

flexibilityworks ›

FLEX 25 FOR LIFE 2025

What's happening to flexible working in Scotland?

#FlexForLife

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Thank you to
our funders and
supporters



Arnold Clark



#FlexForLife

Key takeaways

Our latest research on flexible working in Scotland lands amid the swirl and noise (and reams of media coverage) of several high-profile, global figures airing their views on flexible working. They aren't fans.

But so far, we've heard precious little evidence backing up their views.

In this report we'll share the flexible working data we've gathered from Scottish workers, employers and unemployed people looking for work, to show you what's really happening in Scottish workplaces. We'll give you the data-evidenced facts, and some context to help you make informed decisions about your flexible working approach.

This is our fifth year carrying out Scotland's most comprehensive analysis of flexible working, and (spoilers) our data shows well-implemented flexible working is incredibly beneficial for workers and employers. The demand for flexibility from workers is huge too.

We hope you'll be able to see how your own organisation compares to the Scottish national picture, that our data helps you shape and create flexible workplaces where people and organisations thrive.

**We've highlighted some key findings to get you started.
And you can dip in to any report section that interests you.**



Flex levels are stable

Flexible working levels are stable in Scotland and nine in ten employers expect flex to stay the same or even increase over the next year. Two thirds (67%) of Scottish workers work flexibly, the same as last year, and up from 46% pre-pandemic. While much recent media coverage has focused on hybrid, this is only **one** form of flexible working, and our research considers all kinds of flex including when and how much you work, as well as location.



Hybrid's not dead

The 'return to office' (RTO) mandates of Amazon and Dell etc aren't (yet) replicated in Scottish workplaces. In our analysis of Scottish data from the last 18 months, hybrid looks very stable. In fact, our data shows fewer people are being asked to work in the office full time than in summer of 2023. We are, of course, watching this closely. And we recommend you do too. Especially when you're reading media stories. Sometimes the 'back to office' headlines suggest working from home is over. But the ensuing story is actually about an employer formalising its hybrid approach to certain days in the office, not the end of hybrid at all.

Our figures show hybrid is the most common type of flexibility used in Scotland. It's also one of the top two types of flex workers would like more of, so for recruitment and retention purposes alone, employers should keep exploring how to make hybrid work well.



Inequalities persist

Three in ten Scottish workers still don't work flexibly. Our research over the last five years has tracked the same groups who continue to have less flex, such as workers on low salaries and those in frontline roles. Flexible working has increased for these groups over time, and demand for greater flex remains high. But the gap between those with flex in low paid and frontline roles, and workers with flex in higher paid, or desk-based, roles hasn't reduced. Encouragingly, nearly half of employers think flex will increase further for frontline workers in the next year. This could also boost flex for low paid workers because many low paid roles are frontline.



Time to tackle perceived challenges

Employers remain broadly very positive about flex. But perceived challenges need to be addressed. More than seven in ten Scottish employers say flexible working is good for their business, and employers cited many business benefits from flex, such as improved staff retention and reduced sickness absence. But a significant minority of employers still feel they face practical challenges, such as how to create flexibility in different types of jobs and how to discuss potential changes with staff without raising expectations that can't be met. These perceived challenges aren't new. But we think some employers have put off dealing with them while they wait to see if greater flexibility is just a temporary change during the pandemic and its aftermath, or a permanent fixture. We'll reiterate – our figures show flexible working is very stable in Scotland. It's not going away. In fact, with the UK Government's new Employment Rights Bill due to take effect in 2026, which will make it harder for managers to refuse flexible working, employers need to be proactive in addressing any remaining challenges, and see flex as a permanent strategic priority to help drive business success.



Focus on the evidence

Reviewing your approach to flexible working is sensible, as is making changes if things aren't working. But changes should be based on evidence, not the personal preferences of senior leaders. This report provides some evidence on how and where flexible working is currently being used in Scotland. We also touch lightly on the business benefits of greater flexibility but there is a wealth of external evidence on this too. Our separate [resource](#) collates some key national and international study findings, and we encourage you to look too at what your own data tells you about your business needs and greater flex.



External support needed for employers

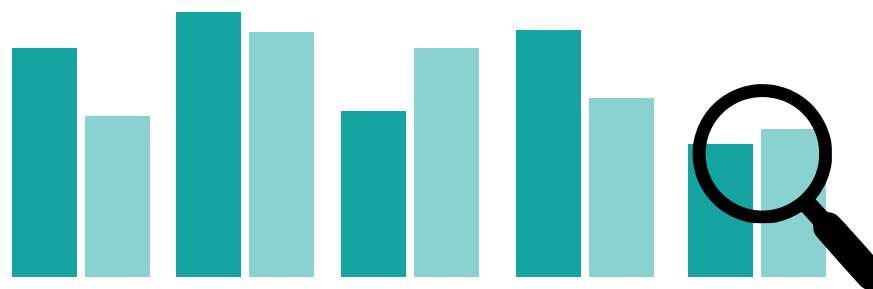
We've just mentioned the need for employers to prepare for a flexible working law change in 2026, and employers certainly need to play their part. But, given that many employers still feel they face challenges around flexible working – and we're five years on from the start of the pandemic – we also look to the UK Government and Scottish Government to provide additional support to help all employers move forward.

About our data

All figures, unless stated otherwise, were commissioned by Flexibility Works in the form of online surveys carried out by global research firm Norstat between 8/10/24 and 15/11/24.

- **1096 Scottish workers** were surveyed, of whom 683 were 'frontline/on-site/customer-facing' workers, and 398 were not frontline workers. Our figures are representative across age, gender, industries, income, and those with children including single parent households.
- **253 Scottish employers** were surveyed, including CEOs, directors, owners and founders, senior HR professionals and senior managers. A total of 198 had at least some 'frontline/on-site/customer-facing' workers and 49 did not. The industries and sectors our employers came from closely matched our employee survey.
- **208 unemployed Scottish adults** who are looking for work were surveyed.

We're happy to discuss our data and if you need more information, such as sample sizes for specific questions, please contact us via hello@flexibilityworks.org



What is flex?

There's still some confusion about what flexible working is, in part because it can take so many forms, and there's no one-size-fits-all approach. Flexible working will look different depending on the person, the role and the organisation, and the sort of flexible working people need may also change at different life stages.

A quick glance at our bubble chart on page 17 shows the variety of flex currently used by Scottish workers.

Flexible working can be around one or all of:



Where someone works



When someone works



How much someone works

It can be formal (in a contract) or informal (agreed verbally with your manager), or a mix of the two. Put simply, flexible working is a pattern or schedule that's not a rigid Monday to Friday 9am to 5pm in the same place. And, crucially, it's a pattern the employee has some **choice and control** over, and is agreed with the employer, because it works best for both parties.

Some roles have more scope for flexibility than others. But we'd argue some flexibility is usually possible in almost every role.

