals, new opportunities are being created by technology, both in terms of innovation and in the way professionals do their jobs.

"Young people starting their career were thrust into the middle of a chaotic healthcare ecosystem"

- Majid Zahoor, Global Director, Healthcare Sector, BSI

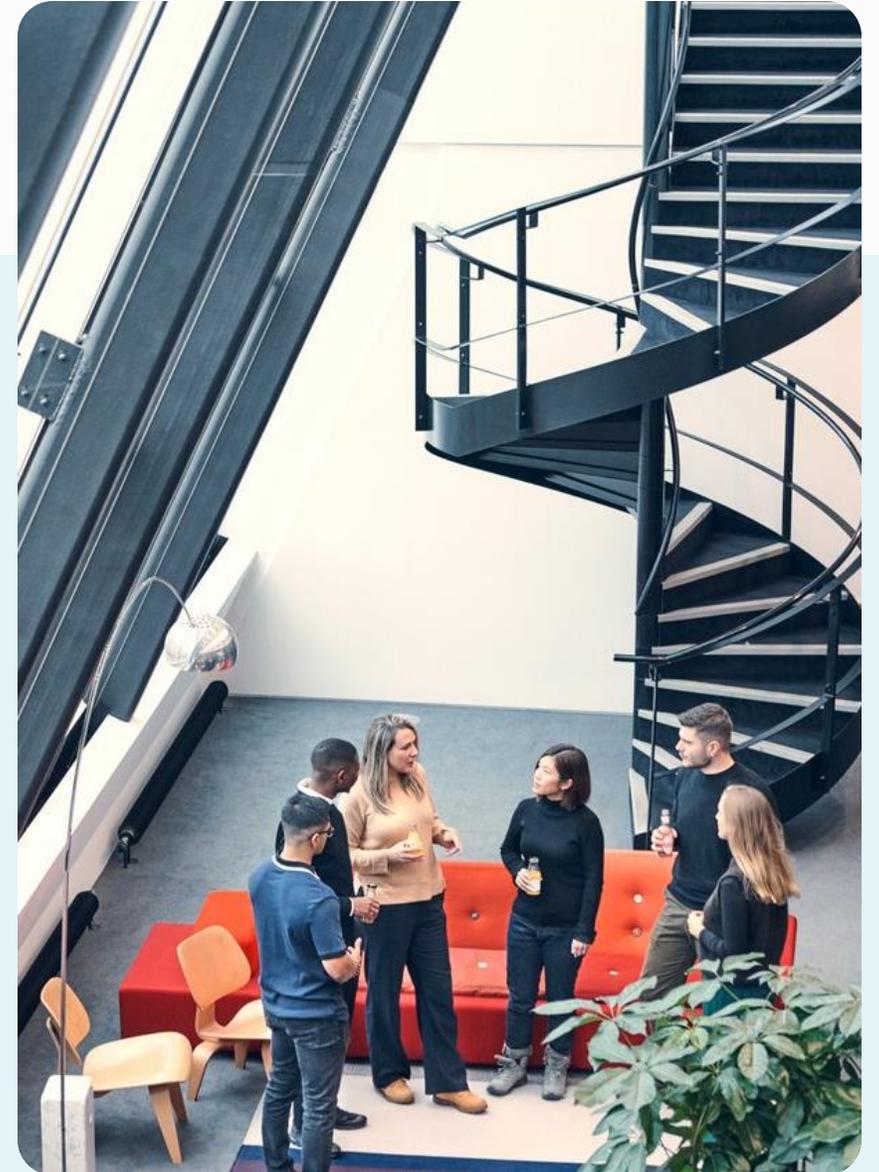


Evolving Together: enabling the hybrid generation to flourish

[BSI's 2025 Global Workforce Entrants Study](#) explores the experiences and priorities of people who have entered the workforce since the pandemic began. The study, developed in partnership with the thinktank ResPublica, comprises a survey of 4,700 people globally who started work during or since the pandemic, focus groups, and an international literature review.

