

Workplace mental health and well-being during COVID-19: Evidence from three waves of employer surveys

ERC Insight Paper

September 2022

Workplace mental health and well-being during COVID-19: Evidence from three waves of employer surveys

Maria Wishart

Enterprise Research Centre
Warwick Business School
Maria.Wishart@wbs.ac.uk

The Enterprise Research Centre is an independent research centre which focuses on SME growth and productivity. ERC is a partnership between Warwick Business School, Aston Business School, Queen's University School of Management, Leeds University Business School and University College Cork. The Centre is funded by the Economic and Social Research Council (ESRC); Department for Business, Energy & Industrial Strategy (BEIS); Innovate UK, the British Business Bank and the Intellectual Property Office. The support of the funders is acknowledged. The views expressed in this report are those of the authors and do not necessarily represent those of the funders.

Acknowledgements

We are grateful to the Midlands Engine for funding the MHPP project (<https://mhpp.me/>) which supported the 2020 survey of employers. Valuable input on survey design was provided by a number of members of the MHPP team. The 2022 survey was supported by funding from the Economic and Social Research Council (ESRC – project reference ES/W010216/1). We are particularly grateful to the many employers who responded to our requests for information during a most difficult period.

CONTENTS

Executive Summary	4
1. Introduction	6
2. Firms' experience of mental health and well-being	7
2.1 General sickness absence	7
2.2 Mental health-related sickness absence.....	8
2.3 Presenteeism.....	11
2.4 Workplace initiatives to promote good mental health.....	13
3. Summary and conclusions	23
4. Next Steps	25
Appendix A: Characteristics of firms responding to	26

EXECUTIVE SUMMARY

Workplace mental health and well-being has been a focus of much media attention during the pandemic. In this report we track how 237 firms across the Midlands have experienced and dealt with mental health and well-being issues through the duration of the pandemic.

We interviewed business leaders in each firm in each year during the pandemic. In 2020, interviews were completed immediately prior to the first UK lock-down in March, providing a pre-Covid baseline. In 2021 between January and April the survey was repeated during the 3rd national lockdown in England, a period when many employees were working from home and many more were on furlough¹. In 2022 firms the same firms were re-contacted between January and April, a period after the easing of Covid-19 restrictions in England (July 2021) and the end of the furlough scheme in September 2021.

The experiences of these firms suggest six key findings:

1. **Mental health sickness is now increasing, having declined in 2021:** Following a decline in 2021, the 2022 data indicates that mental health related sickness absence levels, including repeated mental health sickness absence levels, are creeping back up. The proportion of firms reporting that mental health-related sickness absence impacted on their business followed the same pattern, i.e., overall the proportion reporting an impact went down in 2021 but has started to increase again.
2. **Presenteeism is creeping back up:** In 2022, having declined in 2021, the proportion of firms reporting presenteeism - employees working while unwell - increased, although it has not yet reached pre-pandemic levels.
3. **Evidence of greater uptake of some mental health-related initiatives:** The proportion of firms offering activities or initiatives to support workplace mental health is stable at just over half, but encouragingly, more firms are adopting specific initiatives including raising awareness for staff of mental health issues and providing line manager training in mental health issues. 43 per cent of firms told us they have employee mental health champions, up from 29 per cent in 2020. We find an increase in the provision of two individual support initiatives - counselling and personal resilience training - between 2021 and 2022. This merits further investigation, but may reflect elevated levels of mental health issues linked to the pandemic.

¹ ERC (2021) Workplace mental health in Midlands firms 2021: Baseline report. Retrieved from: <https://www.enterpriseresearch.ac.uk/publications/workplace-mental-health-in-midlands-firms-2021-baseline-report/>

4. **More firms are funding mental health initiatives and activities:** We find an increase in the proportion of firms in our sample offering mental health initiatives that report having a mental health budget for these activities. This has gone up from around 31 per cent in 2020 to nearly 37 per cent in 2022, although we do see some variation by firm size, with mental health budgets more prevalent in larger firms.
5. **More firms are evaluating their mental health initiatives:** An increasing proportion of firms indicate that they are taking steps to evaluate the impact of their mental health activities. There is also evidence that firms are becoming more aware of the benefits of mental health initiatives in the workplace with more firms attributing improvements to mental health and stress management, business performance, mental health sickness absence and staff retention to their mental health initiatives in the latest wave of data than in previous years.
6. **Greater employer engagement with mental health specialist organisations:** Around 20 per cent of firms say in 2022 they would approach Mind or another mental health organisation for help and advice about mental health, up from 15 per cent in 2020 and only 11 per cent in 2021. While an HR consultancy and the internet remained the top sources of advice, it is encouraging that employers appear to be more willing to approach specialist organisations.

We plan to follow-up firms again in 2023 and updated results from this survey will be available in early Summer 2023. Further information on the survey data or the wider project of which this report is a part is available by contacting Maria Wishart (maria.wishart@wbs.ac.uk) and on-line at <https://www.enterpriseresearch.ac.uk/esrc-mental-health-well-being-practices-outcomes-productivity-project/>.

1. INTRODUCTION

Workplace mental health and well-being has been a focus of much media attention during the pandemic. In this report we provide a detailed view of how 237 firms across the Midlands have experienced and dealt with mental health and well-being issues through the duration of the pandemic. We interviewed leaders within these companies each year during the pandemic:

- In 2020, firms were first asked about the prevalence and causes of workplace mental ill-health, the impact and cost of mental health issues in the workplace and the ways in which they were supporting the mental health and wellbeing of their staff². This survey closed immediately prior to the first UK lock-down in March 2020 and so provides a pre-Covid baseline.
- In 2021 between January and April the survey was repeated including the same firms³. This second wave of the survey covered the period of the 3rd national lockdown in England from January 6th to April 12th, a period when many employees were working from home and many more were on furlough⁴.
- In 2022 firms were re-contacted between January and April, a period after the easing of Covid-19 restrictions in England (July 2021) and the end of the furlough scheme in September 2021. Covid-19 infection rates remained high however early in 2022 causing continued disruption for many firms.

The experiences of this group of firms which represent all sectors and sizes of employers across the East and West Midlands provide a unique picture of how employers coped with the pandemic and how they sought to support their employees.

Each of the employer surveys covered around 1,900 firms in total. In this report we focus specifically on the experiences of the 237 firms which took part in all three of surveys. A detailed profile of these firms can be found in Appendix A.

² ERC. (2020). A baseline study for the Mental Health and Productivity Pilot project Retrieved from <https://www.enterpriseresearch.ac.uk/wp-content/uploads/2020/05/Employee-Wellbeing-Mental-Health-and-Productivity-in-Midlands-Firms-May-2020.pdf>

³ ERC (2021) Workplace mental health and wellbeing in Midlands firms before and during the COVID-19 pandemic. Retrieved from: <https://www.enterpriseresearch.ac.uk/wp-content/uploads/2021/06/ERC-Insight-Workplace-mental-health-and-wellbeing-in-Midlands-firms-before-and-during-the-COVID-19-pandemic.pdf>

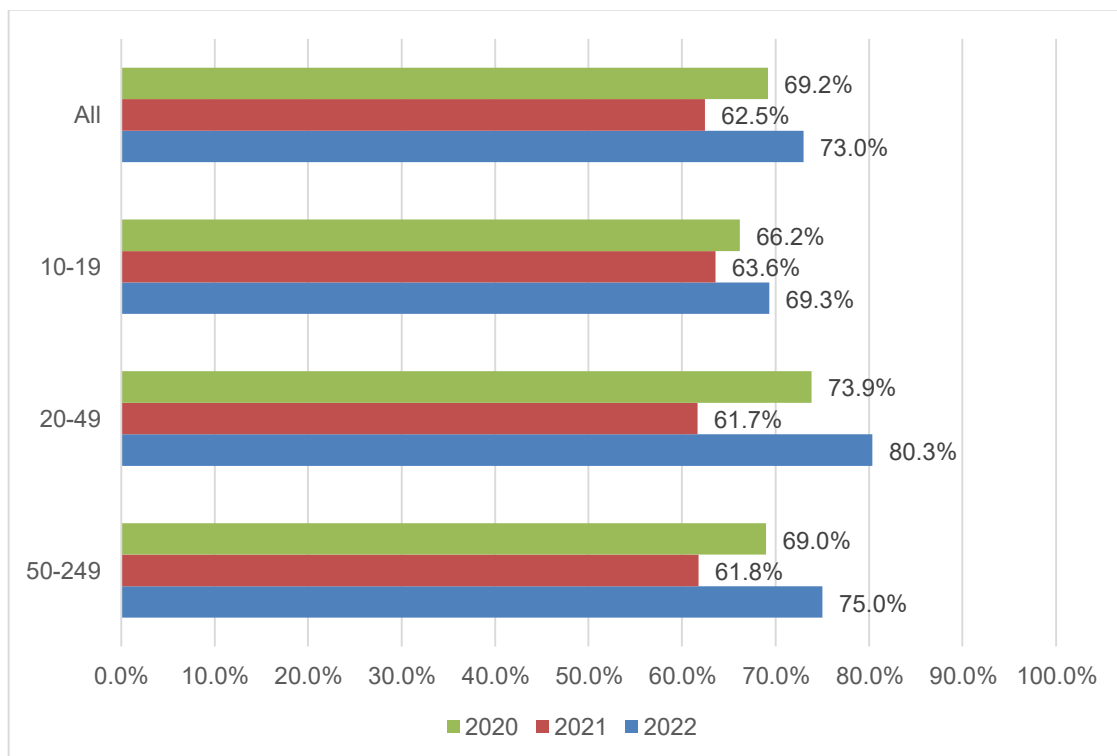
⁴ ERC (2021) Workplace mental health in Midlands firms 2021: Baseline report. Retrieved from: <https://www.enterpriseresearch.ac.uk/publications/workplace-mental-health-in-midlands-firms-2021-baseline-report/>

