

APPENDIX | *October 2022*

# People Profession 2022

UK and Ireland survey report



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## Appendix

# People Profession 2022: UK and Ireland survey report

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### Author profiles

Rebecca Peters, CIPD research adviser, is the author of this report.

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# 1 Introduction

This survey is part of the CIPD's long-standing commitment to taking an evidence-based approach to build insights around people professionals' working lives and career perceptions. This is the latest survey in the series of four conducted since 2018.

## Survey method

The *People Profession* survey 2022, in association with Workday, was conducted online between 5 April and 28 May 2022 and administered by YouGov. The survey accommodates in-house and independent people professionals, which enables us to build a picture from both professional viewpoints and experiences. Throughout this survey report, our findings are stated from the perception of in-house professionals, given the smaller sample size of independent professionals, and professionals who split their time between the two. See [Table 5](#) for further details on the sample for each working role.

The small sample size in Ireland of 125 respondents means we are limited in the analysis, interpretation and comparison of this data, as it has an impact on the validity and reliability of our results. Throughout this report, we will include descriptive statistics from Ireland but are unable to conduct more in-depth analysis on the demographic characteristics, as respondent numbers within these demographic groups are minimal.

## Survey questions

Each year, the survey instrument is reviewed and adapted where changes are appropriate, or where there are new research questions to be explored. Where questions have remained the same, we are able to make some comparisons between previous years' survey data, but the data collected is cross-sectional (not from the same sample of respondents each year). As a result, we do not identify trends, but draw general observations between the survey data across different years. It should also be noted that there are variations across the samples since 2020. See [Table 3](#) for respondent numbers from 2020–2022.

For the 2022 survey, we added new questions on wellbeing (including questions on mental and physical health) and a new question relating to hybrid/onsite/remote working. Our research focus aimed to explore the results related to six key research questions:

- 1 What is the current skills landscape within the profession?
- 2 How does the wellbeing of people professionals compare with the wider UK workforce?
- 3 Where do people teams offer most value and create impact?
- 4 What are the current operating models of people teams?
- 5 How is the profession using people data and analytics?
- 6 How are organisations focusing on employee experience?

The findings were cross-tabulated by five variables: business size, sector, years of experience, specialism and strategic level. We used Pearson chi-square tests to understand the relationship between our survey variables.

## Roundtable method

In addition to the survey research, we conducted roundtable discussions with senior leaders of the profession within the UK, Northern Ireland and Scotland. This allowed researchers to take a deeper dive on some of the findings from the 2021 survey around skills, specifically enquiring about skills development and investment, skills demands and gaps. We also explored the wellbeing of practitioners and people functions, given that it was going to be a key focus of the 2022 research. All qualitative data has been anonymised and thematically analysed.

## 2 Demographic and sample details

**Table 3: Sample details for in-house and independent professionals across surveys, 2020–2022**

Countries included (sample year)	Total sample size	In-house	Independent	Split role (in-house and independent)
UK (2022)	1,496	1,300 (87%)	104 (7%)	92 (6%)
Ireland (2022)	125	93 (74%)	8 (6%)	24 (19%)
UK (2021)	1,504	1,418 (94%)	86 (6%)	-
Ireland (2021)	168	139 (83%)	29 (17%)	-
UK and Ireland (2020)	1,572	1,368 (87%)	204 (13%)	-

**Table 4: Full-time and part-time breakdown (% of respondents)**

	UK	Ireland
Working full-time (30 or more hours per week)	87	84
Working part-time (8–29 hours a week)	12	16
Working part-time (fewer than 8 hours a week)	1	-