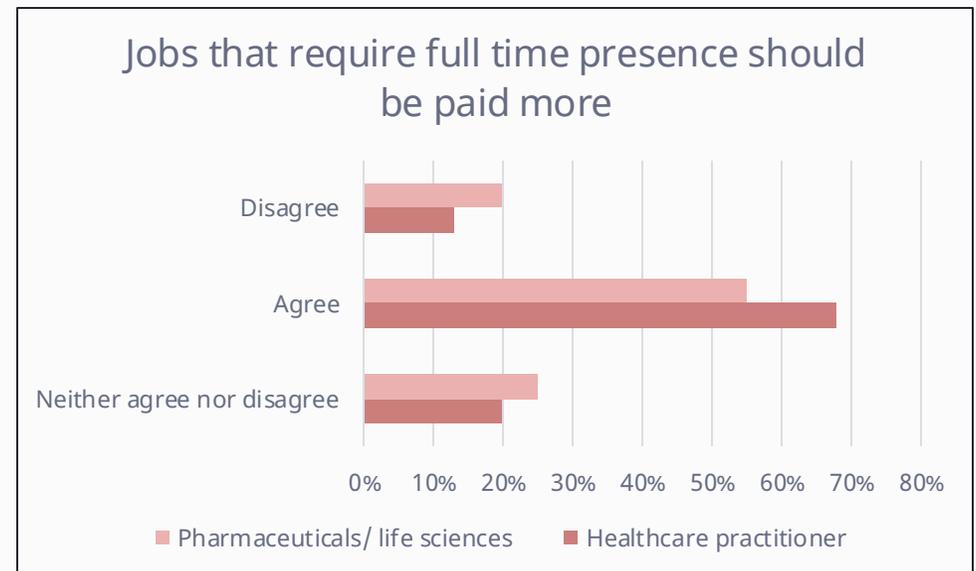
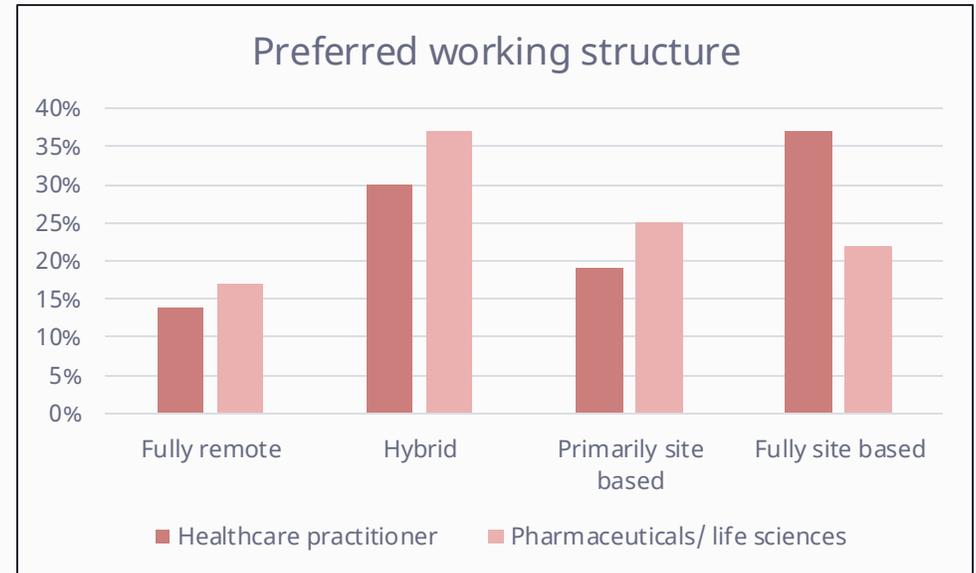
The research provides crucial insight into how the hybrid generation, lacking experience of the pre-pandemic workplace, have been shaped by these unique circumstances and how this is likely to continue to impact them and shape the future of work.

The survey included 802 people working in the healthcare and pharmaceuticals / life sciences industries globally.



Working structure

- During their first two years in the workforce over half (56%) of those in healthcare were fully site based (above the global average of 38%). For those in pharma the figure was 30%
- Over one in five (21%) in healthcare were primarily site based and 16% were hybrid in this period.
- Just 7% were fully remote compared to 12% globally. For pharma in this period, 27% were primarily site based, 32% were hybrid and 11% were fully remote.
- Today 58% in healthcare are fully site based (compared to 39% globally) and 32% for pharma, followed by 19% primarily site based (28% for pharma), 15% hybrid (30% for pharma) and 8% fully remote (11% for pharma)



