CIPD

LABOUR MARKET

OUTLOOK

VIEWS FROM EMPLOYERS

Winter 2024–25

The CIPD has been championing better work and working lives for over 100 years. It helps organisations thrive by focusing on their people, supporting our economies and societies. It's the professional body for HR, L&D, OD and all people professionals – experts in people, work and change. With over 160,000 members globally – and a growing community using its research, insights and learning – it gives trusted advice and offers independent thought leadership. It's a leading voice in the call for good work that creates value for everyone.

Report

Labour Market Outlook

Winter 2024–25

Contents

1 Foreword from the CIPD

The quarterly CIPD *Labour Market Outlook* (LMO) provides an early indication of future changes to the labour market around recruitment, redundancy and pay intentions. The findings are based on a survey of more than 2,000 employers.

Employer confidence, signified by the net employment balance, is at its lowest on record outside of the pandemic. It had its second largest quarter-on-quarter fall since we began collecting this metric in 2014, the largest being the onset of the pandemic. It fell across all sectors and, apart from in 2020, is at its lowest level in the private sector on record.

The change in the net employment balance is being driven by the rise in employers who expect a decrease in their total staff levels in the next three months. Last quarter 11% of employers were expecting a decrease, but this figure now stands at 16%. One in four (25%) employers are planning to make redundancies in the three months to March 2025, another record high outside of 2020.

Between quarters we have seen a major fiscal event, the Autumn Budget 2024. Two-fifths of employers believe changes to National Insurance (NI), announced by Chancellor Rachel Reeves, will increase their employment costs to a large extent. These tax hikes, to fund increases in spending in public services, are likely to have inflationary and employment effects, echoed by the recent Bank of England Monetary Policy Report. Forty-two per cent of employers in our survey plan to raise prices because of these increased employment costs, with 68% of retailers and 59% of employers in hospitality opting for this response. The impact on hiring can be seen by the third of employers who plan to reduce the number of employees through redundancies and/or recruiting fewer workers, because of these increased employment costs. Employers also plan to reduce the amount of overtime/bonuses and reduce the hours worked by staff.

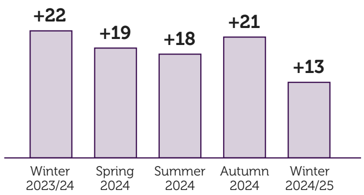
Troublingly, one in four employers expect to cancel or scale down plans for investing in or expanding their business. This is particularly pertinent among private sector SMEs. One in five organisations also plan to cut back on training expenditure. Lack of investment in business goes against the UK Government's growth agenda, and low investment in people and skills is likely to have longer-lasting impacts, creating skills gaps and making the UK a less attractive place to invest. Our data suggests, however, that the investment in public services may ease recruitment and retention difficulties in the longer term.

Read on for our latest labour market data and analysis on employers' recruitment, redundancy and pay intentions this winter.

James Cockett, CIPD Senior Labour Market Economist

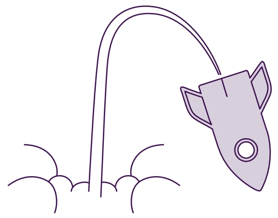
2 Key points

- The net employment balance suffered the heaviest fall on record outside of the pandemic – from +21 last quarter to +13 this quarter. This measures the difference between employers expecting there will be an increase in staff levels and those expecting there will be a decrease in the next three months.



Net employment balance

- The net employment balance fell sharply in the private sector from +24 last quarter to +16 this quarter. Apart from in 2020, this is the lowest net employment balance in the private sector since the time series began in 2014.

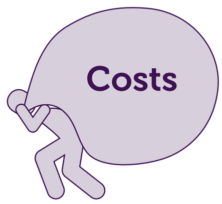


Private sector confidence plummets

- One in four (25%) employers are planning to make redundancies in the next three months. This is the highest level recorded in a decade, with the exception of the pandemic.

One in four plan redundancies

- Many employers believe measures in the Budget will be costly for them – two in five employers believe the increase in the rate of National Insurance contributions (NICs), and the reduction in the 'secondary threshold', will increase their employment costs to a large extent.



Employment cost spike expected by many

- In response to increased employment costs, 42% of employers who report their organisation will be impacted plan to raise prices. A third (32%) of employers plan to reduce the number of employees through redundancies and/or recruiting fewer workers.

Price increases and redundancies planned

- The median expected basic pay increase remains at 3%. Expected pay awards in the next 12 months are also stable in the private and voluntary sectors (both at 3%) but have fallen in the public sector from 4% to 2.5%.

Median basic pay increase remains at 3%

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3 Recruitment and redundancy outlook

The net employment balance – the difference between employers expecting there will be an increase in staff levels and those expecting there will be a decrease in staff levels in the next three months – has fallen from +21 last quarter to +13 this quarter. This represents the largest quarterly fall in over a decade outside of the pandemic. Since the previous quarter we have had the Autumn Budget 2024. This major fiscal event has had a notable impact on employer confidence.

Despite the proposed £70bn a year injection into the public sector, the net employment balance remains low at +3. While employment intentions are lowest in the public sector, they have fallen sharply in the private sector from +24 last quarter to +16 this quarter. This too was the lowest on record, with the exception of the pandemic. This sharp fall was also evident in the voluntary sector, which fell from +21 last quarter to +6 this quarter.

Net employment balance suffers largest fall outside of the pandemic

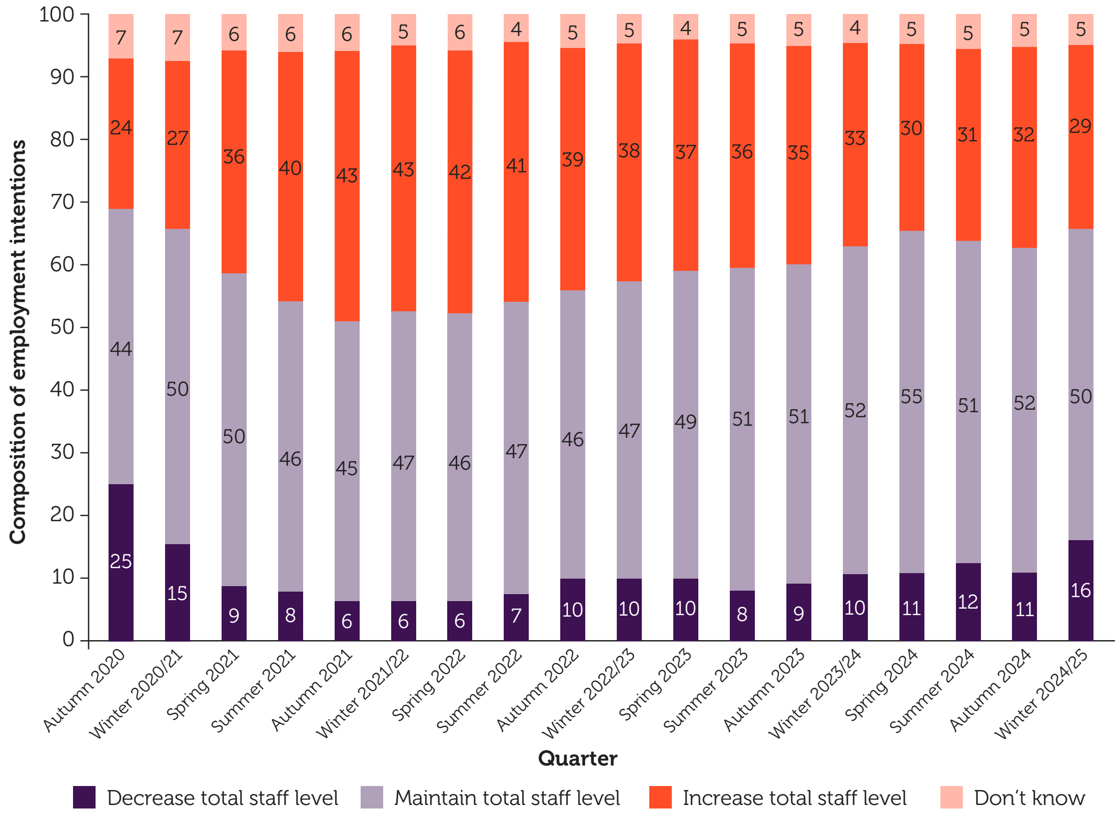
Figure 1: Net employment balance, by broad sector

Base: winter 2024/25, all employers (total: n=2,019; private: n=1,509; public: n=360; voluntary: n=150).