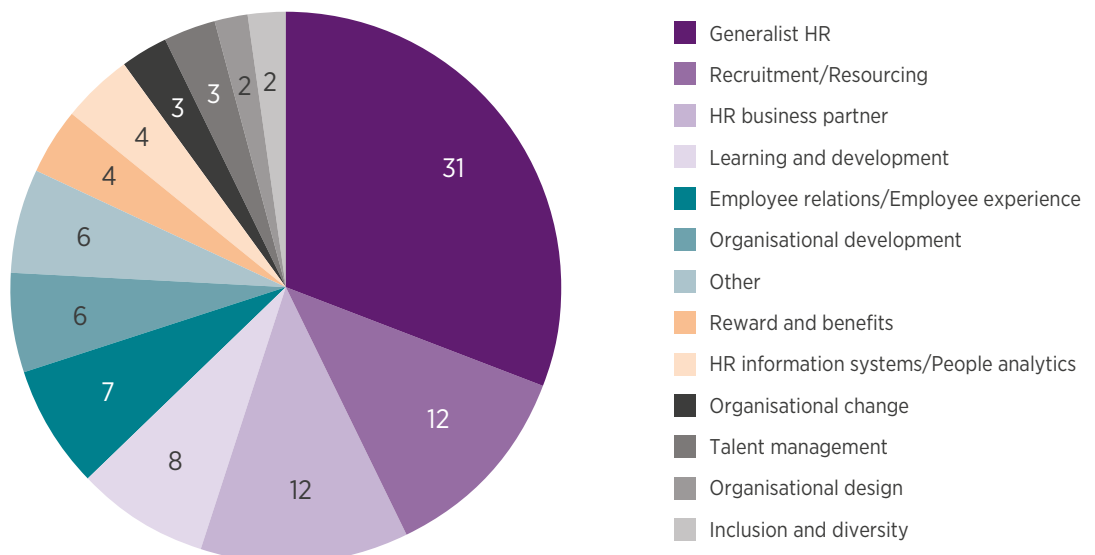
Base: UK: n=1,496; Ireland: n=125.

**Table 5: Sample details for in-house/independent/split roles (% of respondents)**

	UK	Ireland
An in-house HR/people professional working in one organisation	87	74
An independent HR/people professional working as an external consultant	7	6
I divide my work by operating both in-house and independently as an HR/people professional	6	19

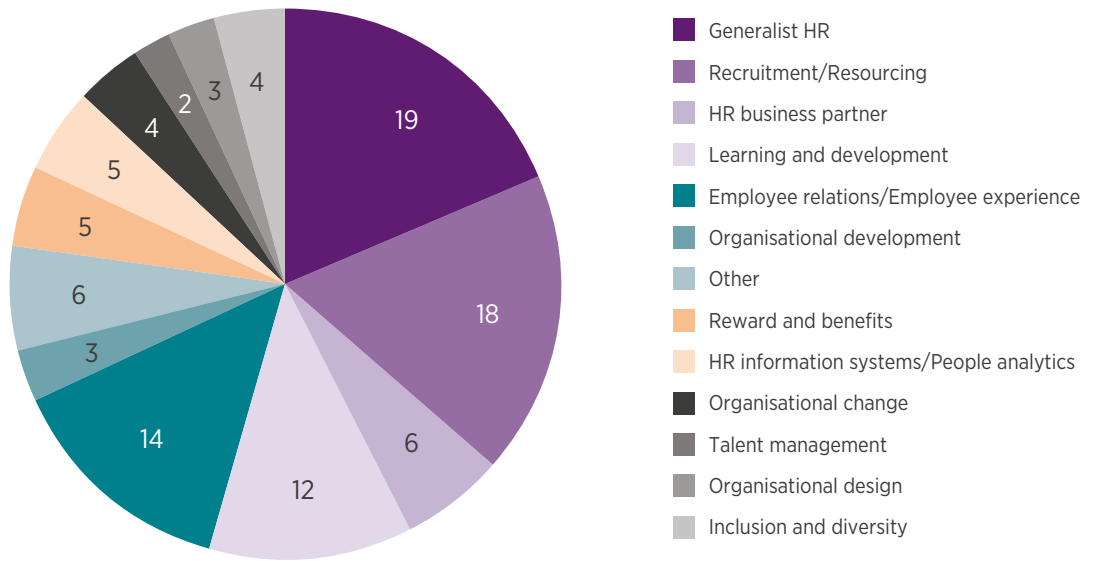
Base: UK: n=1,496; Ireland: n=125.

**Figure 22: HR specialisms within the UK (% of respondents)**



Base: UK: n=1,496.

**Figure 23: HR specialisms within Ireland (% of respondents)**



Base: Ireland: n=125.

### 3 Individual-level demographics

**Table 6: Gender (% of respondents)**

	UK	Ireland
Female	68	70
Male	30	30
Other/Prefer not to say	2	-

Base: UK: n=1,496; Ireland: n=125.

**Table 7: Age (grouped, % of respondents)**

	UK	Ireland
18-34	18	23
35-44	27	28
45+	55	49

Base: UK: n=1,496; Ireland: n=125.

**Table 8: Experience in current organisation (% of respondents)**

	UK	Ireland
Net: Up to 5 years	48	56
Net: 6-15 years	30	26
Net: 16+ years	22	18

Base: UK: n=1,496; Ireland: n=125.