Pandemic experience

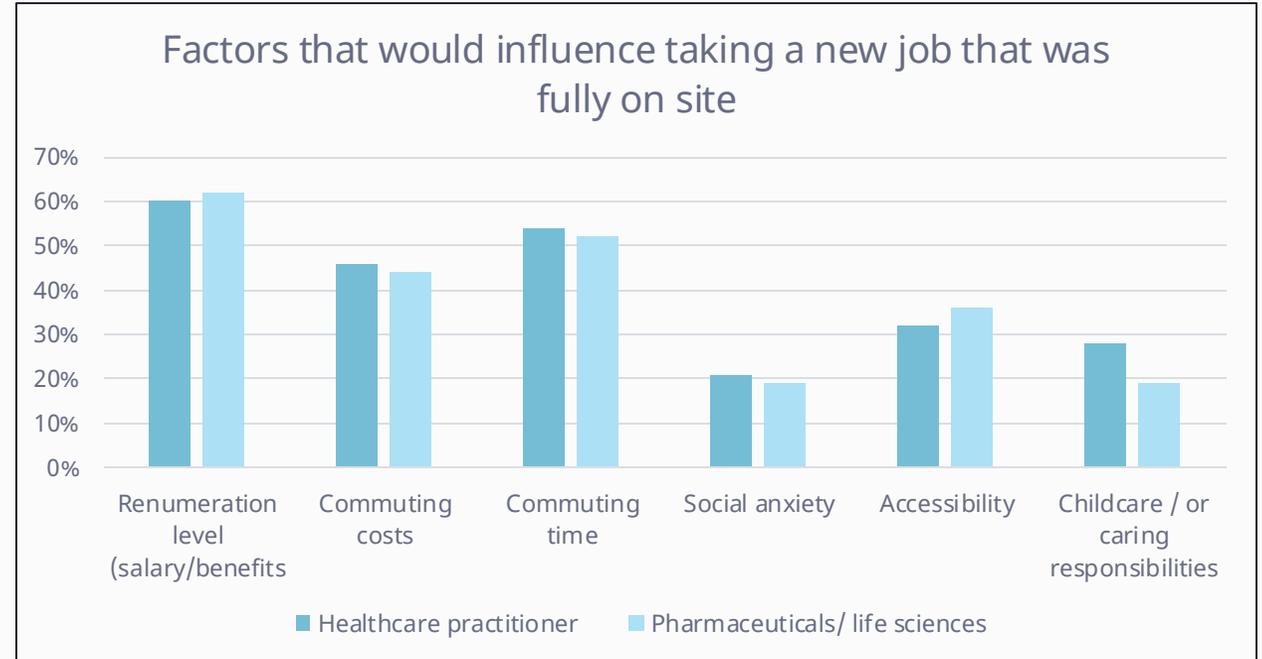
- 31% say they coped well with their job during the pandemic, the global average is 26% and for pharma the figure was 28%
- 22% in pharma and 29% in healthcare say they missed out on training as a result of the pandemic, while 31% in pharma and 29% in healthcare say they undertook training remotely.
- Over one in 10 (11%) of those in pharma say they were able to take a job that they wouldn't have been able to had it been site based

67% of those in healthcare said they received sufficient training during their first year of work



Priorities and expectations

- 65% of those in both healthcare and pharma say they feel fulfilled by their work at the moment
- 62% of those in both sectors say they feel loyal to their employer but almost two thirds in each say they like their current employer but will prioritise their own career and needs
- A quarter in pharma hope to remain in their current organisation for the next 10 years this jumps to 36% who hope to remain for the next 5 years (figures are 23% and 34% for healthcare).
- In pharma, 45% say work life balance motivates their professional life (51% for healthcare), followed by job stability (41% and 47%) and then financial incentives (40%).



32%
In pharma say
their current
employer doesn't
share their values

55%
in healthcare expect
to stay in the same
career for the next
10 years

Culture and connection

- A fifth (19% in pharma and 21% in healthcare) said social anxiety would impact their decision to take a fully onsite job
- 76% in healthcare and 72% in pharma say they made friends in their first job. Across both, nearly half (52%) say since starting work they regularly socialise with colleagues after work
- 70% in healthcare said they find their job easier when they are on site (falling to 63% for pharma) and 70% are more efficient when they work on site.