There is a rise in employers who expect a decrease in their total staff levels in the next three months. Last quarter 11% of employers expected a decrease, but this figure now stands at 16%. There has also been a fall in employers who expect an increase in staff levels, from 32% to 29%. Half of all employers believe their staff levels will be maintained in the next three months (Figure 2).

Rate of employers expecting a decrease in staff levels rises

Figure 2: Composition of employment intentions (%)

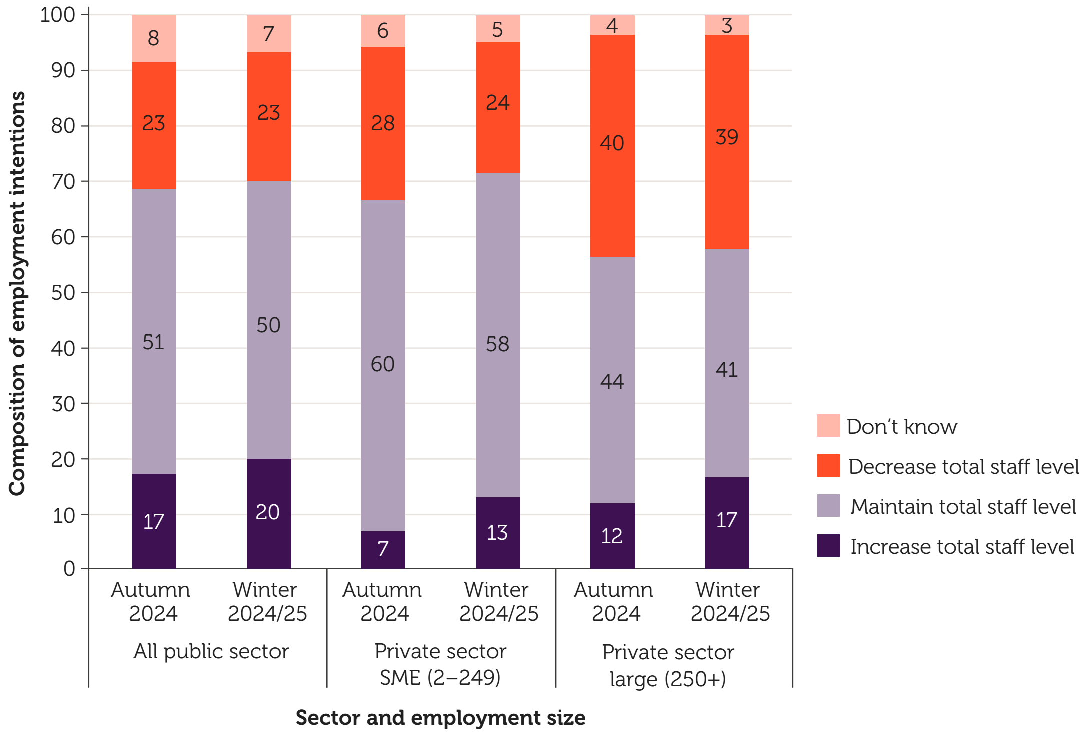


Base: winter 2024/25, all employers (total: n=2,019).

Figure 3 shows that for all types of employer, the proportion expecting a decrease in staff levels has risen, most notably among SMEs and large private sector employers. Last quarter, just 7% of SMEs said they expected a decrease in their staff levels over the next three months. This has almost doubled to 13% this quarter. For large private sector employers, that proportion rose from 12% last quarter to 17% this quarter. One in five (20%) public sector employers expect a decrease in staff levels over the next three months, the highest of all types of employer. Notably the proportion of SMEs who expect an increase in staff levels has also fallen, from 28% to 24%.

All employer types expect a decrease in staff levels at a higher rate

Figure 3: Composition of employment intentions, by employer type (%)



Base: winter 2024/25 (public sector: n=360; private sector SME: n=996; private sector large (250+): n=513).

The net employment balance has fallen in a number of industries this quarter, with the retail sector hardest hit.

Each of the following industries suffered a significant fall in the net employment balance, driven by a rise in the proportion of employers who believe their staff levels will decrease:

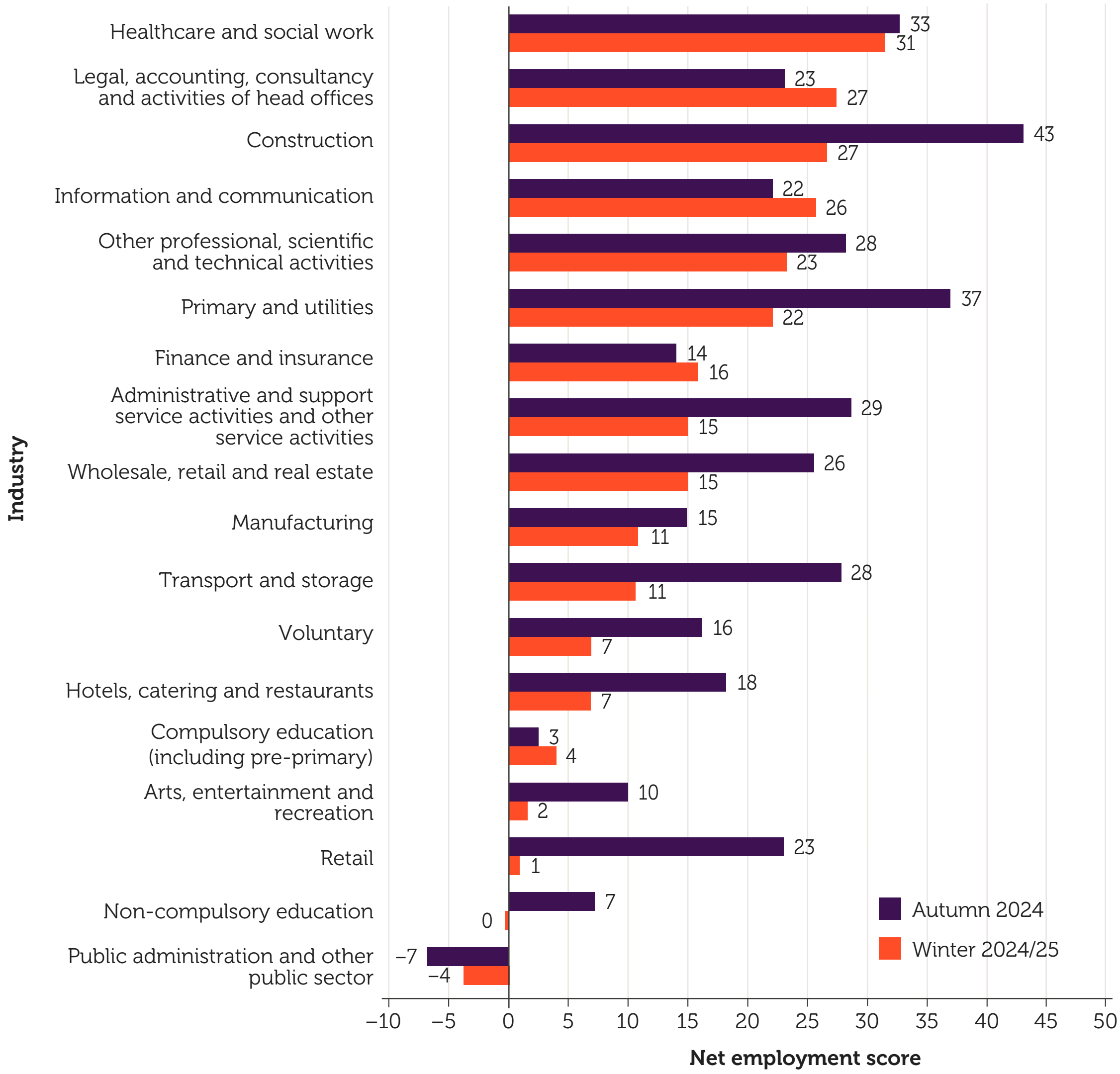
- retail: +23 to +1
- arts, entertainment and recreation: +10 to +2
- hotels, catering and restaurants (hospitality): +18 to +7
- transport and storage: +28 to +11
- administrative and support service activities and other service activities: +29 to +15
- primary and utilities: +37 to +22
- construction: +43 to +27.