**Table 9: Years of experience within the profession (% of respondents)**

	UK	Ireland
Net: Up to 5 years	25	32
Net: 6–15 years	35	39
Net: 16+ years	40	29

Base: UK: n=1,496; Ireland: n=125.

## 4 Organisational-level demographics

**Table 10: Business size (% of respondents)**

	UK	Ireland
Fewer than 250 employees	41	45
250+ employees	59	55

\*Don't know' responses excluded.

Base: UK: n=1,445; Ireland: n=124.

**Table 11: Sector (% of respondents)**

	UK	Ireland
Private	53	60
Public	32	34
Third/voluntary	14	4

\*2% missing for Ireland

Base: UK: n=1,469; Ireland: n=122.



## 5 Wellbeing mean scores of UK people professionals and the UK workforce<sup>1</sup>

Table 12 compares the average (mean) scores of the health and wellbeing questions from both sets of data. A higher average score indicates a poorer rating of mental and physical health.

**Table 12: People professionals perceive their wellbeing more negatively than the general workforce**

Responses are on a five-point rating scale (1–5) for all health and wellbeing variables. A higher mean score indicates a more negative view of health and wellbeing.

Survey questions	Good Work Index 2022 (mean score)	Good Work Index (n*)	People Profession survey 2022 (mean score)	People Profession (n*)
In general in your life, how would you describe your mental health at the moment?	2.47	6,041	2.55	1,450
In general in your life, how would you describe your physical health at the moment?	2.46	6,002	2.62	1,456
To what extent does your work positively or negatively affect your mental health?	2.93	5,947	3.06	1,330
To what extent does your work positively or negatively affect your physical health?	3.00	5,970	3.15	1,325

\* n is the number of respondents included in the analysis for health and wellbeing variables.

**Table 13: T-test to compare means and check for significance**

Survey questions	T-test	Significance	Effect size (d*)	Magnitude of effect size	UK Working Lives (n**)	People Profession (n**)
In general in your life, how would you describe your mental health at the moment?	-2.583	0.01	-0.0755	Small	6,041	1,450
In general in your life, how would you describe your physical health at the moment?	-5.521	<.000	-0.1613	Small	6,002	1,456
To what extent does your work positively or negatively affect your mental health?	-4.376	<.000	-0.1327	Small	5,947	1,330
To what extent does your work positively or negatively affect your physical health?	-6.006	<.000	-0.1824	Small	5,970	1,325

\* d stands for Cohen's d. Cohen's d is an effect size used to indicate the standardised difference between two means; in this case to interpret the t-test findings.

\*\* n is the number of respondents included in the analysis for health and wellbeing variables.

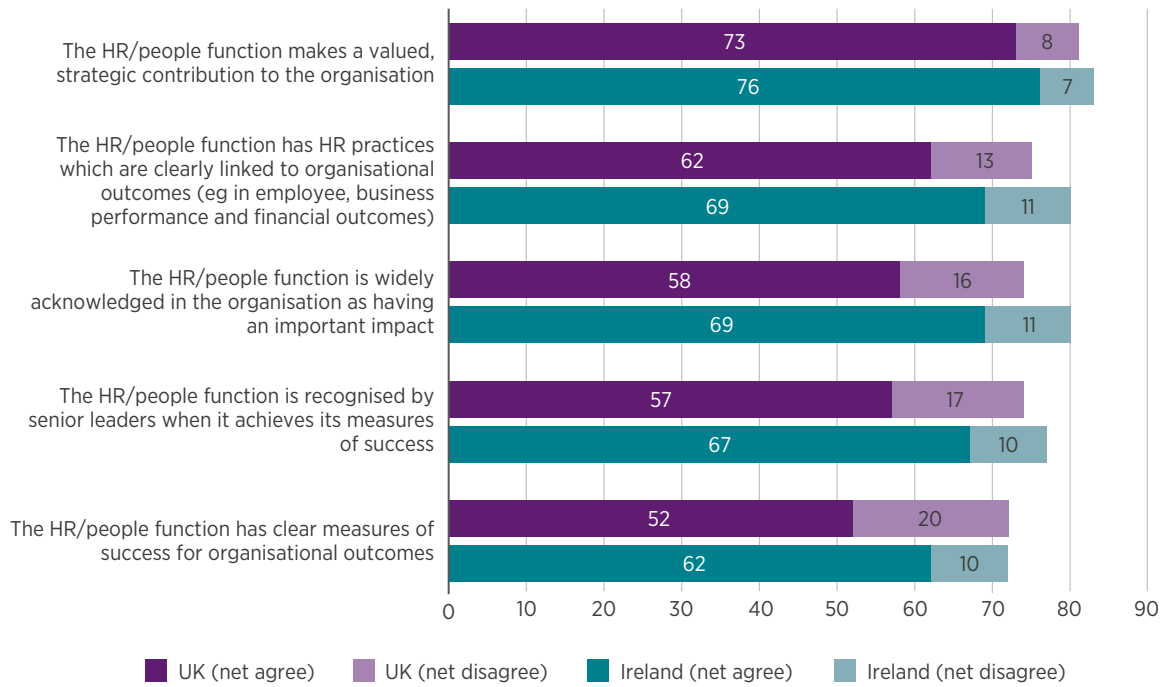
<sup>1</sup> From the CIPD's [Good Work Index](#) data.