2. FIRMS' EXPERIENCE OF MENTAL HEALTH AND WELL-BEING

2.1 General sickness absence

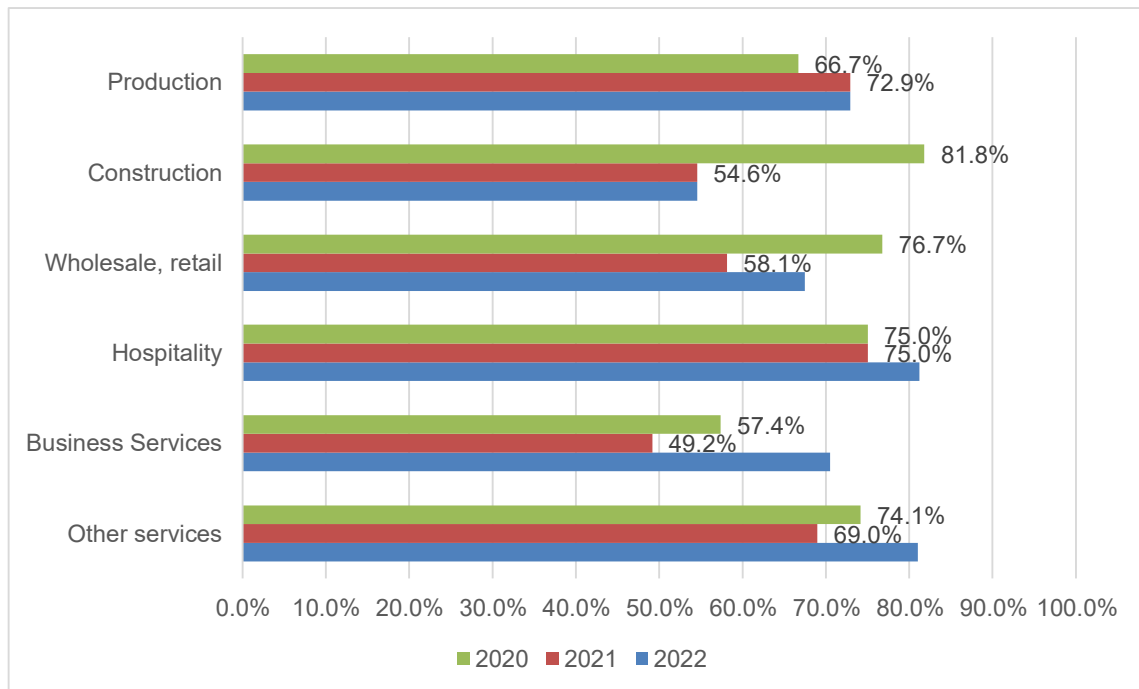
Having fallen between 2020 and 2021, the proportion of firms reporting that general sickness absence impacted on their business rose again in 2022 to 73 per cent, higher than the 69 per cent pre-pandemic in 2020. This effect was seen across firms of all sizes (Figure 1) and all sectors apart from construction (Figure 2).

Figure 1: Proportion of firms reporting that general sickness absence impacts on the operation or performance of their business, by size (no. of employees)



Base: 711 firms, 237 in each year.

Figure 2: Proportion of firms reporting that general sickness absence impacts on the operation or performance of their business, by sector (no. of employees)



Base: 711 firms, 237 in each year.

2.2 Mental health-related sickness absence

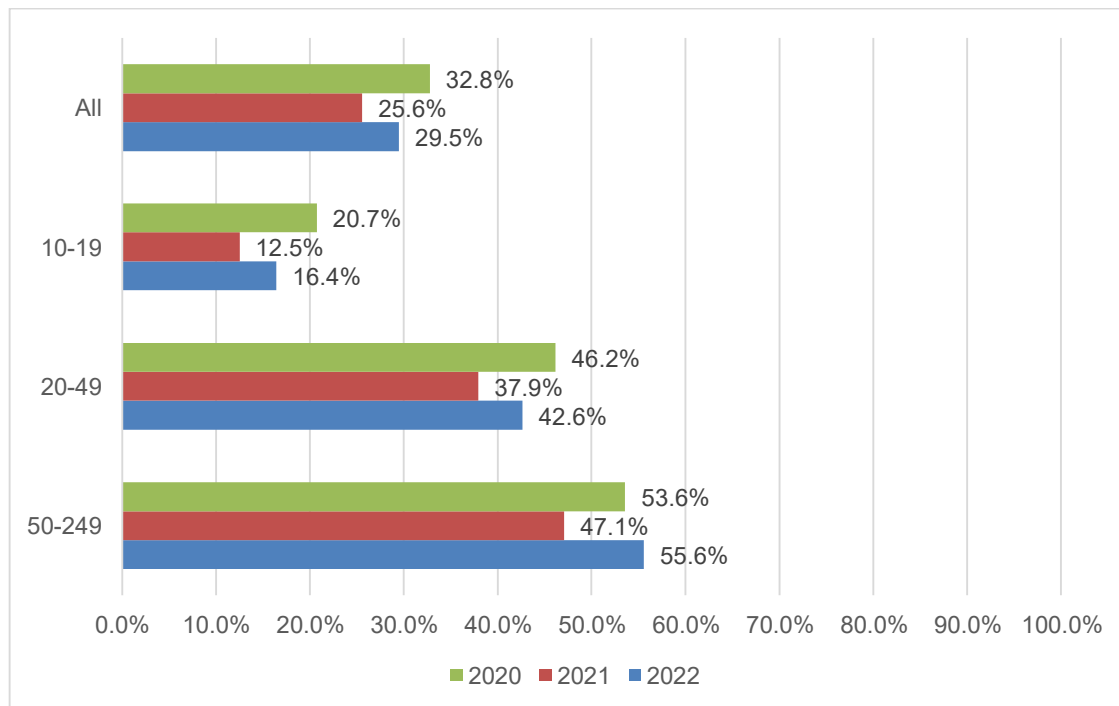
Overall, having declined in 2021, the 2022 data indicates that mental health related sickness absence levels are creeping back up. We find that compared to 2020, the proportion of firms of all sizes reporting some level of mental health-related sickness absence fell from 2020 to 2021 but has started to increase in 2022. Although with the exception of larger firms, levels have not yet achieved those reported in 2020 (Figure 3).

The picture is more mixed by sector, with production and hospitality firms' mental health sickness still declining in 2022, while levels in all other sectors are increasing (Figure 4). Although our data does not offer an explanation, it is possible that this reflects a reduction in remote working driven by the pandemic - 62% of firms responding to the 2022 survey told us that all staff who had been working remotely during the pandemic are now back to their previous working patterns.

As we noted in our previous report⁵, it is also possible that increased levels of home-working may mean fewer mental health issues, or alternatively that in dispersed teams, mental health conditions are more likely to go unnoticed.

In this sample of 237 firms, we find that repeated mental health sickness absence declined between 2020 and 2021 but returned to pre-pandemic levels in 2022. We see some variance by firm size, with more larger firms reporting repeated absence in 2021, and fewer smaller firms reporting reduced repeated absence in 2022 (Figure 5). The proportion of firms reporting that mental health-related sickness absence impacted on their business followed the same pattern, i.e., overall the proportion reporting an impact went down from 2020 to 2021 but went back up in 2022 (Figure 6).

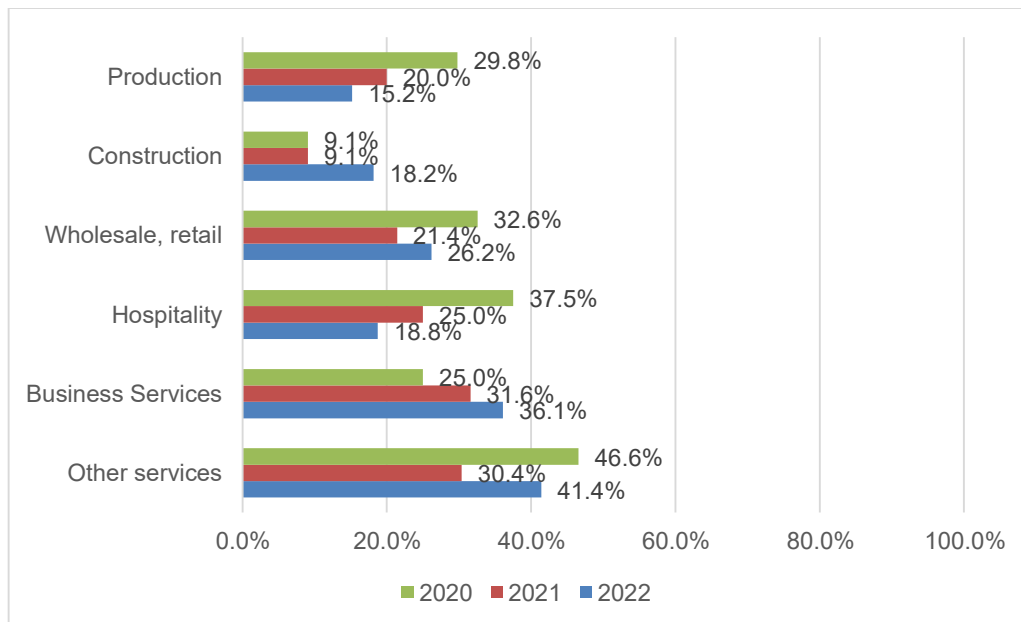
Figure 3: Proportion of firms reporting mental health related sickness absence in the last 12 months, by size (no. of employees)



Base: 692 firms. 235 in 2020, 223 in 2021 & 234 in 2022

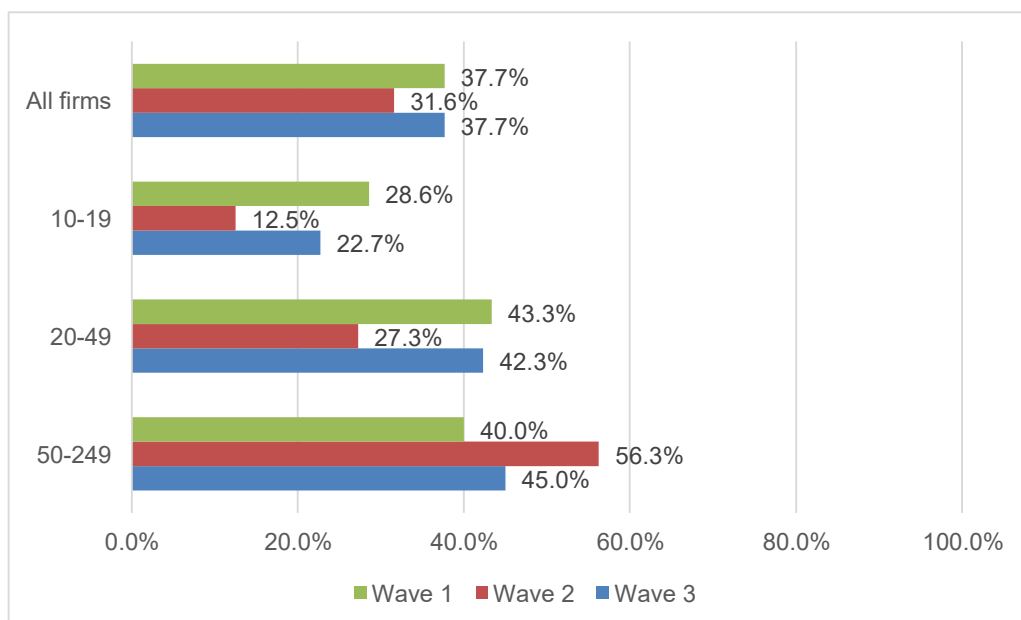
⁵ ERC (2021) Workplace mental health in Midlands firms 2021: Baseline report. Retrieved from: <https://www.enterpriseresearch.ac.uk/publications/workplace-mental-health-in-midlands-firms-2021-baseline-report/>