Last quarter, just 1% of employers in construction believed their staff levels would decrease in the next three months. Despite the UK Government outlining large-scale housing and infrastructure plans in the last quarter, one in 10 employers in construction now believe there will be a fall in staff levels over the coming period.

As per previous quarters, the net employment balance remains below zero (–4) among public administration and other public sector employers. There is a low net employment balance in both education categories. It is +4 among employers in compulsory education, which includes primary and secondary education, and 0 among non-compulsory education, which includes vocational and higher education institutions. This means the same proportion of employers believe their staff levels will increase as believe levels will decrease in the next three months.

Net employment balance falls in a number of industries

Figure 4: Net employment balance, by industry



Base: Industries with base sizes of less than 50 have been excluded. For a breakdown of base sizes, see Table 3.

Recruitment

Sixty-four per cent of employers plan to recruit in the next three months, down from 67% in the previous quarter. Recruitment intentions have fallen across all sectors. They remain highest in the public sector at 76%. Sixty-one per cent of employers in the private sector plan to recruit in the next three months, down from 65% in the previous quarter (Figure 5).

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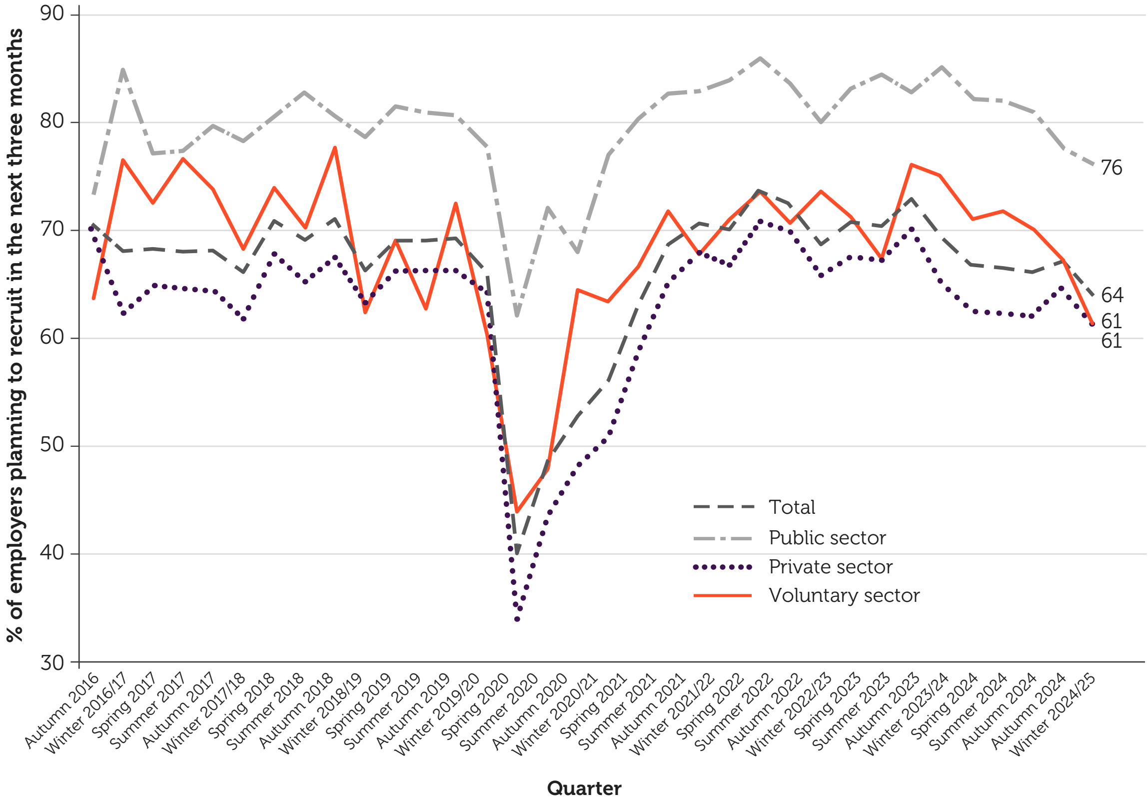
Recruitment intentions fall across all sectors

Figure 5: Recruitment intentions, by broad sector (%)



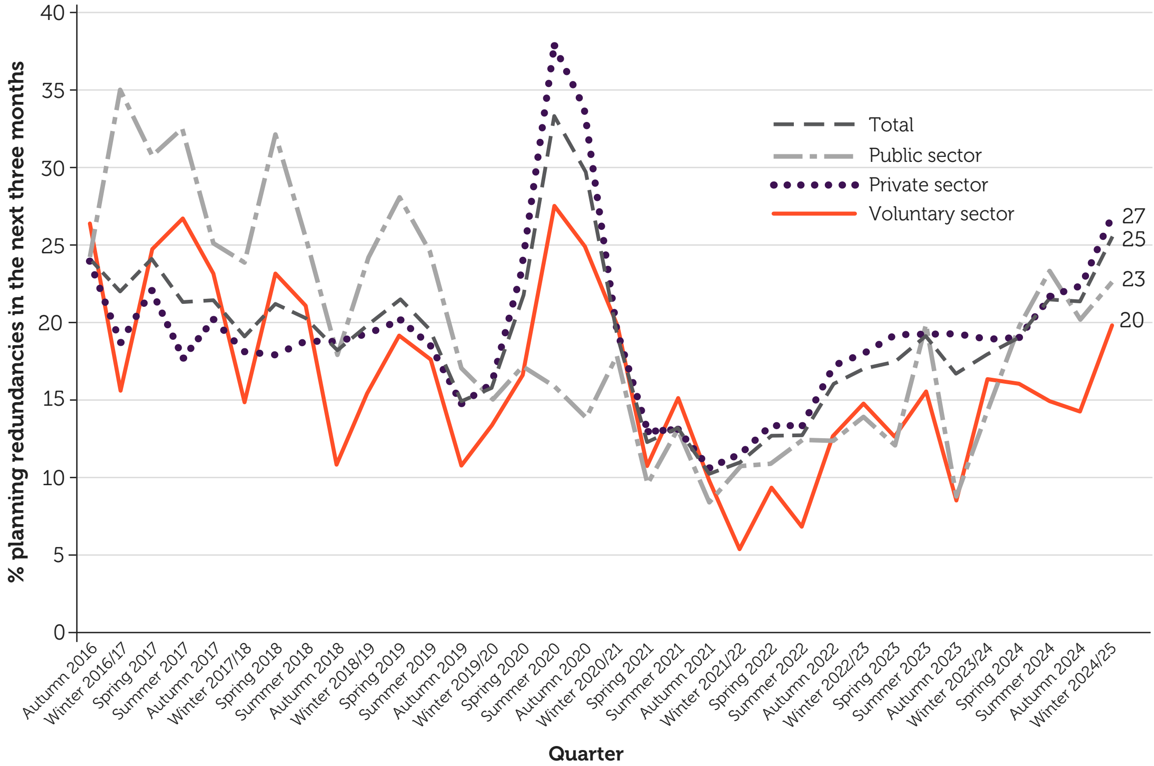
Base: winter 2024/25, all employers (total: n=2,019; private: n=1,509; public: n=360; voluntary: n=150).

Redundancies

Overall, a quarter of employers plan to make redundancies in the three months to March 2025 (see Figure 6). This is a significant increase from 21% last quarter and is the highest level recorded in a decade, with the exception of the pandemic. It rose sharply in the private sector from 22% last quarter to 27% this quarter – the highest of all sectors. It also rose in the public sector, from 20% to 23%, and in the voluntary sector, from 14% to 20%.

Redundancy intentions rise sharply

Figure 6: Redundancy intentions, by broad sector (%)



Base: winter 2024/25, all employers (total: n=2,019; private: n=1,509; public: n=360; voluntary: n=150).

Autumn Budget 2024

Much of the change in employment intentions detailed above can be attributed to the measures introduced in the Autumn Budget 2024 affecting employers, which are set to come into force in April this year. Changes to employer National Insurance Contributions (NICs) were announced, alongside changes to the National Living Wage (NLW) and business rates, among other measures.

From April 2025, the employer rate of NICs will rise from 13.8% to 15%. The rate at which an employer has to pay NICs on employee earnings will also decrease from £9,100 to £5,000. This is what is known as the 'secondary threshold'. Almost nine in 10 employers believe their employment costs will increase because of these two measures. Forty-three per cent of employers believe the increase in the rate of NICs will increase their employment costs to a large extent. Forty per cent of employers believe the reduction in the 'secondary threshold' will increase their employment costs to a large extent.