Here's how we defined flex for the workers and employers we surveyed:

Flexible working is when you have some choice and control over when, where and how much you work, to help you balance your work and home life.

There are lots of different types of flexible working, eg:

- Working from home and hybrid working
- Part time hours
- Compressed hours (working your usual number of hours in fewer, longer days)
- Being able to change your start and finish times
- Being able to take time out in the day for personal reasons and make up the time later

For **frontline** workers, flexible working also includes things like:

- Being able to swap shifts
- Having an input to rotas
- Being able to make small adjustments to start and finish times

It **does not** include things like zero-hours contracts over which you have no control.



What do we mean by frontline workers?

While we're defining things, here's how we describe a frontline role:

A role that involves dealing with people in-person or face-to-face, such as retail or nursing. Or, that requires you to be on-site to complete practical hands-on tasks, such as manufacturing.

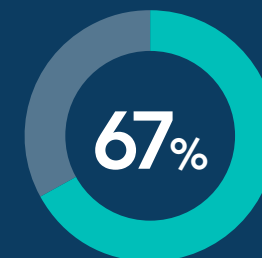
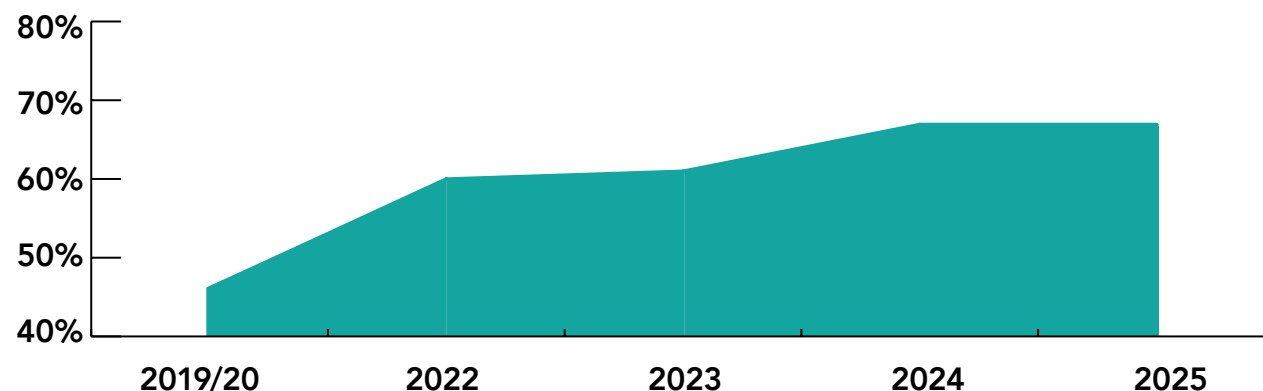
Who's got flex?

The number of flexible workers in Scotland has stabilised around the two thirds mark, after a significant shift during the pandemic.

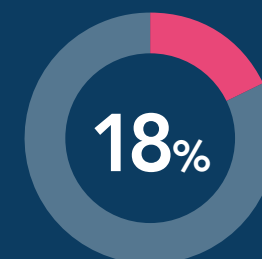
This is our fifth year collecting data and there are no signs that flexible working (including hybrid working) is reducing. In fact, six in ten Scottish workers who don't already work flexibly would like to.

This equates to a further 18% of our entire Scottish workforce that would like a flexible job, and illustrates the significant demand for even greater flex.

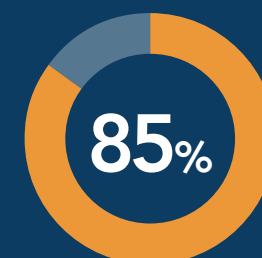
Scottish workers with flex over time



of Scottish workers
work flexibly



don't work flexibly
but would like to



have or want flex

Workers with flex

Workers earning more than £50K



Desk workers



Parents



Men



Average



Women



Frontline workers



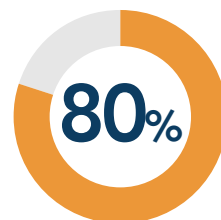
Workers with a disability or long-term health condition



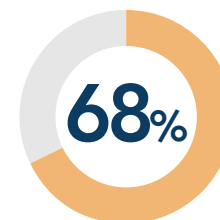
Workers earning less than £20K



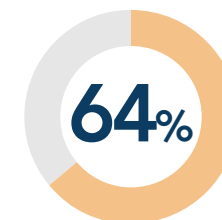
Workers with flex by sector



Third sector workers

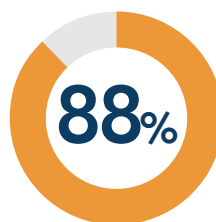


Private sector workers

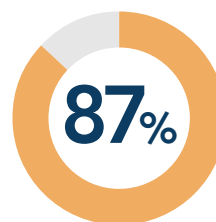


Public sector workers

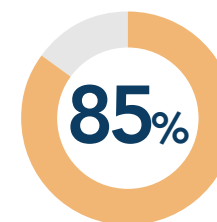
Industries with highest numbers of flexible workers



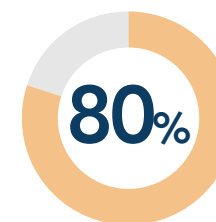
HR



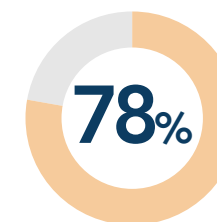
IT



Marketing and Comms



Accounting and finance



Legal

Some of our industry sample sizes are relatively small. But we've included this data because it backs up existing research on industries where flex is higher than average.

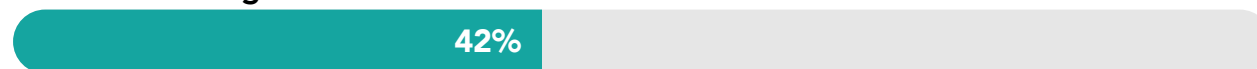
So what?

Flexible working is well-established in Scottish workplaces. It's hugely popular with workers, and is essential for enabling many people to work at all. Despite the headlines, our data consistently shows flex is here to stay. If you're an employer and you're not exploring ways to create greater flex, you risk losing talented staff to competitors.

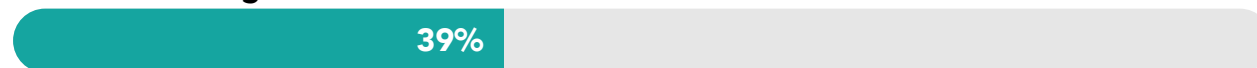
Who hasn't got flex, and who would like it?