## 6 Strategic contribution and value of the profession, by country

**Figure 24: Strategic contribution and value of the profession increases, but still a significant proportion of UK respondents disagree**

*The strategic contribution of HR teams in both the UK and Ireland (% of respondents' net scores)*



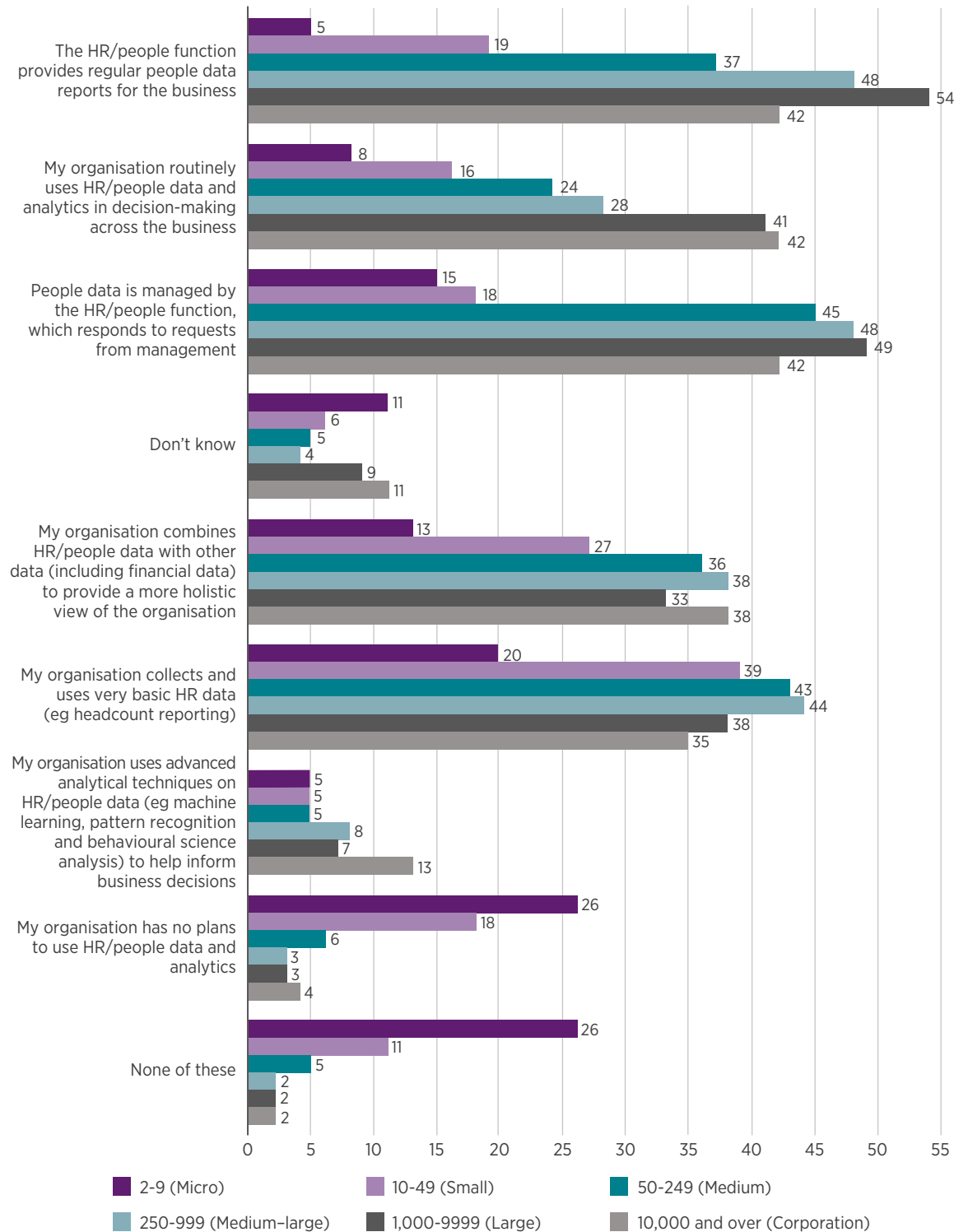
Base: UK: n=1,496; Ireland: n=125.