Figure 4: Proportion of firms reporting mental health related sickness absence in the last 12 months, by sector (no. of employees)



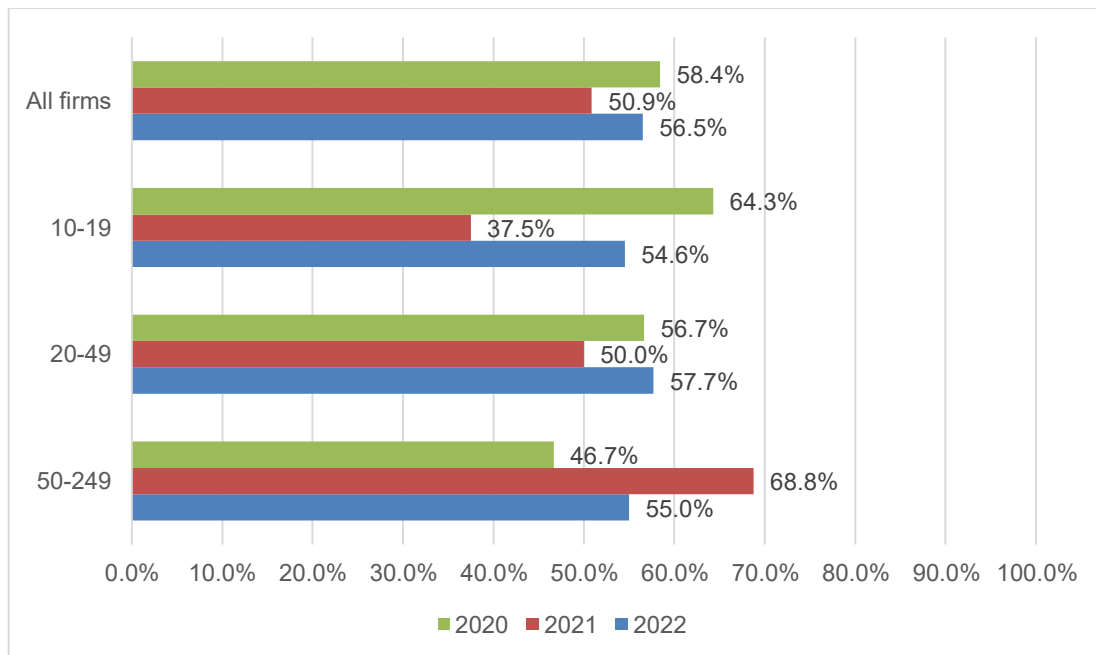
Base: 692 firms. 235 in 2020, 223 in 2021 & 234 in 2022

Figure 5: Proportion of firms reporting instances of repeated sickness absence because of mental health problems in the last 12 months, by size (no. of employees)



Base 203 firms. 77 in 2020, 57 in 2021 & 69 in 2022

Figure 6: Proportion of firms that said the performance of their business had been impacted by mental health absence in the last 12 months, by size (no. of employees)

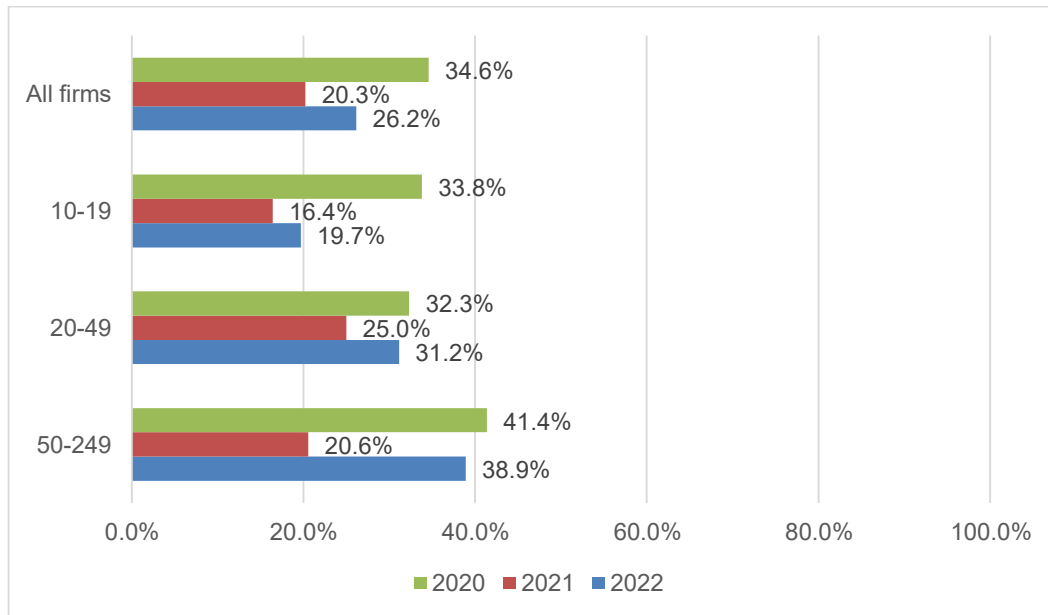


Base 203 firms. 77 in 2020, 57 in 2021 & 69 in 2022

2.3 Presenteeism

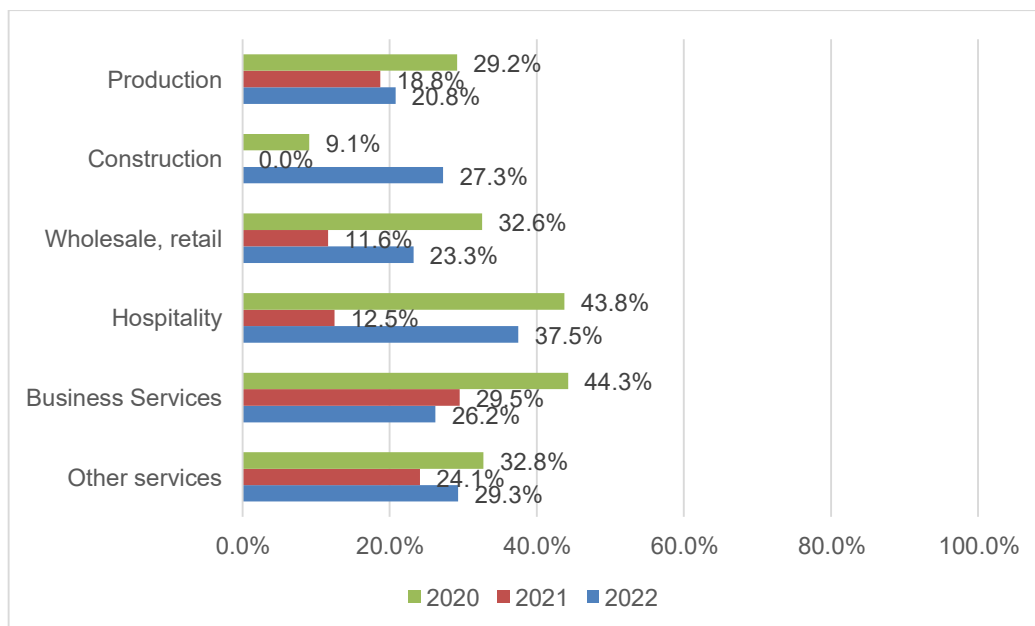
Levels of presenteeism - where employees are working when they are ill, or when they are working beyond their contracted hours – followed a similar pattern to that of mental health sickness absence over the three waves of data. In 2021, we noted a marked decline in presenteeism which was reported by around 20 per cent of firms compared to over 34 per cent in 2020. This was seen in firms of all sizes (Figure 7) and in all sectors (Figure 8). In 2022, again in all sectors and of all sizes, the proportion of firms reporting presenteeism consistently increased, and although it has not yet reached pre-pandemic levels, overall it is back up at more than 26 per cent.

Figure 7: Firms reporting presenteeism in the past 12 months by size



Base: 711 firms, 237 in each year

Figure 8: Firms reporting presenteeism in the past 12 months by sector



Base: 711 firms, 237 in each year

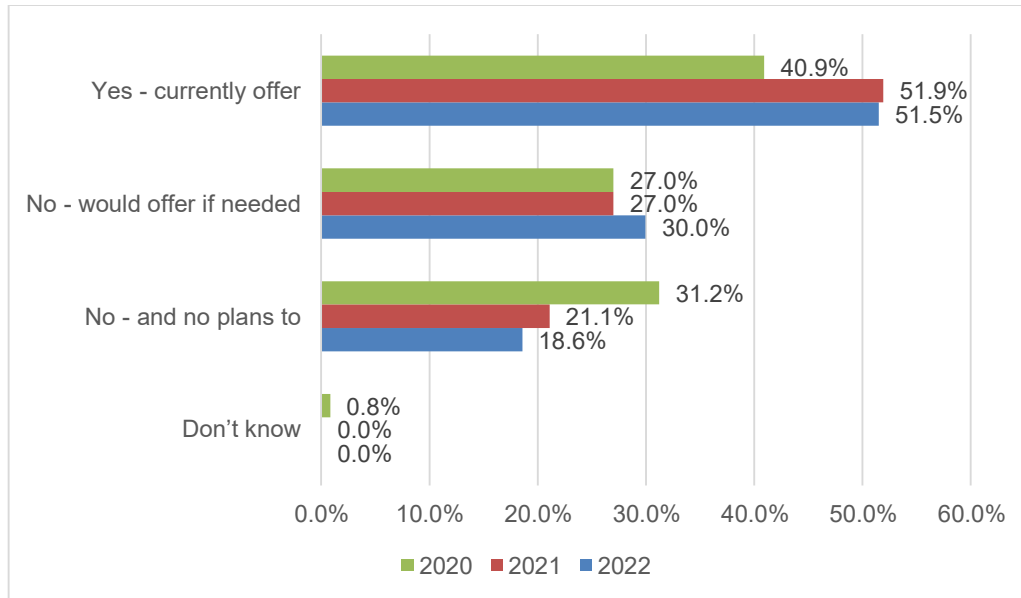
2.4 Workplace initiatives to promote good mental health

We find that the proportion of firms in this sample offering some kind of activities or initiatives to support workplace mental health is stable in 2022 compared to 2021 at just over half, having increased from around 41 per cent pre-pandemic (Figure 9). Smaller firms are still considerably less likely to put in place initiatives to support workplace mental health than their larger counterparts (Figure 10), probably reflecting resource constraints and lower levels of formal HR functions. We also see variation by sector (Figure 11) with production and construction firms much less likely to offer initiatives to support workplace mental health than firms in wholesale, retail and services.