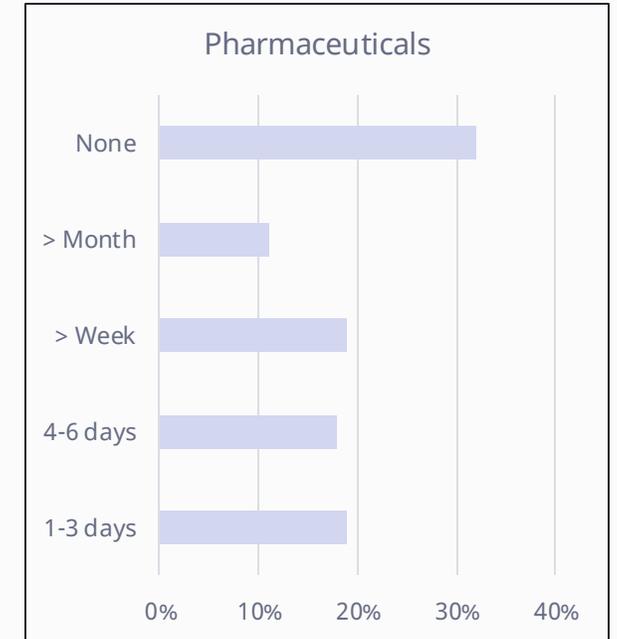
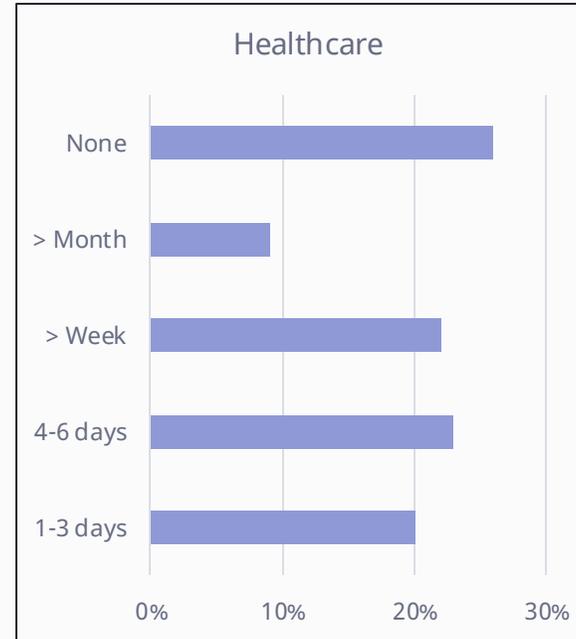
54% of career starters across healthcare and pharmaceutical and life sciences say they found a mentor in their first job



Health and well-being

- Half say their mental health is enhanced by a hybrid structure (rising to 56% for pharma)
- 42% in pharma say their mental health was negatively affected by working remotely during the pandemic.
- 60% in healthcare say the first two years of work was a positive experience, compared to 62% globally and 67% for pharma.
- Half find it hard to leave the house when they work from home (52% for pharma)

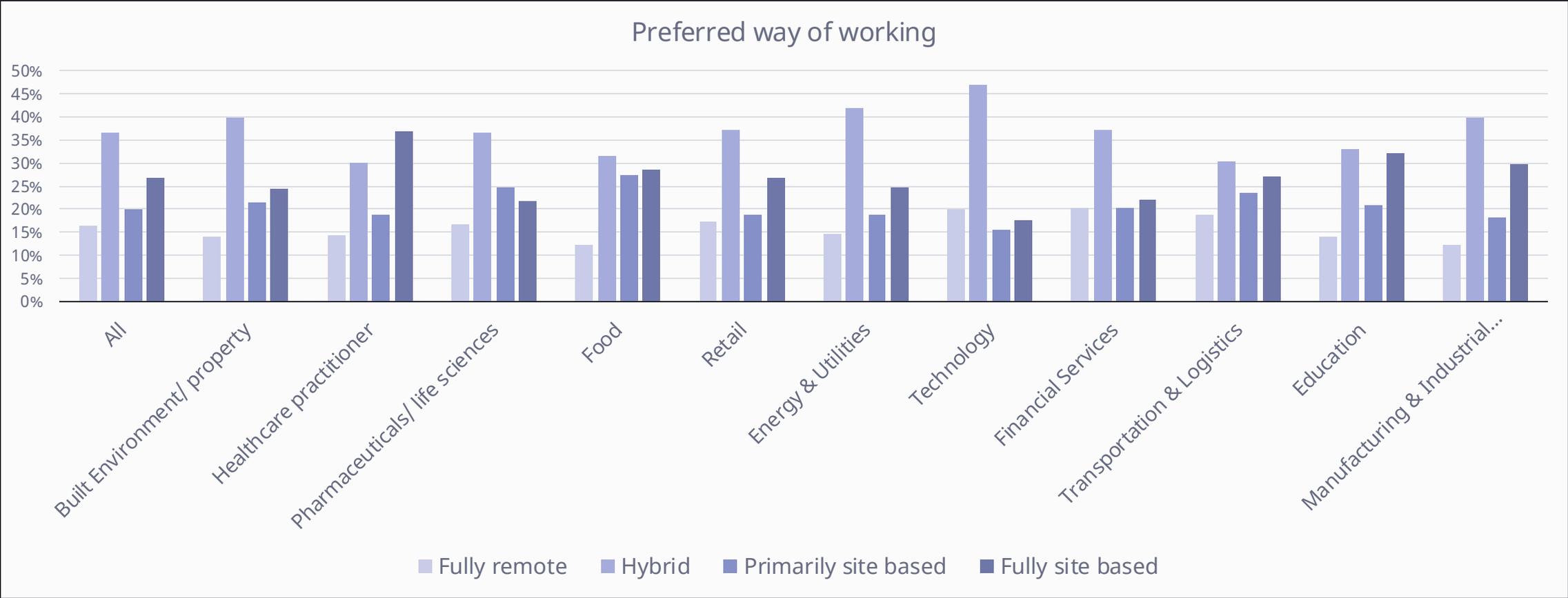
Days officially taken off due to illness or mental health challenges in the last year