The largest groups who don't work flex are:

Workers earning between £20K and £30K



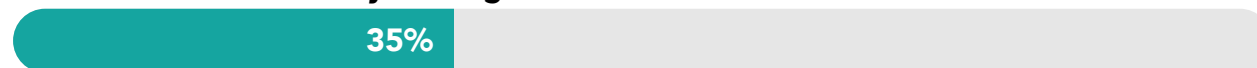
Workers earning under £20K



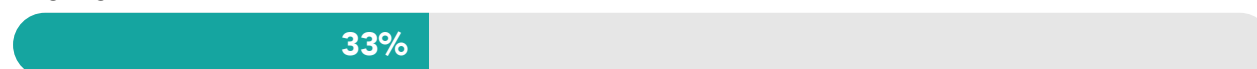
Frontline workers



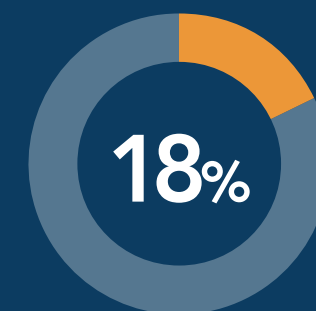
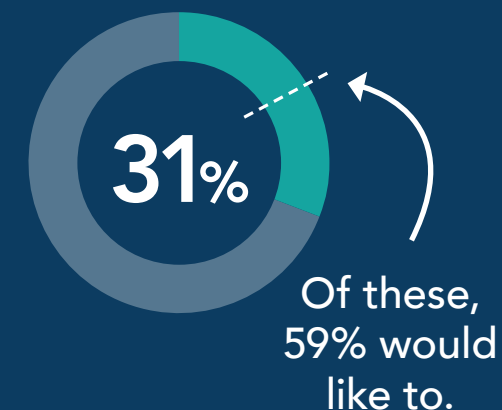
Workers with a disability or long-term health condition



Women



Nearly a third of Scottish workers don't work flexibly.

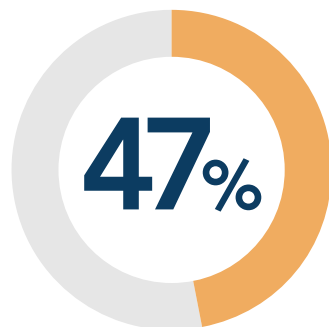


This equates to 18% of the Scottish workforce who don't currently work flexibly but would like to.

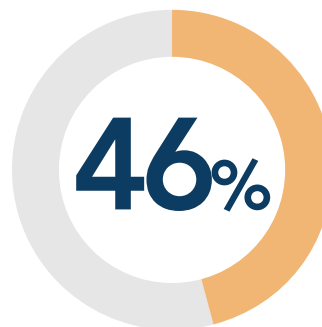
Industries with highest numbers of workers without flex



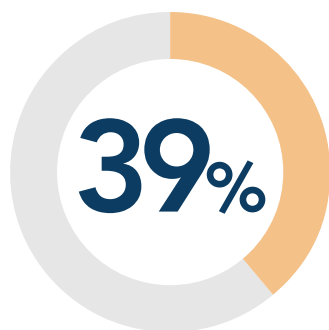
Agriculture



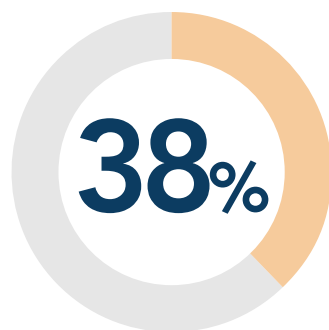
Operations and logistics



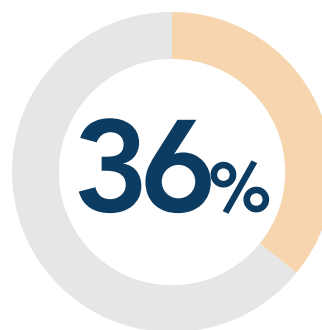
Education and training



Manufacturing and resources



Social services



Retail

Some of our industry sample sizes are small. But we've included them because they're in line with existing research showing these industries often struggle to create more flex.

So what?

Most workers without flexible working want it, including those in frontline and lower paid roles. Employers that tap into this insight and create more flex, stand to attract and retain skilled staff. Those that don't, won't. What's more, our data shows how offering flex helps drive diversity in your workforce and tackle inequalities.

Among workers who don't have flex, the following groups want flex the most:

Workers aged 35-44



Mothers



Workers earning £20K-£30K



Frontline workers



Women



Average



It's not surprising that mothers and workers aged 35 to 44 (who are more likely to have younger children) want flex the most.



But employers should take note of the desire for flex among frontline workers and people earning £20K to £30K.



These workers might not feel comfortable asking for flexibility, so they're more likely to leave in order to get what they need.

Why people want flex

Caring responsibilities remain the most common 'main reason' for workers wanting or needing flexible working, followed by mental health, and to allow for hobbies or interests. But the reasons vary across age bands, and different groups of workers.

1 in 3 workers say a **caring responsibility**, such as childcare, is their main reason for flex.

1 in 3 workers **aged 55+** say winding down to retirement is their main reason.

1 in 6 workers say their **mental health** is their main reason for wanting flex. Among unemployed people looking for work, the figure is much higher at nearly 1 in 4.

So what?

All kinds of people want and need flex for all sorts of reasons. It's not just for parents. Having proactive conversations about people's working patterns and work life balance can uncover small, practical changes that could make a big difference for your people and your organisation.

Top 6

main reasons workers have flex, or would like flex



Caring responsibilities



Mental health



Hobbies and interests



Physical health



Pets



Study

Impact of flex on workers

We asked workers about the positive and negative impacts flexible working made to their life. Nine out of the top ten responses were positive, with being able to manage family and caring responsibilities, feeling less stressed and having more time with family among the biggest benefits.

The only negative response was about earning less money as a result of working fewer hours, which ranked ninth and behind the 'opposite' statement that flex had enabled people to work more hours and earn more money.

I can work and manage my family/caring responsibilities

33%

Life is less stressful

33%

I spend more time with my family

32%

My mental health has improved

30%

I spend less money on travel to work

27%

My physical health has improved

16%

I'm now working when previously that wasn't possible

13%

I'm now working more hours and earning more money

13%

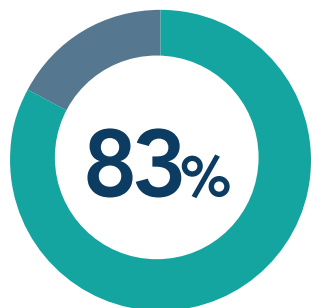
I'm now working fewer hours and earn less money

9%

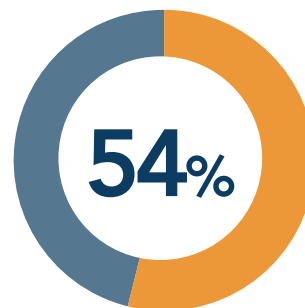
I've taken on a more skilled or senior role

8%

Impact on work life balance



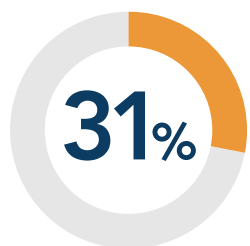
of workers with flex say they have a good work life balance v