Question: Thinking about HR practice in your organisation, to what extent do you agree with the following statements about your HR/people function and its organisational contribution?



## 7 People data and analytics usage, by business size

Figure 25: People data usage, by UK business size (re-grouped)

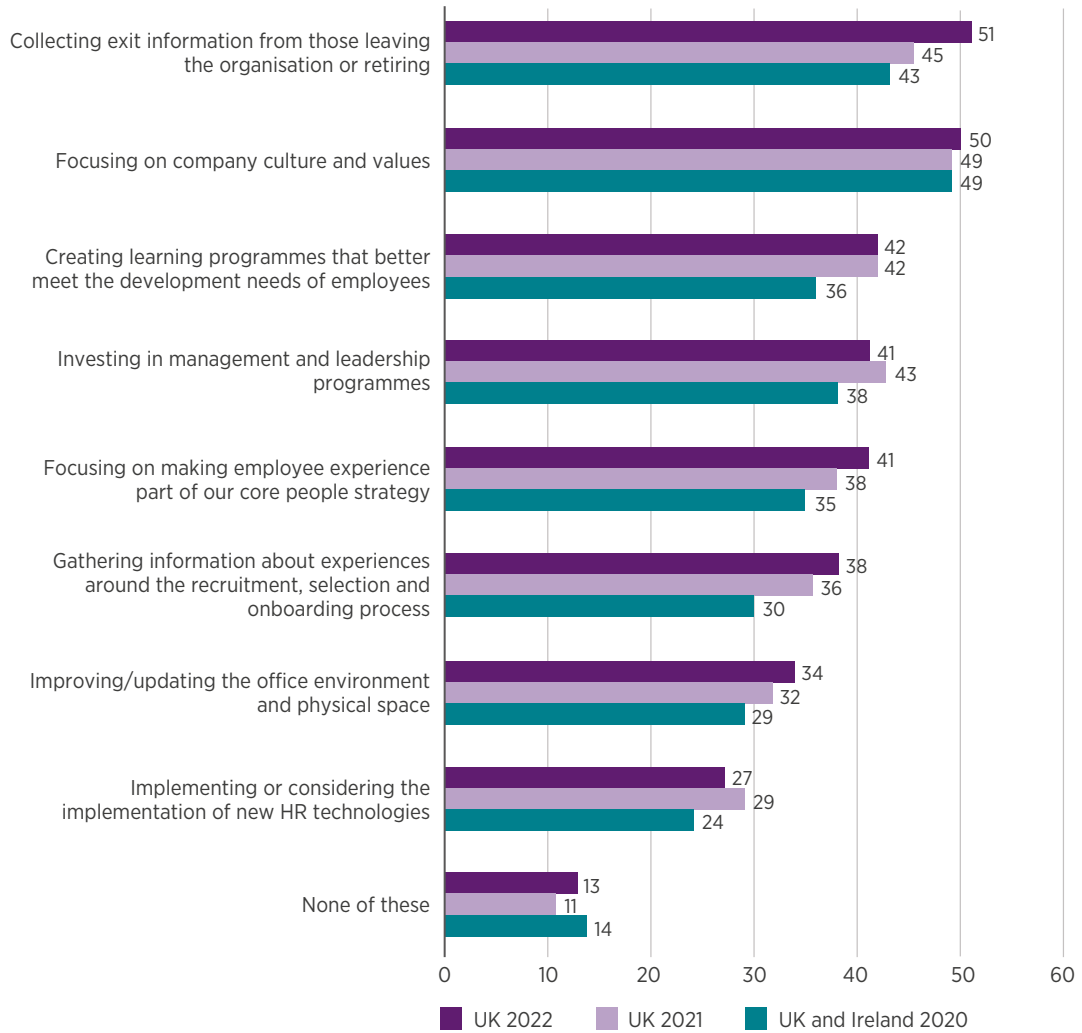


Base: UK: n=1,395.