With the proportion of firms offering initiatives to support mental health at around 50 per cent of this sample of 237 firms, we are unable to offer detailed analysis of the actual initiatives offered at the firm size and sector levels, but we can track overall levels of adoption. Encouragingly, a number of initiatives and practices designed to improve mental health in the workplace are showing consistently higher levels of adoption over the three waves of data. For example, in 2022, around 78 per cent of the firms offering initiatives said they were raising awareness for staff of mental health issues compared to 62 per cent in 2020. 54 per cent of the sample offered line manager training in 2022 compared to only 42 per cent in 2020. Interestingly, the proportion of firms carrying out risk assessments and stress audits decreased in 2022 having increased significantly between 2020 and 2021, perhaps reflecting changing working practices at the height of the pandemic (Figure 12).

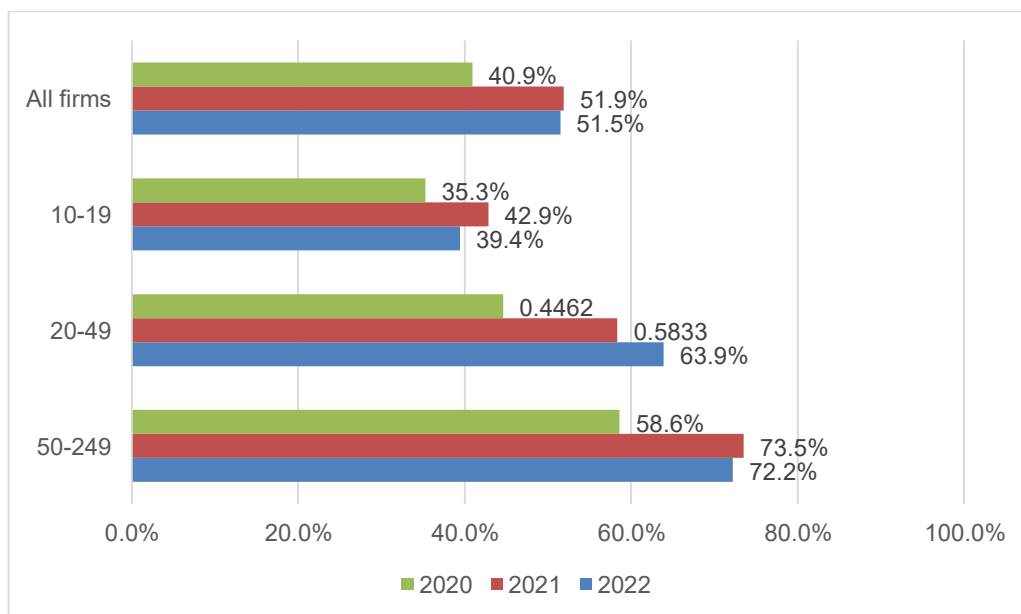
Firms that offer mental health initiatives remain very focused on practice-based mental health activities, with over 90 per cent in all years saying they encourage open conversations and make workplace adjustments for those who need them to support their mental health, and more than 80 per cent reporting that they ensure all staff have a regular conversation about their health and wellbeing with their manager. It is striking that in 2022, 43 per cent of these firms told us they have employee mental health champions, up from 29 per cent in 2020 (Figure 13).

Figure 9: Firms' approach towards offering activities or initiatives to promote good mental health



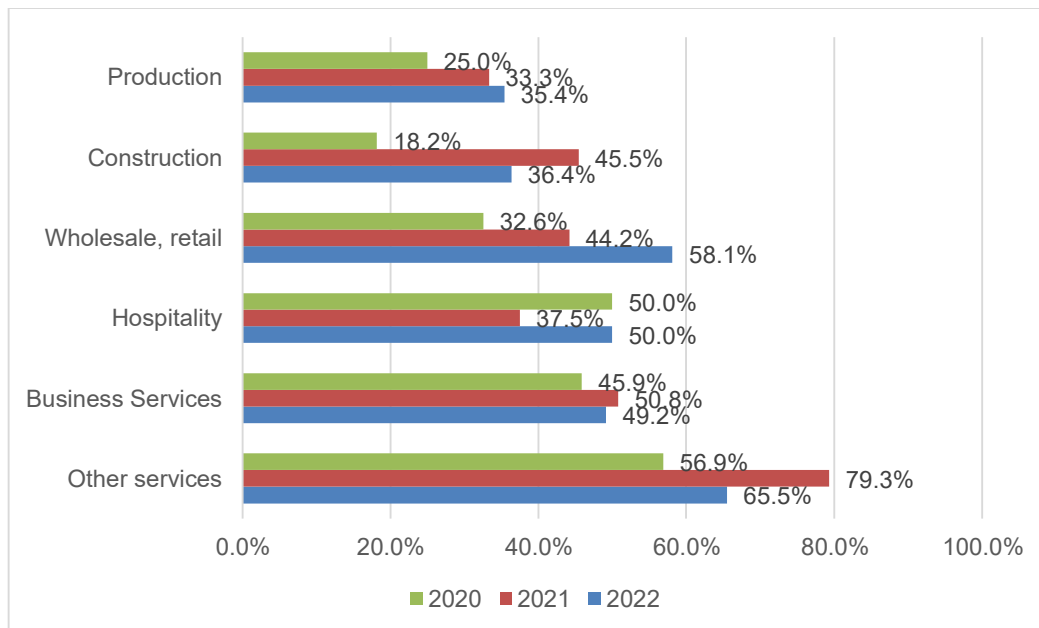
Base: 711 firms, 237 in each year

Figure 10: Firms reporting that they offer activities or initiatives to promote good mental health, by size



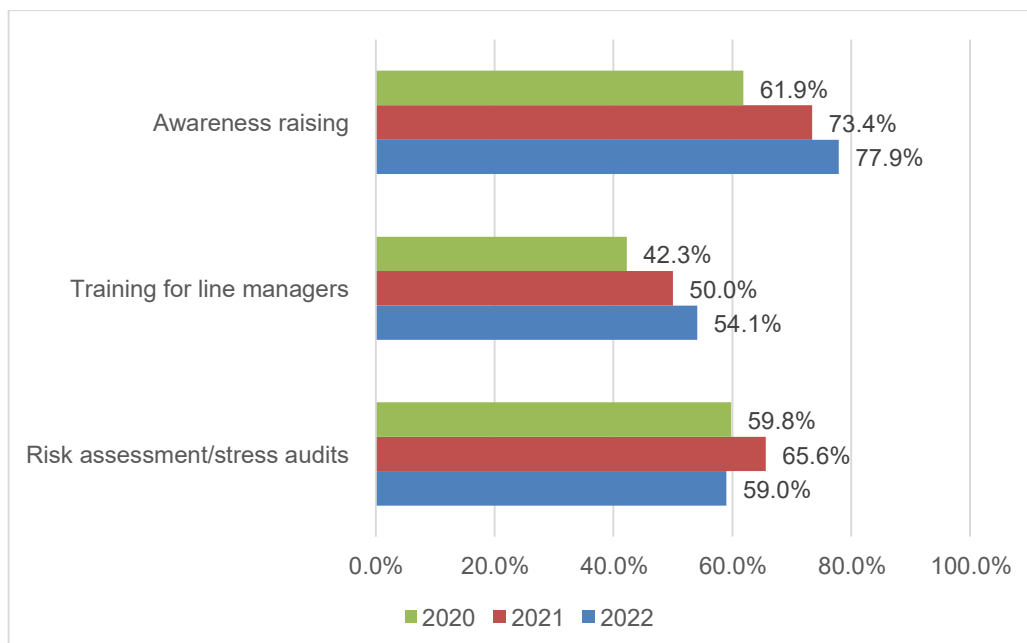
Base: 711 firms, 237 in each year

Figure 11: Firms reporting that they offer activities or initiatives to promote good mental health, by sector



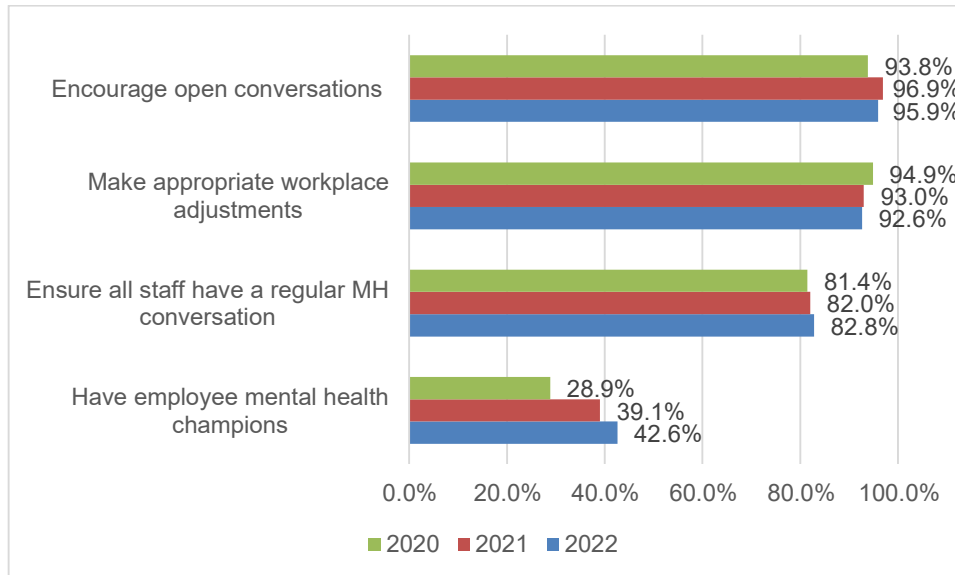
Base: 711 firms, 237 in each year

Figure 12: Firms engaged with mental health initiatives reporting awareness training, line manager training and risk assessments in the last 12 months