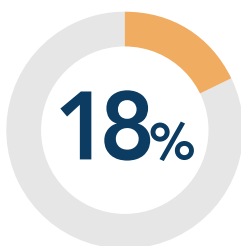
of workers without flex

Flex is a lifeline for many workers

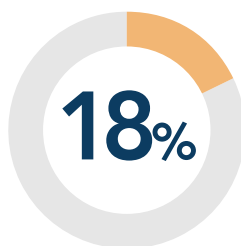
5 biggest impacts of losing flex, according to flexible workers



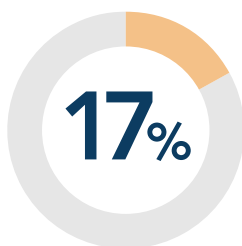
My mental health would suffer



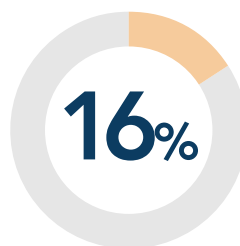
I'd have to pay more for child or adult care



I'd have to rely more heavily on family and friends for child or adult care



I'd have no choice but to stop working



My physical health would suffer

"I'd have no choice but to stop working"

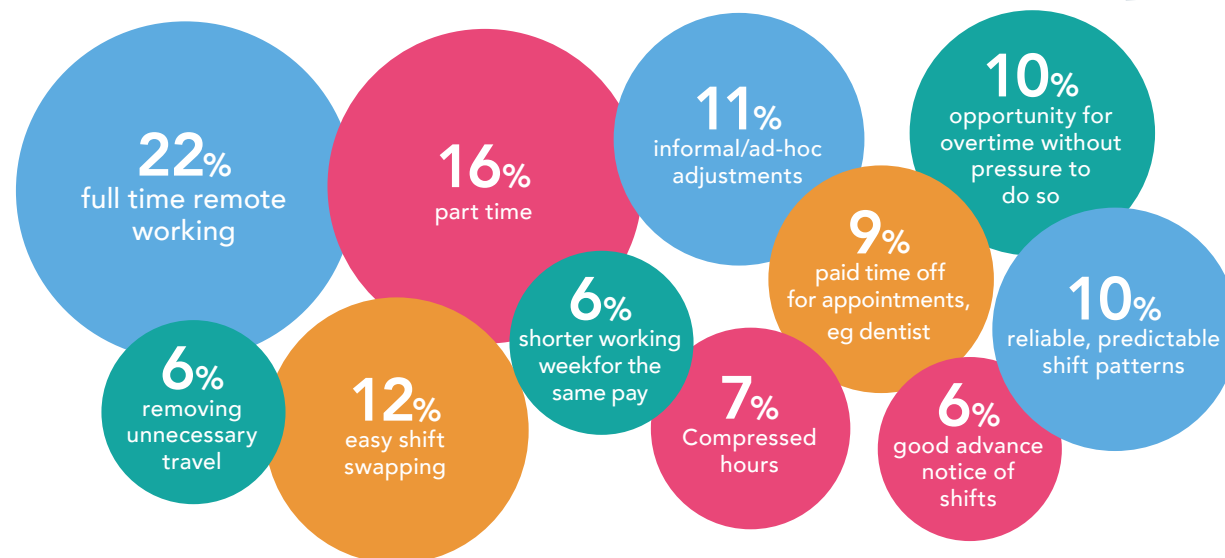
say 30% of workers earning less than £20K

and 26% of mothers

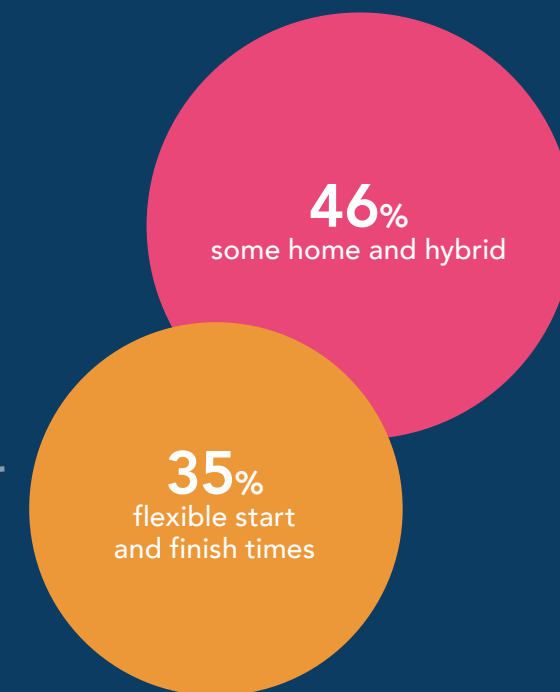
What sort of flex is being used?

Home and hybrid working, and flexible start and finish times are the most commonly used types of flexible working in Scotland. The data on this page shows the proportion of flexible workers that use each type of flexibility.

Other common types of flex used by Scottish flexible workers



Top types of flex for flexible workers



So what?

Are you offering these kinds of flex? Perhaps not all are possible. But this page illustrates what could be on offer to your workers if they change employer.

Is hybrid waning?

Our data shows that among all Scottish workers (not just those who work flexibly), 15% work fully remote (no office time at all) and a further 31% work hybrid (blending home and office working). This is similar to [ONS data](#) for Great Britain, showing 13% of workers are fully remote, 28% work hybrid.

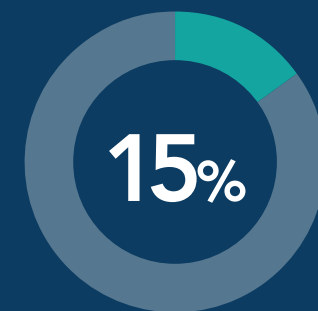
The big question right now is whether high profile full time 'return to office' mandates by the likes of Amazon, Dell, WPP and Boots are having an impact on the number of people working hybrid in Scotland. The short answer is, no. Or, at least, not yet.

We asked workers who said they were predominantly desk or office-based how often their employer asked them to work in the office. We compared with data we collected in July 2023.

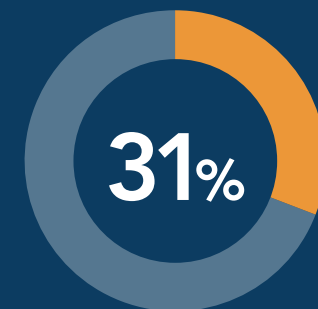
Our data shows very little change in that time. In fact, the only significant change is that 6% fewer people are being asked to work in their office full time than in July 2023. Of course, we may see more of an impact in 2025. But the relative stability of hybrid arrangements over the last 18 months suggests many Scottish employers have embraced and accepted hybrid working as the new normal.



