



# Evolving Together: Enabling the hybrid generation to flourish

Retail sector



# Context

The pandemic has shaped a "hybrid generation" of workers in the Consumer and Retail sector, adapting to a landscape defined by digital transformation.

Today, 43% of workers are fully site-based, with 62% believing that onsite roles should be paid more, highlighting the benefits of hybrid work that the pandemic brought.

Culture and connection remains vital in the sector, as 68% say they are more efficient when they work onsite.

But even with less manager face time, 65% still feel loyal to their employer and 53% motivated by the work-life balance they have.

## Over half

(59%) say their mental health is enhanced by a hybrid structure

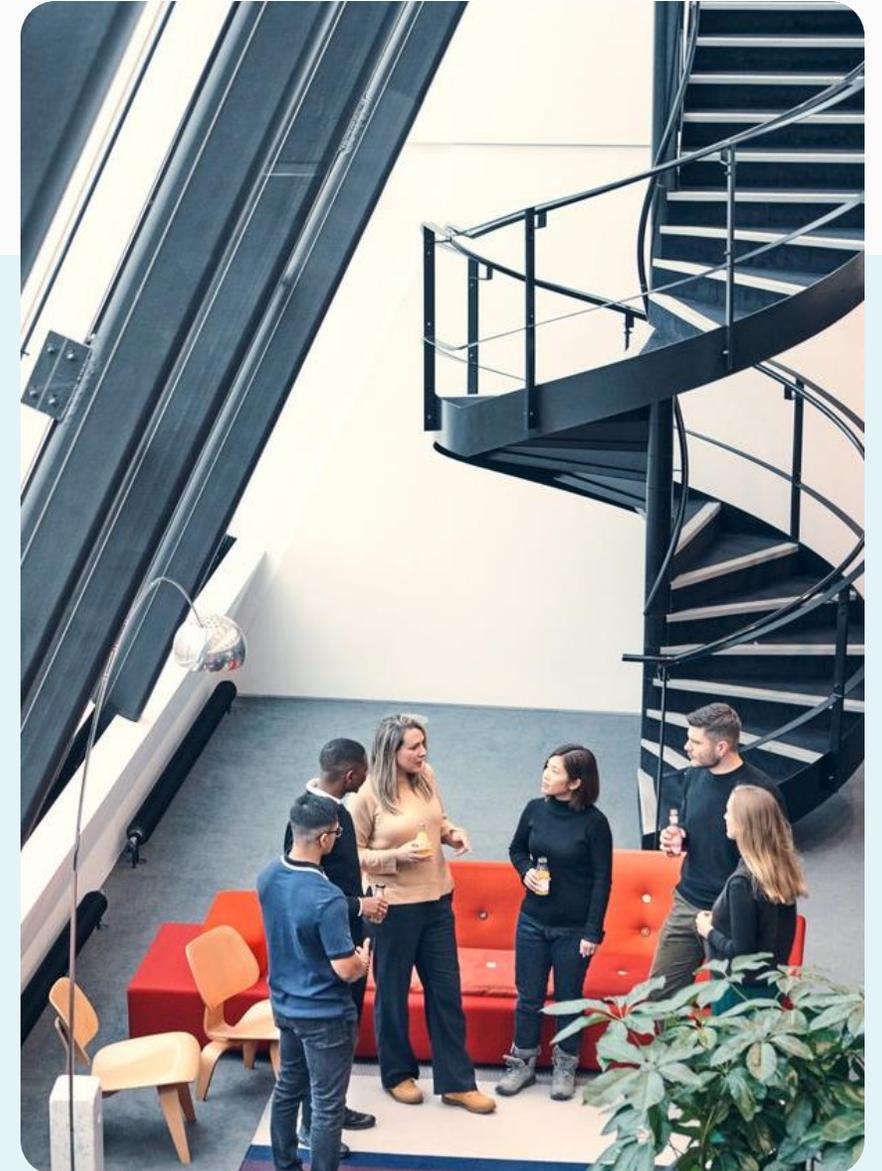


# Evolving Together: enabling the hybrid generation to flourish

[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.