Base: 347 firms. 97 in 2020, 128 in 2021 & 122 in 2022

Figure 13: Firms engaged with mental health initiatives reporting encouragement of open conversations, making workplace adjustments, ensuring regular mental health conversations and having mental health champions



Base: 347 firms. 97 in 2020, 128 in 2021 & 122 in 2022

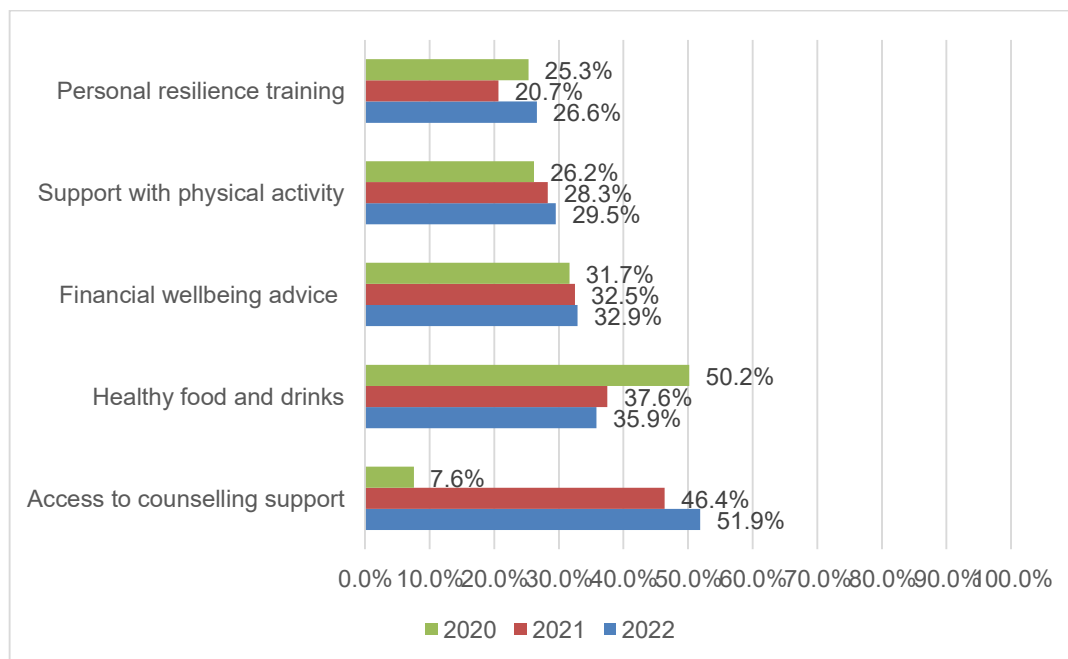
We asked firms about their provision of a range of well-being initiatives, including personal resilience training, support with physical activities such as gym memberships and cycle to work schemes, financial wellbeing advice, the provision of healthy food and drinks and access to counselling support. The provision of counselling support was not measured in the 2020 data, but our data shows that the proportion of firms offering this grew by more than 5 per cent between 2021 and 2022. The proportion of firms offering personal resilience training, which had dropped in 2021, also increased in 2022 (Figure 14). This focus on personal support may reflect elevated levels of mental health issues linked to the pandemic, or increased employer awareness of these issues in the context of the pandemic.

A greater proportion of firms of all sizes, and particularly larger firms, report having a mental health plan in 2022 compared to earlier waves of data. Overall, this has increased from 16 per cent of this sample in 2020 to 27 per cent in 2022 (Figure 15). Larger firms and those in wholesale, retail and services sectors are the most likely to have a mental health plan (Figures 15 and 16). Overall, we see a very similar pattern in the proportion of our sample reporting that they have a mental health lead at board level.

This has increased from 33 to 48 per cent overall, and here again larger firms are more likely to have one – twice as many firms with 50 to 249 employees have a lead than firms with 10 to 19 employees (Figure 17). Interestingly, we see less variation by sector, with at least 42 per cent firms in all sectors reporting that they have a board-level mental health representative (Figure 18).

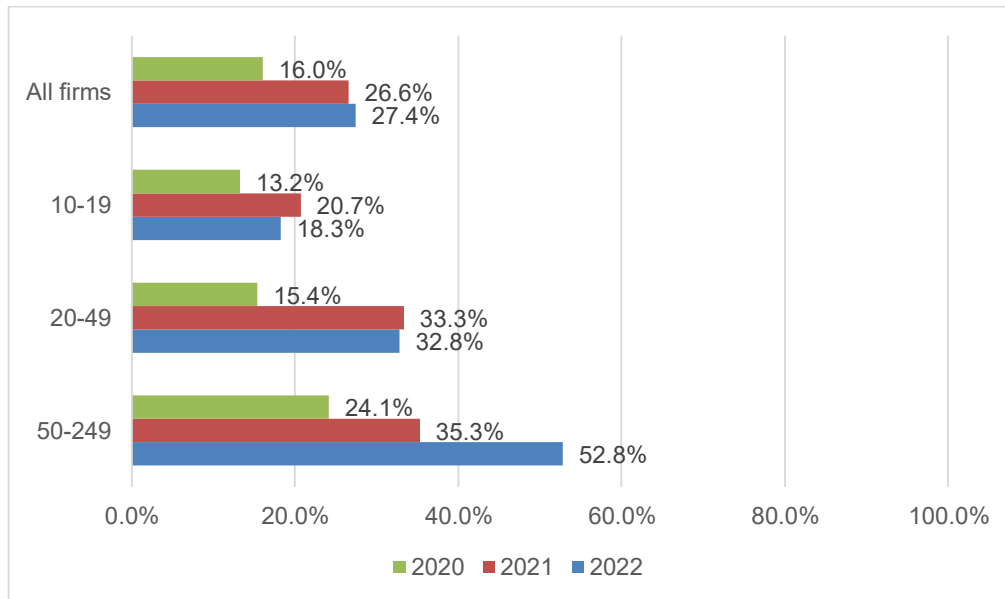
Encouragingly, we find a sustained increase in the proportion of firms in our sample offering mental health initiatives that report having a mental health budget for these activities. This has gone up from around 31 per cent in 2020 to nearly 37 per cent in 2022 (Figure 19) although we do see some variation by firm size, with mental health budgets more prevalent in larger firms.

Figure 14: Firms reporting support initiatives offered or made available to staff in the last 12 months