Among all
Scottish workers



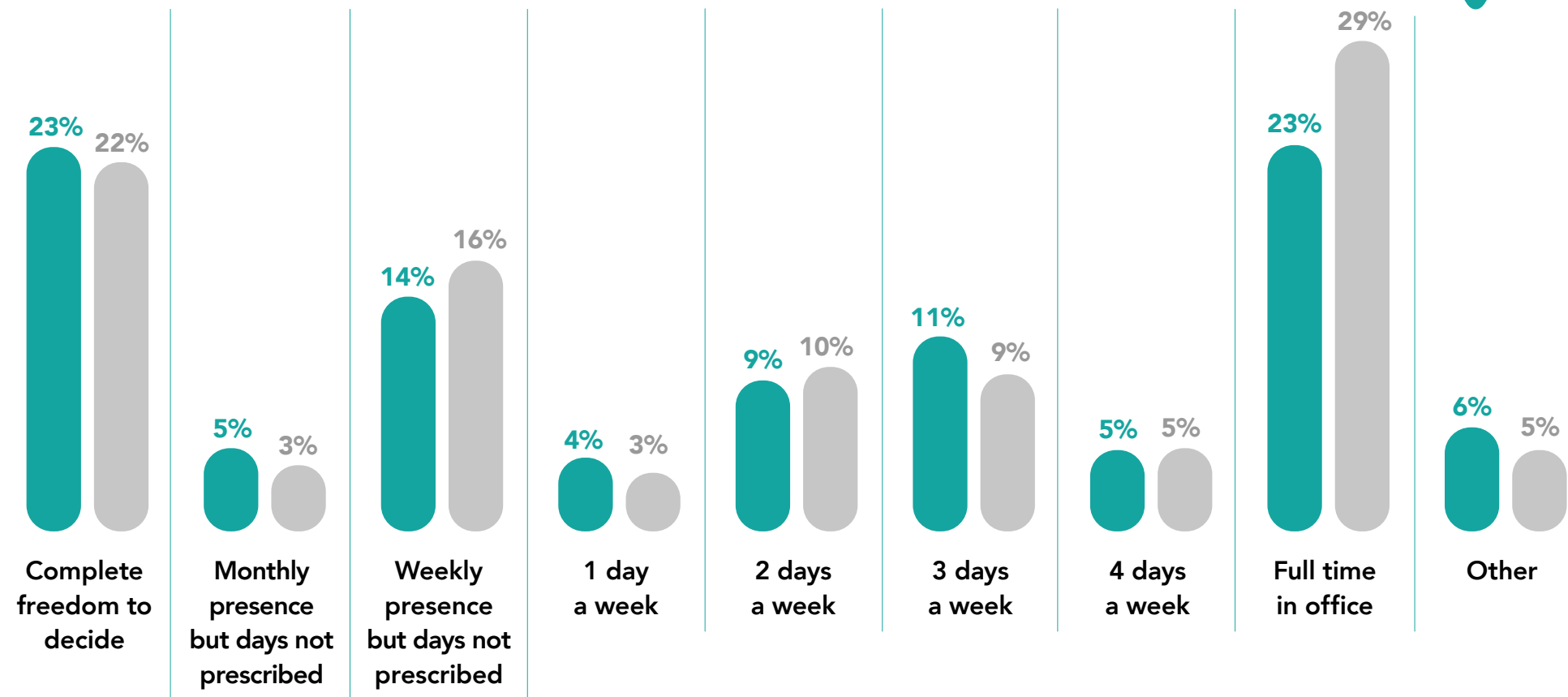
work fully remote



work hybrid

Required office attendance for Scottish desk-based workers

■ November 2024 ■ July 2023



So what?

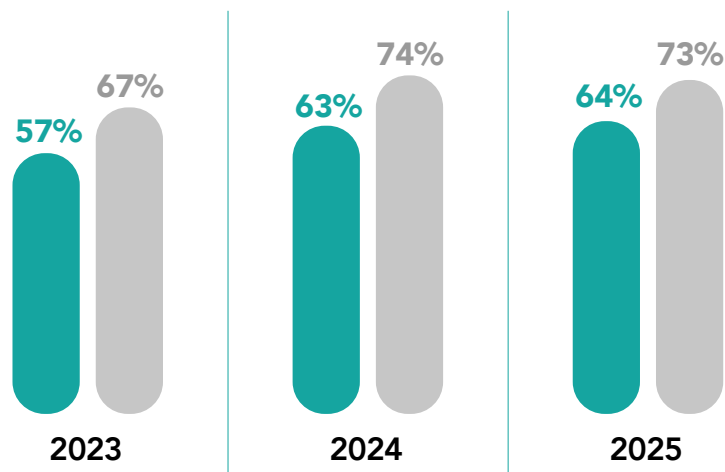
There are many benefits to working in an office, or physically alongside your colleagues. But we'd argue this doesn't need to be five days a week. The cat's out of the bag with hybrid working, and you can't put it back in. If you try to bring everyone back to the office full time, **research by the University of Pittsburgh** shows it's high-performers and women who will leave. Instead, invest in making your hybrid working approach really successful. Train your managers so they're comfortable managing hybrid teams, develop team protocols so everyone knows when they're meeting up in-person, for what purpose, and how to get hold of each other easily when working remotely.

What does flex look like for frontline workers?

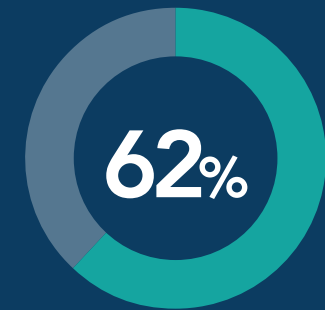
Flexible working for frontline workers has been steadily increasing since the pandemic. But frontline workers are still much less likely to work flexibly than desk workers, and demand for flex still outstrips supply from employers.