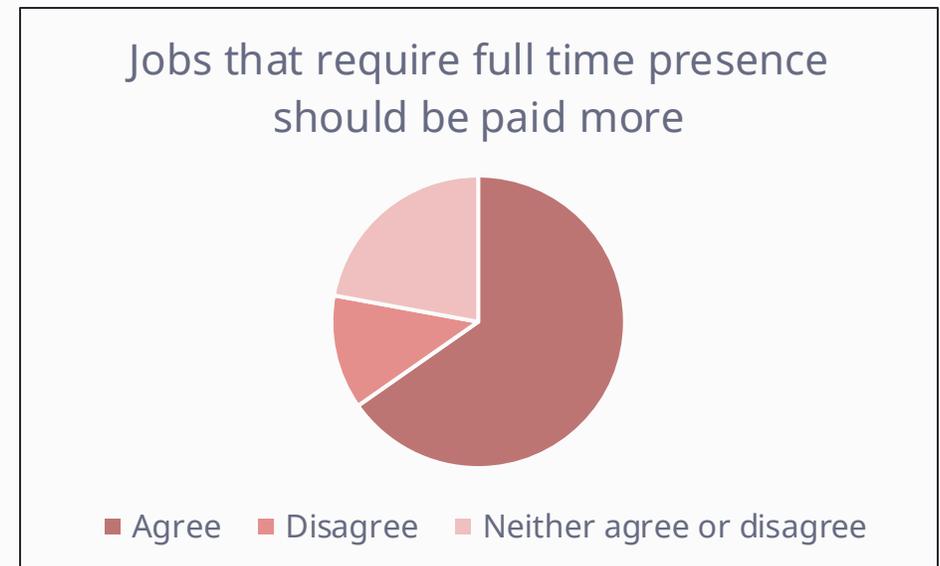
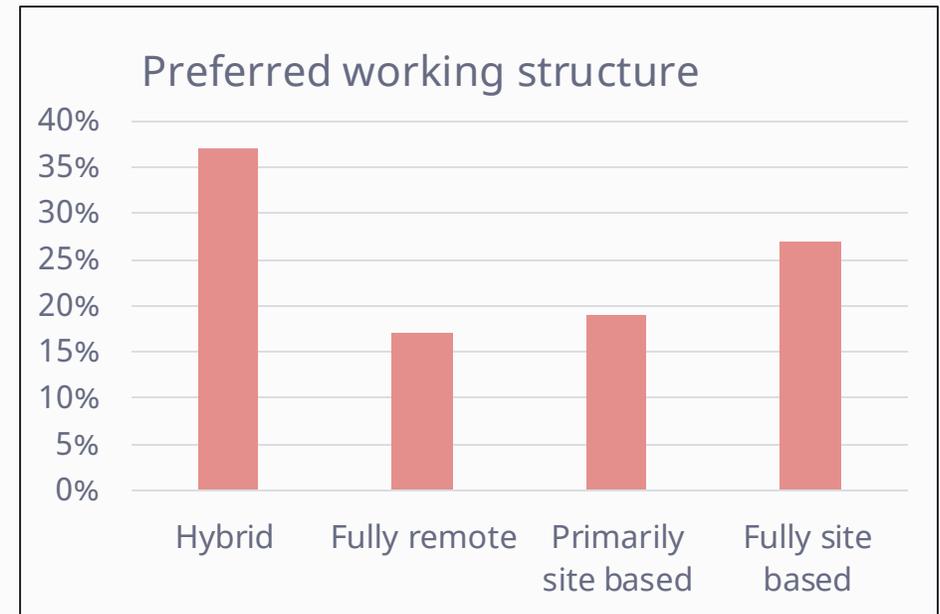
The research provides crucial insight into how the hybrid generation, lacking experience of the pre-pandemic workplace, have been shaped by these unique circumstances and how this is likely to continue to impact them and shape the future of work.

The survey included 596 people working in the retail sector.