As expected, there was also an announcement regarding an increase to the NLW. One in four (24%) employers believe their employment costs will increase to a large extent due to the rise in NLW to £12.21. In our autumn 2024 LMO, when the NLW was expected to rise to £12.10, 20% believed it would increase their employment costs to a large extent.

Fifty-seven per cent of employers say their employment costs will increase due to the changes in business rates, with 18% of employers reporting this will be to a large

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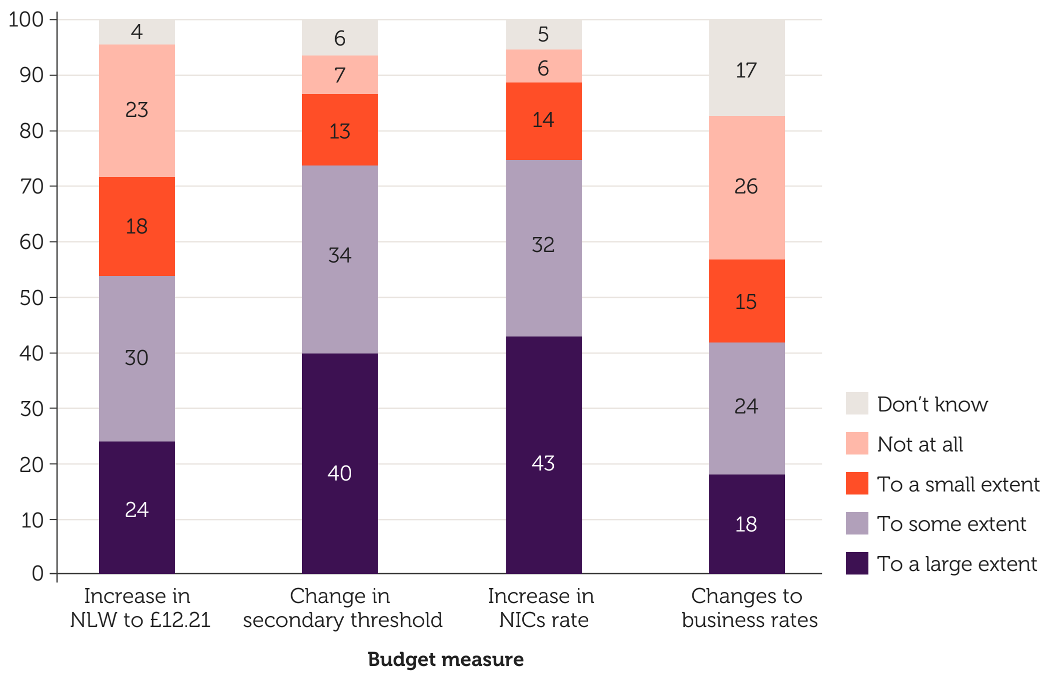
extent. This is higher among employers in transport and storage (35%), hospitality (34%) and retail (28%), with the latter two industries having their rate of relief reduced from 75% to 40% up to a maximum discount of £110,000 per business. Relief to these firms was introduced to mitigate the effect of the pandemic.

Budget measures set to increase employment costs

Figure 7: Impact of key Budget measures on employment costs (%)



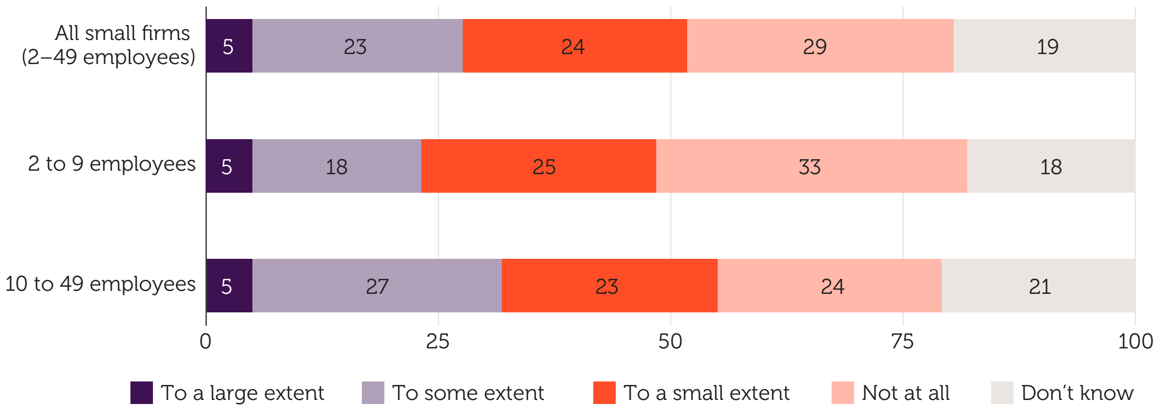
Source: CIPD Winter 2024/25 Labour Market Outlook
Base: winter 2024/25, all employers (total: n=2,019).

In addition, the eligibility threshold for employers to benefit from the Employment Allowance, which previously was set at £100,000, will be removed. Fifty-two per cent of small firms believe these measures will reduce their employment costs, but 5% say it will decrease them to a large extent. As stated in the Employment Allowance statistics, the vast majority of firms who benefit are micro employers (2–9 employees).[1] Among these micro firms, a third (33%) said these changes would not reduce their employment costs.

1 HM Revenue & Customs. (2023) Employment Allowance take-up statistics: 2022 to 2023 tax year estimate. 27 June. GOV.UK.

Half of small firms expect Employment Allowance changes to decrease employment costs

Figure 8: Impact of changes to Employment Allowance on employment costs, by firm size (%)



Base: winter 2024/25, all small firms (total: n=867; 2–9 employees: n=404; 10–49 employees: n=463).

We regularly ask how employers will deal with increased employment costs due to the rises in the NLW. Commonly, employers in low-wage sectors opt for raising prices, absorbing higher costs through lower profits, increasing productivity (such as requiring staff to take on extra tasks) or employing fewer people.

As a result of the Budget measures, 42% of employers who report their organisation will be impacted to some extent by additional employment costs plan to raise prices. In its initial forecast, the Office for Budget Responsibility (OBR) estimated that Budget policies will increase CPI inflation by 0.4 percentage points in 2025–26. In the tax year, it assumes firms pass on 60% of the higher costs to workers and consumers, via lower wages and higher prices, leaving 40% to be absorbed by the employer in lower post-tax profits. Our data suggests only 22% of employers plan to absorb the costs and take lower profits. The OBR plans to deliver revised forecasts for the UK economy on 26 March.