Question: Which, if any, of the following statements describe how people data and analytics are used in your organisation? (Please select all that apply.)

## 8 Employee experience efforts, by country

Figure 26: Employee experience efforts in the UK (% of respondents)

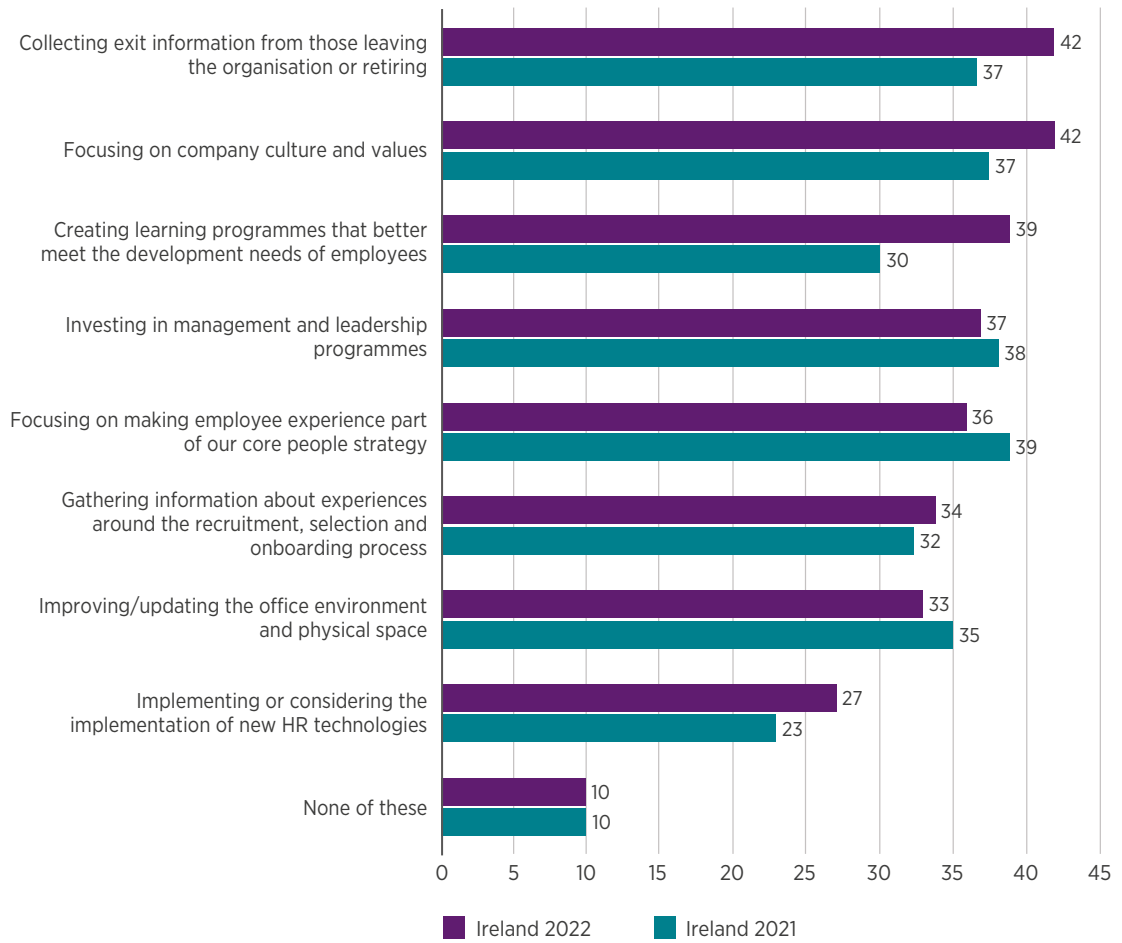


Base: UK 2022: n=1,496; UK 2021: n=1,418; UK and Ireland 2020: n=1,368.

Question: Please tick all options that apply here. To improve the employee experience, my organisation is...



**Figure 27: Employee experience efforts in Ireland (% of respondents)**



Base: Ireland 2022: n=125; Ireland 2021: n=139.

Question: Please tick all options that apply here. To improve the employee experience, my organisation is...



# CIPD

Chartered Institute of Personnel and Development  
151 The Broadway London SW19 1JQ United Kingdom  
**T** +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201  
**E** [cipd@cipd.co.uk](mailto:cipd@cipd.co.uk) **W** [cipd.co.uk](http://cipd.co.uk)

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