# Working structure

- During their first two years in the workforce 39% of those in retail were fully site based, in line with the global average. A quarter were primarily site based and 26% were hybrid. 11% were fully remote
- Today 43% are fully site based (compared to 39% globally), followed by 22% primarily site based, 26% hybrid and 9% fully remote
- 37% prefer a hybrid working structure, followed by 27% who prefer to be fully site based
- 62% think jobs that require full time onsite presence should be paid more
- 69% say jobs that require a full-time onsite presence should offer other flexibility such as condensed hours or part time working



# Pandemic experience

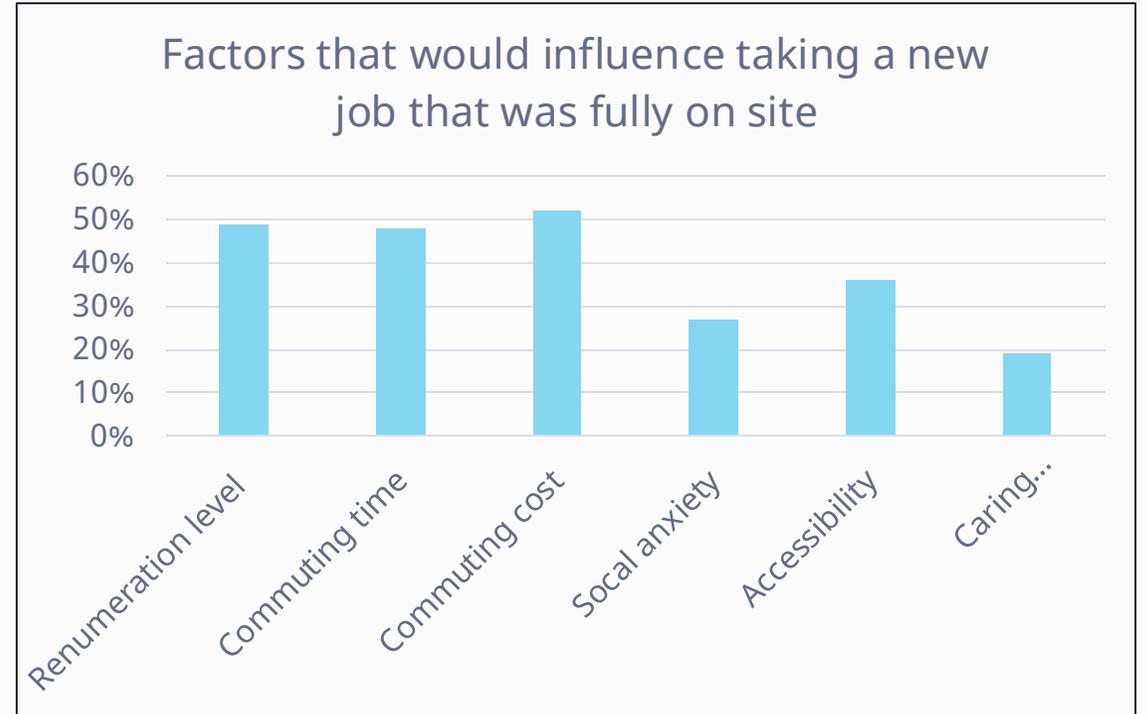
- A quarter say they coped well with their job during the pandemic, the global average is 26%.
- 21% say they missed out in training as a result of the pandemic, while 26% say undertook training remotely.
- Nearly one in 10 (9%) say they were able to take a job that they wouldn't have been able to had it been site based.

**58%** said they received sufficient training during their first year of work.



# Priorities and expectations

- Two thirds say they feel fulfilled by their work at the moment
- 65% say they feel loyal to their employer but 63% say they like their current employer but will prioritize their own career and needs
- A quarter hope to remain in their current organization for the next 10 years, rising to 29% who hope to remain for the next 5 years.
- Over half (53%) say that work life balance motivates their professional life, followed by job stability (44%) and then financial incentives (39%).
- 25% of women say childcare / caring responsibilities would also impact their decision to take a job that was fully on site while 12% of men say this.