Flex for frontline and desk workers over time

■ Frontline workers ■ Desk workers



Workers without flex who'd like it



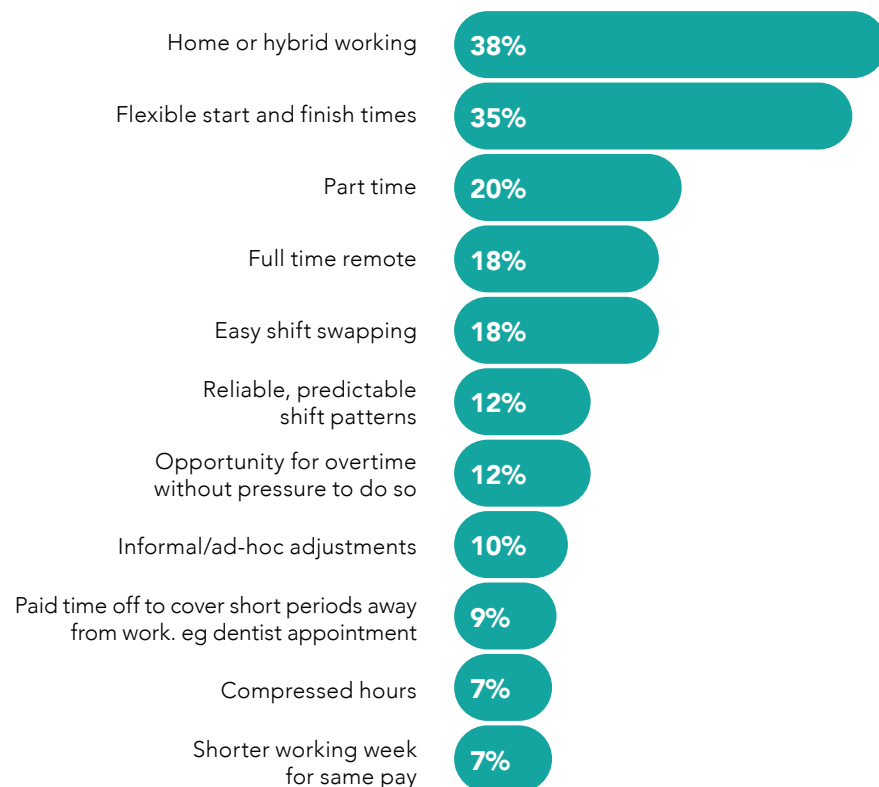
of frontline workers



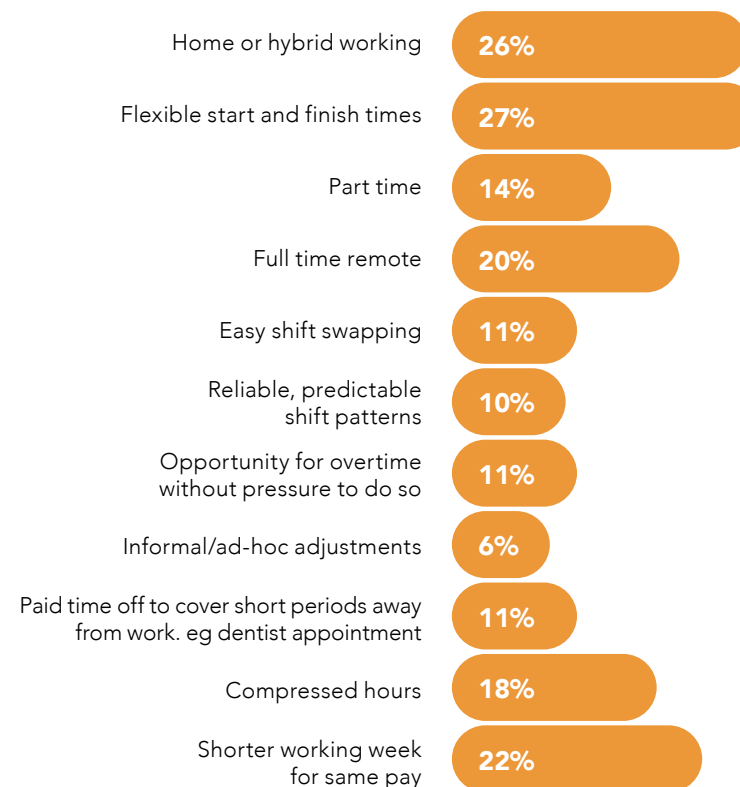
of desk workers

Types of flex used and wanted by frontline workers

Most common types of flex among frontline workers with flex



Flex frontline workers **would like** in their current role



So what?

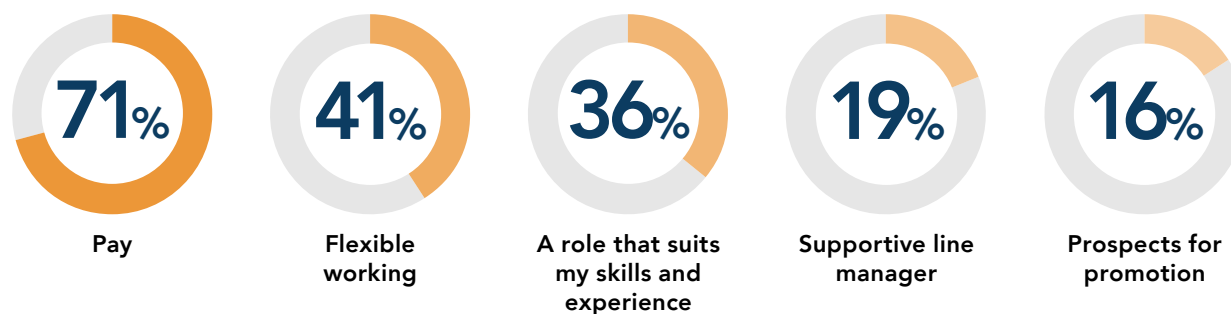
It's no longer acceptable to say you can't offer flex because your people are frontline workers. Some form of flexible working is possible in almost every role, and many types of flex frontline workers want is relatively small, such as slight changes to their start and finish time. If you don't explore flex for frontline roles, you'll miss out on the business benefits flex unlocks, such as reduced sickness absence and improved productivity.

What's the impact of flex on recruitment?

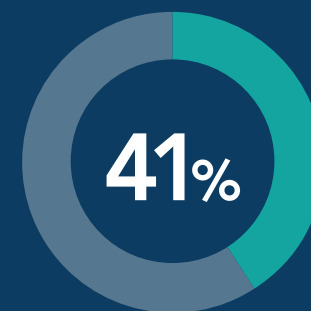
Our data continues to show how important flexibility is for people changing jobs. But it's our data for unemployed people looking for work where the need for flex is most apparent.

More than a quarter (27%) of Scottish workers in our survey said they were considering changing jobs. Of those, four in ten said flexible working was an important factor in their job search, second only to pay. Among unemployed people looking for work, more than half said flex was an important factor.

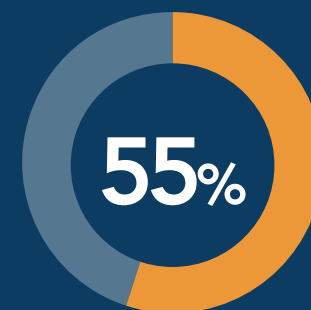
Important factors for workers changing job



Flexible working is important in my job search



Scottish workers considering changing jobs



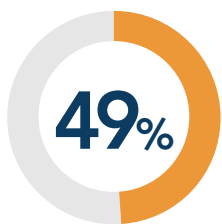
Unemployed Scottish adults looking for work

More flexible working could enable more people to work

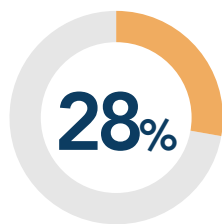
Our research suggests that thousands of Scottish adults who are currently unemployed could work – and reduce their risk of living in poverty – if only more flexible working was available.