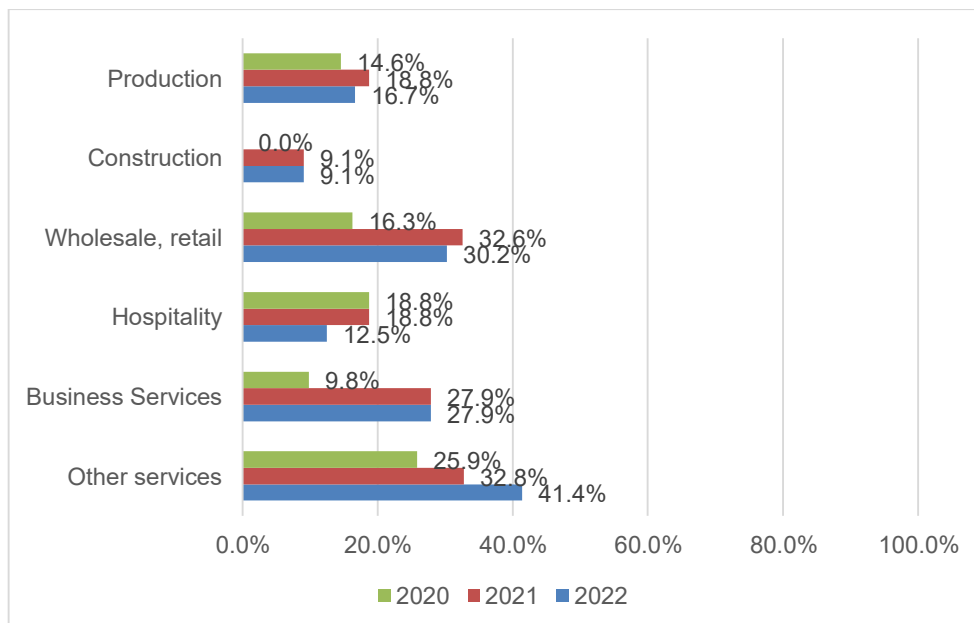
Base: 711 firms, 237 in each year

Figure 15: Firms reporting that they have a mental health plan, by size



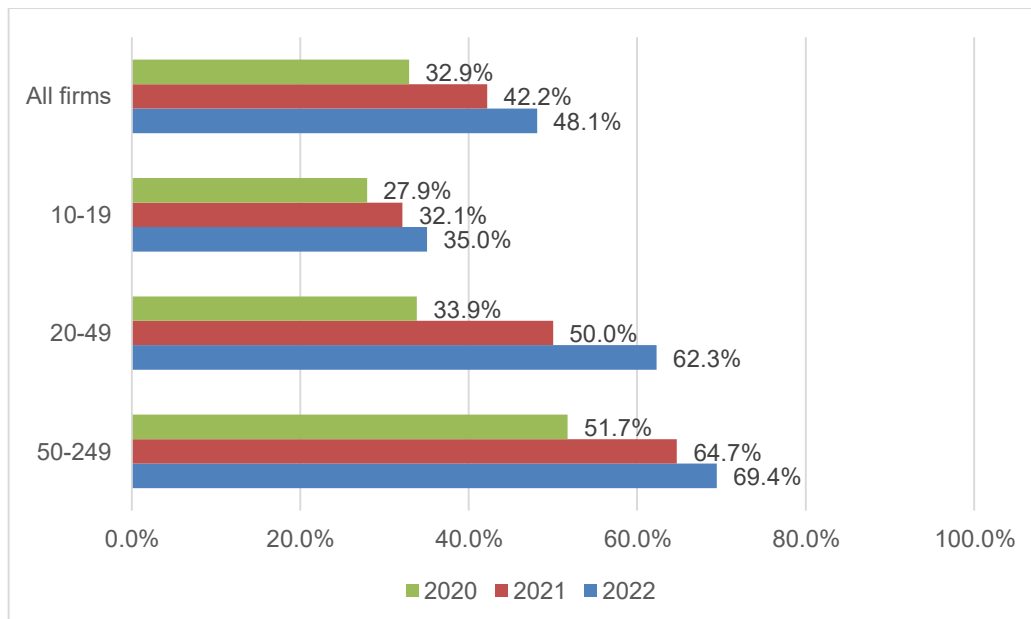
Base: 711 firms, 237 in each year

Figure 16: Firms reporting that they have a mental health plan, by sector



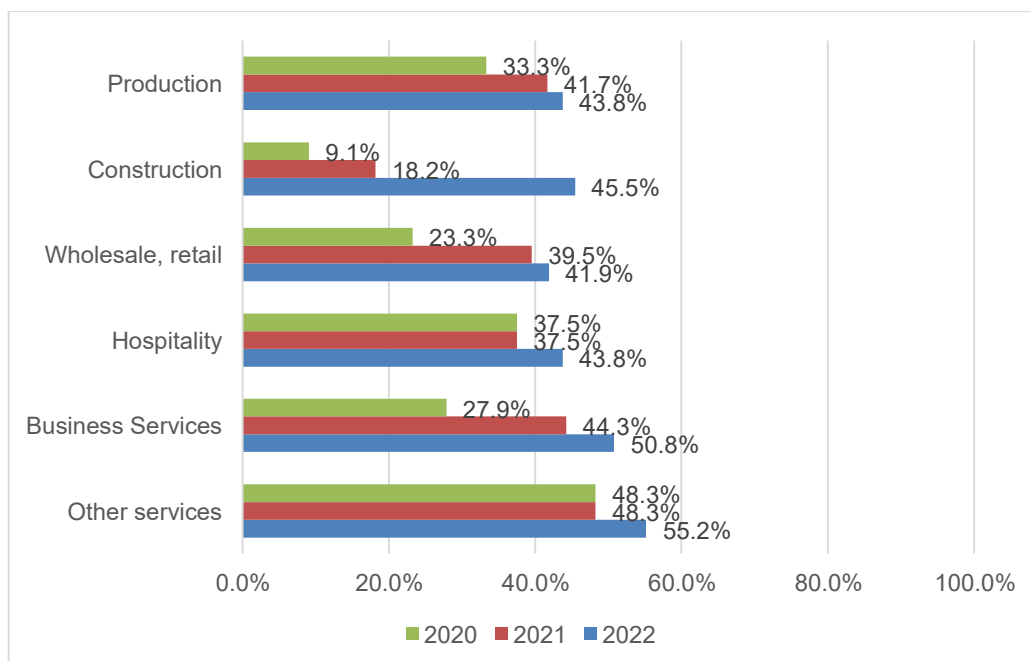
Base: 711 firms, 237 in each year

Figure 17: Firms reporting that they have a health & wellbeing lead at board or senior level by size



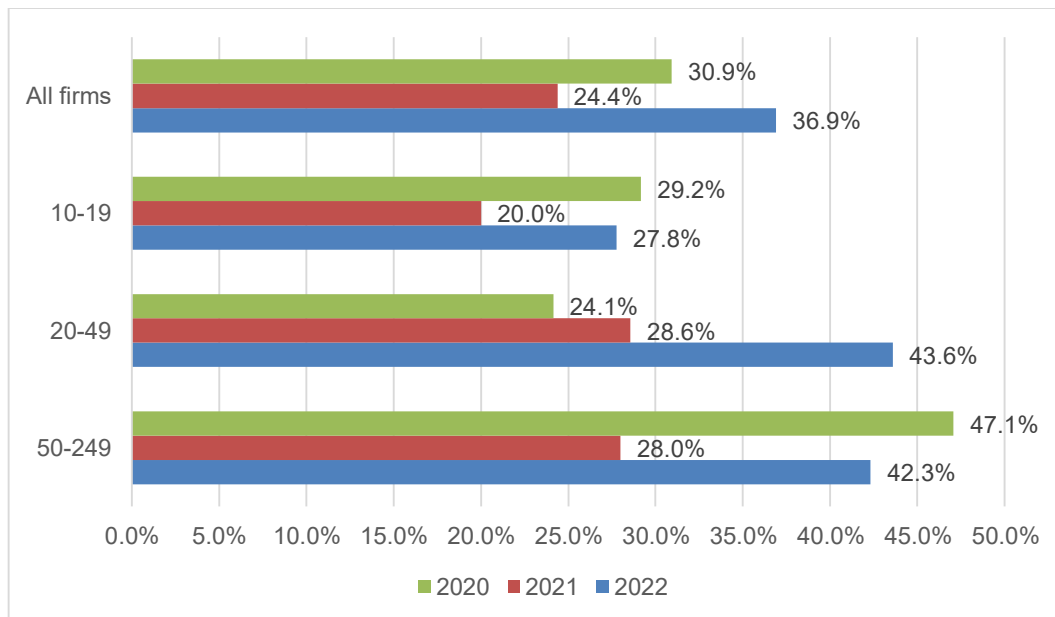
Base: 711 firms, 237 in each year

Figure 18: Firms reporting that they have a health & wellbeing lead at board or senior level by sector



Base: 711 firms, 237 in each year

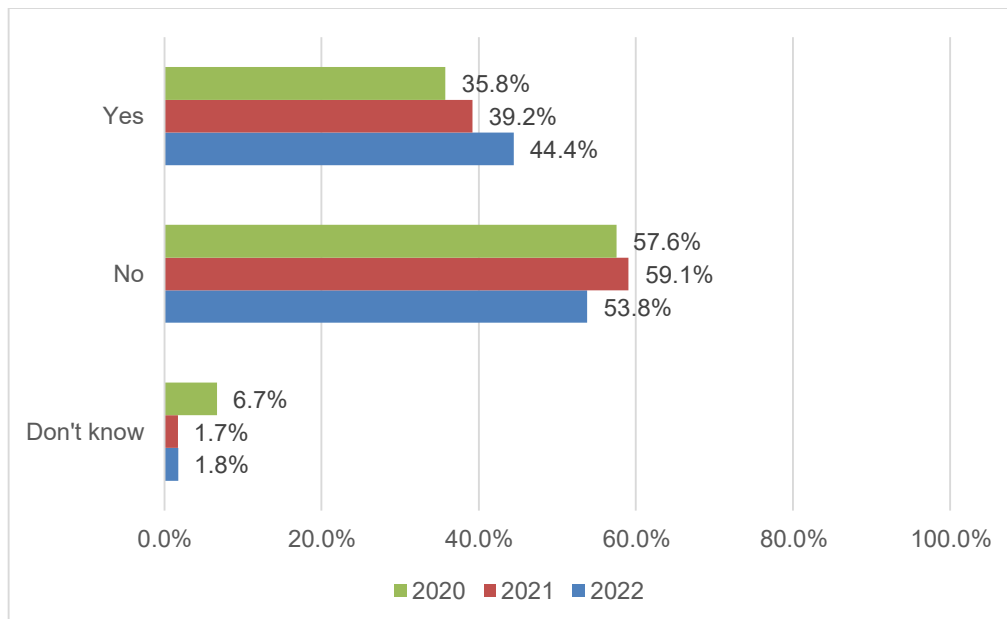
Figure 19: Firms offering mental health initiatives reporting that they have a budget for MH and wellbeing activities, by size



Base: 342 firms. 97 in 2020, 123 in 2021 & 122 in 2022

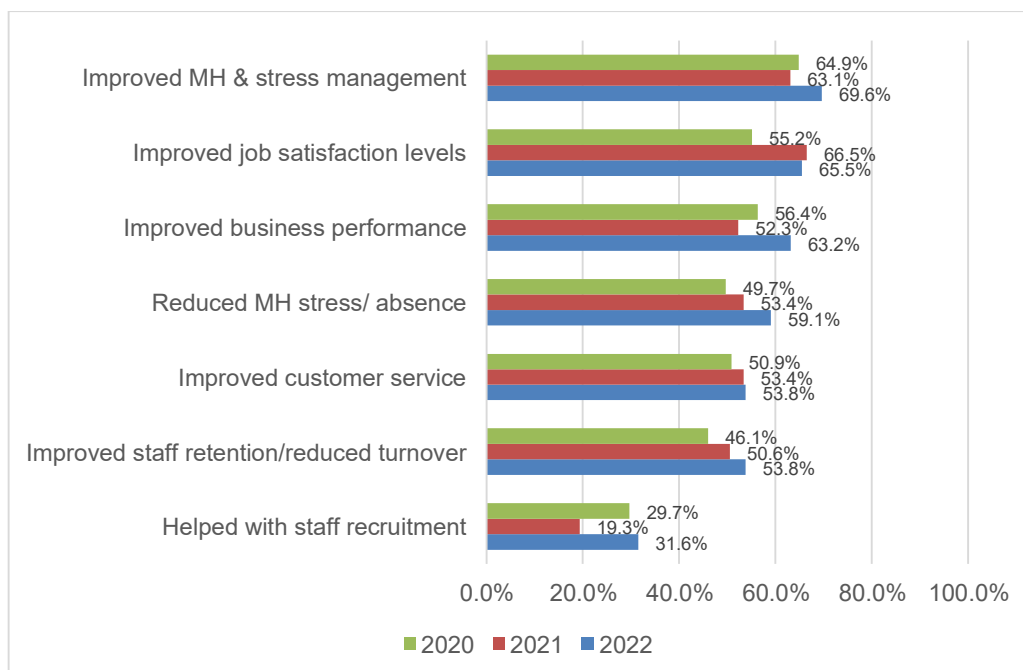
An increasing proportion of firms in our sample indicate that they are taking steps to evaluate the impact of their mental health activities. This has gone up from around 36 per cent pre-pandemic to around 44 per cent in 2022 (Figure 20). More firms are attributing improvements to mental health and stress management, business performance, mental health sickness absence and staff retention to their mental health initiatives in the latest wave of data than in previous waves (Figure 21). Finally, in each wave of data collection, we asked respondent firms where they would go for help and advice on how to deal with mental health and wellbeing issues in the workplace. As shown in Figure 22, an HR consultancy and the internet were the top answers in all three waves of data, cited by 27 and 23 per cent of firms respectively. Encouragingly, in 2022 we find that around 20 per cent of firms say they would approach Mind or another mental health organisation, up from 15 per cent in 2020 and only 11 per cent in 2021.