**38%**  
say their current employer doesn't share their values

**48%**  
expect to stay in the same career for the next 10 years

# Culture and connection

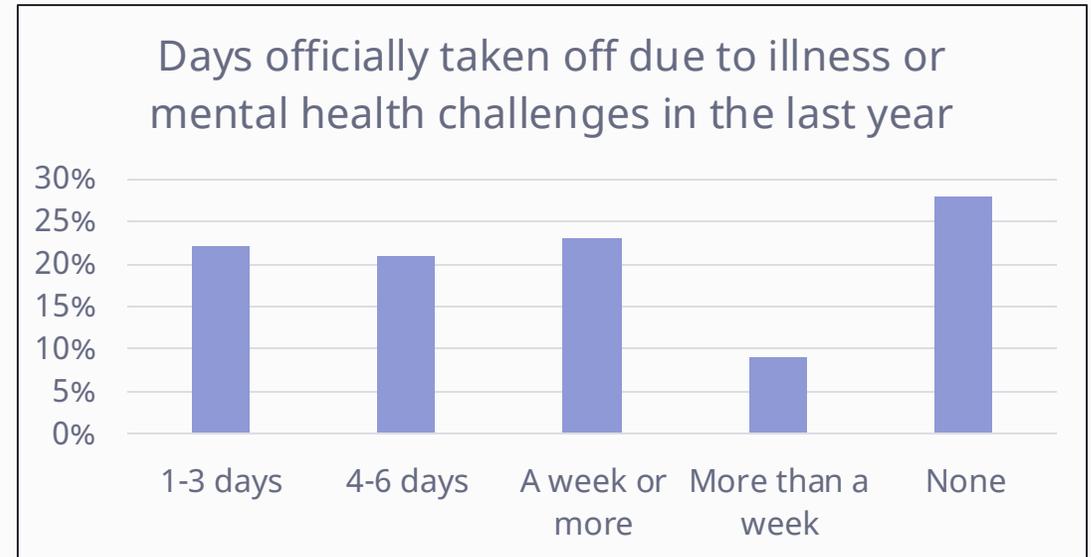
- 27% said social anxiety would impact their decision to take a job fully onsite (the global average is 22%)
- Half prefer conducting meetings in person, and 58% say they prefer having 1-2-1 conversations at work in person, compared to 52% globally.
- Nearly three quarters (74%) made friends in their first job, and over half (54%) say since starting work they regularly socialise with colleagues after work
- Over two thirds (67%) said they find their job easier when they are on site and 68% says they are more efficient when they work on site.

**53%** say they found a mentor in their first job.



# Health and well-being

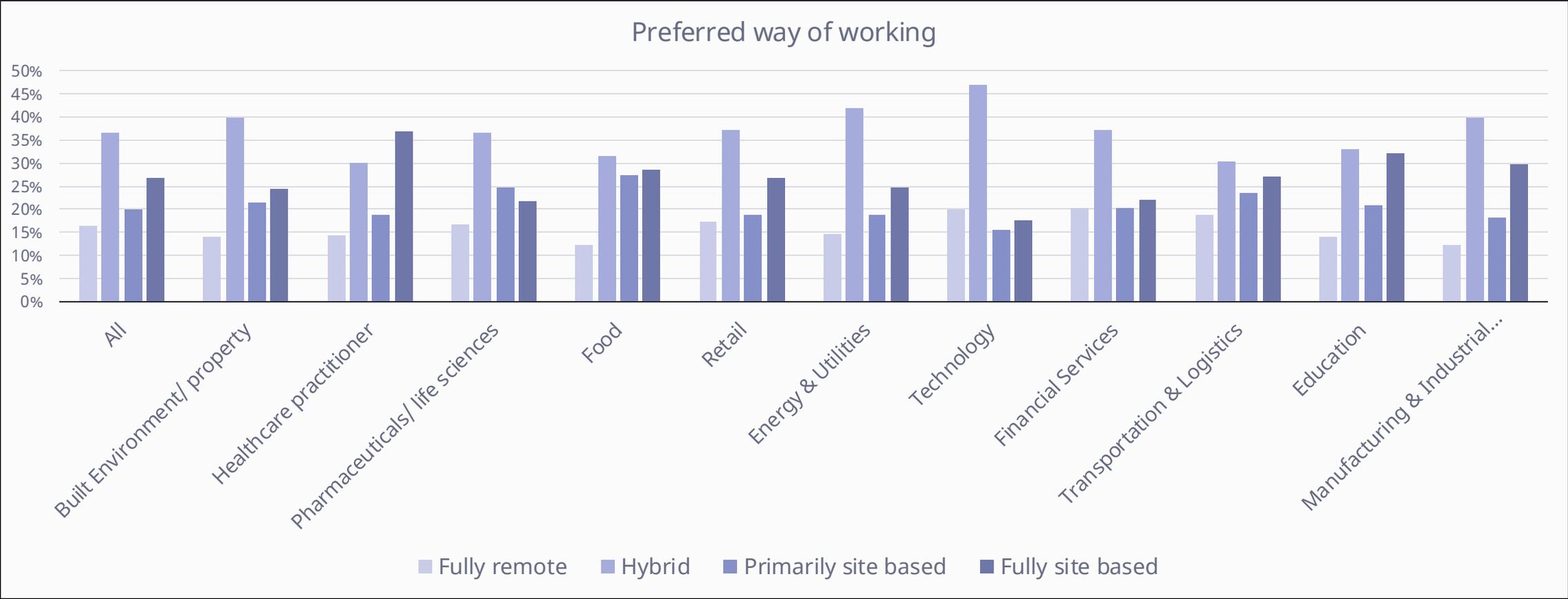
- Over half (59%) say their mental health is enhanced by a hybrid structure
- 32% say their mental health was negatively affected by working remotely during the pandemic
- 59% say the first two years of work was a positive experience, compared to 62% globally
- Nearly half (49%) say they find it hard to leave the house when they work from home