Almost three in ten unemployed Scottish adults looking for work say a flexible job would mean they'd be able to work when previously that's not been possible. The same number have turned down an actual job offer because the role lacked the flex they needed, while almost half say it's been difficult to get information about flexible working for most jobs they've considered applying for.

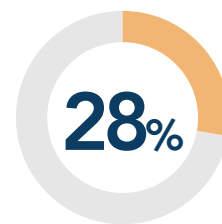
Among unemployed Scottish adults looking for work



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have turned down a job offer because the role lacked the flex they needed.

So what?

If you're an employer and you're not offering good flex (and showcasing this in job adverts) you will be missing out on talented (often more diverse) candidates.

If you're a policy maker, or you work in employability, and you're not working with employers to help create more flexible roles and ensure this is visible in recruitment, your programme will struggle to succeed. Upskilling is, of course, important. But if people need flexibility in order to work, it won't matter how well qualified they are. If there are no flexible jobs they still won't be able to work.

Lack of flex reduces applications and stifles career progression

Despite all the figures (not just our own) showing how important flexible working is for people changing jobs, and especially so for unemployed people trying to get into work, just 33% of Scottish job adverts mention any flexible working. Our figures show one in five workers have seen a job they wanted to apply for in the last year but flex wasn't mentioned, so they didn't apply. Almost half (48%) of our cohort of unemployed adults looking for work said they'd not applied for a role they liked because no flex was mentioned.

I've seen a job but flex wasn't mentioned, so I didn't apply

Unemployed people looking for work

48%

Women in work

21%

All workers

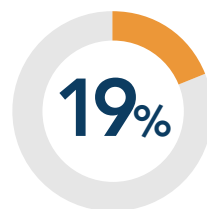
20%

Men in work

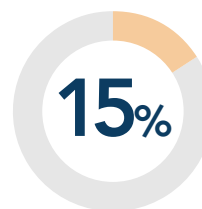
19%

Our data shows how career progression, which is good for workers and their families, employers and our economy at large, can be stifled by a lack of flexible working.

I feel stuck in a role because I can't see the flex I need elsewhere to progress

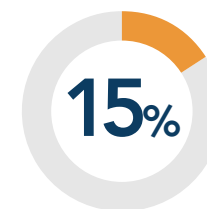


Women in work



Men in work

I've been offered a promotion or a better role but turned it down because of a lack of flex



Men in work



Women in work

So what?

Employers that make flexible working prominent in recruitment will appeal to a wider pool of talent. But managers should also be proactive with existing staff, and ask about their work patterns, especially if a promotion is possible.

What do employers think of flex?

Employers were largely very positive about the impact of flexible working on their organisation.

Productivity

Employers say flex has...



Made staff more willing to go above and beyond

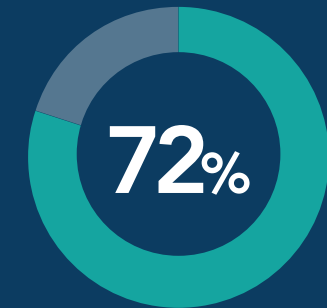


Increased overall productivity

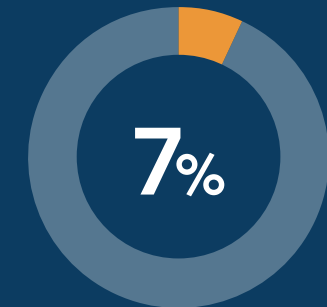


Retention

Employers say flex has...



of Scottish employers think flex is good for their business overall



say flex is not good for their business

Health and wellbeing

Employers say flex has...

Improved work life balance for workers

75%

Improved mental health and wellbeing for workers

74%

Sickness and absence

Employers say flex has...

Reduced sickness and absence rates

69%

Environment

Employers say flex has...

Helped meet environmental goals

64%

Recruitment

Employers say flex has...

Improved the quality and quantity of candidates during recruitment

59%

Helped reduce skills shortages

54%

Inclusion and diversity

Employers say flex has...

Helped us have a more diverse workforce

64%

Brand reputation

Employers say flex has...

Helped build a positive employer brand

65%

Made us more attractive for clients

53%

Financial improvements

Employers say flex has...

Reduced costs to the business

68%

Made more profit

49%

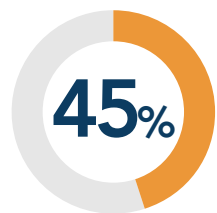
Top challenges for employers with flexible working

This year, the biggest challenge cited by employers was how to ask staff for their opinions on different ways of working, without raising expectations the employer couldn't meet. This was followed by making flex 'fair' across different roles and in trying to make changes when some senior managers are opposed to greater flex.

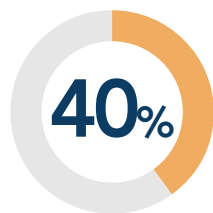
More than a third (36%) of employers said they were struggling to get people into the office as much as they'd like, up from 33% last year. This is among

the top reasons employers cite for bringing in tighter rules about hybrid and office working, so we'll be watching this closely over the next year. There's an opportunity for employers here though, to invest in managers so they better understand business requirements – and can articulate these clearly to their teams. There are many good reasons for teams coming together in person. But if managers aren't specific, and people feel they're in the office for the sake of it, and doing tasks they could do better from home, it will only build resentment.

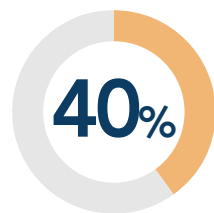
Top 5 biggest flex challenges for employers



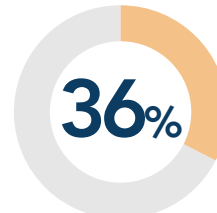
If we ask staff for their opinions, they'll expect to get the flex they suggest



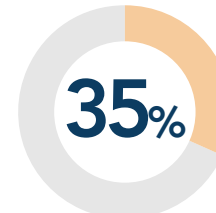
We can't offer flex across all roles and don't know how to make flex fair



Some senior managers are opposed to greater flex and it's hard to make changes



We're struggling to get people on site as much as we'd like



If we offer more flex, everyone will ask for flex we can't deliver

So what?

Flexible working has stabilised and become 'business as usual' in Scotland, and when it's implemented successfully, it delivers significant benefits for people and for employers.

Many of the challenges faced by employers have been around since before the pandemic. They won't go away on their own, and neither will flexible working. It's time to tackle these challenges head on by creating a good business case for flex and taking it to your board, or exploring what flexible working could look like in all roles. Most importantly, employers should invest in their managers so they can better define and communicate business needs, and discuss working patterns with their teams confidently and compassionately.

Are employers as good as they believe?

We've been tracking opinions on flexible working among Scottish employers and workers for five years.

Every single year there's been a significant gap between how much flexibility employers say they offer, and how much flex workers think is offered. Employers are always more positive.