58% in healthcare say they are able to exercise more frequently when working remotely or hybrid (56% for pharma)

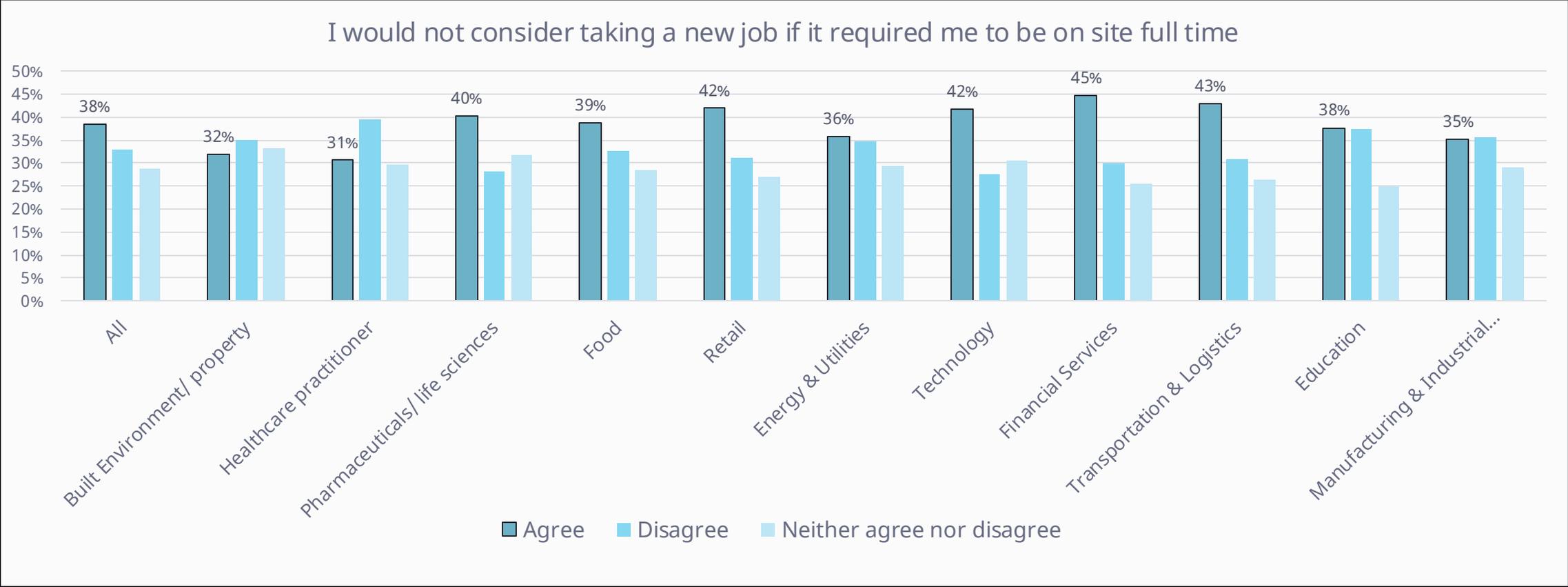
Sector comparisons

Technology sees the highest proportion preferring hybrid work (47%), falling to 30% for those in healthcare.