Figure 20: Firms that report they take steps to evaluate the impact of their MH initiatives



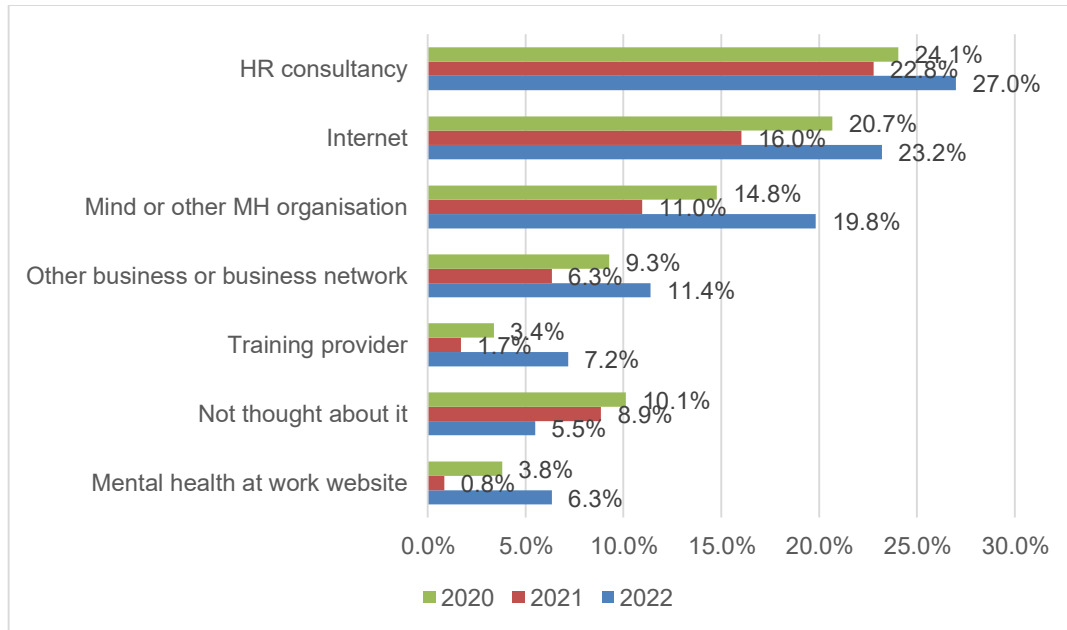
Base: 512 firms. 165 in 2020, 176 in 2021 & 171 in 2022

Figure 21: Benefits reported by firms that evaluate the impact of their MH initiatives in the last 12 months



Base: 512 firms. 165 in 2020, 176 in 2021 & 171 in 2022

Figure 22: Where firms say they would go for help and advice on how to deal with mental health and wellbeing issues in the workplace



Base: 711 firms, 237 in each year

3. SUMMARY AND CONCLUSIONS

Data from our sample of 237 firms which responded to all three surveys allows us to see how Midlands employers have experienced and dealt with mental health and well-being issues over a three-year period. Our first wave of data was collected early in 2020, giving us a pre-COVID-19 picture. Subsequent data collection took place in Q1 2021 and Q1 2022, when restrictions were in place and the effects of changed working practices due to the pandemic were being felt. The 3-year data allows us to give an account of employer experiences of workplace mental health before and during this turbulent period.

Having declined between 2020 and 2021, 2022 mental health related sickness absence levels are creeping back up in firms of all sizes, although the picture is more mixed by sector. Although our data does not offer an explanation, it is possible that this reflects a reduction in remote working driven by the pandemic - 62% of firms responding to the 2022 survey told us that all staff who had been working remotely during the pandemic are now back to their previous working patterns. It is possible that increased levels of home-working may mean fewer mental health issues, or alternatively that in dispersed teams, mental health conditions are more likely to go unnoticed. Repeated mental health sickness absence also declined between 2020 and 2021 but returned to pre-pandemic levels in 2022. In line with this, the proportion of firms reporting an impact to their business of mental health related absence went down in 2021 but increased in 2022. In 2022, having declined from 2020 to 2021, the proportion of firms reporting presenteeism - when employees are working when they are ill, or when they are working beyond their contracted hours – also increased, although it has not yet reached pre-pandemic levels. This was seen in firms of all sizes and in all sectors.

Although the uptake of mental health initiatives by employers declined in 2021, we see evidence of greater uptake of some mental health-related initiatives in 2022, with around half of firms in this sample saying that they offer some kind of activities or initiatives to support workplace mental health compared to only 41 per cent in 2020. Smaller firms are still considerably less likely to offer initiatives than their larger counterparts, probably reflecting resource constraints and lower levels of formal HR functions. Production and construction firms are much less likely to offer initiatives than wholesale, retail and services firms.

Several initiatives and practices designed to improve mental health in the workplace are showing consistently higher levels of adoption over the three waves of data including raising awareness for staff of mental health issues and line manager training. However, firms that offer mental health initiatives remain very focused on practice-based mental health activities, with over 90 per cent in all years saying they encourage open conversations and make workplace adjustments for those who need them to support their mental health, and more than 80 per cent reporting that they ensure all staff have a regular conversation about their health and wellbeing with their manager.

We are encouraged to report that more firms say they are funding mental health initiatives and activities, with nearly 37 per cent of those offering initiatives reporting having a mental health budget for these activities. This has gone up from around 31 per cent in 2020, although we do see some variation by firm size, with mental health budgets more prevalent in larger firms. More firms are also evaluating their mental health initiatives, and therefore becoming aware of the benefits of mental health initiatives in the workplace. Claimed benefits include improvements to mental health and stress management, business performance, mental health sickness absence and staff retention.

Finally, we see greater employer engagement with mental health specialist organisations over the three years of data. Around 20 per cent of firms surveyed in 2022 say they would approach Mind or another mental health organisation for help and advice about mental health, up from 15 per cent in 2020 and only 11 per cent in 2021. Given the wealth of resources and expertise available through these expert organisations, it is encouraging that employers in this sample appear to be more willing to approach them.

As we have previously reported⁶, multiple sources indicate that the pandemic has driven an increase in mental health issues, and that changed working practices are likely to have contributed to this. Prior research has identified the impact that mental health issues can have on businesses and on employees⁷, and our data indicates that employers themselves are becoming more aware of the impacts, and more engaged with the issues. With the

⁶ ERC (2020) Workplace mental health and Covid19: experiences of firms in the Midlands Available at <https://www.enterpriseresearch.ac.uk/wp-content/uploads/2020/11/ERC-Insight-Workplace-mental-health-and-Covid-19-experiences-of-firms-in-the-Midlands.pdf>

⁷ Deloitte (2022) Mental health and employers The case for investment pandemic and beyond Available at: <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consultancy/deloitte-uk-mental-health-report-2022.pdf>

continued return to the workplace of personnel who were working remotely, and the ongoing evolution of hybrid working practices, employers will need to be open to, and engaged with, the wide range of initiatives available to them, to help them to navigate this transition.

4. NEXT STEPS

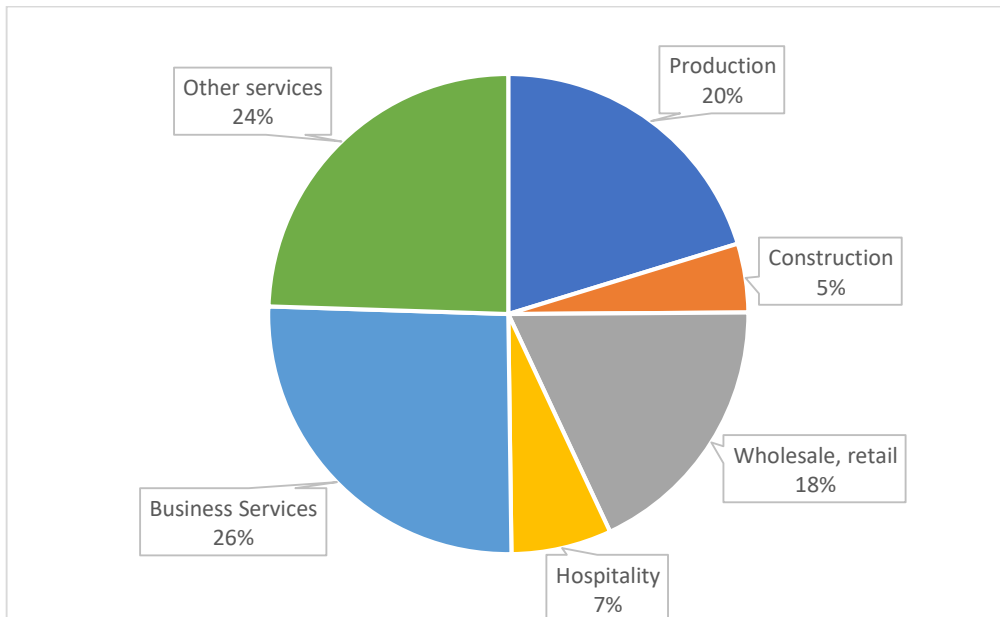
This report is part of a larger project, funded by the Economic and Social Research Council, which will allow us to monitor developments in mental health and well-being among Midlands employers for the next three years. How will levels of poor mental health change as we move beyond the worst of the pandemic? Will this remain a priority for employers or will other issues such as the cost of doing business crisis dominate future attention? How do mental health and well-being – and initiatives to support them - influence firm growth and productivity? Each of these questions will be considered in future surveys and studies. Further information on the our work on mental health and well-being and the wider project of which this report is a part is available by contacting Maria Wishart (maria.wishart@wbs.ac.uk) and on-line at <https://www.enterpriseresearch.ac.uk/esrc-mental-health-well-being-practices-outcomes-productivity-project/>.

APPENDIX A: CHARACTERISTICS OF FIRMS RESPONDING TO

The sector breakdown of the sample is shown in Figure A1. Figure A2 shows the age breakdown and Figure A3 shows the sizeband (by number of employees) breakdown. Surveys excluded the smallest firms (those with fewer than ten employees). While the sector breakdown of the sample is unchanged between 2020, 2021 and 2022, small differences in the age and size profile reflect firm changes in the period between the three waves as they grew or shrank during the pandemic. The majority (around 64%) of respondent firms are single site businesses, and the remaining 36% are multi-site, as shown in Table A1. Smaller firms and those in the construction sector are most likely to be single site operations, and this has changed very little over the three years. The age profile of employees also varies little over the three years. Table A2, which is based on 2022 data, shows the proportion of employees in all firms and by size and sector, by age range. Hospitality firms have the largest proportion of younger employees and smaller firms tend to have a slightly older workforce.