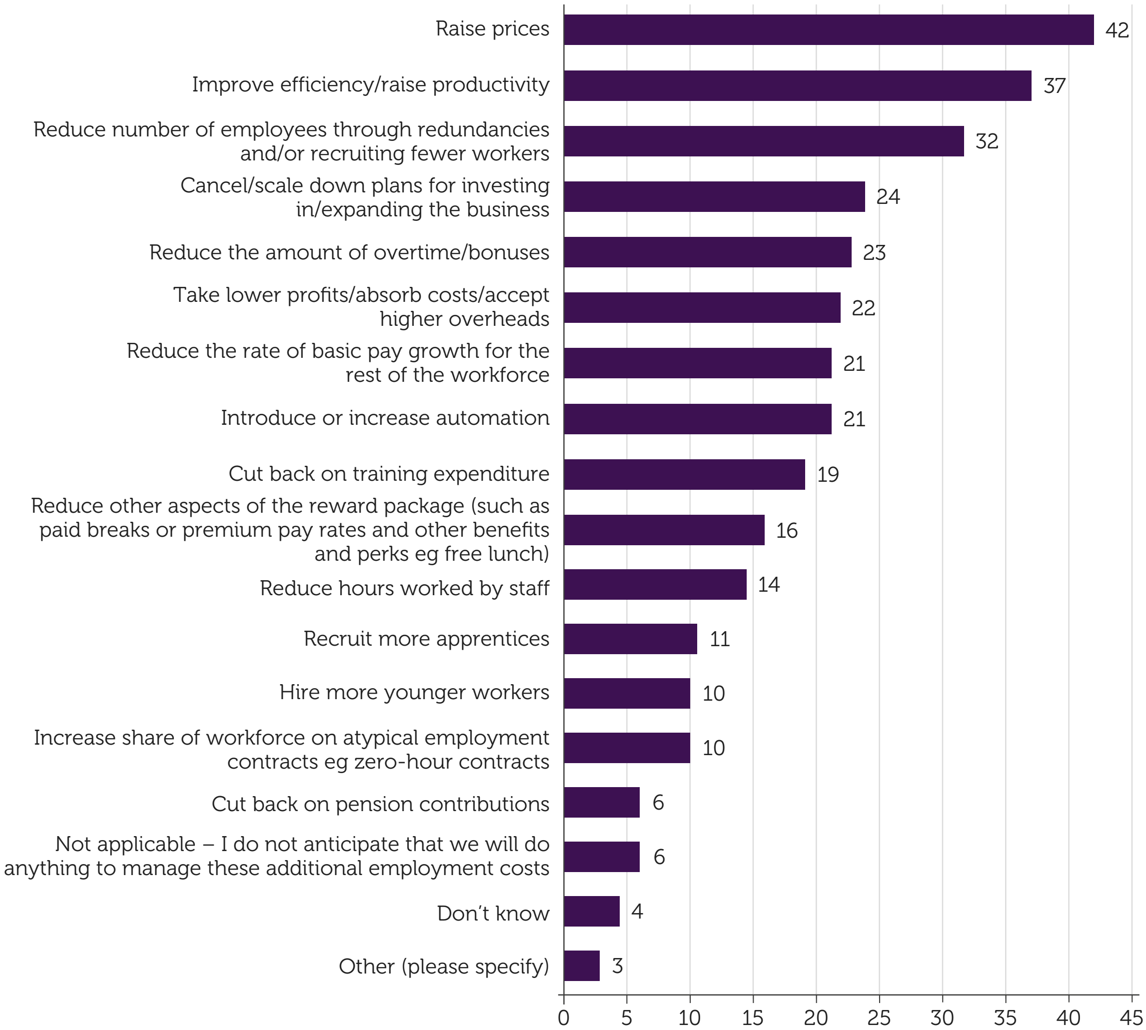
The next most common response to increased employment costs (by 37% of employers) is planning to improve efficiency and raising productivity. The impact on hiring and labour demand because of these increased employment costs can be seen by the third (32%) of employers who plan to reduce the number of employees through redundancies and/or recruiting fewer workers . Employers also plan to reduce the amount of overtime/bonuses (23%) and reduce the hours worked by staff (14%).

One in four (24%) employers expect to cancel or scale down plans for investing in or expanding their business. This is particularly pertinent among private sector SMEs (29%). Employers also plan to cut back on future employee costs by reducing the rate of basic pay growth (21%) and other aspects of the reward package (16%).

As a result of the Budget, one in five (19%) firms plan to cut back on training expenditure, something which is evidenced to have positive productivity effects, particularly important in a time of skills shortages.

Budget measures set to have inflationary and employment impacts

Figure 9: Employers' planned responses to increased employment costs due to the Budget (%)



Base: winter 2024/25, all firms who anticipate increased employment costs due to the Budget (total: n=1,869).

Figure 9 disguises the responses that employers in different industries are planning to take. For example, over two-thirds of retailers (68%) and a large proportion of employers in construction and hospitality (61% and 59% respectively) plan to raise prices. As highlighted by the Bank of England, this is likely to have inflationary effects.

Employers in construction (54%) and manufacturing (52%) plan to improve efficiency and raise productivity at the highest rate. Employers in retail (34%) and hospitality (33%), whose employment costs are set to disproportionately rise due to the changes announced, plan to improve efficiency and raise productivity at a rate closer to the average for all employers (37%). Three in 10 (29%) employers in retail and hospitality (34%) are planning to cancel or scale down plans for investing in or expanding the business as a result of these increased employment costs.

Due to the higher rate of hard-to-fill vacancies (see Figure 12), employers in construction are less likely to be taking steps to reduce staff levels. Just 17% of employers plan to reduce the number of employees through redundancies and/ or recruiting fewer workers in this industry, compared with 45% of employers in hospitality. In addition, only 7% of employers in construction plan to reduce the number of hours worked by staff, compared with 46% of firms in hospitality.

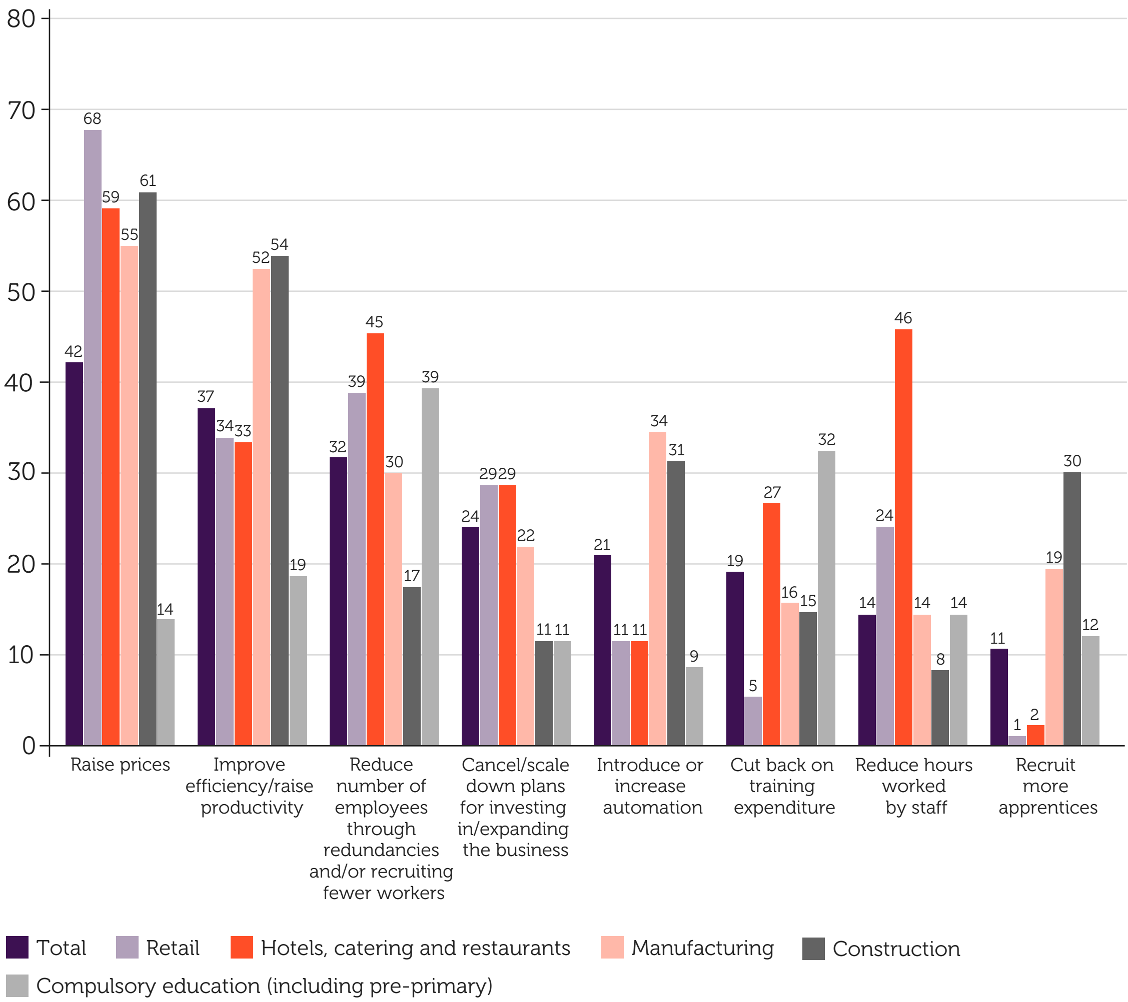
Instead, firms in construction (31%) and manufacturing (34%) plan to introduce or increase automation at a higher rate than average (21%). They also plan to recruit more apprentices (30% and 19% respectively).

Public sector employers, such as those in compulsory education, are restricted in their ability to respond by raising prices and changing investment plans. Instead, a higher proportion plan to reduce the number of employees through redundancies and/or recruiting fewer workers (39%) and cutting back on training expenditure (32%). These responses are also more common in other types of education, including higher education. Firms who could utilise recent advances in generative AI to introduce or increase automation, for example those in compulsory education, do not plan to do so at a notable rate (9%).