**61%** are able to exercise more frequently when working remotely or in a hybrid structure

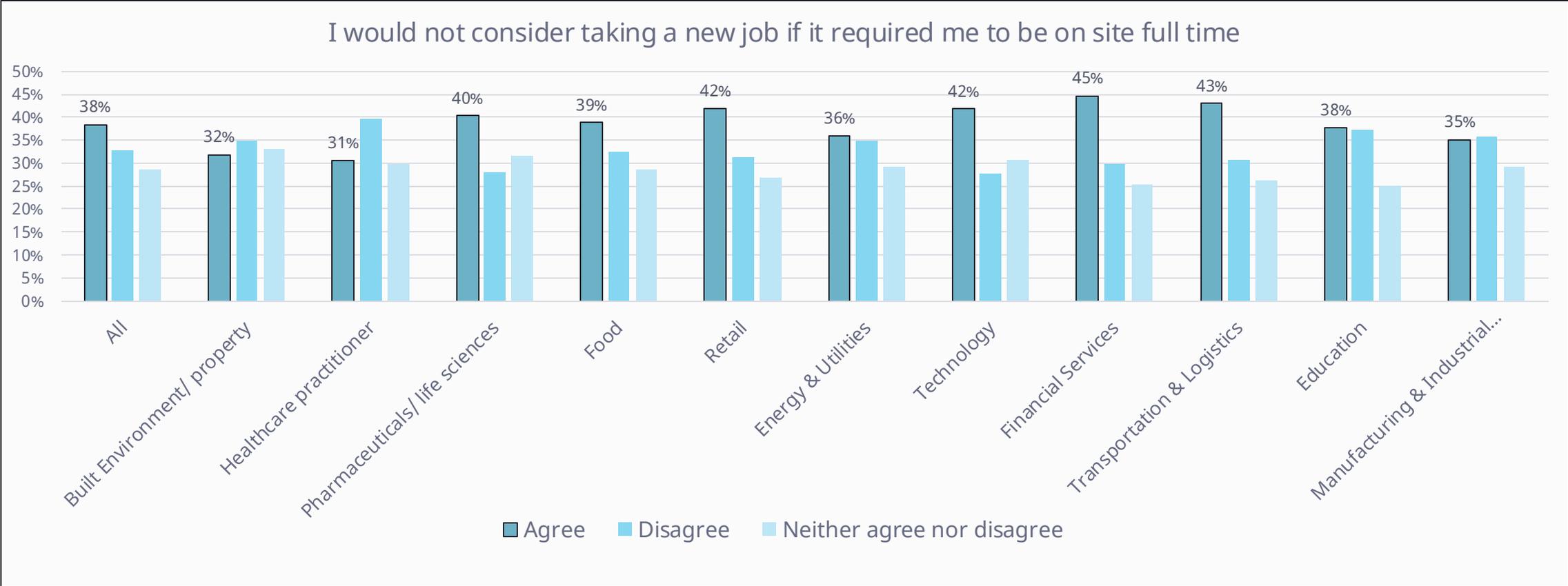
# Sector comparisons

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



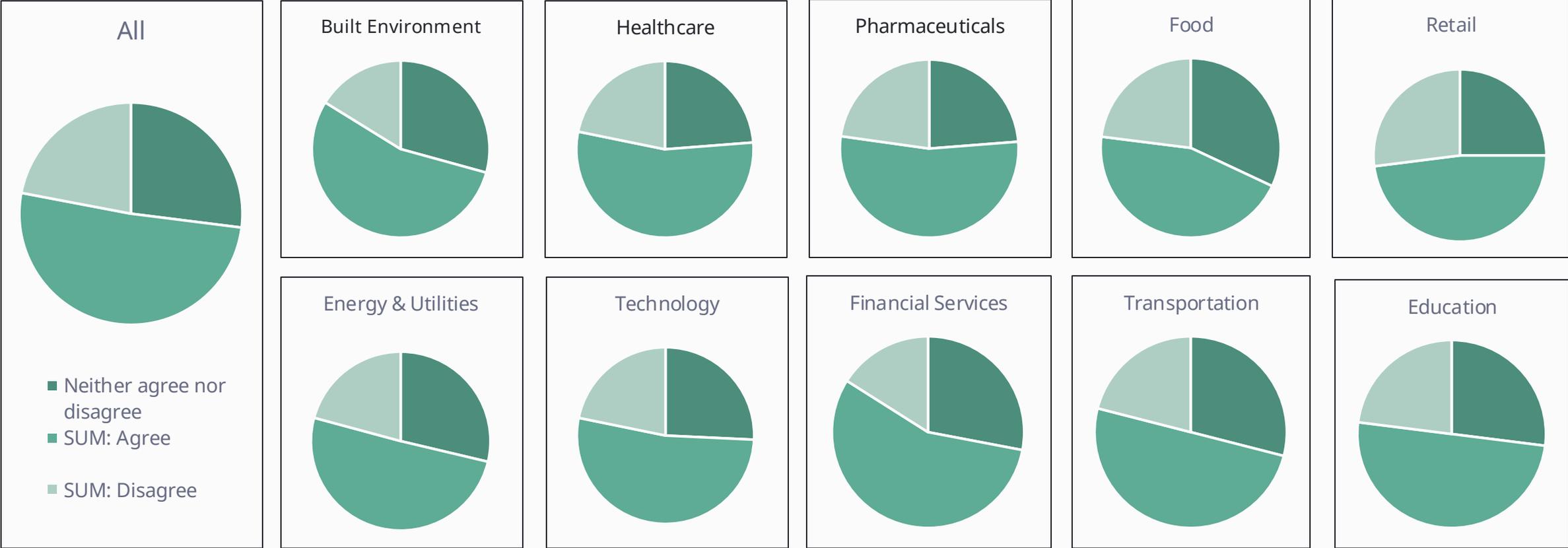
# Sector comparisons

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