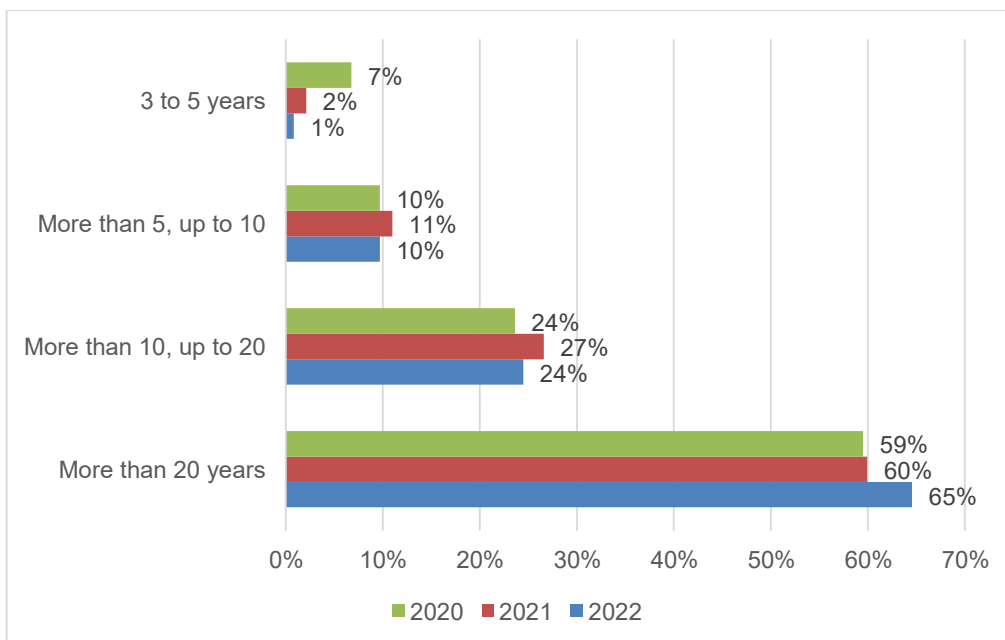
In Figure A4, we compare the change in turnover of sample firms in the twelve months before each survey. Here, we see considerable fluctuation as the pandemic influenced firms' activity levels. In 2020, pre-Covid-19, around 40 per cent of firms in the sample reported an increase in turnover in the previous 12 months. In 2021, the majority (51 per cent) reported a decrease, but in 2022 around half of firms reported that their turnover had increased compared to the previous 12-month period. Figure A5 shows that between 44 and 50 per cent of firms in all waves reported unchanged employee numbers. However, while in 2021 33 per cent of firms reported a decrease in employment, this proportion had reduced to around 26 per cent in 2022. More firms also reported an increase in employee numbers in 2022.

Figure A1: Comparative sample breakdown by sector



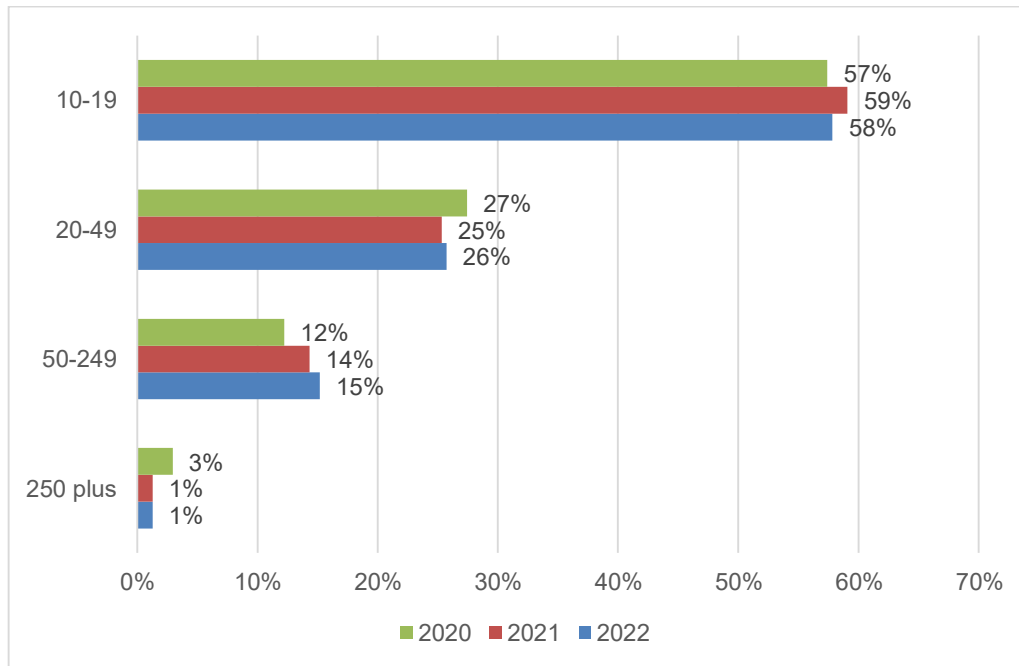
Base: 711 firms, 237 in each year

Figure A2: Age profile of comparative sample



Base: 711 firms, 237 in each year

Figure A3: Sizeband (by number of employees) profile of comparative sample



Base: 711 firms, 237 in each year

Table A1: Single and multi-site profile of firms in comparative sample

	2020		2021		2022	
	Single site	Multi site	Single site	Multi site	Single site	Multi site
All firms	68%	32%	66%	34%	64%	36%
10-19	79%	21%	76%	24%	74%	26%
20-49	63%	37%	62%	38%	64%	36%
50-249	31%	69%	38%	62%	31%	69%
250 plus	57%	43%	0%	100%	0%	100%
Production	81%	19%	85%	15%	79%	21%
Construction	91%	9%	73%	27%	73%	27%
Wholesale, retail	70%	30%	67%	33%	65%	35%
Hospitality	50%	50%	50%	50%	50%	50%
Business Services	72%	28%	64%	36%	62%	38%
Other services	53%	47%	53%	47%	55%	45%

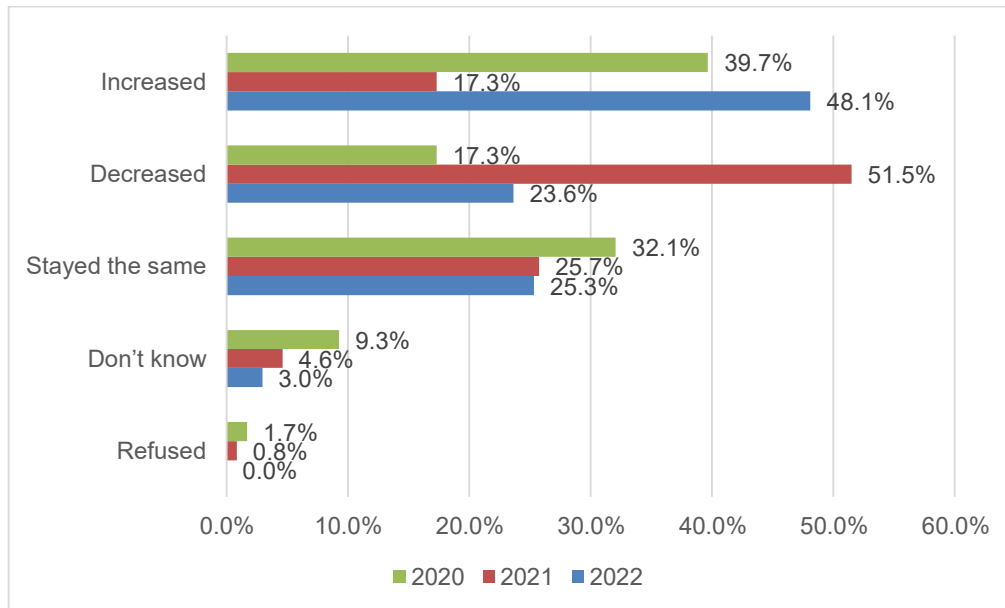
Base: 711 firms, 237 in each year

Table A2: Employee age profile of firms in comparative sample (2022 data)

	Under 25 years	25-49 years	50-plus years
All Firms	16%	51%	33%
10-19	16%	51%	34%
20-49	15%	55%	31%
50-249	18%	49%	33%
250 plus	27%	43%	30%
Production	10%	48%	42%
Construction	12%	46%	42%
Wholesale, retail	13%	55%	32%
Hospitality	45%	38%	17%
Business Services	15%	55%	30%
Other services	17%	52%	31%

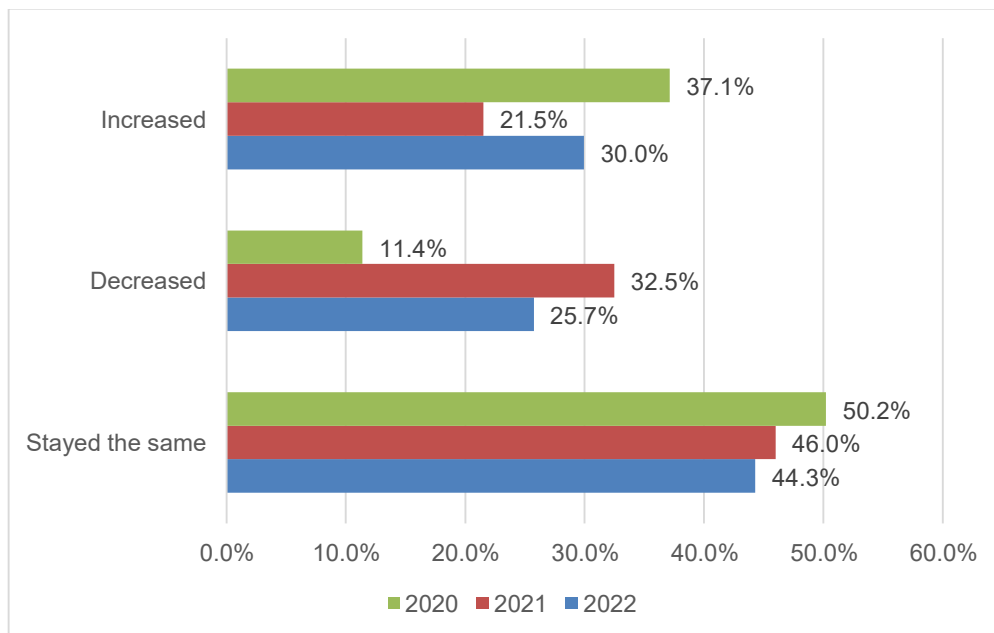
Base: 237 firms in 2022

Figure A4: Change in turnover in comparative sample, all firms



Base: 711 firms, 237 in each year

Figure A5: Change in number of employees in comparative sample, all firms



Base: 711 firms, 237 in each year



Centre Manager
Enterprise Research Centre
Warwick Business School
Coventry, CV4 7AL
CentreManager@enterpriseresearch.ac.uk

Centre Manager
Enterprise Research Centre
Aston Business School
Birmingham, B1 7ET
CentreManager@enterpriseresearch.ac.uk