See Appendix 1 for the full set of responses by industry.

Retailers likely to increase prices, hospitality likely to reduce hours worked by staff

Figure 10: Employers' planned responses to increased employment costs due to the Budget, by selected industries (%)

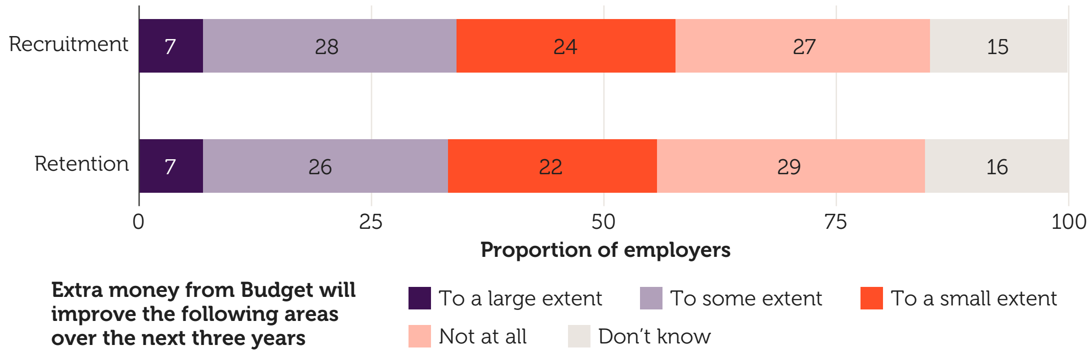


Base: winter 2024/25, all firms who anticipate increased employment costs due to the Budget (total: n=1,869; retail: n=61; hotels, catering and restaurants: n=73; manufacturing: n=163; construction: n=138; compulsory education: n=159).

The reason given for the increase in taxation was to allow the UK Government to invest in public services. The public sector is acutely aware of the recruitment and retention challenges it faces, and some of this funding is designed to ease these difficulties. Looking forward to the next three years, 58% of public sector employers believe this additional funding will help improve recruitment difficulties, with a similar proportion (56%) reporting it will help with retention difficulties. Seven per cent of public sector employers believe it will improve recruitment and retention difficulties to a large extent going forward.

Recruitment and retention difficulties in public sector set to ease due to investment in public services

Figure 11: Extent to which extra funding for public sector set to ease recruitment and retention difficulties over the next three years (%)



Base: winter 2024/25, all public sector employers (total: n=360).

Further reading and practical guidance

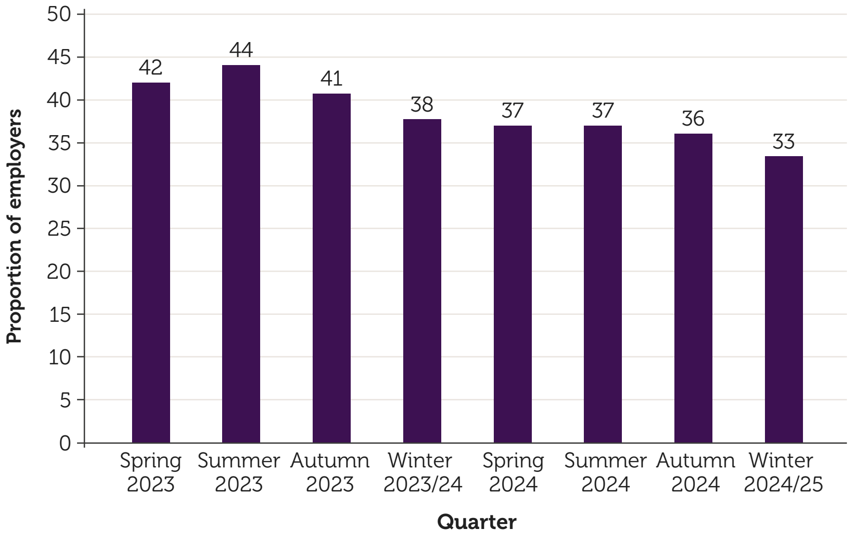
- CIPD | **Investment in technology**
  A practical guide on choosing the right technology for your business to enhance job quality and drive success.
- CIPD | **Redundancy**
  Learn how to manage redundancies effectively in your organisation with a selection of practical resources and insights.
- CIPD | **Strategic workforce planning**
  Explore our guidance for approaching workforce planning with practical frameworks and strategies.
- CIPD | **Change management**
  Embed change effectively with our interactive tools and actionable stages.

4 Job vacancies

Official data published in mid-January 2025 showed that overall vacancy levels have fallen each month for the past two and a half years.[2] Figure 11 shows the proportion of employers with hard-to-fill vacancies has fallen slightly over this time period. Among the surveyed respondents, a third had hard-to-fill vacancies in the latest quarter. Hard-to-fill vacancies are significantly higher in the public sector (45%) than the private sector (31%).

Employers continue to have hard-to-fill vacancies

Figure 12: Employers with hard-to-fill vacancies (%)



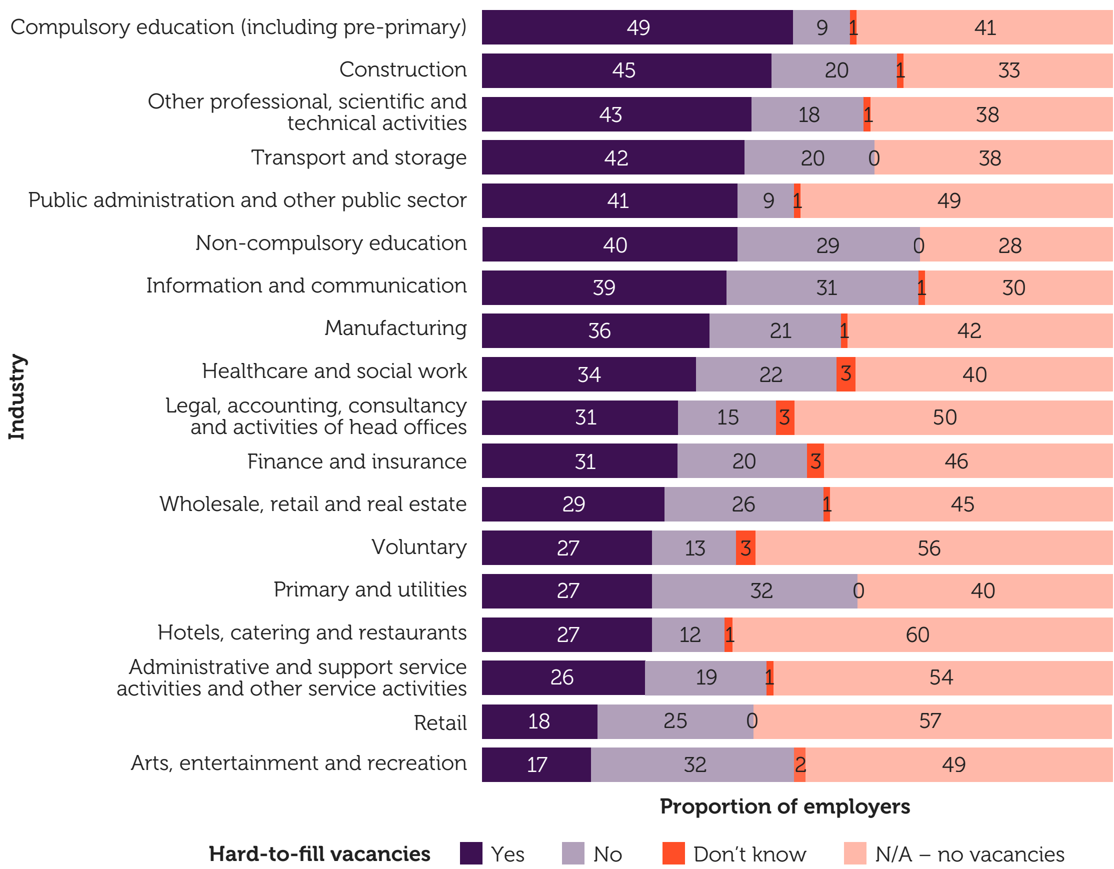
Base: winter 2024/25, all employers (total: n=2,019).