How much flex is available, according to workers and employers



Employer response



Worker response

Minimum flex: Statutory flex only	23%	30%
Flex lite: People work flexibly, but it isn't yet embedded in our organisational culture.	17%	17%
Good flex: We have some good practice in place and many people have the opportunity to work flexibly.	29%	23%
Very good flex: Flexible working is accepted as the norm across the organisation.	31%	21%
Don't know	1%	8%

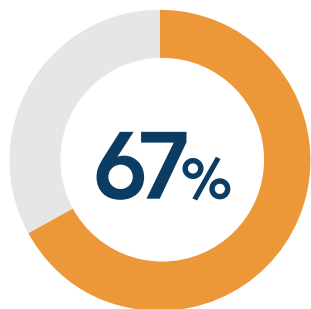


6 in 10 employers rate their organisation's flex as good or very good

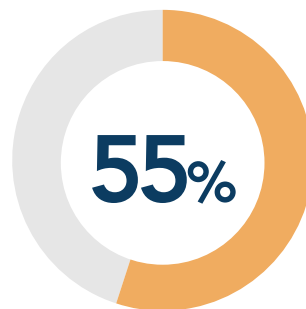


Compared with 4 in 10 workers

Who's comfortable asking for flex?



of employers say staff are comfortable asking for flex



of workers are comfortable asking for flex



So what?

If you don't know what your company is really like to work for, how can you make effective changes to improve performance and productivity?

Asking for feedback from staff is essential to implement positive change. When it comes to flexible working, employers need to keep on communicating with staff about what flex is available, how people can ask for it, and train managers to bring this up proactively in one-to-one and team meetings. Employers should also role model flexible working by senior managers to help create a visible, positive culture around flexible working. Our data suggests that if you don't, many of your workers will remain unaware of more flexible ways of working that could help them perform better at work.

What does the future hold?

The vast majority of Scottish employers expect flexible working to increase or stay the same over the next year. Nearly half (46%) of employers expect flexible working to increase for frontline staff.

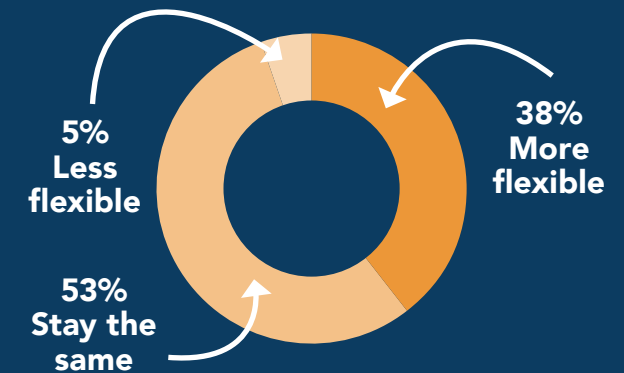
This is a far cry from the media headlines that suggest flexible working (especially working from home) is coming to an end. Our data suggests flexible working is very much 'business as usual'.

The opportunity for employers now is to make what you are already doing work more effectively.

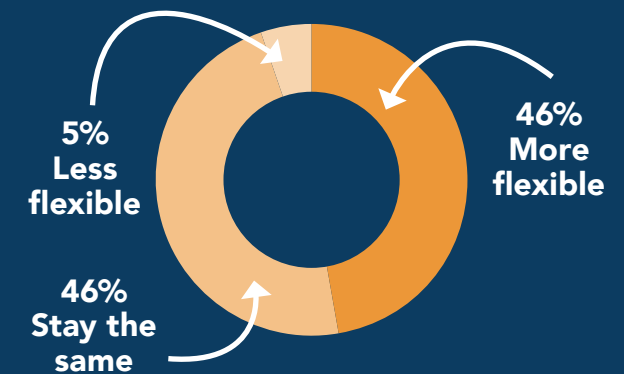
Being clear and specific about your business needs is essential, as is investing in your managers so they are confident in communicating business needs and operational requirements to their team as part of any conversation about flexible working.

Finally, the evidence shows flexible working can deliver significant benefits for workers' wellbeing and for business success. We urge you to gather and follow your own evidence to make decisions about the future of flexible working in your organisation.

Scottish employers' expectations for flex in the next 12 months



Desk workers



Frontline workers

How we help employers

We're here to help employers get flexible working right. Whether you're after a training workshop for managers, a light-touch audit or consultancy on a specific challenge, please get in touch via hello@flexibilityworks.org.uk or **0141 378 8330**.



Find inspiration and expert guidance with our free resources

You can find lots of inspirational employer case study stories, our fully referenced [Building the Business Case for Flex](#) resource to help you create your own business case to influence managers and senior leaders, and our super practical [7 Steps to Flex](#) employer guide to help you get flex right, all for free on our website. You can also read our other research including our sister Flex for Life report about [parents' experiences of flexible working](#).



Consider consultancy

Whether you want a light-touch low-cost audit and practical recommendations, our fully comprehensive [Go Flex](#) programme or something else in between we deliver 'off the shelf' and bespoke consultancy services drawing on more than a decade's experience helping Scottish employers improve their flexible working offer.



Book training for managers, or teams

We offer a range of certified training workshops including [sessions for managers](#) to equip them with the skills and confidence to effectively lead and support flexible and hybrid teams and [Working Well as a Hybrid Team](#) to help strengthen team connection and communication in hybrid teams. We also deliver workshops for [employability professionals](#) to help you promote flex with employers and secure flexible job opportunities



Keep in touch

[Join our mailing list](#) for a monthly newsletter full of new research findings, real-world stories from employers and expert commentary on what's happening in the wider world of flex.

About Flexibility Works

Flexibility Works is a boutique consultancy and training organisation that provides practical tools, support and resources to help employers create a successful flexible working culture.

Founded by Scotland's leading flexible working experts Lisa Gallagher and Nikki Slowey, Flexibility Works is proudly a social business with a purpose to enrich people's lives by transforming the way we work.

We've seen first-hand that it's possible to run a productive and profitable business and at the same time support the work life harmony of people who work. Our vision is simple – a working culture that truly values work life harmony, enabling all people and businesses to thrive.

We bring a depth of knowledge and insight about flexible working, and years of practical experience supporting employers to make a success of flexible working. And we work closely with the Scottish Government and policy makers to drive forward the flexible working agenda.



Nikki Slowey



Lisa Gallagher

Everything we do links to our mission, which is to accelerate the adoption of flexible and new ways of working in Scotland, by sharing advice, insight and best practice, which improves business success, employee engagement and wellbeing.

An important strand of our work includes research and projects with lower income workers and unemployed adults looking for work, as we explore and evidence how flexible working can play a role in reducing poverty in Scotland.

Thank you to all our sponsors and supporters who made this research possible.



Scottish Government
Riaghaltas na h-Alba
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Arnold Clark



Thank you to all the people and businesses who contributed to this report, helping to create a more flexible Scotland.

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