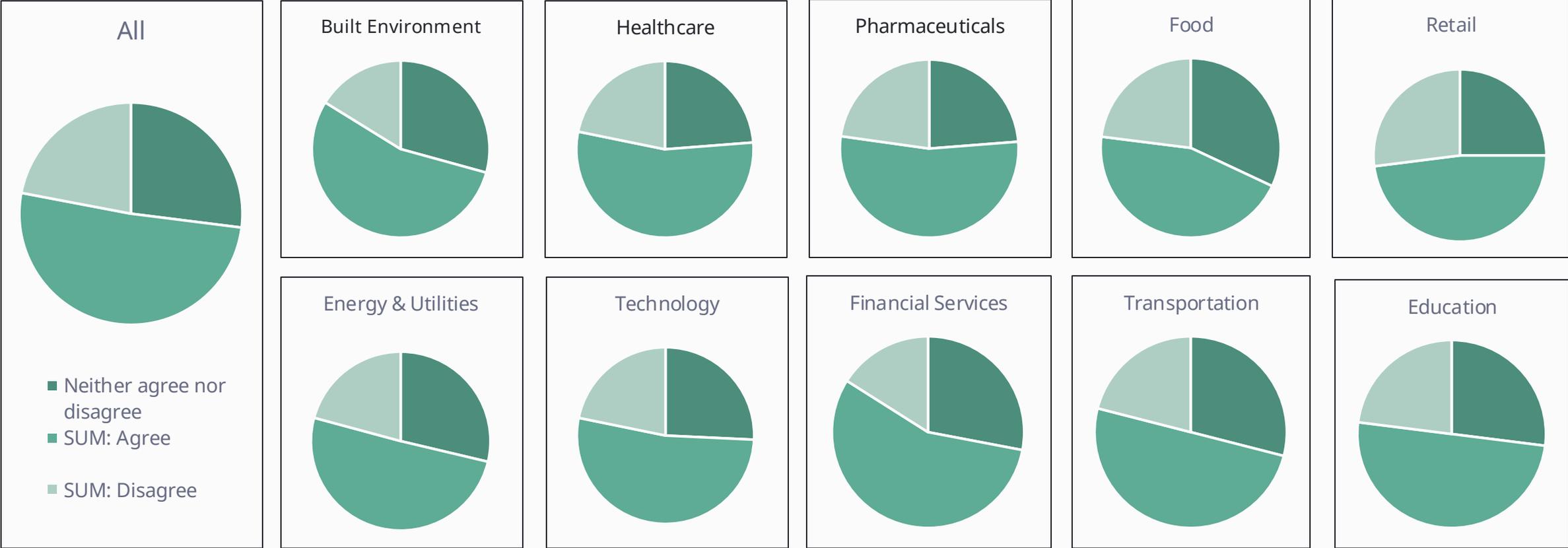
Sector comparisons

45% of those in Financial Services say they would not consider a new job requiring full time presence onsite, compared to 32% in the built environment



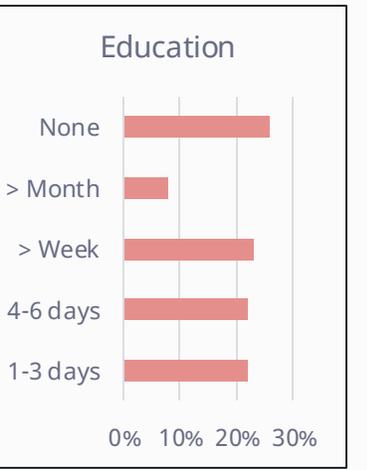
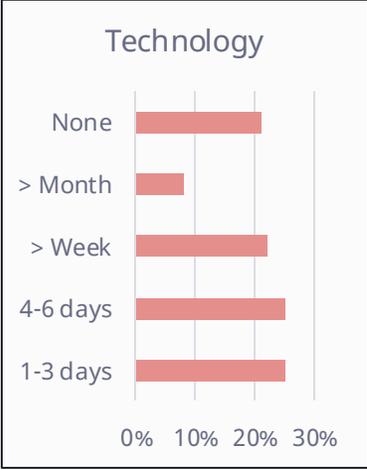
Sector comparisons

I expect to stay in the same career for the next ten years



Sector comparisons

Days taken off for sick leave in the last year





Find out more [here](#)

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