Figure 12 shows how prevalent hard-to-fill vacancies are across different industries. Half (49%) of employers in compulsory education and 46% of employers in construction currently have hard-to-fill vacancies. More than two-fifths of employers have hard-to-fill vacancies in other professional, scientific and technical activities (43%), transport and storage (42%) and in public administration and other public sector (41%).

2 Office for National Statistics. (2025) Vacancies and jobs in the UK: January 2025. 21 January. GOV.UK.

Hard-to-fill vacancies exist across the economy

Figure 13: Employers with hard-to-fill vacancies, by industry (%)

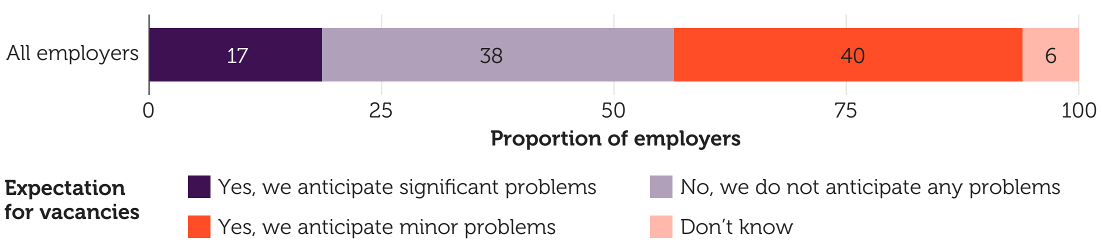


Base: Industries with base sizes of less than 50 have been excluded. For a breakdown of base sizes, see Table 3.

Currently, 17% of employers are anticipating significant problems in filling vacancies in the next six months (see Figure 13).

Some employers still anticipate significant problems in filling roles

Figure 14: Expectation for vacancies in the next six months (%)

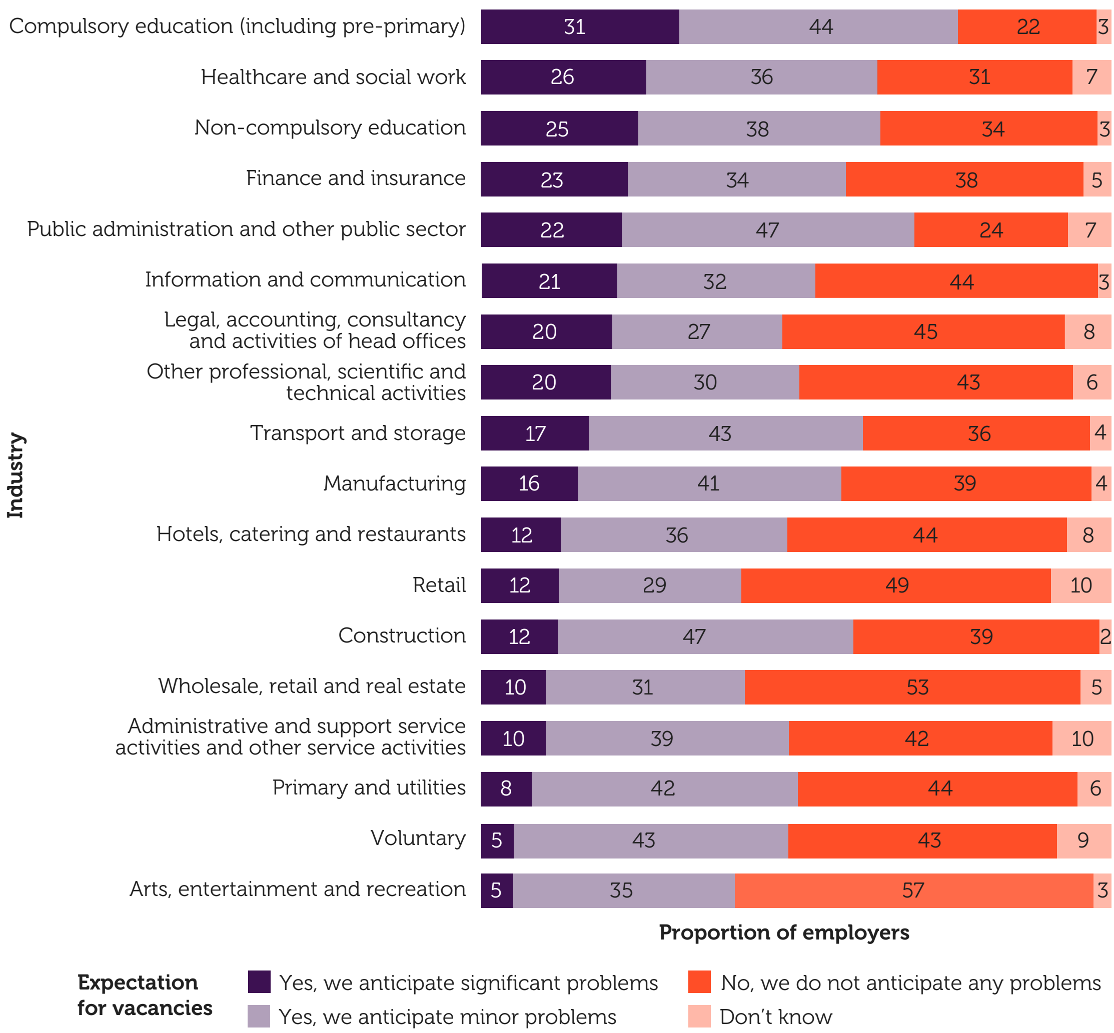


Base: winter 2024/25, all employers (total: n=2,019).

Anticipated problems with hard-to-fill vacancies have remained higher in public-sector-dominated industries for the past couple of years. This quarter, 31% of employers in compulsory education and 26% in healthcare and social work are anticipating significant problems in filling vacancies in the next six months.

Problems in filling vacancies most prevalent in education

Figure 15: Expectation for vacancies in the next six months, by industry (%)



Base: Industries with base sizes of less than 50 have been excluded. For a breakdown of base sizes, see Table 3.

Further reading and practical guidance

- CIPD | **Resourcing and talent planning**
  Explore insights into resourcing and talent planning challenges and find support in navigating today's powerful megatrends and resultant labour market shortages.
- CIPD | **Employer brand**
  Discover what employer brand is, why it matters, and how to build a strong brand aligned with your organisation's values. Read our step-by-step guide for insights on attracting a more diverse talent pool.
- CIPD | **Support for people managers**
  Resources on how people professionals can help people managers support the health, wellbeing and engagement of their team.

5 Pay outlook

Among employers looking to increase, decrease or freeze pay in the next 12 months, the median expected basic pay increase for the next 12 months remains at 3% overall, for the third consecutive quarter. Expected pay awards held at a historic high of 5% between winter 2022/23 and autumn 2023, before falling to 4% in winter 2023/24 and spring 2024.

Expected pay awards in the public sector, for the year ahead, have fallen to 2.5% this quarter. They had risen sharply in the public sector from 2.5% in our summer 2024 report to 4% in our autumn 2024 report. This was due to Chancellor Rachel Reeves' announcement of pay rises for a number of public sector workers in late July. This was in part to settle ongoing pay disputes, for example in the NHS.