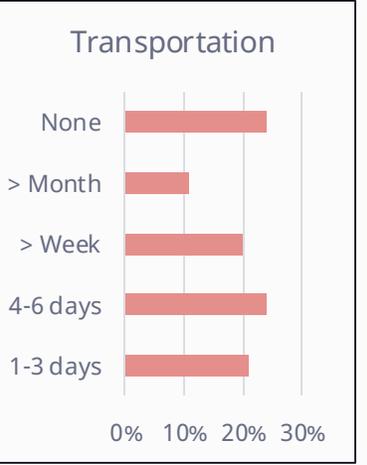
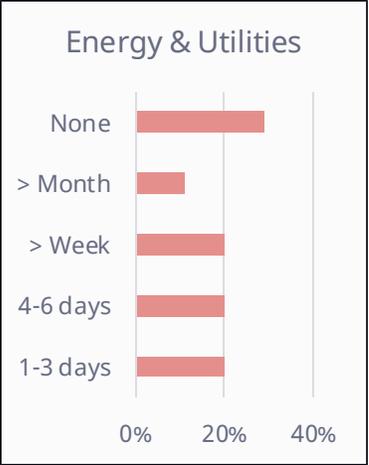
# Sector comparisons

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



# Sector comparisons

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





Find out more [here](#)

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