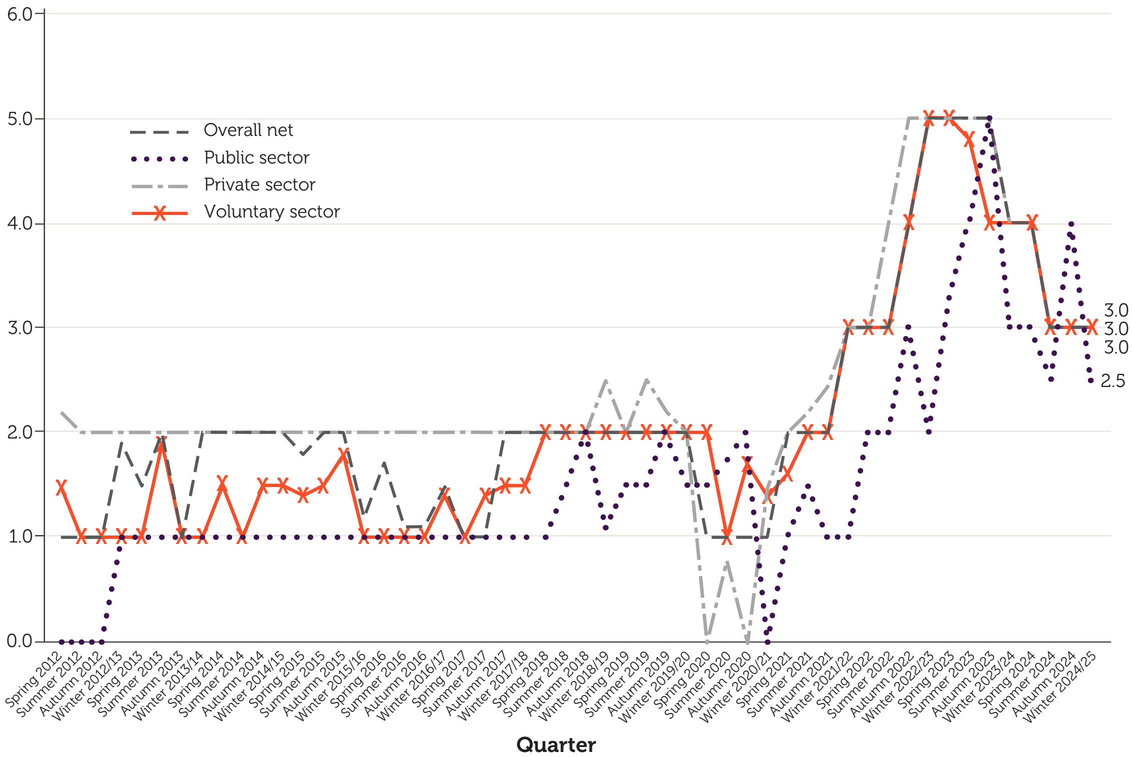
Median expected pay awards remain at 3% in the private sector overall and among both SMEs and larger private sector organisations. This rate is the same as in the voluntary sector.

To put the median expected pay awards into context, the Consumer Prices Index including owner occupiers' housing costs (CPIH), the Office for National Statistics' (ONS) preferred measure of inflation, currently stands at 3.5%. The Consumer Prices Index (CPI), which the Bank of England benchmarks against, stands at 2.5%.

It should be noted that the average basic pay award covered in this analysis is only one component of pay growth. Many people will also benefit from incremental progression or promotion, bonuses or a pay bump when switching jobs.

Average expected pay awards remain at 3%, but fall to 2.5% in the public sector

Figure 16: Median basic pay increase expectations – median employer



Base: winter 2024/25, all employers expecting and able to estimate a pay award in the next 12 months (total: n=824; private: n=612; public: n=137; voluntary: n=75).

Further reading and practical guidance

- CIPD | **Pay, performance and transparency 2024**
  Understand the factors driving pay decisions in the UK workplace and get recommendations for pay transparency.
- CIPD | **Pay fairness and pay reporting**
  Find out what fair pay can mean, what pay information UK employers must disclose by law, and the opportunities pay narratives bring.
- CIPD | **After recent claims, where next for equal pay?**
  Explore how you can pay people fairly, while protecting yourself as an employer.

6 Recommendations for employers and people practitioners

✓ Take a long-term approach to decision-making and avoid knee-jerk reactions to acute trends and developments. Aligning with your business objectives, take a proactive approach to workforce planning and assess both your current and future skills needs, revising your strategy as necessary.

✓ Invest in developing your workforce and prioritise continuous learning and training to enhance adaptability, productivity and employee retention, particularly if your organisation has to make do with less.

✓ Take advantage of technology and use it to empower your workforce. Leverage automation and digital tools including AI to improve efficiency, streamline processes and operations, to augment and extend the capability of your workforce.

✓ If downsizing is unavoidable, follow our best practice redundancy guidance, ensuring fairness, legal compliance and alternative solutions, such as redeployment, job-sharing, short-time working, and so on, where possible.

7 Survey method

All figures, unless otherwise stated, are from YouGov Plc. The total sample size was 2,019 senior HR professionals and decision-makers in the UK. Fieldwork was undertaken from 6–31 January 2025. The survey was conducted online. The figures have been weighted and are representative of UK employment by organisation size, sector and industry.

Weighting

Rim weighting is applied using targets on size and sector drawn from the BEIS *Business population estimates for the UK and regions 2023*. The following tables contain unweighted counts.

Table 1: Breakdown of the sample, by number of employees in the organisation

Employer size band	Count
2–9	404
10–49	463
50–99	188
100–249	210
250–499	179
500–999	144
1,000 or more	431

Table 2: Breakdown of sample, by sector

Sector	Count
Private sector	1,509
Public sector	360
Third/voluntary sector	150

Table 4: Breakdown of sample, by region

Region	Count
Scotland	123
Wales	71
Northern Ireland	37
Northwest England	168
Northeast England	66
Yorkshire and Humberside	107
West Midlands	133
East Midlands	100
Channel Islands	1
Eastern England	116
London	464
Southwest England	161
Southeast England	264
All of the UK	208

Table 3: Breakdown of sample, by industry

Industry	Count
Administrative and support service activities and other service activities	185
Arts, entertainment and recreation	71
Compulsory education (including pre-primary)	159
Construction	138
Finance and insurance	136
Healthcare and social work	195
Hotels, catering and restaurants	73
Information and communication	127
Legal, accounting, consultancy and activities of head offices	123
Manufacturing	163
Non-compulsory education	90
Other professional, scientific and technical activities	117
Police and armed forces	21
Primary and utilities	59
Public administration and other public sector	94
Retail	75
Transport and storage	63
Voluntary	53
Wholesale and real estate	77

8 Appendix 1: Employers' planned responses to increased employment costs due to budget, by industry

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	Administrative and support service activities and other service activities	Arts, entertainment and recreation	Care, social work and other healthcare activities	Compulsory education (inc. pre primary)	Construction	Finance and insurance	Hotels, catering and restaurants	Human health activities (healthcare)	Information and communication	Legal, accounting, consultancy and activities of head offices	Manufacturing	Non-compulsory education	Other professional, scientific and technical activities	Primary and utilities	Public administration and other public sector	Transport and storage	Wholesale, retail and real estate
Raise prices	43	55	40	14	61	35	59	22	39	56	55	25	54	31	10	43	57
Improve efficiency/raise productivity	34	39	22	19	54	34	33	38	46	33	52	40	35	28	47	37	32
Reduce number of employees through redundancies and/or recruiting fewer workers	32	24	16	39	17	33	45	26	23	28	30	40	22	34	41	35	37
Cancel/scale down plans for investing in/expanding the business	24	26	24	11	11	30	29	27	16	25	22	28	27	25	16	30	30
Reduce the amount of overtime/bonuses	26	17	16	13	17	28	36	28	23	19	19	13	19	21	17	25	29
Take lower profits/absorb costs/accept higher overheads	23	18	22	10	16	22	28	24	20	32	17	16	38	26	11	25	26
Reduce the rate of basic pay growth for the rest of the workforce	20	20	19	6	17	30	27	27	17	29	19	20	23	16	5	28	27
Introduce or increase automation	25	28	1	9	31	28	11	22	24	24	34	25	26	18	22	22	10
Cut back on training expenditure	19	17	18	32	15	20	27	20	20	20	16	25	18	12	19	17	13
Reduce other aspects of the reward package (such as paid breaks or premium pay rates and other benefits and perks eg free lunch)	17	9	16	4	13	26	18	24	15	23	12	12	16	12	13	23	18
Reduce hours worked by staff	14	17	4	14	8	6	46	15	7	8	14	9	7	8	6	12	23
Recruit more apprentices	7	5	7	12	30	8	2	15	14	7	19	14	6	12	10	16	3
Hire more younger workers	11	7	1	14	22	10	19	12	20	4	14	6	7	13	8	5	4
Increase share of workforce on atypical employment contracts e.g. zero-hour contracts	14	11	6	3	10	11	22	23	16	5	7	9	6	12	5	10	4
Cut back on pension contributions	8	4	5	5	2	7	5	7	8	10	5	8	11	8	3	9	3
Don't know	3	3	4	7	2	7	1	5	3	4	3	4	2	5	6	9	6
Other (please specify)	2	1	3	7	1	2	1	3	–	4	2	2	5	2	4	3	2
Not applicable – I do not anticipate that we will do anything to manage these additional employment costs	6	8	14	12	4	4	3	9	3	2	1	7	3	9	15	3	6
Net: Any	91	90	82	81	94	90	96	86	94	94	96	90	95	87	79	89	89

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 W cipd.org

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